



शिक्षण प्रसारक मंडळी, पुणे
R. A. Podar College of Commerce & Economics

AUTONOMOUS

Matunga, Mumbai - 400 019

An 'A+' Institution as Accredited by NAAC

Certified as 'Best College' by University of Mumbai

Tel.: 2414 3178 • Fax: 2414 1964 • E-mail: info@rapodar.ac.in

Website : www.rapodar.ac.in

1.3.1 - Institution integrates cross-cutting issues relevant to Professional Ethics, Gender, Human Values, Environment and Sustainability and other value framework enshrined in Sustainable Development Goals and National Education Policy – 2020 into the Curriculum

Sr. No.	Content
1	List of courses relevant to Professional Ethics, Gender, Human Values, Environment and Sustainability and other values
2	Syllabus and course content relevant to Professional Ethics, Gender, Human Values, Environment and Sustainability and other values (highlighted).



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1.3.1 - Institution integrates cross-cutting issues relevant to Professional Ethics (PE), Gender (G) , Human Values (HV), Environment and Sustainability (E & S), and Other Values (OV) into the curriculum

Program Name	Course	Issues Addressed	Topic	Description
B.Com	Commerce- I	E & S	Introduction to Business	Social Responsibility of a Business Firm towards various Stakeholders, Corporate Social Responsibility
		E & S	Business Environment	Ecological Environment- Analyse ecological issues related to the natural environment and address them for sustainable development
		G	Entrepreneurship	Women Entrepreneurs: Problems and Promotion
B.Com	AFM I	PE	Accounting Standards	Accounting concepts, conventions, standards and knowledge and practices required in business given by ICAI and Companies Act
B.Com	Environmental Studies	E&S	Sustainable Energy Resources	Solar energy, Hydro-energy, Wind energy, Tidal energy, Geo-thermal energy, etc.
B.Com	Environmental Studies	E&S	Sustainable Development	Resource utilization and sustainability, Environmental Conservation, Public awareness and participation.
B.Com	Environmental Studies	E&S	Sustainable Cities	Environmentally, Socially and economically healthy and resilient habitats for population.
B.Com	Commerce- II	PE	Retailing	Legal and ethical aspects in retailing
B.Com	AFM II	PE	Single Entry, Department Final A/c	accounting knowledge and practices required in Commercial and non-commercial organization

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B.Com	Environmental Studies	E&S	Solid Waste Management for Sustainable society.	Solid Waste Management in Urban areas, Concepts, methods for Reuse and Recycling of Waste.
B.Com	Environmental Studies	E&S	Sustainable Agricultural Practices.	Green Consumerism, Green Business.
B.Com	Environmental Studies	E&S	Sustainable Tourism	Ecotourism, Wildlife tourism, Geotourism
B.Com	Commerce- III	HV PE	Ancient and Modern Management Approach, Motivation, Leadership	Human Relations Approach by Elton Mayo, Chanakya 'Arthshastra' Management Practices by Indian Values, Factors influencing Motivation, Qualities of good leader
B.Com	Advertising - I	HV PE	Social Aspects of Advertising	Ethical and social issues in advertising, positive and negative influence of advertising on Indian values and culture, Influence of Advertising on Children
			Special purpose advertising	Advocacy advertising, Green Advertising – Pro Bono/Social advertising
B.Com	AFM III	PE	Partnership Final Accounts Amalgamation of Partnership Final Accounts	knowledge of maintaining accounts of Partnership firm as per partnership Act, 1932
B.Com	Financial Accounting and Auditing I	PE	Analysis and Interpretation of Financial Statements	Skill of analysing the financial statements of company and decision making
B.Com	Business Law	HV PE	Human Values/Professional Ethics	1. RTI : 2. Indian Contract Act.1872
B.Com	AFM IV	PE	Redemption of Preference shares Redemption of debentures	Knowledge of accounting and practices of corporates as per Companies Act
B.Com	Financial Accounting and Auditing II	PE	Auditing, Planning, procedure, techniques, types	Standard Auditing Practices

B.Com	Business Law	HV PE	Human Values /Professional Ethics	1. Partnership & LLP: Duties of partner 2. Role/Duties promoters 3. IPR: Patent, Copyright and Trademark
	Mass Communication II	PE G	Media Ethics and Legal Aspects	Freedom of Speech and Expression a Media Representation. Media and the Constitution of India. Press legislation in India (constitutional laws of press freedom, official Secrets Act 1923, contempt of courts, Copyright Act 1957). Laws of defamation and Journalistic defense (Justification, Fair Comment, Privilege, Apology)
B.Com	Advertising - II	PE	Careers in advertising	Skills required for a career in advertising, Various Career Options, Freelancing Career Options – Graphics, Animation, Modelling, Dubbing, Careers in Digital Advertising / Social Media Advertising
B.Com	Psychology of Human Behavior at Work-I	PE	The importance of interpersonal skills	Interpersonal skills involve the ability to communicate and build relationships with others. The topic stresses upon various personality traits like Active listening, Teamwork, Responsibility, Dependability, Flexibility, Patience, etc. Effective interpersonal skills help to develop innate personality, improve understandability, form good judgment, create strong relationships and bonds, etc. which will lead to career growth and development in professional arena
B.Com	Psychology of Human Behavior at Work- II	G HV	Sexual harassment: Unequal power in the workplace	Sexual harassment as unwelcome sexual advances, requests for sexual favors, or other verbal, nonverbal, or physical conduct of a sexual nature. The topic helps the learners : to understand the unethical practices and negative traits that must be severely condemned for professional growth; to enhance equality and equity amongst various genders; respect, empathies and support the opposite sex for career growth and development ; to create a healthy and harmonized work environment by understanding and preventing all occurrences of sexual harassment at workplace

B.Com	Foundatio n Course- I	G HV	1. Gender related issues.	I. Social issues and problems- Explore the disparities arising out of gender with specific reference to violence against women. II. Measures to enhance Status of women. III. Role and significance of women in politics.
B.Com	Foundatio n Course- II	HV	1. Human Values	I. Human Rights- The Universal Declaration of Human Rights. II. Human Rights constituents with special reference to Fundamental Rights stated in the Constitution. III. Understanding oneself- determinants of Personality, development; agents of socialisation and roles played by them in Individual development, IV. Stress and conflict management- Meaning of stress; it's causes and Coping mechanisms for managing stress, Meaning of conflict.
B.Com	Foundatio n Course- III	HV G	1. Human Values 2. Gender related issues	I. Human Rights Provisions, Violations and Redressal for Scheduled Castes, Scheduled Tribes, Women and Children. II. Public Health, Mental health issues. III. Physical Education and Sports a need of the society.
B.Com	Foundatio n Course- IV	HV G E&S	1. Human Values 2. Gender related issues 3. Environment and sustainability	I. Human Rights Provisions, Violations and Redressal dealing with Migration. II. Humanitarian approach to resettlement and rehabilitation. III. LGBTQ and constitutional safeguards. IV. Issues in addressing disasters.
B.Com	Commerc e V	PE HV E&S	The importance of interpersonal skills, Professional Ethics and Sustainability	Skills sets required for Effective selling, Marketing Ethics: Concept, Unethical practices in marketing, General role of Consumer Organizations, Green Marketing
B.Com	Financial Accountin g and Auditing - VII	PE	Internal Reconstruction, Buyback of shares, Personnel Investment, Business Ethics	practices of various aspects of corporate accounting as per Companies Act and ICAI, ethical disclosure in financial statements

B.Com	Financial Accounting and Auditing - IX	PE	Cost and Elements of Cost	techniques and methods of cost accounting as per costing standards
B.Com	Direct & Indirect Tax- I	PE	Income from Salaries, House property, Capital Gains, Business Profession	knowledge of calculation of income from various heads, governing sections and deductions
B.Com	Commerce VI	HV G E&S	1. Human Values 2. Gender related issues 3. Environment and sustainability	Counselling, Employees Morale, Emotional Quotient and Spiritual Quotient, Human Relations, Employee welfare measures and Health & Safety Measures, Employee Empowerment, Workforce Diversity, Attrition, Retrenchment Downsizing, Employee Absenteeism, Work life Balance, Sexual Harassment at work place, Domestic and International HR Practices, Millennial (Gen Y) Competency Mapping
B.Com	Financial Accounting and Auditing - VIII	PE	Amalgamation of Companies, Underwriting of shares, Liquidation of companies	Knowledge of Companies Act, 2013 wrt to amalgamation, liquidation, valuation of shares, underwriting of shares
B.Com	Financial Accounting and Auditing - X	PE	Methods and techniques of Costing	Cost Accounting practices as per Cost Accounting standards
B.Com	Direct & Indirect Taxes II	PE	GST	Goods and Services Tax Act
BAS	Insurance Business	PE	The Insurance Market	Ethical Aspects of Insurance Business
BAS	Foundation Course	G	Social issues and problems	Explore the disparities arising out of gender with specific reference to violence against women and Psycho social and economic inequalities arising thereafter; Measures to enhance Status of women
BAS	Environmental Studies	E & S	Environment and Ecosystem	Food Chain and Food Web- Ecological Pyramids- Man and environment relationship; Importance and scope of Environmental Studies

BAS	Insurance Business	G HV	Annuities	Married Women's Property (MWP) Act Policies, Plans for Differently Abled
BAS	Business Communication	PE	Group Communication	External and Internal Measures of PR
BAS	Foundation Course	HV	Human Rights	Human Rights constituents with special reference to Fundamental Rights stated in the Constitution
BAS	Environmental Studies	E & S	Solid Waste Management for Sustainable Society	Classification of solid wastes–Types and Sources of Solid Waste; Effects of Solid Waste Pollution-Health hazards, Environmental Impacts; Solid Waste Management–solid waste management in Mumbai- Schemes and initiatives run by MCGM
BAS	Actuarial Risk Management	PE	Introduction to Actuarial Risk Management	Duties and Responsibilities of an Actuary in carrying out his professional job – highlighting the responsibility of giving advice and for taking decisions.
BAS	Auditing	PE	General Audit Consideration	Auditors' independence and Professional Ethics.
BAS	Information Technology in BFSI	OV	Internet and Information Technology	Security: Internet based frauds, Hacking of password, Viruses, Encryption & Decryption Keys, Firewall, Digital Signatures and Certificates,
BAS	Documentation Analysis and Reporting - I	OV	Documentation Analysis	Nuances of interpretation and reporting
BAS	Management: Functions and Challenges	HV	Introduction To Management	Practices by Indian Values
BAS	Business Laws and Insurance Specific Laws	PE OV	Introduction to Business Laws - II	Consumer Protection Act, 1986 Concept, Objects, Definition of Consumer, Consumer Disputes, Complaints, Complainant Rights of Consumer, Consumer Protection Council and Redressal Agencies

BAS	Insurance Business Regulation and Supervision	PE	Regulation of Intermediaries in the Insurance Industry	IRDAI Insurance Brokers, 2018, IRDAI Licensing of Corporates , 2002, IRDAI Protection of Policy Holders Interest, 2017, IRDAI Obligation of Insurance to Rural Sectors, 2015, IRDAI Micro Insurance Regulations, 2015
BAS	Actuarial Risk Management	PE	Implementation of Actuarial Models and Monitoring	Principles of Actuarial Code
BAS	Auditing	PE	Duties and Responsibilities of Auditor (Internal and External)	Classification of Frauds and Reporting of the same to Regulators, namely RBI and IRDAI
BAS	Information Technology in Insurance Sector	OV	Future of Information Technology and Insurance Sector - TRAMBID	System Hacking
BAS	Documentation Analysis and Reporting - II	OV PE	Documentation Analysis	Nuances of interpretation and reporting
BAS	Production and Finance	OV E & S	Production & Inventory Management	Concept, Factors Influencing Productivity, Measures for improving Productivity, Productivity in different economies.
BAS	Customer Relationship Management – Paper I	HV OV	Customer Acquisition	Concept of Loyalty at CRM: Definition of Loyalty, Customer Loyalty and Customer decency, Process of Developing Customer Loyalty. Status of CRM in India.
		HV OV	Customer Retention	Customer Life Cycle and Customer Life Time Value (CLTV), Recency, Frequency and Monetary Value (RFM) Analysis, Customer Loyalty Ladder, Impact Of Customer Defections, Types of Defectors, Strategies to reduce customer defections, CRM Framework-Switching.
BAS	Customer Relationship	HV OV	CRM emerging concepts and perspective	Privacy, Ethics issues of CRM

	Management – Paper II			
BMS	Business Communications - I	OV	Introduction to Communication	Grapevine Objectives
		PE HV	Obstacles to Communication in Business World	Business Ethics: Concept and Interpretation, Importance of Business Ethics, Morale of Employees
BMS	Business Law	E & S OV	Contract Act, 1872 & Sale of Goods Act, 1930	Essential elements of Contract; Agreement
		OV PE	Company Law	MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares
BMS	Business Economics	E&S OV	Supply and Production Decisions and Cost of Production	Break even Analysis (with business applications)
		OV PE	Pricing Practices	case studies on how pricing methods are used in business world
BMS	Foundation Course-I	HV	Indian Society – Unity in Diversity and conflicts	Concept of diversity vs difference, Understand the multi-cultural diversity of Indian
		G	Social issues and problem	Understand the concept of disparity as arising out of stratification and inequality;
		HV	The Indian Constitution	Fundamental Duties of the Indian Citizen; tolerance, peace and communal harmony as crucial values in strengthening the social fabric of Indian society; Basic features of the Constitution
		G OV	Significant Aspects of Political Process	The party system in Indian politics; Local self-government in urban and rural areas; the 73rd and 74th Amendments and their implications for inclusive politics; Role and significance of women in politics
BMS	Foundation of Human Skills	HV	Understanding of Human Nature	Individual Behaviour: Concept of a man, individual differences, factors affecting individual differences, Influence of environment
				Personality: Determinants of personality, Personality traits theory, Personality traits.

BMS	Principles of Marketing	E & S	Marketing Environment, Research	Marketing Research and MIS
BMS	Industrial law	E & S	Laws Related to Health, Safety and Welfare	The Factory Act 1948: (Provisions related to Health, Safety and Welfare) • The Workmen's Compensation Act, 1923 Provisions:
BMS	Business Communications. II	OV	Group Communication	Group Agenda and Resolution
BMS	Principles of Management	E & S	Controlling	Recent Trends: Green Management
BMS	Business Environment	OV PE	Introduction to Business Environment	Micro and Macro Environment
		HV	Social and Cultural Environment	Social and Cultural Environment: Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit
		OV	Political, Economic and Legal environment	Economic Environment
BMS	Foundation Course-II	OV	Human Rights	Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights
		PE OV	Understanding oneself	Defining self and Personality development; determinants of Personality development; Agents of socialization and the role played by them.
BMS	Equity and Debt Market	OV	Introduction to Financial Market	Money market & Debt markets in India;
		OV	Dynamics of Equity Market	Stock exchanges in India (field visit)
BMS	Corporate Finance	OV	Mobilisation of Fund	Protection of Depositors
BMS	Advertising	PE OV	Introduction to Advertising	Ethics and Laws in Advertising, Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising
		PE OV	Budget, Evaluation, Current	Artificial intelligence in Advertising

			trends and careers in Advertising	
BMS	Recruitment and Selection	OV	Hiring process	Website and Job, Search Engine, Social Recruiting
BMS	IT in Business Management I	OV	Introduction to IT Support in Management & Cyber law, IT act 2000	Cyber law, Cyber security
BMS	Business planning and Entrepreneurship Management	OV	Foundations of Entrepreneurship Development	Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Significance of growth of entrepreneurial activities and Qualities.
BMS	Environmental Management	E & S	Environmental Concepts Environment degradation	Global warming Disaster Management. pollution and waste Management
		E & S	Sustainability and role of business	Sustainability: Definition, importance and Environment Conservation. • Environmental clearance for establishing and operating Industries in India.
BMS	Strategic Management	OV	Introduction	Prepare a strategic policy statement for a company
		E&S OV	Strategy Formulation	Environmental. Analysis and Designing Strategy
BMS	Financial Institutions and Market	OV	Financial System in India	Role of government in Financial development , Phases of Indian financial system since independence
		OV	Financial Regulators & Institutions in India	Financial Institutions and Specialised Financial Institutions
		OV PE	Managing Financial Investment	Case studies relating to disinvestments polices
BMS	Rural Marketing	OV	Rural market	Rural Market Environment-Demographic , Economic Factor and Rural infrastructure
BMS	Training and Development	PE G OV	Performance measurement, Talent management &	Ethics in appraisal

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			Knowledge management	
BMS	Change Management	OV	Introduction	Causes-social, economic, technological and organizational.
BMS	IT in Business Management II	OV PE	Outsourcing	Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing.
				Outsourcing : IT and Business Processes
				Business Process Outsourcing (BPO) and KPO
BMS	Ethics and Governance	PE OV	Introduction to Ethics and Business Ethics	Objectives, Scope of Ethics
		PE OV	Ethics in HRM , Marketing and Finance	Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society
BMS	Business Economics II	OV	Money, Inflation and Monetary Policy	Money Supply, Inflation and Policy
		OV PE	Open Economy	Foreign Investment and Foreign Exchange Role of Governments
BMS	Business Research Methodology	PE OV	Advance Techniques in Report Writing	Ethics and Plagiarism
BMS	Production and Total Quality Management	OV PE	Quality Improvement Strategies & Certifications	TAGUCHI'S QUALITY ENGINEERING,ISO 9000,ISO 1400, QS9000
		OV	Product & Service Quality Dimensions, SERVQUAL	Characteristics of Quality, Quality Assurance, Quality Circle
BMS	Investment Analysis and portfolio Management	OV	Introduction to Investment Environment	Criteria for Investment , Capital Market In India
		OV	Security Analysis	Fundamental Analysis and Investment Decisions
BMS	Commodity and Derivatives Marketing	OV	Types of Risk	Value at Risk, Methods of calculating VaR, Risk Management Measures
BMS		PE	Introduction	Code of Ethics for Wealth Manager

	Wealth Management	OV	Insurance planning	Rights and Responsibilities of Insurer and Insured.
		OV	Tax and Estate planning	Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, Estate Planning
BMS	Risk Management	OV	Risk Avoidance and ERM	Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process
		OV	Risk Governance and Assurance	Risk and Three Lines of Defense.
		OV	Risk Management in Insurance	Claim Management
BMS	Service Marketing	OV	Managing Quality Aspects of Services Marketing	Improving Service Quality and Productivity
		OV	Marketing of Services	International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing
BMS	E-Commerce and Digital Marketing	OV PE	E-Business and Application	Website: Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website
		OV PE	Payment, Security, Privacy & Legal Issues in E-Commerce	E-Commerce law :Need for E-Commerce laws, E-Commerce laws in India, Legal
BMS	Sales and Distribution Management	PE OV	Performance Evaluation, Ethics and Trends	Ethics in S&D
BMS	Customer Relationship Management	HV	CRM New Horizon	Ethical Issues in CRM
		HV	CRM Strategy, Planning, Implementation and Evaluation	Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change
BMS	Finance for HR professional	PE OV	Legal and Ethical issues in Compensation	Legal Framework of Compensation in India

BMS	Strategic Human Resource Management and HR policies	E&S	SHRM-Overview	HR Environment –Environmental trends and HR Challenges
BMS	Performance Management and Career Planning	PE	Ethics in Performance Management	Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management
		PE	Career Planning and Development	Role of Technology in Career Planning and Development
BMS	Industrial Relations	PE	Industrial Disputes	Employees Discipline
BMS	Logistics and Supply Chain Management	OV	Performance Measurement in Supply Chain	Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System
		E & S	Recent Trends in Logistics and Supply Chain Management	Logistic Outsourcing and. logistics in Global Environment
BMS	Corporate Communication and public relation	PE	Ethics and Law in Corporate Communication	Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI
		PE	Public Relations Environment:	Introduction, Social and Cultural Issues,
BMS	International Finance	OV	Foreign Exchange Risk, Appraisal & Tax Management	International Tax Environment
BMS	Project Management	OV	Analyzing Project Feasibility	Market and Technical Analysis
BMS	Strategic Financial Management	PE OV	Shareholder Value and Corporate Governance/Corporate Restructuring	Theories of Corporate Governance, Practices of Corporate Governance in India

BMS	Brand Management	OV	Growing and Sustaining Brand Equity	a) Designing & Implementing Branding Strategies
BMS	Retail Management	E&S	Emerging trend in Retailing	Green Retailing
		PE OV	Ethical Aspects of Retailing	· Licenses/Permissions Required to Start Retail Store in India
BMS	International Marketing	OV HV	International Marketing Environment and Marketing Research	Study on Economic, political, legal and Cultural Environment
BMS	Media planning and Management	OV	Media Research	Sources of Media Research : Audit Bureau of Circulation, Press Audits, National
				Readership Survey/IRS, Businessmen's Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage study
BMS	Organisational Development	OV PE	OD Effectiveness	Values in OD – Meaning, Professional Values, Value Conflict and Dilemma
				· Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical
BMS	HRM in service Sector	PE	Managing Human Elements in Service Sector	Human Element in Service Sector – Introduction, Role and Significance
BMS	HRM in Global perspective	OV	Global HRM Function	International Recruitment and Selection-Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria,
BMS	Indian Ethos Management	PE HV	Indian Ethos – An Overview	Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra
		PE HV	Work Ethos and Value	Indian Heritage in Business, Management, Production and Consumption.
BAS	Foundation Course	G	I. Social issues and problems- Explore the disparities arising out of gender with specific reference	The learner is sensitized to the disparities arising out of gender with specific reference to violence against women and Psycho social and economic inequalities arising thereafter; and is able to enhance Status of women

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			to violence against women. II. Measures to enhance Status of women. III. Role and significance of women in politics.	
BAS	Management: Functions and Challenges	PE	Introduction To Management	The learner is equipped to practice the management functions with Indian Values
BFM	Business Communication I	OV	Emergence of Communication as a key concept in the Corporate and Global world	The emergence of communication as a key concept in the corporate and global world is of paramount importance when the business is going international, to understand the cross cultural differences, team collaboration and customer engagement.
		PE OV	Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees	Learning techniques to boost the morale of employees helps in improving employee relations, enhancing employee engagement, conflict resolution, dealing with change management and increase employee satisfaction
		PE OV	Business Ethics	Integration of ethical considerations into communication can bring in various benefits like risk mitigation, building reputation and trust, market differentiation, fulfilling social responsibility
		OV	Business Correspondence Commercial Terms used in Business Communication	The learner will be equipped with effective communication skills in business, professionalism, negotiation, conflict resolution, cross cultural communication and legal compliance
BFM	Foundation Course I	HV PE G	Social issues and problem	Appreciate the inequalities faced by people with disabilities and understand with sensitivity the issues of people with physical and mental disabilities, mental ill health, sensitivity towards third gender

		G	Significant Aspects of Political Processes	Role and significance of women in politics
BFM	Business Environment	E&S	Natural/ Ecological Environment	Understand the importance of sustainable practices while doing business. Better understanding of the role and impact of environmental factors on a business enterprise
		E&S	Social Environment	Develops a sense of gratitude and a feeling of giving back to society at an early age
BFM	Principles of Management	OV	Introduction to Management	Understand the functions and process of management. Identify and evaluation of management as profession
		PE	Decision Making, Leadership skills, Planning	Students will be provided with an opportunity to understand the importance of ethical decision-making in management, considering the impact of choices on various stakeholders. Human values such as empathy, integrity, honesty, and respect in effective management and leadership shall be inculcated among the learners
		E&S	Recent Trends: Green Management	Strategies for sustainable operations and decision-making.
BFM	Business Communication II	OV	Business Correspondence	Learning business correspondence involves developing effective written communication skills for professional contexts, such as composing Letters of Inquiry, Letters of Complaints, Claims, , Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information(RTI) Act that convey information, requests, or messages to achieve business objectives and maintain professionalism
BFM	Foundation Course II	PE HV	Human Rights	The students are familiarized with the human rights as laid down in the Constitution
		HV OV	Stress and conflict management	The students understand the causes of stress and are able to effectively use the theory learned to be able to overcome stress. The students are able to use the

				coping mechanisms for managing stress at an individual level
BFM	Environmental Science	E&S	Environment management	Understanding and implementing strategies to protect, preserve, and sustainably manage natural resources, ecosystems, and the environment to mitigate ecological, social, and economic impacts.
		E&S	Environmental Impact Assessment, Environmental audit	Environmental Impact Assessment (EIA) is the process of evaluating potential environmental consequences of projects, policies, or activities, ensuring they align with sustainable practices. Environmental audit involves systematic evaluations to assess and improve an organization's environmental performance, compliance with regulations, and efficiency in resource use
		E&S	Natural Resources	The learner will be able to understand the key environmental concepts and will be able to orient themselves towards better utilization of natural resources.
BBA	Introduction to Shipping Industry	E&S	Future Trends: Greener shipping, Liquefied natural gas (LNG) as fuel, Solar and wind power for ships.	To reduce environmental impact and enhance sustainability in the maritime industry.
BBA	Principles of Management	PE	Introduction to Management	Understand the functions and process of management. Identify and evaluation of management as profession
		PE	Decision Making, Leadership skills, Planning	Students will be provided with an opportunity to understand the importance of ethical decision-making in management, considering the impact of choices on various stakeholders. Human values such as empathy, integrity, honesty, and respect in effective management and leadership shall be inculcated among the learners
		E&S	Recent Trends: Green Management	Strategies for sustainable operations and decision-making.
BBA		HV OV	Emergence of Communication as	The emergence of communication as a key concept in the corporate and global

			a key concept in the Corporate and Global world	world is of paramount importance when the business is going international, to understand the cross cultural differences, team collaboration and customer engagement.
	Business Communication I	HV PE	Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees	Learning techniques to boost the morale of employees helps in improving employee relations, enhancing employee engagement, conflict resolution, dealing with change management and increase employee satisfaction
		PE	Business Ethics	Integration of ethical considerations into communication can bring in various benefits like risk mitigation, building reputation and trust, market differentiation, fulfilling social responsibility
		OV	Business Correspondence Commercial Terms used in Business Communication	The learner will be equipped with effective communication skills in business, professionalism, negotiation, conflict resolution, cross cultural communication and legal compliance
BBA	Foundation Course I	G PE HV	Social issues and problem	Appreciate the inequalities faced by people with disabilities and understand with sensitivity the issues of people with physical and mental disabilities, mental ill health, sensitivity towards third gender
			Significant Aspects of Political Processes	Role and significance of women in politics
BBA	Business Communication II	OV	Business Correspondence	Learning business correspondence involves developing effective written communication skills for professional contexts, such as composing, Letters of Inquiry, Letters of Complaints, Claims, , Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information(RTI) Act that convey information, requests, or messages to achieve business objectives and maintain professionalism
BBA	Foundation Course II	OV PE	Human Rights	The students are familiarized with the human rights as laid down in the Constitution

		OV	Stress and conflict management	The students understand the causes of stress and are able to effectively use the theory learned to be able to overcome stress. The students are able to use the coping mechanisms for managing stress at an individual level
BBA	Information Technology-II	OV	E-CRM, CRM Capabilities	Demonstrate professional communication and behavior.
		HV PE	Human Resource Systems	Role of human values, such as empathy, fairness, and respect, in effective HR leadership and management, fostering an organizational culture that values its employees
BSc	Business Communication and Information Ethics	OV	Business communication at workplace	Communicate effectively in non-verbal way, draft and write effective business letters. Effectively carry out communication activities of business by following email etiquettes, drafting memos
		OV	Report Writing	Write elegant business reports and prepare user instruction manual.
		PE	Information Ethics	Apply the information ethics in all walks of life to develop professional attitude and ethical behaviour
BSc	ICT	OV	Using online collaboration and video conferencing tools	Develop the appropriate personal skills that are essential for independent learning based around ICT. Facilitate better communication between the learners thereby promoting greater social understanding and harmony
BSc	Environmental Science	E & S	Introduction to Environmental Studies	learn and sensitize learners to their environment
			Natural Resources	know about natural resources, ecology and ecosystem
			Biodiversity	Knowledge about insights of ecology and biodiversity
			Environmental Management	Understanding and implementing strategies to protect, preserve, and sustainably manage natural resources, ecosystems, and the environment to mitigate ecological, social, and economic impacts.
			Sustainable Development	Integrate discussions on sustainability principles, green technologies, and eco-friendly practices into the curriculum,

				focusing on strategies to reduce environmental impact and promote sustainable development.
			Social Issues and the Environment	Recognise the cause and effects of environmental pollution and other social issues
			Human Population and the Environment	Human Rights, Value Education, Family Welfare Programmes, Women and Child Welfare, Role of Information Technology in Environment and Human Health
M.Com I (Accountancy and Business management)	Strategic Management	PE E & S	Emerging Strategic Trends	Ethical considerations in formulating and executing business strategies, emphasizing responsible leadership, ethical decision-making, and corporate social responsibility.
M.Com I (Accountancy and Business management)	Business Ethics and Corporate Social Responsibility	PE	Professional Ethics- Introduction to Business Ethics	Indian Ethos, Ethics and Values, Work Ethos. Sources of Ethics, Ethical dilemma in business. Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents
		E&S	Introduction to Corporate Social Responsibility	Relevance and Importance of CSR in Contemporary Society. Organization citizenship Behaviour in the work place. Role of NGO's and International Agencies in CSR, Integrating CSR into Business
		E&S	Areas of CSR and CSR Policy	CSR towards Stakeholders- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society.
		E&S	CSR and Sustainable Development	Understand the scope and complexity of Corporate Social responsibility in the global and Indian context
M.Com I (Accountancy and Business management)	Research Methodology for Business	PE OV	Research Reporting and Modern Practices in Research	Modern Practices: Ethical Norms in Research, Plagiarism

M.Com I (Accountancy and Business management)	E-Commerce	PE	E-CRM	Demonstrate professional communication and behavior.
M.Com II (Business management)	Human Resource Management	PE OV	Human Resource Development- Performance Appraisal	Ethical aspects in performance appraisal
		OV	Latest Development in H.R.M. and Labour Legislation	Industrial Relation Act – Prominent features and recent changes in Trade Union Act 2016, Factories Act 1961, Industrial Disputes Act 1950. Prominent features and recent changes to Child and Women Labour Act 1986, Social Security Act 2016, Prevention of Sexual harassment Act, 2013. Prominent features and recent changes to Employees Acts like payment of Gratuity Act 2015, Provident Fund Act 1952, Minimum Wages Act 2016 and Payment of Wages Act 1991, Workmen Compensation Act 2014/ESI Scheme.
		HV PE	Emerging Issues In H.R.M	Legal Dimensions of Recruitment: Equal Employment Opportunity and Discrimination. H.R. Practices at Global level. Managing Millennia
M.Com II (Business management)	Rural Marketing	G	Role of Cooperatives and Self Help Groups (SHG) in Rural Marketing	Address the significance of gender equality within rural marketing, ensuring that women's participation and empowerment within cooperatives and SHGs are promoted and gender disparities are reduced.
		E&S	Green Marketing in Indian and Global Context	"Green Marketing in Indian and Global Context" involves teaching ethical and sustainable marketing practices, promoting gender inclusivity, emphasizing human values in sustainable branding, and addressing environmental responsibility within marketing strategies. This approach prepares students to engage in ethical, gender-inclusive, and sustainability-conscious marketing efforts both locally and globally.

M.Com II (Business management)	Entrepreneurial Management	E&S	Social Entrepreneurship	Understand role of social entrepreneurship in addressing environmental challenges and promoting sustainable solutions.
		G	Women Entrepreneurs	Address the significance of gender diversity and inclusivity in entrepreneurial ventures, promoting equal opportunities for women entrepreneurs and addressing gender disparities.
		HV	Entrepreneurial Culture	Emphasize the significance of human values like integrity, empathy, and community engagement in shaping the culture of entrepreneurship, fostering an environment that values ethics and social responsibility.
		PE HV	Entrepreneurship Development Perspective	Prepare the proper ethical and legal foundation as applied to entrepreneurship and new business ventures.
M.Com II (Business management)	Marketing Strategies and Practices	E&S	Social Marketing	Discuss ethical considerations in social marketing campaigns, emphasizing the importance of truthful, transparent, and responsible communication with the public
		PE	Customer Relationship Management	Understanding of professionalism in CRM to deliver best products and handle consumer data and objections ethically.
		PE OV	Consumer Behaviour	Explore how individual preferences, cultural norms, social influences, and psychological factors shape consumers' purchasing decisions, providing valuable insights for marketing and product strategies.
M.Com II (Business management)	Organizational Behavior	HV G	Introduction to Organizational Behaviour	Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization
		HV	Foundation of Individual Behaviour	Human values addressed- Personality & Perception, Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization
		HV	Group Dynamics and Behaviour	Human values addressed- Analyze the complexities associated with

Podar : Nurturing Intellect, Creating Personalities.

				management of the group behavior in the organization.
		HV	Emerging Challenges- Stress Management, Managing Diversity effectively, Ethical Behaviour in workplace, Managing Ethics at work place.	Enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results
M.Com II (Business management)	Advertising and Sales Management	PE OV	Social and Regulatory Framework of Advertising	Society: Socio-economic contribution
		PE OV	Sales Management - II	Managing Talent – Ethical Aspects : Understanding nature, types and importance of selling, Sales management process, managing ethics in selling environment
M.Com II (Business management)	Retail Management	E&S	Emerging trend in Retailing	Green Retailing
		OV	Ethical Aspects of Retailing	· Licenses/Permissions Required to Start Retail Store in India
M.Com II (Business management)	Tourism Management	E & S	Sustainable and green tourism	Approaches to Sustainable Tourism, Code of Conduct for safe and sustainable Tourism in India. Restrictions and Considerations in Sustainable Tourism Planning
			Environmental Impact Assessment	Environmental Impact Assessment (EIA) is the process of evaluating potential environmental consequences of projects, policies, or activities, ensuring they align with sustainable practices.
			Green Tourism	Encourage learners to choose eco-friendly accommodations, reduce waste, and support destinations with strong environmental and social commitments.
			Sustainable Tourism and Community Development	This approach aims to create a positive symbiotic relationship between tourism and the communities it impacts.

			International Tourism Environment	Sustainable tourism model: Bhutan, Community Based model : Konkan (India), Wellness Tourism: Kerala
			Tourism resource planning	Tourism resource planning is a strategic process that evaluates and manages a destination's natural, cultural, and infrastructural assets to ensure sustainable and responsible tourism development. It involves optimizing resource use, minimizing negative impacts, and enhancing visitor experiences to promote economic growth while preserving the environment and local culture.
M.Com II (Business management)	Management of Business Relations	HV	Community Relationship Management	Role of business in social development, strategies to improve community relations, impact of community relations on business.
M.Com I (Business Analytics)	Business Ethics	PE	Professional Ethics- Introduction to Business Ethics	Indian Ethos, Ethics and Values, Work Ethos. Sources of Ethics, Ethical dilemma in business. Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents
		PE GOV	Introduction to Corporate Social Responsibility	Relevance and Importance of CSR in Contemporary Society. Organization Behaviour in the work place. Role of NGO's and International Agencies in CSR, Integrating CSR into Business
		PE GOV	Areas of CSR and CSR Policy	CSR towards Stakeholders- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society.
		E&S	CSR and Sustainable Development	Understand the scope and complexity of Corporate Social responsibility in the global and Indian context
M.Com I (Business)	Research Methodology for Business	PE OV	Research Reporting and Modern Practices in Research	Modern Practices: Ethical Norms in Research, Plagiarism

Podar : Nurturing Intellect, Creating Personalities.

Analytic s)				
M.Com I (Business Analytics)	Introducti on to Business Analytics	OV	Role of Data Scientist in Business & Society	The role of a data scientist in business and society is to leverage data analytics and insights to drive informed decision-making, enhance efficiency, and address complex challenges while contributing to innovation, economic growth, and social progress. They help organizations extract valuable knowledge from data, make data-driven decisions, and develop solutions that benefit both enterprises and the broader community.
M.Com I (Behavioral Finance)	Psycholog ical Aspect of Investing	OV	Behavioral foundation	Role of Emotions, Mood, Sentiments. Emotional Timeline; Emotions and Neuroscience
M.Com I (Behavioral Finance)	Business Ethics	PE	Professional Ethics- Introduction to Business Ethics	Indian Ethos, Ethics and Values, Work Ethos. Sources of Ethics, Ethical dilemma in business. Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents
		E&S	Introduction to Corporate Social Responsibility	Relevance and Importance of CSR in Contemporary Society. Organization citizenship Behaviour in the work place. Role of NGO's and International Agencies in CSR, Integrating CSR into Business
		E&S	Areas of CSR and CSR Policy	CSR towards Stakeholders- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society.
		E&S	CSR and Sustainable Development	Understand the scope and complexity of Corporate Social responsibility in the global and Indian context
M.Com I (Behavioral Finance)	Behaviour al Finance II	PE	External factors and investor behaviour	External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets
M.Com I (Behavioral Finance)	Research Methodol	PE	Research Reporting and	Modern Practices: Ethical Norms in Research, Plagiarism

ural Finance)	ogy for Business		Modern Practices in Research	
M.Com I (International Business)	International Business Management	E & S	Cultural Environment, Environmental Issues, Growing Concern for Ecology	The cultural environment encompasses the impact of cultural differences, norms, and values on business practices, while environmental issues and a growing concern for ecology highlight the importance of sustainability, responsible practices, and addressing environmental challenges when operating in global markets.
M.Com I (International Business)	Business Ethics	PE	Introduction to Business Ethics, Indian Ethical Practices and Corporate Governance, Management Ethics - Integrity at work, Corporate Responsibility	Indian Ethos, Ethics and Values, Work Ethos, Sources of Ethics, Ethical dilemma in business and ethical implications, Ethics in Finance, Ethics in Human Resources Management, Ethics and Information Technology, CSR and Sustainable Development
M.Com I (International Business)	Cross Cultural Management	PE	Ethics and Justice in Cross-Cultural Context, Culture and Communication, Managing cross-culture	Involves preparing students to navigate cultural diversity with ethical sensitivity, promoting gender-inclusive and value-based leadership, addressing environmental and sustainability concerns in a global context, fostering responsible cross-cultural collaboration.
M.Com I (International Business)	E-Commerce	PE	E-CRM	Demonstrate professional communication and behavior.
M.Com I (International Business)	Research Methodology for Business	PE	Research Reporting and Modern Practices in Research	Modern Practices: Ethical Norms in Research, Plagiarism



R. A. Podar College of Commerce & Economics (Autonomous)

**Syllabus of F.Y.B.Com (Accountancy and Management)
Programme**

**With effect from the Academic Year
2022-2023**

Discipline Specific Elective (DSE) Courses

1. Accountancy and Financial Management (3 Credits)

Objectives:

1. To impart the knowledge of various accounting concepts, conventions, policies and related accounting standards to the learners.
2. To impart the knowledge to learners about accounting procedures, methods and techniques in solving problems and issues relating to various areas of accounting.
3. To acquaint learners with practical aspects of 'accounts writing' by giving them exposure to special areas of accounting such as Co-operative Housing Societies, Trust, Branches, Installment Sale, Lease Accounting, Single Entry, etc.

Semester I

Modules at a Glance

Accountancy and Financial Management - Paper I (3 Credits)		
Sr. No.	Modules	No. of Lectures
1	Accounting Concepts, Conventions, Important Accounting terms and related Accounting Standards	15
2	Valuation of Inventories: AS-2	15
3	Final Accounts of Manufacturing Enterprise	15
4	Accounting for Installment Sale and Lease (Financial lease)	15
Total No. of Lectures:		60

Sr. No.	Modules
1	Accounting Concepts, Conventions, Important Accounting terms and related Accounting Standards

	<ul style="list-style-type: none"> ● Accounting Concepts: Business Entity, Going Concern, Money Measurement, Periodicity, Accrual, Matching, Realisation, Historical Cost, Fair Value, Dual Aspect Important Terms: Contingent Assets, Contingent Liabilities, Provisions v/s Reserves, Charge v/s Appropriation ● Accounting Conventions: Conservatism, Materiality, Consistency, Uniformity
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	<ul style="list-style-type: none"> ● Accounting Standards: AS-1: Disclosure of Accounting Policies: Purpose, Areas of Policies, Illustrations AS-9: Revenue Recognition: Meaning and Scope, Transactions excluded, Sale of Goods, Rendering of Services, Effects of Uncertainties, Disclosure, Illustrations AS-10: Property Plant and Equipments: Introduction, Definitions, Applicability, Disclosure, Illustrations
2	Valuation of Inventories: AS-2
	<ul style="list-style-type: none"> ● AS-2: Valuation of Inventories: Meaning and Definition, Applicability, Measurement of Inventory, Disclosure in Final Account, Explanation with Illustrations ● Inventory Valuation (Stock): Cost for Inventory Valuation, Inventory Systems, Periodic Inventory, Perpetual Inventory, Valuation: Meaning and Importance, Methods of Stock Valuation as per AS-2, First in First Out (FIFO) Method, Weighted Average Method ● Stock Reconciliation (when physical stock taken on, before or after the balance sheet date)
3	Final Accounts of Manufacturing Enterprise
	<ul style="list-style-type: none"> ● Capital and Revenue Items: (Payment, Receipt, Income, Expenditure, Loss & Profit) ● Adjustment & Closing entries ● Final accounts of Manufacturing concern (Proprietary Firm)
4	Accounting for Installment Sale and Lease (Financial lease)
	<ul style="list-style-type: none"> ● Installment Sale: Meaning, Distinction between Hire Purchase and Installment Sale, Calculation of Interest, Accounting for Installment Sale by Asset Purchase (Credit Purchase) Method, Interest Suspense Method, Including Default, Repossession ● Lease: Meaning of lease, Types of Leases, Identification of Financial & Operating lease Basic practical problems on financial lease.

2. Commerce (3 Credits)

1. To create awareness among the learners regarding the concept and importance of business
2. To appraise the learners regarding the Business Environment and Entrepreneurship.
3. To familiarize learners regarding setting up of a Business Unit.

Learning Outcome:

1. It is expected that the learners become fully conversant with the aspects of business, Elements of business environment, Entrepreneurship and Setting up of the business unit.
2. Learners appreciate the importance of business in a developing economy.
3. Learners consider Entrepreneurship as a career option.

Semester I

Modules at a Glance

Commerce I- Introduction to Business		
Sr. No.	Modules	No. of Lectures
1	Introduction to Business	11
2	Business Environment	11
3	Entrepreneurship	11
4	Setting up of Business	12
Total No. of Lectures:		45

Sr. No.	Modules
1	Introduction to Business
	<ul style="list-style-type: none"> Business: Concept Significance to Business Firms, Customers and Society Business Functions Objectives of Business: Classification of business objectives, Reconciliation of Economic with Social Objectives. Social Responsibility of a Business Firm towards various Stakeholders. Corporate Social Responsibility: Concept, Relevance and Importance of CSR Strategy Alternatives: Growth, Stability, Retrenchment, Restructuring, Turnaround / Business Combinations.

	<ul style="list-style-type: none"> Case-studies: A) Business organization's such as Apple, Google, TCS, Sony B) Companies that perished- lessons to be learned- Encyclopedia Britannica, Lehman Brothers, Kodak etc.
2	Business Environment

	<ul style="list-style-type: none"> • Concept and importance of Business Environment • Inter relationship between Business and Environment • Internal Business Environment – Elements • External Business Environment Analysis: Micro & Macro (PESTLE) • SWOC Analysis: Concept and Importance • WTO Agreements (TRIPs, TRIMs, GATS, AoA) • Major Trading Blocs (EU, ASEAN, SAARC, NAFTA) • Case studies: <p>A) Microsoft B) NOKIA C) Geographical Indicators (GI)-Turmeric & Basmati rice</p>
3	Entrepreneurship
	<ul style="list-style-type: none"> • Introduction: Concept and importance of entrepreneurship, • Factors Contributing to Growth of Entrepreneurship • Entrepreneur and Manager, Entrepreneur and Intrapreneur • Types of Entrepreneurs • Competencies Of An Entrepreneur • Training and Development centers in India. • Incentives to Entrepreneurs in India (Govt) • Startup space in India: Importance, Challenges and Solutions available in the changing scenario. • Women Entrepreneurs: Problems and Promotion. • Case studies- <p>A) Nykaa B) Lenskart C) Shaadi.com</p>
4	Setting up of Business
	<ul style="list-style-type: none"> • Introduction: Business Planning Process; • Concept and importance of Project Planning; Project Report; • Feasibility Study-Types, Importance. • Business Unit Promotion: Concept and Stages of Business Unit Promotion. • Location - Factors determining location, • Role of Government in Promotion Business Units • Licensing and Registration Procedure, Filing returns and other documents, • Ease of doing business In India: Importance, India's position worldwide • Sources of funding for starting up new business • Project on the preparation of Business Plan. • Case studies- <p>A) OYO B) Muthoot Finance C) Review of the report on 'Ease Of Doing Business' by Ministry of Commerce & Industry (Government of India)</p>

Semester II

Sr. No.	Modules
1	Introduction to Services Sector
	<ul style="list-style-type: none"> • Concept of Services, Characteristics • Scope of Services • Importance of Service sector in the Indian context. • Marketing Mix for Services • Consumer Expectations, • Managing Demand and Capacity, Role of Customer Relationship Management in Services Marketing • Case-studies: A) Uber B) Urban Clap C)Practo App D)Aarogya Setu
2	Retailing
	<ul style="list-style-type: none"> • Concept of organized and unorganized retailing • Trends in retailing in India • Survival strategies for unorganized Retailers. • Retail Format: Store format, Non-Store format • Store Planning, design and layout. • IT in retailing • Mall Management, Retail Franchising, FDI in Retailing, Careers in
	<ul style="list-style-type: none"> Retailing. • Legal and ethical aspects in retailing • Case-studies: A) Flipkart B)Amazon C) D-Mart
3	Recent Trends in Services Sector
	<ul style="list-style-type: none"> • ITES Sector: Concept and scope of BPO/ KPO/LPO • Enterprise Resource Planning • Trends in Aviation Sector • Trends in Banking Sector • Trends in Insurance Sector • Trends in Tourism Sector • Trends in Logistics Sector • Trends in Health and Wellness • Trends in Hospitality Sector • Case studies: A) LIC B)Deloitte C) Indigo Airlines D)IRCTC
4	E – Commerce

Sr. No.	Modules
1.	Environment and Ecosystem
	Environment: Meaning, definition, scope; Various spheres of environment (Atmosphere, lithosphere, hydrosphere and biosphere), Layers of atmosphere; concept of an ecosystem: definition, Characteristics, components and types, functioning and structure; Food Chain and Food Web- Ecological Pyramids- Man and environment relationship; Importance and scope of Environmental Studies
2.	Natural Resources and Sustainable Development
	Meaning and definitions; Classification and types of resources, factors influencing resource utilisation; Resource conservation-meaning and methods - conventional and non-conventional resources, problems associated with and management of water, forest and energy resources- resource utilization and sustainable development
3.	Populations and Emerging Issues of Development
	Population explosion in the world and in India and arising concerns- Demographic Transition Theory-pattern of population growth in the world and in India and associated problems-Measures taken to control population growth in India; Human population and environment- Environment and Human Health- Human Development Index – The World Happiness Index
4.	Urbanisation and Environment
	Concept of Urbanisation-Problems of migration and urban environment - changing land use, crowding and stress on urban resources, degradation of air and water, loss of soil cover impact on biodiversity, Urban heat islands- Emerging Smart Cities and safe cities in India - Sustainable Cities
5.	Reading of Thematic Maps and Map Filling
	Reading of Thematic Maps (4 Lectures) Located bars, Circles, Pie charts, Isopleths, Choropleth and Flow map, Picograms- Only reading and interpretation. Map Filling: (4 Lectures) Map filling of World (Environmentally significant features) using point, line and polygon segment.

Semester II

Modules at a Glance

Environmental Studies-II		
Sr. No.	Modules	No. of Lectures
1	Solid Waste Management for Sustainable Society	13
2	Agriculture and Industrial Development	13
3	Tourism and Environment	13
4	Environmental Movements and Management	13
5	Map Filling	08
Total No. of Lectures:		60

Sr. No.	Modules
1.	Solid Waste Management for Sustainable Society
	Classification of solid wastes–Types and Sources of Solid Waste; Effects of Solid Waste Pollution-Health hazards, Environmental Impacts; Solid Waste Management–solid waste management in Mumbai- Schemes and initiatives run by MCGM- Role of citizens in Waste Management in Urban and Rural areas.
2.	Agriculture and Industrial Development
	Environmental Problems Associated with Agriculture: Loss of Productivity, Land Degradation, desertification- Uneven Food Production– Hunger, Malnutrition and Food Security–Sustainable Agricultural practices, GMO/Crops, Environmental Problems Associated with Industries- pollution- Global warming, Ozone Layer Depletion, Acid rain, Sustainable Industrial practices– Green Business and Green Consumerism , Corporate Social Responsibility towards environment
3.	Tourism and Environment
	Tourism: Meaning, Nature, Scope and importance– Typology of tourism with special reference to Ecotourism ; Tourism potentials in India and challenges before India; Consequences of tourism: Positive and Negative Impacts on Economy, Culture and environment- Ecotourism
4.	Environmental Movements and Management
	Environmental movements in India: Save Narmada Movement, Chipko Movement, Appiko Movement, Save Western Ghats movement and other contemporary environmental movements; Environmental Management: Concept, need and relevance; Concept of ISO 14000; Concept of Carbon Bank and Carbon Credit, EIA, ecological footprint; Environment Protection Acts; Concept and components of Geospatial Technology- Applications of GST in Environmental Management
5.	Map Filling
	Map filling of Konkan (4 Lectures) and Mumbai (4 Lectures) (Environmentally significant features)

**First Year B.Com
Semester- I
Foundation Course Paper-I**

Sr.No.	Modules/Units
Unit I	Indian Society- Unity in Diversity and Inter group Conflicts
	(a) Concept of diversity vs disparity- Understand the multi -cultural diversity of Indian society. (b) Inequalities and Inter group conflicts arising due to Religion – Communal Violence Casteism and Social unrest Linguistic differences- Linguistic Regionalism Economic – Naxalism (c) Affirmative action by the government to address the conflicts (d) Measures to foster Unity in diversity by Society
Unit II	Social issues- I-Inequalities and disparities : Issues pertaining to women and the differently abled
	(a) Explore the disparities arising out of gender with specific reference to violence against women and psycho social and economic inequalities arising thereafter; (b) Role of the civil society to enhance the status of women- Women emancipation through participation in the political process. (c) Understand the issues of people with physical and mental disabilities and the (d) Role of society in facilitating rehabilitation of people with disabilities.
Unit III	Social issues-II- Issues of the Indian youth
	(a) Peer pressure- Causes and coping mechanism (b) Substance Abuse - alcoholism, drug addiction, smoking - causes and effects - Preventive and curative measures. (c) Digital addiction- measures to cope (d) Food habits amongst youth/ OR Mental health concerns like loneliness and depression as emerging problems of Modern world
Unit IV	The Indian Constitution- Amendments and the Political System
	(a) Features of the Indian Constitution (b) The 73 rd and 74 th Amendments of the Indian Constitution and their implications for inclusive politics (c) The party system in Indian politics (d) Participation in the electoral process- voting as a civic duty

First Year B.Com
Semester- II
Foundation Course Paper-II

Sr.No.	Modules/Units
Unit I	Globalisation and Indian Society
	Understanding the concepts of liberalization, privatization and globalization; Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise in corporate farming and increase in farmers' suicides.
Unit II	Human Rights
	Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights; Human Rights constituents with special reference to Fundamental Rights stated in the Constitution
Unit III	Understanding oneself
	Defining self and Personality development; determinants of Personality development; agents of socialisation and roles played by them in Individual development, Maslow's theory of self-actualisation. Aggression and Violence as the public expression of internal conflict .
Unit IV	Stress and conflict management
	Meaning of stress ; it's causes and Coping mechanisms for managing stress, Meaning of conflict; It's causes and response in society; Individual Conflict – resolution and efforts towards building peace and harmony in society.

	<p>and reissue of forfeited shares, issue of shares for consideration other than cash. (Only theory)</p> <ul style="list-style-type: none"> ● Issue of Debentures: Types of Debentures, Issue of debentures at par, premium and discount, Issue of Debentures with consideration of Redemption ,Issue of debentures for cash receivable in installments or at a time Issue of debentures for consideration other than cash. (Only theory) ● Cost of Capital ● Perpetual Bond (Non-Redeemable).
2	Issue, Conversion & Redemption of Preference Shares
	<ul style="list-style-type: none"> ● Issue of Preference Shares – Accounting. ● Provision of the Companies Act for redemption of Preference Shares (Sec 55 of the Companies Act, 2013), Companies (Share and Debentures) Rules. ● Methods of Conversion ● Methods of Redemption of fully paid up Preference Shares as per Companies Act, 2013: The proceed of a fresh issue of shares, the capitalisation of undistributed profits and a combination of both, calculation of minimum fresh issue to provide the fund for redemption, (Question on entries and/or Balance Sheet) Note: Companies governed by Section 133 of the Companies Act, 2013 and comply with the accounting standards prescribed for them. Hence, the balance in security premium account not to be utilised for premium payable on redemption of preference shares.
3	Issue, Conversion & Redemption of Debentures
	<ul style="list-style-type: none"> ● Issue of Debentures – Accounting ● Introduction : Provisions of Section 71 (1) and (4) of the Companies Act, 2013, Creation and investment of DRR including The Companies (Share Capital and Debentures) Rules, 2014, the methods of writing-off discount/loss on issue of debentures; Terms of issue of debentures. ● Methods of Conversion ● Methods of redemption of debentures: By payment in lumpsum and by payment in installments (excluding from by purchase in open market), Conversion.(Question on entries. ledgers and/or Balance Sheet and /or redemption of preference shares)

	<ul style="list-style-type: none"> ● Introduction to Management Accounting – Meaning, Nature, Scope, Functions, Decision Making Process, Financial Accounting V/s Management Accounting ● Analysis and Interpretation of Financial Statements ● Study of Balance sheet and Income statement / Revenue statements in vertical form suitable for analysis ● Relationship between items in Balance Sheet and Revenue statement ● Tools of analysis of Financial Statements: <ol style="list-style-type: none"> (i) Trend analysis (ii) Comparative Statement (iii) Common Size Statement
2	Ratio Analysis and Interpretation
	<p>(Based on Vertical Form of Financial statements) – Meaning, classification, Du Point Chart, advantages and Limitations)</p> <ol style="list-style-type: none"> 1. Balance Sheet Ratios : <ol style="list-style-type: none"> i. Current Ratio ii. Liquid Ratio iii. Stock Working Capital Ratio iv. Proprietary Ratio v. Debt Equity Ratio vi. Capital Gearing Ratio 2. Revenue Statement Ratio: <ol style="list-style-type: none"> i. Gross Profit Ratio ii. Expenses Ratio iii. Operating Ratio iv. Net Profit Ratio v. Net Operating Profit Ratio vi. Stock Turnover Ratio 3. Combined Ratio : <ol style="list-style-type: none"> i. Return on capital employed (Including Long Term Borrowings) ii. Return on proprietor's Fund (Shareholders Fund and Preference Capital) iii. Return on Equity Capital iv. Dividend Payout Ratio v. Debt Service Ratio vi. Debtors Turnover vii. Creditors Turnover
3	Working Capital Management
	<ul style="list-style-type: none"> ● Concept, Nature of Working Capital , Planning of Working Capital ● Estimation / Projection of Working Capital Requirement in case of Trading and Manufacturing Organization Technology Driven Ecommerce Companies ● Operating Cycle ● Negative Working Capital Companies/ Industry
4	Capital Budgeting
	<ul style="list-style-type: none"> ● Introduction ● The classification of capital budgeting projects ● Capital budgeting process

Total No. of Lectures:	45
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Sr. No.	Modules
1	Introduction to Auditing
	<ul style="list-style-type: none"> ● Basics – Financial Statements, Users of Information, Definition of Auditing, Objectives of Auditing, Inherent limitations of Audit, Difference between Accounting and Auditing, Investigation and Auditing. ● Errors & Frauds – Definitions, Reasons and Circumstances, Types of Error, Types of frauds, Risk of fraud and Error in Audit, Auditors Duties and Responsibilities in case of fraud. ● Principles of Audit, Materiality, True and Fair view ● Types of Audit – Meaning, Advantages, Disadvantages of Balance sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit, Internal Audit, Annual Audit and Statutory Audit
2	Audit Planning, Procedures and Documentation.
	<ul style="list-style-type: none"> ● Audit Planning – Meaning, Objectives, Factors to be considered, Sources of obtaining information, Discussion with Client, Overall Audit Approach ● Audit Program – Meaning, Factors, Advantages and Disadvantages, Overcoming Disadvantages, Methods of Work, Instruction before commencing Work, Overall Audit Approach. ● Audit Working Papers – Meaning, importance, Factors determining Form and Contents, Main Functions / Importance, Features, Contents of Permanent Audit File, Temporary Audit File, Ownership, Custody, Access of Other Parties to Audit Working Papers, Auditors Lien on Working Papers, Auditors Lien on Client's Books.
3	Auditing Techniques : Vouching & Verification
	<ul style="list-style-type: none"> ● Audit of Income- Cash Sales, Sales on Approval, Consignment Sales, Sales Returns Recovery of Bad Debts written off, Rental Receipts, Interest and Dividends Received Royalties Received ● Audit of Expenditure- Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses, Travelling Commission Advertisement, Interest Expense. ● Audit of Assets - Book Debts/Debtors, Stocks, Patterns, Dies and Loose Tools, Spare Parts, Empties and Containers Quoted Investments and Unquoted Investment Trade Marks / Copyrights Patents Know-How Plant and Machinery Land and Buildings Furniture and Fixtures. ● Audit of Liabilities- Outstanding Expenses, Bills Payable Secured loans Unsecured Loans, Contingent Liabilities
4	Auditing Techniques, Internal Audit & Statutory Audit

Sr. No.	Modules
1	Introduction To Management
	<ul style="list-style-type: none"> ● Management Concept, Importance of Management, Functions of Management; Managerial Competencies Levels of Management Managerial roles based on Mitzberg’s Theory. ● Evolution of Management Thoughts Scientific Management by F.W.Taylor, General Management Theory by Henri Fayol, Human Relations Approach by Elton Mayo - Hawthorne experiments. ● Ancient and Modern Management Approach Chanakya ‘Arthshastra’ Management Practices by Indian Values Peter Drucker’s Dimensions of Management.
2	Planning & Organising
	<ul style="list-style-type: none"> ● Planning - Steps, Importance, Components; Coordination – Importance ● M.B.O - Process, Advantages; Management by Exception- Advantages; Management Information System- Concept, Components. ● Decision Making -Techniques, Essentials of a Sound Decision Making. ● Organising - Organization Structures – Line & Staff Organization, Tall and Flat Organisation, Matrix Organization, Virtual Organization, Formal/s Informal Organization.
3	Directing and Controlling
	<ul style="list-style-type: none"> ● Departmentation –Meaning, Bases; Span of Management- Factors - Graicunas formula Influencing Span of Management. ● Delegation of Authority- Barriers to Delegation, Measures to overcome barriers. ● Motivation: Factors influencing Motivation. ● Leadership: Styles and Qualities. ● Controlling: Techniques of controlling.

	<ul style="list-style-type: none"> ● Brand Building: Brand Name – Characteristics, Brand Positioning, Brand Loyalty and Brand equity – Concept and Significance, Role of advertising in managing Brand Crises.
2	Economic & Social Aspects of Advertising
	<ul style="list-style-type: none"> ● Economic Aspects: Effect of advertising on consumer demand, innovation, monopoly, competition and market expansion, pricing, criticisms in advertising ● Social Aspects: Ethical and social issues in advertising, positive and negative influence of advertising on Indian values and culture, Influence of Advertising on Children. ● Consumer Protection: Regulation & Self-Regulation of Advertising Objectives and Role of the following: <ul style="list-style-type: none"> i. ASCI ii. FSSI iii. Ministry of Consumer Affairs iv. Role of Consumer Protection Act, 1984 with reference to Advertising
3	Media in Advertising
	<ul style="list-style-type: none"> ● Traditional Media: Print, Broadcasting, Out-Of-Home advertising and films - advantages and limitations of all the above traditional media ● New Age Media: Digital Media / Internet Advertising – Forms, Significance and Limitations ● Media Research: Concept, Importance, Tools for Media Research - ABC and BARC & TRP, National Readership Survey
4	Forms of advertising, Special Purpose Advertising and Trends in Advertising
	<ul style="list-style-type: none"> ● Forms of advertising: Based on Target audience- Industrial advertising , Professional, Trade(B2B), Consumer (B2C)

	<p>Based on Functions –Product/ Service, Institutional, Generic, Financial Advertising, Soft Sell (Indirect Action)- Hard-Sell advertising (Direct Action)</p> <p>Based on Geographic Location: Local, regional, national and international advertising Advantages of each form of advertising</p> <ul style="list-style-type: none"> ● Special purpose advertising: Rural advertising, Political advertising, Advocacy advertising, Corporate Image advertising, Green Advertising – Pro Bono/Social advertising Features of each type of special purpose advertising ● Advertising Trends in India: Media, Advertisers, Ad Agencies, innovation and technology in Advertising (Use of Artificial Intelligence, QR Code, E-logo, digital music logos, etc.)
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Advertising II

Objectives:

1. It identifies creativity relevant to selected media, to orient learners towards the practical aspects and techniques of advertising.
2. It is expected that this course will prepare learners to lay down a foundation for advanced post-graduate courses in advertising.
3. Learners will be able to highlight the importance of integrating, commercial, visual and communication skills in advertising.
4. It motivates students to consider career options in the field of advertising.

Learning Outcomes:

1. Students are expected to analyse the themes for different ad campaigns and how communication models are used for this.

2	Fundamentals of Creativity in Advertising
	<ul style="list-style-type: none"> ● Creativity: Concept and Importance, Creative Process, Concept of Creative Brief, Techniques of Visualization ● Creative aspects: Buying Motives - Types, Selling Points- Features, Appeals – Types, Concept of Unique Selling Proposition (USP) ● Creativity through Endorsements: Endorsers – Types, Celebrity Endorsements– Advantages and Limitations, High Involvement and Low Involvement Products
3	Execution and Evaluation of Advertising
	<ul style="list-style-type: none"> ● Preparing print ads: Essentials of Copywriting, Copy – Elements, Types, Layout- Principles, Illustration - Importance. ● Creating broadcast ads: Execution Styles, Jingles and Music – Importance, Concept of Storyboard ● Evaluation: Advertising copy, Pre-testing and Post-testing of Advertisements – Methods and Objectives
4	Advertising Agency
	<ul style="list-style-type: none"> ● Advertising Agency: Features, Structure and services offered, Types of advertising agencies, Agency selection criteria ● Agency and Client: Maintaining Agency–Client relationship, Reasons and ways of avoiding Client Turnover, Creative Pitch, Agency compensation ● Careers in advertising: Skills required for a career in advertising, Various Career Options, Freelancing Career Options – Graphics, Animation, Modelling, Dubbing, Careers in Digital Advertising / Social Media Advertising.

Advertising

Semester IV

Mass Communication II

Modules at a Glance

Sr. No.	Modules	No. Of Lectures
1.	Basics of Documentary Making	11
2.	Indian Mass Media and National Development	11
3.	Media Ethics and Laws	12
4.	Roles /Function of Media Personal and Career Opportunities in Mass Media	11
	Total	45

Sr. No.	No. of lectures	Modules
I	11	Basics of Documentary Making <ul style="list-style-type: none">● Defining documentary● John corner's 'five central elements of documentary' theory● Observational and performative documentary
II	11	Indian Mass Media and National Development <ul style="list-style-type: none">● Role of Media in exposing social evils● Role of Media in strengthening democracy● Role of Media in education● Role of Media in promoting government schemes
III	12	Media Ethics and Legal Aspects <ul style="list-style-type: none">● Freedom of Speech and Expression a Media Representation● Media and the Constitution of India● Press legislation in India (constitutional laws of press freedom, official Secrets Act 1923, contempt of courts, Copyright Act 1957)

		<ul style="list-style-type: none"> • Laws of defamation and Journalistic defence (Justification, Fair Comment, Privilege, Apology)
IV	11	<p>Role/Functions of Media Personal and Career Opportunities in Mass Media</p> <ul style="list-style-type: none"> • The mass communication profession arena includes writing, editing, broadcast, online media, public relations and more

Sr. No.	Modules
1	Indian Contract Act – 1872
	<ul style="list-style-type: none"> ● Contract – Definition of Contract and Agreement, Essentials of Valid Contract, Classification of valid Contracts. ● Offer and Acceptance – Rules of valid offer and acceptance, Counter offer, Standing or open offer, distinguish between offer and invitation to offer. Concept of Communication and Revocation of offer and acceptance (sec. 3,5) ● Capacity to Contract (S. 10-12): Minor, Unsound Mind, Disqualified Persons. ● Consideration (S. 2 & 25) – Concept and Importance of consideration, Legal rules of Consideration, Exceptions to the Rule, ‘No Consideration No Contract’(Ss. 25) Unlawful Consideration (S 23) Consent (Ss.13, 14-18, 39.53, 55, 66)-Agreements in which consent is not free Coercion, Undue Influence, Misrepresentation Fraud, Mistake. Void Agreements (S. 24-30) Concept, Void Agreements under Indian Contract Act.
2	Special Contracts & Other Act’s
	<ul style="list-style-type: none"> ● Law of Bailment :(S. 148, 152-154, 162, 172, 178, 178A, 179) Concept, Essentials of Bailment, Kinds of Bailment, Rights and Duties of Bailor and Bailee ● E-Contract ● RTI Act: Introduction and relevance. ● Securities Contract Regulation Act (SCRA): Introduction and relevance.
3	The Sale Of Goods Act – 1930:
	<ul style="list-style-type: none"> ● Contract of Sale (S.2): Concept, Essentials elements of contract of sale, Distinction between Sale and Agreement to sell (S.4) Distinguish between Sale and Hire Purchase Agreement, Types of Goods. Effects of destruction of Goods (Ss. 6,7.8), ● Conditions & Warranties (Ss. 11-25 & 62, 63) – Concept, Distinguish between Conditions and Warranties, Implied Conditions & Warranties, Concept of Doctrine of Caveat Emptor –Exceptions. ● Property – Concept, Rules of transfer of property (Ss. 18-26)

Modules at a Glance

Sr.No.	Modules	No. of Lectures
1	Human Rights Provisions, Violations and Redressal-I	12
2	Human Rights Provisions, Violations and Redressal-II	11
3	Science and Technology- I	11
4	Soft Skills and General awareness-I	11
Total		45

Second Year B.Com

Semester- III

Foundation Course Paper-III

Sr.No.	Modules/Units
Unit I	Human Rights Provisions, Violations and Redressal-I
	A. Scheduled Castes- Constitutional and legal rights, Forms of violations, Redressal mechanisms. B. Scheduled tribes- Constitutional and legal rights, Forms of violations, Redressal mechanisms. C. Women- Constitutional and legal rights, Forms of violations, Redressal mechanisms. Sexual harassment at workplace- Role of Internal Complaints Committee D. Children- Constitutional and legal rights, Forms of violations, Redressal mechanisms.
Unit II	Issues of Contemporary India
	A. White collar crimes, Students and youth unrest: Protests, Aggressions and Violence.

	<p>B. Senior citizens: Problems and Constitutional Measures, Maintenance and Welfare of Parents and Senior Citizens Act, 2007</p> <p>C. Public Health, Mental health issues</p> <p>D. Physical Education and Sports a need of the society</p>
Unit III	Science and Technology- I
	<p>A. Nature of science- its principles and characteristics; Science as empirical, practical, theoretical, validated knowledge.</p> <p>B. Achievements of Indians in science & technology; indigenization of technology and developing new technology</p> <p>C. Science in everyday life- technology, its meaning and role in development</p> <p>D. Interrelation and distinction between science and technology</p>
Unit IV	Soft Skills and General awareness-I
	<p>Soft skills required for competitive examinations-</p> <p>A. Current affairs- Current events of national and international importance</p> <p>B. Quantitative Ability, Data Interpretation, Verbal Ability- Decision making and problem solving; General mental ability; Basic numeracy (numbers and their relations, orders of magnitude, etc.) (Class X level), Data interpretation (charts, graphs, tables, data sufficiency etc.</p>

Teaching pedagogy:

Unit I) Expert lecture , Short films , group discussion, chalk & talk

Unit II) Short films, case study discussions, traditional method

Unit III) Group discussion , chalk & talk

Unit IV) Practice sessions and discussions

Evaluation scheme

Foundation Course Semester- III

I. Continuous Assessment (C.A.)– 40 Marks

a. Objective Questions- Current affairs(20 Marks)

b. Objective Questions- Quantitative Ability test (20 marks)

II. Semester End Examination (SEE)- 60 Marks

Credit-2

SecondYearB.Com
Semester- IV
Foundation CoursePaper-IV

Sr.No.	Modules/Units
UnitI	Human Rights Provisions, Violations and Redressal-II
	<p>A. Human right issues dealing with migration – Case studies</p> <p>B. Rights of Differently abled people, Rights of Differently Abled people act-2016, Religious Minorities, LGBTQ and constitutional safeguards</p> <p>C. Human Rights issues in addressing disasters- issues related to compensation, equitable and fair distribution of relief.</p> <p>D. Humanitarian approach to resettlement and rehabilitation.</p>
UnitII	Significant, Contemporary Rights of Citizens
	<p>A. Rights of Consumers-Violations of consumer rights and important provisions of the Consumer Protection Act, 2016; Other important laws to protect consumers; Consumer courts and consumer movements.</p> <p>B. Right to Information- Genesis and relation with transparency and accountability; important provisions of the Right to Information Act, 2005; some success stories.</p> <p>C. Right to Privacy – Right to Privacy under Article 21.</p> <p>D. Cybercrimes, Types of Cybercrimes, Cyber Offences under IT Act,2007</p>
Unit III	Science and Technology – II
	<p>Some Significant Modern Technologies, Features and Applications</p> <p>A. Information and Communication Technology- convergence of various technologies like satellite, computer and digital in the information revolution of today's society.</p> <p>B. Biotechnology and Genetic engineering- applied biology and uses in medicine, pharmaceuticals and agriculture; genetically modified plant, animal and human life.</p> <p>C. Basics of Artificial Intelligence: Definition, Characteristics, Applications and Impacts.</p> <p>D. Issues of Control, Access and Misuse of Technology</p>
UnitIV	Soft Skills and General awareness-II
	<p>Soft skills required for competitive examinations-</p> <p>A. Current affairs- Current events of national and international importance</p>

Sr. No.	Modules
1	Indian Partnership Act – 1932
	<ul style="list-style-type: none"> ● Partnership: Concept, Essentials, True Test of Partnership, Partnership Deed, Types of Partnership, Rights and Duties of Partners, Distinguish between Partnership & Hindu Undivided Family (HUF). ● Dissolution: Concept, Modes of Dissolution, Consequences of Dissolution. ● Limited Liability Partnership (LLP) 2008: Concept, Characteristics, Advantages & Disadvantages. Extent of L.L.P.- Conversion of LLP, Mutual rights & duties of partners, Winding up of LLP, Distinction between LLP and Partnership.
2	Introduction Of Companies Act, 1956 and Indian Companies Act – 2013:
	<ul style="list-style-type: none"> ● Company Concept, Features, Role of Promoters (S. 2(69) S. 92), Duties and liabilities of the Promoter Effects of Pre Incorporation contracts, Consequences of non-registration, and Lifting of Corporate Veil. ● Classification of Companies Distinction between Private Company and Public Company, Advantages and disadvantages of Private Company and Public Company. – MOA(Clauses) and AOA introduction ● Member of a Company: Concept, Who can become member, Modes of Acquiring membership, Cessation of membership, Right & Liabilities of Members. ● Director: Qualifications& Disqualification, Director Identification Number (DIN).
3	Consumer Protection Act, 1986 and Other Acts
	<ul style="list-style-type: none"> ● Consumer Protection Act – Concept , Objects, Reasons for enacting the Consumer Protection Act, Definition of Consumer, Consumer Dispute, Complaint, Complainant, Defect, Deficiency, Consumer Dispute, Unfair Trade Practices, Goods and Services. ● Consumer Protection Councils & Redressal Agencies: District, State & National.

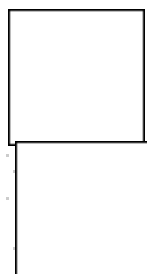
	<ul style="list-style-type: none"> ● SEBI Listing Obligation and Disclosure Requirement Act, (LODR). ● Information Technology Act 2000: Introduction and relevance
4	Intellectual Property Rights:
	<ul style="list-style-type: none"> ● Intellectual Property Right (IPR) : Concept, Nature, Introduction & background of IPR in India. ● IPR relating to Patents: Concepts of Invention and discovery, Comparison (S2 (j)), Concept of Patents, General principles applicable to working of patented Inventions, Term of Patent. Infringement of Patent Rights & Remedies. (Ss. 104-115) ● IPR relating to Copyrights: Concept of Copyright (Ss. 14, 16, 54,) Concept of author and authorized acts, (S.2) Ownership of Copy right (S.17) Duration or Term of Copy right. (S. 22-27), Original work and fair use, Rights of Copyright Holder, Infringement of Copyrights & Remedies. (Ss. 51, 52) ● IPR relating to Trademarks: Concept, Functions of Trade Mark, types, trademarks that cannot be registered, Registration of Trade Marks and rights of the proprietor of Trade Marks. Procedure for registration of Trade Marks., Infringement of Trademarks & Remedies.

References:

1. Law and practice of Intellectual Property in India by Dr.Vikas Vashishth,Bharat Law
2. Law of Partnership along with Limited Liability Partnership by Avatar Singh ,
3. Laws Relating to Intellectual Property, Universal Law Publishing Co. Dr. B.L.Wadhera
4. Consumer Protection Law and Practice by Dr.V.K.Agarwal, Bharat Law House.
5. Competition Law by Avatar Singh, Eastern Book Company
6. Competition Law in India by T. Ramappa, Oxford University Press.
7. Laws Relating to Intellectual Property, Universal Law Publishing Co. Dr. B.L.Wadhera
Handbook on RTI Act – by Shri P. K. Das, **Publisher:** Universal Law Publishing - An Imprint of LexisNexis; Fifth edition (1 August 2016)
8. RTA Act, 2005 – by Jyoti Ratan, **Publisher:** Bharat Law House, Delhi; 2016 edition (2016)
9. Bare LODR – issued by SEBI

Sr.no	Modules
1	Introduction to Marketing
	<ul style="list-style-type: none"> ● Marketing, Concept, Features, Importance, Functions, Evolution, Strategic v/s Traditional Marketing ● Marketing Research - Concept, Features, Process Marketing Information System- Concept, Components Data Mining- Concept, Importance ● Consumer Behaviour- Concept, ,Factors influencing Consumer Behaviour Market Segmentation- Concept, Benefits, Bases of market segmentation ● Customer Relationship Management- Concept ,Techniques ● Market Targeting- Concept, Five patterns of Target market Selection ● Market Targeting- Concept, Five patterns of Target market Selection ●
2	Marketing Decisions I
	<ul style="list-style-type: none"> ● Marketing Mix- Concept, 4 Ps of marketing (Product, Price, Place, Promotion) and Recent Perspectives on 4Ps – (People, Pace, Perseverance, Process, Physical Evidence) ● Product- Product Decision Areas Product Life Cycle- Concept, Managing stages of PLC Branding- Concept - Components Brand Equity- Concept, Factors influencing Brand Equity Packaging- Concept , Essentials of a good package Product Positioning- Concept, Strategies of Product Positioning, Service Positioning- Importance & Challenges ● Pricing- Concept, Objectives, Factors influencing Pricing, Pricing Strategies
3	Marketing Decisions-II
	<ul style="list-style-type: none"> ● Physical Distribution- Concept, Factors influencing Physical Distribution, Marketing Channels (Traditional &Contemporary Channels) Supply Chain Management-Concept, Components of SCM ● Promotion- Concept, Importance, Elements of Promotion mix Integrated Marketing Communication (IMC)- Concept, Scope, Importance Sales Management-Concept, Components,Emerging trends in Selling Personal selling-Concept, Components, Process of Personal Selling,Skills sets required for Effective selling
4	Key Marketing Dimensions

	<ul style="list-style-type: none">● Marketing Ethics: Concept, Unethical practices in marketing, General role of Consumer Organizations Competitive Strategies for Market Leader, Market Challenger, Market Follower and Market Nicher Marketing Ethics:● Rural Marketing- Concept, Strategies for Effective Rural Marketing in different Industries● Digital Marketing-Concept, Trends in Digital Marketing● Green Marketing- concept, Importance● Neuro Marketing- Concept● Sensory Marketing -Concept● Challenges faced by Marketing Managers in 21stCentury● Factors contributing to Success of brands in India with suitable examples, Reasons for failure of brands in India with suitable examples● Careers in Marketing● Skill sets required for effective marketing
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Commerce VI

Human Resource Management

Semester VI

Course Objectives:

1. To make the learners acquainted with- Marketing concept,significance,scope and its evolution.
2. To familiarize the learners with Marketing Mix in Marketing.
3. To make the learners aware about Recent trends and challenges in marketing
4. Enthuse learners to develop skills for career options in marketing.

Modules at a Glance

<u>Human Resource Management</u>			
Sr. No.	Modules	No.of Lectures	Credit

1	Human Resource Management
	<ul style="list-style-type: none"> ● Human Resource Management – Concept, Functions, Importance, Traditional v/s Strategic Human Resource Management ● Human Resource Planning- Concept Steps in Human Resource Planning Job Analysis-Concept, Components, Job design- Concept, Techniques ● Recruitment- Concept, Sources of Recruitment ● Selection - Concept , Process , Techniques of E-selection
2	Human Resource Development
	<ul style="list-style-type: none"> ● Human Resource Development- Concept, functions ● Training- Concept, Process of identifying training and development needs, Methods of Training & Development (Apprenticeship, Understudy, Job Rotation, Vestibule Training, Case Study, Role Playing, Sensitivity training, In Basket Management Games) ● Evaluating training effectiveness- Concept, Methods ● Performance Appraisal- Concept, Benefits, Limitations, Methods Potential Appraisal-Concept, Importance ● Career Planning- Concept, Importance, ● Succession Planning- Concept, Need ● Mentoring- Concept, Importance ● Counselling- Concept, Techniques.
3	Human Relations-
	<ul style="list-style-type: none"> ● Human Relations - Concept, Significance Leadership –Concept, Transactional & Transformational Leadership Motivation- Concept, Theories of Motivation,(Maslow’s Need Hierarchy Theory, Vroom’s Expectancy Theory, McGregor’s Theory X and Theory Y, Pink’s Theory of Motivation) ● Employees Morale- Concept, Factors affecting Morale, Measurement of Employees Morale Emotional Quotient and Spiritual Quotient- Concept, Factors affecting EQ &SQ ● Employee Grievance- Causes, Procedure for Grievance Redressal Employee welfare measures and Health & Safety Measures.
4	Trends In Human Resource Management

	<ul style="list-style-type: none">● HR in changing environment: Competencies- concept, classification Learning organizations- Concept, Creating an innovative organization, Innovation culture- Concept, Need, Managerial role.● Trends in Human Resource Management: Employee Engagement- Concept, Types Human resource Information System (HRIS) – Concept, Importance, Changing patterns of employment.● Challenges in Human Resource Management: Employee Empowerment, Workforce Diversity, Attrition, Retrenchment Downsizing, Employee Absenteeism, Work life Balance, Sexual Harassment at work place, Domestic and International HR Practices, Millennial (Gen Y) Competency Mapping
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**Third year B.Com
Semester- V
Psychology of human behaviour at work .**

Sr.No.	Modules/Units
Unit I	What is Organisation Behaviour
	<ul style="list-style-type: none"> a) The importance of interpersonal skills b) What managers do - management functions, roles, and skills c) Enter organizational behavior; Disciplines that contribute to the OB field d) Challenges and Opportunities for OB e) Developing OB Model : Inputs , processes and outcomes .
Unit II	Personality , perception and attitudes
	<ul style="list-style-type: none"> a) Personality : Definition and determinants b) Big Five Personality Model c) Perception : : Definition , factors that influence perception d) Attitudes - Main components of attitudes; Major Job Attitudes e) Job Satisfaction - Measuring job satisfaction. What causes job satisfaction? The impact of satisfied and dissatisfied employees on the workplace
Unit III	Motivation concepts and applications
	<ul style="list-style-type: none"> a)Defining Motivation; b) Four early theories of motivation c) Contemporary theories of motivation - Goal Setting Theory: MBO , Reinforcement theory , Equity Theory/ Organizational justice, Expectancy Theory d) Motivating by Job design e)Alternative work arrangements .
Unit IV	*Leadership
	<ul style="list-style-type: none"> a) Definition of leadership b) Difference between leadership and management c) Emerging trends in leadership d) Authentic leadership e) Mentoring for the future

*Unit IV will be considered for Project topics (CA)

Third Year B. Com
Semester- VI

Psychology of human behavior at work

Sr.No.	Modules/Units
Unit I	Foundations of Group behavior and team building
	<ul style="list-style-type: none"> a) Defining Group and types of group b) Stages of group development c) Group Decision making d) Defining Team, difference between groups and teams; e) Creating effective teams
Unit II	Power, Conflict and Negotiation
	<ul style="list-style-type: none"> a) Power : Definition and bases of power b) Sexual harassment: unequal power in the workplace c) Defining Conflict; transitions in conflict thought d) The Conflict Process e) Negotiation: Bargaining strategies
Unit III	Organisational change and Stress management
	<ul style="list-style-type: none"> a) Forces for Change b) Planned change and resistance to change c) Overcoming resistance to change d) Work Stress: Definition and sources of stress e) Managing stress: Individual and organisational approach
Unit IV	*Emerging trends in Organisational Behaviour
	<ul style="list-style-type: none"> a) Contemporary communication channels b) Social networking and organisations c) Organisational culture d) Creating a positive organisational culture e) Creating an ethical organisational culture.

*Considered for Project work

	<ol style="list-style-type: none"> 1. Life and Non-Life Insurers- Reinsurers- Individual and Corporate Agents- Brokers- Surveyors- Medical Examiners- Third Party Administrators 2. IRDA- Insurance Councils- Ombudsmen- Educational Institutes- Councils- Tariff Advisory Committee 3. Career Opportunities in Insurance Business Ethical Aspects of Insurance Business
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References:

1. Kew John, Business Environment: Managing in a Strategic Context, Jaico Publications 2006.
2. Hanke John K, Business Forecasting, Prentice Hall India, 2002.
3. Paul Justin, Business Environment, Tata McGraw Hill, 2008.
4. Butter David, Business Planning: A Guide to Business Start-up, Butterworth Heinemann, 2003.
5. Piramal Gita, Business Legends, Penguin Books, 1998.
6. Hitt Michael A, Strategic Management, Cengage Learning, 2016.
7. Zeithaml, Valarie A, Services Marketing, McGraw Hill Education, 2011.
8. Gupta S L, Retailing & E- tailing, International Book House, New Delhi, 2011.
9. Raghuram G, Logistics & Supply Chain Management: Cases and Concepts, Macmillan Business Books.
10. Joseph P T, E-Commerce an Indian Perspective, Prentice Hall India, 2015.

Sr. No	Modules
1.	Environment and Ecosystem
	Environment: Meaning, definition, scope; Various spheres of environment (Atmosphere, lithosphere, hydrosphere and biosphere), Layers of atmosphere; concept of an ecosystem: definition, Characteristics, components and types, functioning and structure; Food Chain and Food Web- Ecological Pyramids- Man and environment Relationship; Importance and scope of Environmental Studies.
2.	Natural Resources and Sustainable Development
	Meaning and definitions; Classification and types of resources, factors influencing resource utilization; Resource conservation-meaning and methods - conventional and non-conventional resources, problems associated with and management of water, forest and energy resources- resource utilization and sustainable development.
3.	Populations and Emerging Issues of Development
	Population explosion in the world and in India and arising concerns- Demographic Transition Theory-pattern of population growth in the world and in India and associated problems-Measures taken to control population growth in India; Human population and environment- Environment and Human Health-Human Development Index – The World Happiness Index.
4.	Urbanisation and Environment
	Concept of Urbanisation-Problems of migration and urban environment - changing land use, crowding and stress on urban resources, degradation of air and water, loss of soil cover impact on biodiversity, Urban heat islands- Emerging Smart Cities and safe Cities in India - Sustainable Cities.
5.	Reading of Thematic Maps and Map Filling (Practical Component)
	Reading of Thematic Maps (4 Lectures). Located bars, Circles, Pie charts, Isopleths, Choropleth and Flow map, Picograms- Only reading and interpretation. Map Filling: (4 Lectures). Map filling of World (Environmentally significant features) using point, line and polygon segment.

Sr. No.	Modules / Units
1	Indian Society – Unity in Diversity and conflicts
	<p>Concept of diversity vs difference, Understand the multi-cultural diversity of Indian society through its demographic composition Inequalities and inter group conflicts arising due to Linguistic differences –Causes and Remedies.</p> <p>Religious diversity-Causes and Remedies.</p> <p>Caste system as a social evil</p> <p>Naxalism- Affirmative action taken by the government to address the issue</p> <p>Regionalism- Causes and Remedies.</p>
2	Social issues and problem
	<p>Understand the concept of disparity as arising out of stratification and inequality; Explore the disparities arising out of gender with special reference to violence against women, female foeticide (declining sex ratio), and portrayal of women across all forms of media; Appreciate the inequalities faced by people with disabilities and understand with sensitivity the issues of people with physical and mental disabilities, mental ill health, sensitivity towards third gender.</p>
3	Mental Issues among the Youth
	<p>Peer pressure, Bullying, Substance dependency/addiction, Abuse (Physical, verbal, sexual and emotional), Suicidal ideation, Insomnia/Hypersomnia, Binge eating/Bulimia, Insufficient social skills, Childhood trauma, Academic pressure, Inequality among siblings and comparison with peers.</p>
4	Understanding oneself, Stress and conflict management
	<p>Defining self and Personality development; determinants of Personality development; agents of socialisation and roles played by them in Individual development, Maslow’s theory of self-actualisation.</p> <p>Meaning of stress ; it’s causes and Coping mechanisms for managing stress,</p> <p>Meaning of conflict; Its causes and response in society.</p>

	6. Group Superannuation Scheme 7. Group Leave Encashment Schemes (GLES) 8. Other Group Schemes 9. Social Security Schemes 10. Other Special Need Plans 11. Industrial Life Insurance 12. Married Women's Property (MWP) Act Policies 13. Plans for Differently Abled
4	Introduction to Health Insurance
	1. Range of Products 2. Awareness about health Contingencies 3. Importance of Health Insurance in India 4. Growth and Evaluation of Health Insurance Companies in India 5. Balanced Funds 6. Premium Holiday 7. Annuities and Pensions 8. Future for Health Insurance 9. Wearables 10. Experience rating 11. third party administrators 12. disease taxonomy 13. Frequency-severity of common health insurance claims 14. Gender based morbidity trends

References:

1. Kew John, Business Environment: Managing in a Strategic Context, Jaico Publications 2006.
2. Hanke John K, Business Forecasting, Prentice Hall India, 2002.
3. Paul Justin, Business Environment, Tata McGraw Hill, 2008.
4. Butter David, Business Planning: A Guide to Business Start-up, Butterworth Heinemann, 2003.
5. Piramal Gita, Business Legends, Penguin Books, 1998.
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9. Raghuram G, Logistics & Supply Chain Management: Cases and Concepts, Macmillan Business Books
10. Joseph P T, E-Commerce an Indian Perspective, Prentice Hall India, 2015

Sr. No.	Modules
1	Group Communication
	<p>Interviews: Definition of interview, types of Interviews – Selection – face to face, telephonic/online, Appraisal, Grievance, Exit, Basics of job interview, preparing for a job Interview, how to use social media – job portal like timesjobs, naukari etc., professional portals like LinkedIn etc.</p> <p>Meetings: Need and Importance of Meetings, Conduct of Meeting and Group Dynamics, Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions</p> <p>Conference: Meaning and Importance of Conference, Organizing a Conference, Modern Methods: Video and Tele-Conferencing</p> <p>Public Relations: Meaning, Functions of PR Department, External and Internal Measures of PR</p>
2	Business Correspondence
	<p>Trade Letters: Precautions to be taken while drafting trade letters. Order, Credit and Status Enquiry, Purchase order.</p> <p>Only following to be taught in detail: -</p> <ol style="list-style-type: none"> 1. Letters of Inquiry and reply to inquiry. 2. Letters of Complaints, Claims, Adjustments. 3. Letters under Right to Information (RTI) Act 4. Consumer Grievance and Redressal Letters. 5. Promotional leaflets, fliers and Sales letter.
3	Presentation Skills
	Selection of topics, structure of presentation, Use of PPT, Body language and non-Verbal cues.
4	Language and Writing Skills
	<p>A. Reports: Parts, Types, Feasibility Reports, Investigative Reports, Project Report, Business Proposal.</p> <p>B. Summarisation: Identification of main and supporting/sub points. Presenting these points in a cohesive manner.</p>

Sr. No.	Modules
1.	Solid Waste Management for Sustainable Society
	Classification of solid wastes–Types and Sources of Solid Waste; Effects of Solid Waste Pollution-Health hazards, Environmental Impacts; Solid Waste Management–solid waste management in Mumbai- Schemes and initiatives run by MCGM- Role of citizens in Waste Management in Urban and Rural areas.
2.	Agriculture and Industrial Development
	Environmental Problems Associated with Agriculture: Loss of Productivity, Land Degradation, desertification- Uneven Food Production– Hunger, Malnutrition and Food Security–Sustainable Agricultural practices, GMO/Crops, Environmental Problems Associated with Industries- pollution- Global warming, Ozone Layer Depletion, Acid rain, Sustainable Industrial practices– Green Business and Green Consumerism, Corporate Social Responsibility towards the environment.
3.	Tourism and Environment
	Tourism: Meaning, Nature, Scope and importance– Typology of tourism with special reference to Ecotourism; Tourism potentials in India and challenges before India; Consequences of tourism: Positive and Negative Impacts on Economy, Culture and environment- Ecotourism.
4.	Environmental Movements and Management
	Environmental movements in India: Save Narmada Movement, Chipko Movement, Appiko Movement, Save Western Ghats movement and other contemporary environmental movements; Environmental Management: Concept, need and relevance; Concept of ISO 14000; Concept of Carbon Bank and Carbon Credit, EIA, ecological footprint; Environment Protection Acts; Concept and components of Geospatial Technology- Applications of GST in Environmental Management.
5.	Map Filling (Practical Component)
	Map filling of Konkan (4 Lectures) and Mumbai (4 Lectures) (Environmentally significant features)

Sr. No.	Modules
I	General Audit Consideration
	<ul style="list-style-type: none"> ● Introduction. ● Scope of Audit Engagement. ● Auditors' independence and Professional Ethics. ● Audit Planning
II	Understanding Entity, Its Environment and Internal Control
	<ul style="list-style-type: none"> ● Common Industry Ratio and Performance Indicator. ● Risk Indicators in Insurance Industry. ● Identifying and Assessing Risks of Material mis-statement. ● RBI Regulations relating to Audit of NBFCs.
III	Audit Framework for BFSI
	<ul style="list-style-type: none"> ● Preparation of a Detailed Audit Plan. ● Use of Information Technology. ● Preparation of Entity-specific Checklist for Compliance. ● Collection of Audit Evidence. ● Documentation.
IV	Professional Guidance for Audit of BSFI
	<ul style="list-style-type: none"> ● ICAI guidance note on audit of banks. ● ICAI guidance note on audit of General Insurance Companies. ● ECIIA key principles of internal audit of Insurance Companies. ● ICAI Technical guide on review and certification of investment risk management systems and processes of Insurance Companies. ● Society of Insurance Checklist on audit of insurance premiums. ● ICAI Technical guide on audit of asset management companies/mutual funds.

Sr. No.	Modules
I	Introduction to Information Technology
	<ul style="list-style-type: none"> ● Concepts related to Information Technology: Data, Information, Data Base Information system. ● Major components of Information System: Types and Levels of Information System – CBIS (Computer Based Information System) Office Automation system Management Information System, Transaction Processing System, Decision Support System, Executive Information system, CRM. ● IT architecture in BFSI – Policy administration., G-Ledger, Fund accountability ● Co-existence of various systems in BFSI
II	Data Base System in BFSI
	<ul style="list-style-type: none"> ● Data Base Management System (DBMS) and Role of DBMS as the interface between user and data base. ● Data Base Management System: Structure and Features. ● Meaning and purpose of Data Dictionary, File Manager, Role of Data Base Administer, Traditional File system v/s Data Base System. ● Data Base Organization: Definition and major Characteristics of Flat File, Relational File, Hierarchical File, Network File and Object-Oriented File. ● Introduction to Finacle, life Asia and others
III	Internet and Information Technology
	<ul style="list-style-type: none"> ● Introduction to Internet. ● Internet Utility Software based on Client Server Technology. ● Internet Service Provider and Internet Protocol: Website, Webpage Construction, Web server, Web Browser (URL, HTML, History, Hyperlinks, Bookmark) – Basic knowledge of SMTP, POP, IMAP, FTP, HTTP, TCP, IP. ● Security: Internet based frauds, Hacking of password, Viruses, Encryption & Decryption Keys, Firewall, Digital Signatures and Certificates, ● E-commerce.
IV	Office Automation using MS Office, Advance Excel
	<ul style="list-style-type: none"> ● Creating and saving of word document: Editing and Formatting Features, designing file page and preparing index. ● Spread Sheet Application: Creating, saving and editing spread sheets and drawing charts. ● Use of basic functions such as Text, Mathematical and Statistical, Financial and Logical. ● Use of advanced functions including use of V- lookup, H-lookup. ● Data Analysis and validation, Sorting and filtering of data, ‘what if -’ analysis using data tables and scenarios, Creating subtotals and Grand Totals, Pivot tables/charts ● Presentation software: Creating presentation with minimum 20 slides with Script, Inserting pictures, Videos, Animation.

Sr. No.	Modules
I	Overview of documentation analysis and reporting
	<ul style="list-style-type: none"> ● Introduction to technical report reading & writing. ● Gathering the relevant information from the data.
II	IRDAI Annual
	<ul style="list-style-type: none"> ● Introduction and understanding of an actual Report. ● Relevant fact analysis. ● Discarding the irrelevant data.
III	Discussion on tables and graphs – interpretation thereof
	<ul style="list-style-type: none"> ● Ways of Data Tabulation. ● Graphical interpretation and inferences.
IV	Nuances of interpretation and reporting
	<ul style="list-style-type: none"> ● Comparing inferences from different data representations. ● Group discussions of different data techniques. ● Step by Step report writing and summary.

References:

1. IRDAI English Annual Report
2. Banking Ombudsman Report
3. Nestle India Annual Report

Sr. No.	Modules
I	Introduction To Management
	<ul style="list-style-type: none"> ● Management: Concept, Importance of Management, Functions of Management; Managerial Competencies, Levels of Management, Managerial roles based on Mintzberg's Theory. ● Evolution of Management Thoughts: Scientific Management by F. W. Taylor's, General Management Theory by Henri Fayol, Human Relations Approach by Elton Mayo - Hawthorne experiments. ● Ancient and Modern Management Approach: Chanakya 'Arthshastra' Management Practices by Indian Values, Peter Drucker's Dimensions of Management.
II	Planning & Organizing
	<ul style="list-style-type: none"> ● Planning - Steps, Importance, Components; Coordination – Importance. ● M.B.O - Process, Advantages; Management by Exception- Advantages; Management Information System- Concept, Components. ● Decision Making -Techniques, Essentials of a Sound Decision Making. ● Organizing - Organization Structures – Line & Staff Organization, Tall and Flat Organisation Matrix Organization, Virtual Organization, Formal/s Informal Organization.
III	Directing and Controlling
	<ul style="list-style-type: none"> ● Departmentation –Meaning, Bases; Span of Management- Factors -Graicunas formula Influencing Span of Management. ● Delegation of Authority- Barriers to Delegation, Measures to overcome barriers. ● Motivation: Factors influencing Motivation. ● Leadership: Styles and Qualities. ● Controlling: Techniques of controlling.
IV	Management Challenges in Changing Environment
	<ul style="list-style-type: none"> ● Mergers and Acquisitions – Challenges of integrating corporate culture. ● Turnaround – Challenges for top management during turnaround process. ● Closure – Procedural challenges of closing a business enterprise. ● Change and Disruptions – Challenges posed by technology gap.

Sr. No.	Modules
I	Introduction to Business Laws – I
	<ul style="list-style-type: none"> ● India Contract Act 1872: Definition of Contract and Agreement. ● Essentials of a Valid Contract – Capacity to Contract, offer, Acceptance and Consideration with respect to Insurance Contract. ● Communication and Revocation of offer and acceptance, Misrepresentation, Fraud and Void Agreement, E-Contract. ● Negotiable Instruments Act, 1881: Introduction and Relevance. ● Concept, Characteristics and Classification of Negotiable Instruments. ● Promissory Note, bill of exchange and Cheques- Features, Types and Points of Distinction. ● Limitation Act and RTI Act.
II	Introduction to Business Laws – II
	<ul style="list-style-type: none"> ● Indian Partnership Act, 1932: Introduction, Relevance, Partnership deed, Rights and Duties of Partners, Partnership with Ltd. Liabilities (LLP) ● Setting up of a Company under Indian Company’s Act, 2013 ● Consumer Protection Act, 1986: Concept, Objects, Definition of Consumer, Consumer Disputes, Complaints, Complainant Rights of Consumer, Consumer Protection Council and Redressal Agencies
III	Evolution of Insurance Laws in India
	<ul style="list-style-type: none"> ● Legal, Framework of Insurance business in India. ● Evolution of Insurance Laws in India. ● Insurance Act, 1938 ● LIC of 1956 ● General Insurance Related Laws- Fire, Marine and Property. ● General Insurance Business (Nationalisation) Act: 1972
IV	Regulatory Framework of Insurance Business in India
	<ul style="list-style-type: none"> ● Fundamental Principles of Financial Regulation- establishment of IRDAI. ● Investment Regulations in India. ● Institutional Structure of Insurance Regulation and Supervision. ● Registration of India Insurance Company, 2000 ● IRDAI appointed Actuary Regulation, 2017

Sr. No.	Modules
I	Role of Information Technology in Life Insurance
	<ul style="list-style-type: none"> ● Policy Administration System ● Claims Management ● Re-insurance and Risk Transfer ● Financial Accounting System
II	Role of Information Technology in General Insurance
	<ul style="list-style-type: none"> ● Front Office Online System ● Policy Management ● Reinsurance and Claims Accounting ● Report Generation
III	Integrated Grievance Management System (IGMS)
	<ul style="list-style-type: none"> ● Legacy Data ● Data Security, Cyber Security ● Grievance Redressal System ● Investment System Challenges ● IT challenges in Mergers and Acquisitions
IV	Future of Information Technology and Insurance Sector – TRAMBID, R Programming
	<ul style="list-style-type: none"> ● Telematics and Robotics ● Artificial Intelligence and Machine Learning: Decision Trees, Cluster Analysis ● Block chain ● Internet of Things and Data Analytics ● System Hacking ● R Programming

Sr. No.	Modules
I	Life Insurance and Health Insurance
	<ul style="list-style-type: none"> ● Status of Life and Health Insurance in India ● IRDAI Life Insurance/ Re-insurance 2013 ● IRDAI Assets liabilities and solvency of Life Insurance Business, 2013 ● IRDAI Expenses of Management of Insurers transaction, Life insurance Business, 2016 ● IRDAI Health Insurance Regulation, 2016 ● IRDAI Third Party Administrators- Health Services, 2016 ● IRDAI Actuarial Report & Abstract for Life Insurance Business, 2016
II	General Insurance - I
	<ul style="list-style-type: none"> ● Need and Status of General Insurance in India ● IRDAI General Insurance/ Re-insurance, 2016 ● IRDAI Asset Liability and Solvency of General Insurance Business, 2016 ● IRDAI Expenses of Management of Insurance transactions General / Health Insurance Business, 2016 ● IRDAI (Issuers of Capital by Indian Insurance Company other than Life Insurance Business) Regulation 2015 ● IRDAI General Insurance/ Re-insurance, 2018
III	General Insurance - II
	<ul style="list-style-type: none"> ● Need and Status of Fire Insurance, Marine Insurance and Motor Insurance in India ● Fire Insurance Act, (Current, as amended) ● Marine Insurance Act, (Current, as amended) ● Motor Insurance Act (Current, as amended) ● IRDAI Obligations of Insurer in respect of Third party Insurance Business 2016
IV	Regulation of Intermediaries in the Insurance Industry
	<ul style="list-style-type: none"> ● IRDAI Linked Insurance Products, 2013 ● IRDAI Non Linked Insurance Products, 2013 ● IRDAI Licensing of Banks as Insurance Brokers, 2013 ● IRDAI Insurance Web Aggregators, 2017 ● IRDAI Registration of Insurance Marketing Firms, 2016 ● IRDAI Insurance Brokers, 2018 ● IRDAI Licensing of Corporates , 2002 ● IRDAI Protection of Policy Holders Interest, 2017 ● IRDAI Obligation of Insurance to Rural Sectors, 2015 ● IRDAI Micro Insurance Regulations, 2015

Customer Relationship Management Paper-I

Sr.No.	Modules/Units
Unit I	Introduction of CRM and its Fundamentals
	<ul style="list-style-type: none"> i. Concept and Context of Relationship Management: Internal and External relationship management, Need and Importance of relation with customers and other stakeholders ii. Approach towards Marketing: A Paradigm Shift- Transition from Product focus to Customer focus, Transactional Vs Relationship Marketing, Linkage between customer satisfaction-Customer Loyalty and business performance, Relationship Management Theories, Building Brands through Relationship Marketing, Service Level Agreements. iii. Defining CRM, Levels of CRM, CRM as a strategic marketing tool, CRM significance to the stakeholders, Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, and Models of CRM.
Unit II	Customer Acquisition
	<ul style="list-style-type: none"> i. Acquisition of new customer, understanding customer value, sources of customer value, Values from products, services, people, physical evidence, customer communication, Channels etc., customer value estimates, KPI of a customer acquisition program, Customer Touch Points, Customer Equity. ii. Conceptual frame work of Customer Relationship and its Management. Evaluation customer Relationship Marketing, Types of CRM – Win Back, Prospecting, Loyalty, Cross Sell and Up Sell, Significance and Importance of CRM in Modern Business Environment. iii. Concept of Loyalty at CRM: Definition of Loyalty, Customer Loyalty and Customer decency, Process of Developing Customer Loyalty. Status of CRM in India.
Unit II	Customer Retention

	<ul style="list-style-type: none">i. Concept of Customer retention. Role of CRM in Customer in retention, Economics of customer retention, Managing customer retention or value retention/ Strategies of customer retention,ii. KPI of customer retention program, Terminating customer relationship and its strategies, Concept and Significance of Customer Loyalty.iii. Customer Life Cycle and Customer Life Time Value (CLTV), Recency, Frequency and Monetary Value (RFM) Analysis, Customer Loyalty Ladder, Impact Of Customer Defections, Types of Defectors, Strategies to reduce customer defections, CRM Framework- Switching.
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Sr.No.	Modules/Units
Unit I	Overview of CRM in B2C and B2B Market
	<ul style="list-style-type: none"> i. Service business characteristics and classification, Service recovery, CRM in Banking Industry, Hospitality Industry, Aviation Industry, Telecom and Retail industry. ii. CRM in Consumer durable Industry and its application. - White Goods, common CRM Tools in Practice and improvisation for Quality Service Assurance. iii. Importance of CRM in B2B markets, Key Account Management, Supply channel Management, Internal CRM and Employee relationship management
Unit II	Implementation of CRM and Future Trends in CRM
	<ul style="list-style-type: none"> i. CRM Implementation Process, Evaluation of CRM process, Challenges in CRM implementation, Customer Care Management through Information Technology Tools – Electronic Point of Sales (ePOS) , Sales Force Automation ii. Emerging trends in CRM, Social CRM, e-CRM, Challenges involved in formulating and implementing e-CRM strategies, iii. Multichannel CRM, Role of Social media in CRM, Six E’s of e-CRM,, Mobile CRM, Artificial Intelligence (AI) with CRM System.
Unit III	CRM emerging concepts and perspective –
	<ul style="list-style-type: none"> i. Introduction : A cost benefit analysis –CRM benefits, CRM Cost-customer value- customer life time value-issues in calculating CLV Customer profitability ii. principles underlying the requirements of the professional standards and guidance relevant to actuaries practising in Indian health and care operations iii. Privacy, Ethics issues of CRM

2. Business Law

Course Code 20102

Course Credit-3

Objectives

- To understand the nature of contract and law applicable while buying and selling goods.
- To understand the objects of consumer law and the application of negotiable instruments.
- To introduce the concept of company and its relevance.
- To familiarize the learners with the different concepts of IPR.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Contract Act, 1872 & Overview of E-Commerce r/w Information Technology Act, 2000	15
2	Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986 & Sales of Goods Act, 1930	15
3	Company Law	15
4	Intellectual Property Rights(IPR)	15
	Total	60

Syllabus

Sr. No.	Modules / Units
1	Contract Act, 1872 & Overview of E-commerce
	Contract Act, 1872: Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/ consideration, Breach of contract. Remedies for breach of Contract. Overview of E-commerce : Meaning of E-commerce with special reference to E-contracts, Features of Information Technology act and provisions relating to E-commerce
2	Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986 & Sales of Good Act, 1930
	Negotiable Instrument Act, 1981: Introduction of Negotiable Instruments – Characteristics of Negotiable instruments, Promissory note, Bills of exchange, Cheque & Dishonour of Cheque. Consumer Protection Act, 1986: Objects of Consumer Protection Act, Definition, Consumer disputes Redressal Agencies and Procedure to file complaints and remedies granted. Sale of Goods Act, 1930 - Scope of Act, Sale and Agreement to sell, essential of a valid Sale Contract – Conditions and warranties – Implied Condition and warranties, Rights of an unpaid seller.
3	Company Law
	Company Law: What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares
4	Intellectual Property Rights(IPR)

2. Ability Enhancement Course (AEC)
2. A -Ability Enhancement Compulsory Course (AECC)
Course code 20104
4.Business Communication I
Course Credit-3

Objectives

- To understand the effective use of power point presentation
- To understand the relevance and importance of inter personal communication skills
- To enhance written communication skills
- To enable the learners to adapt to the requirements of the industry

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Theory of Communication	15
2	Obstacles to Communication in Business World	15
3	Business Correspondence	15
4	Language and Writing Skills	15
	Total	60

Syllabus

Sr. No.	Modules / Units
1	Theory of Communication
	Concept of Communication: Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication Channels and Objectives of Communication: Channels- Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine Objectives of Communication: Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees(A brief introduction to these objectives to be given) Methods and Modes of Communication: Methods: Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal Communication, Business Etiquette Computers and E- communication: Organizing and use of Video and Satellite
2	Obstacles to Communication in Business World
	Problems in Communication /Barriers to Communication: Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers Listening: Importance of Listening Skills, Cultivating good Listening Skills Introduction to Business Ethics: Concept and Interpretation, Importance of Business Ethics, Report Writing
3	Business Correspondence
	Theory of Business Letter Writing: Parts, Structure, Layouts—Full Block, Principles

2 B- Skill Enhancement Courses (SEC)

Course code 20105

5.Foundation Course I

Course Credit-2

Objectives

- To help the learner understand the inter-disciplinary approach of social fabric.
- To sensitize learners on the socio-economic concerns in India with specific focus on the issues of the youth.
- To help learners articulate their views on the contemporary social issues.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Indian Society – Unity in Diversity and conflicts	11
2	Social issues and problem	11
3	The Indian Constitution	11
4	Significant Aspects of Political Processes	12
	Total	45

Syllabus

Sr. No	Modules / Units
1	Indian Society – Unity in Diversity and conflicts
	Concept of diversity vs difference, Understand the multi-cultural diversity of Indian society through its demographic composition Inequalities and inter group conflicts arising due to Linguistic differences –Causes and Remedies Religious diversity-Causes and Remedies Caste system as a social evil Naxalism- Affirmatve action taken by the government to address the issue Regionalism- Causes and Remedies
2	Social issues and problem
	Understand the concept of disparity as arising out of stratification and inequality; Explore the disparities arising out of gender with special reference to violence against women, female foeticide (declining sex ratio), and portrayal of women across all forms of media; Appreciate the inequalities faced by people with disabilities and understand with sensitivity the issues of people with physical and mental disabilities, mental ill health, sensitivity towards third gender
3	Mental Issues among the Youth
	Peer pressure, Bullying, Substance dependency/addiction, Abuse (Physical, verbal, sexual and emotional), Suicidal ideation, Insomnia/Hypersomnia, Binge eating/Bulimia, Insufficient social skills, Childhood trauma, Academic pressure, Inequality among siblings and comparison with peers.
4	Significant Aspects of Political Processes
	The party system in Indian politics; Local self-government in urban and rural areas; the 73rd and 74th Amendments and their implications for inclusive politics; Role and significance of women in politics

3. Core Courses (CC)

Course Code 20106

6.Foundation of Human Skills

Course Credit-3

Objectives

- To understand individual differences and factors that affect the same
- To ensure clarity in understanding different types of personality and the theories related to the same
- To understand the difference between intelligent quotient, emotional quotient and spiritual quotient at workplace
- To inculcate team spirit and team building
- To introduce the concepts related to conflict in an organization and its resolution
- To understand the importance of healthy work culture and motivation
- To be able to cope with and overcome stress

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Understanding of Human Nature	10
2	Introduction to Group Behaviour	14
3	Organizational Culture and Motivation at workplace	14
4	Organizational Change, Creativity and Development and Work Stress	14
5	Presentation	8
	Total	60

Syllabus

Sr. No.	Modules / Units
1	Understanding of Human Nature
	<ul style="list-style-type: none">• Individual Behaviour: Concept of a man, individual differences, factors affecting individual differences, Influence of environment• Personality: Determinants of personality, Personality traits theory, Personality traits important for organizational behaviour like authoritarianism, locus of control, Machiavellianism, introversion-extroversion achievement orientation, self – esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through JOHARI WINDOWS,• learning and perceptions:, Managerial skills and development, , theories of learning (classical conditioning, operant conditioning and social learning approaches), Intelligence, type (IQ, EQ, SQ, at work place), Perception and factor influencing individual perception,
2	Introduction to Group Behaviour
	<ul style="list-style-type: none">• Introduction to Group Behaviour Group Dynamics: Nature, types, group behaviour model (roles, norms, status, process, structures) ,Team effectiveness: nature, types of teams, ways of forming an effective team. Setting goals.• Organizational processes and system. Organizational conflicts and resolution:, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes. Power and politics:, bases of

7. Business Economics I

Course Code 20107

Course Credit-3

Objectives

- To understand the basic concepts and microeconomics
- To understand the demand function with the help of numerical illustration on trend analysis and simple linear regression
- To understand the concept of supply, production function and cost of production
- To understand the different market structures
- To acquaint the learners related to pricing practices in today's business world

Modules at a Glance

Sr. No.	Module	No. of Lectures
1	Introduction	10
2	Demand Analysis	10
3	Supply and Production Decisions and Cost of Production	15
4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition	15
5	Pricing Practices	10
	Total	60

Syllabus

Sr. No.	Modules / Units
1	Introduction
	Scope and Importance of Business Economics - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of Marginal analysis in decision making, The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium
2	Demand Analysis
	Demand Function - Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)- Demand estimation and forecasting: Meaning and significance - methods of demand estimation : survey and statistical methods
3	Supply and Production Decisions and Cost of Production
	Production function: short run analysis with Law of Variable Proportions- Production function with two variable inputs. Cost concepts: Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run (hypothetical numerical problems to be discussed), - Break even analysis (with business applications)
4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition
	Short run and long run equilibrium of a competitive firm and of industry - monopoly - short run and long- run equilibrium of a firm under Monopoly Monopolistic competition: Features of monopolistic competition, debate over role of

Syllabus

Sr. No.	Modules / Units
1	Introduction to Marketing
	Introduction to Marketing: Definition, features, advantages and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling. Marketing as an activity and function • Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges. • Orientations of a firm: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing Functions of Marketing
2	Marketing Environment, Research and Consumer Behavior
	<ul style="list-style-type: none"> • Marketing research: Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research (Only overview to be provided) • MIS: Meaning, features and Importance • Consumer Behavior: Meaning, feature, importance, factors affecting Consumer Behavior
3	Marketing Mix
	Marketing mix: Meaning –elements of Marketing Mix. • Product-product mix-productline life Cycle-product planning -levels of product. • Branding –Packing and packaging – role and importance • Pricing – objectives- factors influencing pricing policy and Pricing strategy. • Physical distribution – meaning – factor affecting channel selection-types of marketing channels • Promotion – meaning and significance of promotion. Promotion • tools (brief) 7P's of Marketing
4	Segmentation, Targeting and Positioning and Trends In Marketing
	Segmentation – meaning, importance, basis • Targeting – meaning , types • Positioning – meaning – strategies • New trends in marketing. Artificial Intelligence, Virtual Reality in consumer experience.

Learning Outcome

- The marketing concentration is designed to prepare learners who are interested in a marketing and/or marketing management career.
- Understand fundamental marketing concepts of market and consumer behaviour
- There is understanding of 4P's of marketing
- The learners are able to apply the knowledge, concepts, tools necessary to understand challenges and issues of marketing in a growing international and global context.
- The learners are able to appreciate the importance of cultural adaptation of international business and marketing through appraisal and critical analysis of the social, technological, political, legal and economic forces that affect business performance

2. Industrial Law

Course Credit-3

Course code 20202

Objectives

- To introduce the nature of industrial dispute and the role of trade unions
- To understand the laws related to health and safety of the employees
- To familiarize the concept of provident fund and insurance
- To understand the laws in relation to wages

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Laws Related to Industrial Relations and Industrial Disputes	15
2	Laws Related to Health, Safety and Welfare	13
3	Law related to Social Security	15
4	Laws Related To Compensation Management	15
5	Class Test	2
	Total	60

Syllabus

Sr. No	Modules /Units
1	Laws Related to Industrial Relations and Industrial Disputes
	Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure • The Trade Union Act, 1926
2	Laws Related to Health, Safety and Welfare
	The Factory Act 1948: (Provisions related to Health, Safety and Welfare) • The Workmen's Compensation Act, 1923 Provisions: Introduction: The doctrine of assumed risk, The doctrine of Common Employment, The doctrine of Contributory Negligence Definitions Employers liability for compensation (S-3 to 13) Rules as to Compensation (Sec 4 to Sec 9) (14 A & 17)
3	Law related to Social Security
	Employee State Insurance Act 1948: Employees Provident Fund • Schemes, Administration and determination of dues
4	Laws Related To Compensation Management
	The payment of Wages Act 1948: Objectives, Definition, Authorised Deductions • Payment of Bonus Act, 1965 • The Payment Of Gratuity Act, 1972

2 B Skill Enhancement Courses (SEC)

Course code 20205

5.Foundation Course II

Course Credits: 2

Objectives

- To understand the concept of liberalisation, privatisation and globalisation
- To ensure that the learners understand the concept of human rights with special reference to fundamental rights as stated in the constitution of India
- To understand oneself and manage personal stress and conflict for harmonious interpersonal relationships.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Globalisation and Indian Society	13
2	Human Rights	13
3	Understanding oneself	13
4	Stress and conflict management	13
5	Class Test/ Presentation	8
	Total	60

Syllabus

Sr. No	Modules /Units
1	Globalisation and Indian Society
	Understanding the concepts of liberalization, privatization and globalization; Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise in corporate farming and challenges in Farming.
2	Human Rights
	Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights; Human Rights constituents with special reference to Fundamental Rights stated in the Constitution
3	Understanding oneself
	Defining self and Personality development; determinants of Personality development; Agents of socialization and the role played by them in developing the individual; Maslow's theory of self actualisation. Aggression and violence as the public expression of conflict
4	Stress and conflict management
	Meaning of stress ; it's causes and coping mechanisms for managing stress; Meaning of conflict; It's causes and response in society; Individual Conflict-resolution and efforts towards building peace and harmony in society

3. Core Courses (CC)

Course code20206

6. Business Environment Course Credit-3

Objectives

- To understand the nature and dynamics of business organisations
- to understand the impact of internal and external environmental factors on a businessenterprise
- to sensitise the learners on social responsibilities
- to introduce concept of relevance and importance related to current trends in businessenterprise
- to familiarise the learners on the challenges faced by International business

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Business Environment	13
2	Political and Legal environment	13
3	Social and Cultural Environment, Technological environment and Competitive Environment	13
4	International Environment	13
5	Class Test / Presentation	8
	Total	60

Syllabus

Sr. No.	Modules / Units
1	Introduction to Business Environment
	<ul style="list-style-type: none">• Business: Meaning, Definition, Nature & Scope, Types of Business Organizations• Business Environment: Meaning, Characteristics, Scope and Significance, Components of Business Environment• Micro and Macro Environment: Definition, Differentiation, Analysis of Business Environment, SWOT Analysis.• Introduction to Micro-Environment: Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society• Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal

2 Political, Economic and Legal environment
<ul style="list-style-type: none"> • Political Institutions: Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. • Economic environment: economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy • Impact of business on Private sector, Public sector and Joint sector • Sun-rise sectors of India Economy – Role of these sectors into enhancing the economy, Challenges of Indian economy.
3 Social and Cultural Environment, Technological environment and Competitive Environment
<ul style="list-style-type: none"> • Social and Cultural Environment: Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business • Technological environment: Features, impact of technology on Business • Competitive Environment: Meaning, Michael Porter’s Five Forces Analysis, Competitive Strategies
4 International Environment
<ul style="list-style-type: none"> • International Environment – GATT/ WTO: Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO. Globalization: Meaning, Nature and stages of Globalization, features of Globalization, Process of transformation from MNC to TNC MNCs: Definition, meaning, merits, demerits, MNCs in India FDI: Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India, • Challenges faced by International Business and Investment Opportunities for Indian Industry.

Learning Outcomes

- Clarity in understanding the different types of business organisations
- Better understanding of the role and impact of environmental factors on a business enterprise
- Develops a sense of gratitude and a feeling of giving back to society at an early age
- Inculcated concepts of evaluating threats and utilising opportunities for a better business enterprise
- Clarity in understanding the role of world forums and international organisations role in business enterprise

Reference Books

- Morrison J, The International Business Environment, Palgrave
- Francis Cherunilam, Business Environment-Himalaya Publishing House, New Delhi
- K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi
- MISHRA AND PURI, Indian Economy, Himalaya Publishing House, New Delhi
- Business Environment Raj Aggarwal Excel Books, Delhi
- Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi
- Business and society - Lokanathan and Lakshmi Rajan, Emerald Publishers.
- Economic Environment of Business - M. Adhikary, Sultan Chand & Sons.
- TATA Publications on Economic indicators

7.Principles of Management

Course Credit-3

Course code 20207

Objectives

- To introduce theories of learning on the evolution of levels of management
- To apprise the learner with the structure, hierarchy and recent trends of management.
- To understand the functions and process of management

Modules at a Glance

Syllabus

Sr. No.	Modules / Units
1	Introduction to Management
	Pre-requisite (Overview of types of management in business) • Management: Concept, Significance, Role & Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid. • Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach.
2	Planning and Decision Making
	Planning: Meaning, Importance, Elements, Process, Limitations and MBO. • Decision Making: Meaning, Importance, Process, Techniques of Decision Making
3	Organizing
	Organizing: Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, significance • Departmentation: Meaning, • Span of Control: Meaning, Graicunas Theory, Factors affecting span of Control Centralization v/s Decentralization • Delegation: Authority & Responsibility relationship, Barriers to delegation
4	Directing, Leadership, Co-ordination and Controlling
	Directing: Meaning and Process • Leadership: Meaning, Styles and Qualities of Good Leader • Co-ordination as an Essence of Management • Controlling: Meaning, Process and Techniques • Recent Trends: Green Management &, Fintech Management, AI in management • Traditional and contemporary issues in management

Learning Outcomes

- Ensures easy understanding of theory and its application. The learner acquires knowledge and insight into recent trends in management.
- Enhances decision making and managerial skills
- Learner acquires knowledge on responsibilities, powers and job profile

1. Elective Courses

A. Finance Electives

A.1 Equity and Debt Market

Course Credit-3

Objectives of the course:

- To impart knowledge relating to types of shares and method and legal aspect of issue of shares.
- This paper will enable the students to understand the evolution of various aspects of financial markets which in turn will help them in framing the financial policies, development of financial instruments and processes and evolving the strategies during crisis. The teaching will be done mainly through

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Financial Market	15
2	Dynamics of Equity Market	15
3	Players in Debt Markets	15
4	Valuation of Equity & Bonds	15
	TOTAL	60

Sr. No	Approved Syllabus
1	Introduction to Financial Market
	Shares- Meaning and Definition of shares, Types of shares-Concept of issue of shares. Equity market – meaning & definitions of equity share; Growth of Corporate sector & simultaneous growth of equity shareholders; divorce between ownership and management in companies; development of Equity culture in India & current position. Debt market – Evolution of Debt markets in India; Money market & Debt markets in India; Regulatory framework in the Indian Debt market.
2	Dynamics of Equity Market
	Primary: 1)IPO – methods followed (simple numerical) 2) Book building 3)Role of merchant bankers in fixing the price 4)Red herring prospectus – unique features 5)Numerical on sweat equity, ESOP & Rights issue of shares Secondary: 1)Definition & functions of stock exchanges 2)Evolution & growth of stock exchanges 3) Stock exchanges in India (field visit) 4)NSE, BSE OTCEI & overseas stock exchanges 5)Recent developments in stock exchanges 6)Stock market Indices
3.	Players in debt markets:

1 Elective Courses

A. Finance Electives

A.2 Corporate Finance

Course Credit-3

Objectives of the course:

- To learn about various concept of financial management.
- To study time value of money and its impact in depth
- To help in bring role of finance in maintaining the business

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	15
2	Capital Structure and Leverage	15
3	Time Value of Money	15
4	Mobilisation of Funds	15
	Total	60

Sr. No	Approved Syllabus
1	Introduction
	<ul style="list-style-type: none"> • Introduction To Corporate Finance: Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds. • Introduction to ownership securities– Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.
2	Capital Structure and Leverage
	<ul style="list-style-type: none"> • Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision. • Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital. • Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.
3	Time Value of Money
	<ul style="list-style-type: none"> • Introduction to Time Value of Money – compounding and discounting • Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return) • Importance of Risk and Return analysis in Corporate Finance
4	Mobilisation of Funds
	Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, RBI and public deposits with NBFC's.

1 Elective Courses

B.2 Advertising Course Credit-3

Objectives of the course:

- To understand and examine the growing importance of advertising.
- To understand the construction of an effective advertisement
- To understand the role of advertising in contemporary scenario.
- To understand the future and career in advertising.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Advertising	15
2	Strategy and Planning Process in Advertising	15
3	Creativity in Advertising	15
4	Budget, Evaluation, Current trends and careers in Advertising	15
	TOTAL	60

Sr. No	Approved Syllabus
1	Introduction to Advertising
	<ul style="list-style-type: none"> • Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising • Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising and other types. • Theories of Advertising : AIDA <ul style="list-style-type: none"> • Ethics and Laws in Advertising : Puffery, Shock Ads, Subliminal Advertising, Weasel Claim, Surrogate Advertising, Comparative Advertising Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising • Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising
2	Strategy and Planning Process in Advertising
	<ul style="list-style-type: none"> • Advertising Planning process & Strategy : Introduction to Marketing Plan, Advertising Plan-Background, situational analysis related to Advertising issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand Positioning (equity, image personality), creative Strategy, message strategy, media strategy, Integration of advertising with other communication tools • Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC • Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation. • Careers in advertising
3.	Creativity in Advertising
	<ul style="list-style-type: none"> • Introduction to Creativity – definition, importance, creative process , Creative strategy development – Advertising Campaign – determining the message theme/major selling ideas –

	<p>introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads.</p> <ul style="list-style-type: none"> • Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc – • Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research
4	Budget, Evaluation, Current trends and careers in Advertising
	<ul style="list-style-type: none"> • Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting • Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pre-testing and Post-testing, Concept testing v/s Copy testing • Current Trends in Advertising: Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising. • Artificial intelligence in Advertising

Learning Outcome of the course:

1. The learner acquire skill sets to make an effective advertisement
2. The learner is able to understand all elements of an ad campaign.
3. Interaction in the class ensures effective learning

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Advertising
Allocation of 40 Marks---Internal evaluation
SEMESTER -III

Method of evaluation	Marks
Project—Prepare an advertisement to promote an idea, product or service	20
Class Test	15
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks
SEMESTER III

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
	TOTAL	15

1 Elective Courses

C. Human Resource Electives

C.1 Recruitment & Selection

Course Credit-3

Objectives of the course:

- The objective is to familiarize the students with concepts and principles, procedure of Recruitment and Selection in an organization.
- To give an indepth insight into various aspects of Human Resource management and make them acquainted with practical aspect of the subject.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Recruitment	18
2	Selection	15
3	Induction	15
4	Soft Skills	12
TOTAL		60

Sr. No	Approved Syllabus
1	Hiring Process
	<ul style="list-style-type: none"> • Concepts of Recruitment- -Meaning, Objectives, Scope & Definition, Importance and relevance of Recruitment. • Job Analysis--Concept, Specifications, Description, Process And Methods, Uses of Job Analysis, Preparation of Job description and Job specification • Job Design--Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing. • Source of Recruitment-- a) Direct/Indirect, b)Internal/ External. Internal-Notification, Promotion– Types, Transfer –Types, Reference External-Campus Recruitment, Advertisement, Job Boards, Website/Portals, Internship, Placement Consultancies-Traditional (In-House, Internal Recruitment, On Campus, Employment And Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters). Recruitment process outsourcing
2	Selection
	<ul style="list-style-type: none"> • Selection--Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format). • Screening--Pre and Post Criteria for Selection, Steps of Selection • Interviewing--Types and Guidelines for Interviewer & Interviewee, Types of Selection Tests, Effective Interviewing Techniques. Interviewing sessions—simulation session • Selection Hurdles and Ways to Overcome Them
3.	Placement and Induction
	<ul style="list-style-type: none"> • Placement: Assessment, classification model • Induction: Need, Process – effective orientation program • Socialisation--Types-Anticipatory, Encounter, Setting in, Socialisation Tactics • Recruitment and Selection Strategies– with respect to

2. Ability Enhancement Courses (AEC)

2B. Skill Enhancement Courses (SEC)

2B.1 Foundation Course –III

(Environmental Management)

Course Credit-2

Objectives of the course:

- To learn about various Environmental Concepts
- To study Environment degradation and its impact in depth
- To help in bring Sustainability and role of business in maintaining sustainability
- To foster Innovations in business- an environmental Perspective

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Environmental Concepts	12
2	Environment degradation	11
3	Sustainability and role of business	11
4	Innovations in business- an environmental Perspective	11
	TOTAL	45

Sr. No	Approved Syllabus
1	Environmental Concepts:
	<ul style="list-style-type: none"> • Environment: Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere • Biogeochemical cycles - Concept and water cycle • Ecosystem & Ecology; Food chain, food web & Energy flow pyramid • Resources: Meaning, classification(Renewable & non-renewable), types & Exploitation of Natural resources in sustainable manner
2	Environment degradation
	<ul style="list-style-type: none"> • Degradation-Meaning and causes, degradation of land, forest and agricultural land and its remedies • Pollution – meaning, types, causes and remedies (land, air, water and others) • Global warming: meaning, causes and effects. (Case Studies) • Disaster Management: meaning, disaster management cycle. • Waste Management: Definition and types -solid waste management anthropogenic waste, e-waste & biomedical waste (consumerism as a cause of waste) (Business Case Studies)
3.	Sustainability and role of business
	<ul style="list-style-type: none"> • Sustainability: Definition, importance and Environment Conservation. • Environmental clearance for establishing and operating Industries in India. • EIA, Environmental auditing, ISO 14001

3. Core Courses (CC)

3.1 Business Planning & Entrepreneurial Management Course Credit-3

Objectives of the course:

- Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers.
- To develop entrepreneurs & to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Foundations of Entrepreneurship Development	15
2	Types & Classification Of Entrepreneurs	15
3	Entrepreneur Project Development & Business Plan	15
4	Venture Development	15
TOTAL		60

Sr. No	Approved Syllabus
1	Foundations of Entrepreneurship Development:
	<ul style="list-style-type: none"> • Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Significance of growth of entrepreneurial activities Qualities of entrepreneur • Theories of Entrepreneurship: X-Efficiency Theory by Leibenstein Theory of Profit by Knight Theory of Social change by Everett Hagen • External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Assistance and incentives for promoting and development of entrepreneurship.
2	Types & Classification Of Entrepreneurs
	<ul style="list-style-type: none"> • Intrapreneur –Concept and Development of Intrapreneurship • Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group • Social entrepreneurship–concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO’s. • Entrepreneurial development Program (EDP)– concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&A)
3.	Entrepreneur Project Development & Business Plan
	<ul style="list-style-type: none"> • Innovation, Invention, Creativity, Business Idea, Opportunities through change. • Idea generation– Sources-Development of product /idea, • Environmental scanning and SWOT analysis • Creating Entrepreneurial Venture-Entrepreneurship Development Cycle

3. Core Courses (CC)

3.3 Strategic Management

Course Credit-3

Objectives of the course:

- To expose students to various perspectives and concepts in the field of Strategic Management
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.
- To help students develop skills for applying these concepts to the solution of business problems
- To help students master the analytical tools of strategic management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	12
2	Strategy Formulation	16
3	Strategic Implementation	18
4	Strategic Evaluation & Control	14
	TOTAL	60

Sr. No	Approved Syllabus
1	<p>Introduction</p> <ul style="list-style-type: none"> • Business Policy-Meaning, Nature, Importance • Strategy-Meaning, Definition • Strategic Management-Meaning, Definition, Importance, Strategic management • Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's) • Prepare a strategic policy statement for a company
2	<p>Strategy Formulation</p> <ul style="list-style-type: none"> • Environment Analysis and Scanning(SWOT) • Design corporate level strategy: Diversification, vertical integration, portfolio synergy, BCG Matrix • Design Business level strategy: Cost leadership, differentiation • Design network level strategy: joint venture, competition, alliance, competition v/s cooperation • Global strategies: Building Transactional cooperation
3.	<p>Strategic Implementation</p> <ul style="list-style-type: none"> • Models of Strategy making. • Strategic Analysis& Choices &Implementation • Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioral, Functional level.

1. Elective Courses (EC)

Group A. Finance Electives

A.1 Financial Institutions & Markets

Course Credit-3

Objectives of the course:

- The Course aims at providing the students basic knowledge about the structure, role and functioning of financial institutions and markets in the financial system in India.
- To inculcate understanding relating to managing of financial system.
- To introduce Foreign Exchange Market to enable the student to understand the concept which could be applied in the third year

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Financial System in India	16
2	Financial Regulators & Institutions in India (detail discussion on their role and functions)	16
3	Financial Markets (In Details)	16
4	Managing Financial Systems Design	12
	TOTAL	60

Sr. No	Approved Syllabus
1	Financial System in India Financial System Theoretical Settings – Meaning, Importance, Functions of financial system, Indian financial system from financial neutrality to financial activism and from financial volatility to financial stability. Role of government in Financial development , Phases of Indian financial system since independence (State Domination – 1947-1990, Financial sector reforms 1991 till Financial sector Legislative Reforms Commission 2013) (Only an Overview) Monitoring Framework for financial Conglomerates, • Structure of Indian financial system – Financial Institutions (Banking & Non-Banking), Financial Markets (Organized and Unorganized) Financial Assets/Instruments, Financial Services(Fund based & Free Based) – (In details) Role of micro Finance institutions
2	Financial Regulators & Institutions in India(detail discussion on their role and functions) Financial Regulators – Ministry of Finance (Dept of DEA, Expenditure ,Revenue, financial services and disinvestment) RBI- Changing role of RBI in the financial sector, global crisis and RBI, Ministry of Corporate Affairs, SEBI, Pension Fund Regulatory and Development Authority, IRDA and AMFI Need and Principles of regulation • Financial Institutions - Role, Classification, Role of Commercial banks, IFCI, IDBI, Industrial Credit and Investment Corporation of India, SFC, Investment institutions in India (LIC, GIC) NBFC services provided by NBFC. • Specialized Financial Institutions – EXIM, NABARD, SIDBI, NHB, SIDC, SME Rating agency of India Ltd, IIFCL, IWRFC (Their role, functions and area of concerns)
3.	Financial Markets (In Details)

	Indian Money Market – Meaning, Features, Functions, Importance, Defects, Participants, Components (Organized and Unorganized) (in details) and Reforms • Indian Capital Market - Meaning, Features, Functions, Importance, Participants, Instruments, Reforms in Primary and Secondary Market, Stock Indices, NSE, BSE, ADR and GDR • Introduction of Commodity Markets • Insurance and Mutual funds – An introduction
4	Managing Financial Systems Design
	Foreign Exchange markets Derivative Market and Risk Management • Case studies relating to disinvestments policies of PSU in India, Global crises and failures in market systems around world

Learning outcomes of the course:

- Practical exposure helps the students to understand the functioning of the market.
- It provides a new career opportunity for the students
- Understanding of the functioning of the markets helps the students as they have knowledge and are aware of the intricacies of the financial markets

Teaching Pedagogy

Use of technology, Chalk and Talk method, Group discussions, case study analysis, Flip class, Quiz, management games would be conducted in the class to make learning an enjoyable experience.

Financial Institutions & Markets Allocation of 40 Marks---Internal evaluation SEMESTER -IV

Method of evaluation	Marks
Class Test	15
Visit – submission of learning outcome	20
Class Participation & attendance	5
TOTAL	40

Suggested Paper pattern for written test of 15 Marks SEMESTER IV

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
TOTAL		15

Paper pattern for written test of 60 Marks SEMESTER IV

Question No.	Particulars	Marks per Question	Total marks
Q.1	A Theory/ Concept based question	7	15
	B Theory/ Concept based question	8	
	OR		

Group B. Marketing Electives

B.2 Rural Marketing

Course Credit-3

Objectives of the course:

- The objective is to familiarise the students to the Rural Marketing environment so that they can understand consumer's and marketing characteristics of rural environment.
- It aims to make the students familiar with the concept of 4P'S and 4A's with reference to Rural marketing scenario and to discuss how it is different from urban counterparts
- It also focuses on understanding and contributing to the emerging challenges in the upcoming global economic scenario

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	15
2	Rural Market	15
3	Rural Market Mix	15
4	Rural Marketing Strategies	15
	TOTAL	60

Sr. No	Approved Syllabus
1	Introduction
	<ul style="list-style-type: none"> • Introduction to Rural Market, Definition & Scope of Rural Marketing. • Rural Market in India-Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview). • Emerging Profile of Rural Markets in India, • Constraints in Rural Marketing and Strategies to overcome constraints
2	Rural Market
	<ul style="list-style-type: none"> • Rural Consumer Vs Urban Consumers– a comparison. • Characteristics of Rural Consumers. • Rural Market Environment: <ul style="list-style-type: none"> a) Demographics– Population, Occupation Pattern, Literacy Level; b) Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, c) Rural Infrastructure -Rural Housing, Electrification, Roads • Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour-Social factors, Cultural factors, Technological factors, Lifestyle, Personality.
3	Rural Marketing Mix
	<ul style="list-style-type: none"> • Relevance of Marketing mix for Rural market/Consumers. • Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling. • Nature of Competition in Rural Markets, the problem of Fake Brands • Pricing Strategies & objectives • Promotional Strategies. Segmentation, Targeting & Positioning for rural market. <p>Discussion on live case study example Chik shampoo sachets</p>
4	Rural Marketing Strategies

Group C. Human Resource Electives

C.2 Change Management

Course Credit-3

Objectives of the course:

- The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioral science.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	15
2	Impact of Change	15
3	Resistance to Change	15
4	Effective Implementation of Change	15
	TOTAL	60

Sr. No	Approved Syllabus
1	Introduction
	<ul style="list-style-type: none"> Introduction & levels of change. Importance, imperatives of change, Forces of change. Causes-social, economic, technological and organizational. Organizational culture & change. Types & Models of change –Kurt Lewin’s change model, Action research, Expanded Process Model., A.J. Leavitts model.
2	Impact of Change
	<ul style="list-style-type: none"> Change & its implementation.– individual change: concept, need, importance & risk of not having individual perspective. Team Change –concept, need, importance & limitation Change & its impact– Resistance to change & sources-sources of individual resistance, sources of organizational resistance
3	Developing the foundation
	<ul style="list-style-type: none"> Overcoming Resistance to change – Manifestations of resistance, Six box model Minimizing RTC. ‘Reason for change program failure’ Effective implementation of change–change agents and effective change programs. Systematic approach to change, client & consultant relationship Classic skills for leaders
4	Organizational Development
	<ul style="list-style-type: none"> OD: Concept, Classification Effective implementation of change–change agents and effective change programs. Systematic approach to change, client & consultant relationship Classic skills for leaders Case study on smart change leaders, caselets on Action research. OD Interventions to overcome change-meaning and importance, Team intervention, Role analysis Technique, Coaching & mentoring, T-group, Job expectations technique, Behaviour modification, Managing role stress

	<ul style="list-style-type: none"> • Concept of e-CRM E-CRM Solutions and its advantages, How technology helps? • CRM Capabilities and customer Life cycle Privacy Issues and CRM • Data Mining and CRM CRM and workflow Automation • Concept of E-SCM Strategic advantages, benefits E-SCM Components and Chain Architecture • Major Trends in e-SCM • Case studies ERP/SCM/CRM
3	Introduction to Data base and Data warehouse
	<ul style="list-style-type: none"> • Introduction to DBMS Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence. • Data Warehousing and Data Mining Concepts of Data warehousing, Importance of data warehouse for an organization Characteristics of Data warehouse Functions of Data warehouse Data warehouse architecture Business use of data warehouse Standard Reports and queries • Data Mining The scope and the techniques used • Business Applications of Data warehousing and Data mining
4	Outsourcing
	<ul style="list-style-type: none"> • Introduction to Outsourcing Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing. Outsourcing : IT and Business Processes • Business Process Outsourcing (BPO) Introduction • BPO Vendors How does BPO Work? BPO Service scope Benefits of BPO BPO and IT Services Project Management approach in BPO BPO and IT-enabled services • BPO Business Model Strategy for Business Process Outsourcing Process of BPO ITO Vs BPO • BPO to KPO Meaning of KPO KPO vs BPO KPO : Opportunity and Scope KPO challenges KPO Indian Scenario • Outsourcing in Cloud Environment Cloud computing offerings • Traditional Outsourcing Vs. Cloud Computing

2. Ability Enhancement Courses (AEC)

2B. Skill Enhancement Courses (SEC)

2B.1 Foundation Course –IV

(Ethics & Governance)

Course Credit-2

Objectives of the course:

- To understand significance of ethics and ethical practices in businesses which are indispensable for progress of a country
- To learn the applicability of ethics in functional areas like marketing, finance and human resource management
- To understand the emerging need and growing importance of good governance and CSR by organizations
- To study the ethical business practices, CSR and Corporate Governance practiced by various organizations

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Ethics and Business Ethics	12
2	Ethics in Marketing, Finance and HRM	12
3	Corporate Governance	11
4	Corporate Social Responsibility (CSR)	11
	TOTAL	45

Sr. No	Approved Syllabus
1	<p>Introduction to Ethics and Business Ethics</p> <ul style="list-style-type: none"> • Ethics: Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial Objectives, Scope of Ethics • Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences Myths regarding Business Ethics Ethical Performance in Businesses in India
2	<p>Ethics in Functional areas</p> <ul style="list-style-type: none"> • Ethics in Marketing: Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements • Ethics In Finance: Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organised Crime, Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992 • Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership & ethical behaviour at workplace • Environmental ethics

3. Core Courses (CC)

3.1. Business Economics- II

Course Credit-3

Objectives of the course:

- Understand the fundamental principles and models of modern **economics** in depth and be able to apply them to **economic** and social issues.
- Be able to use mathematical models to analyze behavior.
- Be able to apply advanced, modern econometric methods to the analysis of data.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Macroeconomic Data and Theory	15
2	Money, Inflation and Monetary Policy	15
3	Constituents of Fiscal Policy	15
4	Open Economy : Theory and Issues of International Trade	15
	TOTAL	60

Sr. No	Approved Syllabus
1	Introduction to Macroeconomic Data and Theory
	<ul style="list-style-type: none"> • Macroeconomics: Meaning, Scope and Importance. • Circular flow of aggregate income and expenditure: closed and open economy models • The Measurement of national product: Meaning and Importance - conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare.
2	Money, Inflation and Monetary Policy
	<ul style="list-style-type: none"> • Money Supply: Determinants of Money Supply - Factors influencing Velocity of Circulation of Money • Demand for Money : factors data mining demand for money • Inflation: Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy. • Monetary policy :Meaning, objectives and instruments, inflation targeting
3	Constituents of Fiscal Policy
	<ul style="list-style-type: none"> • Role of a Government to provide Public goods- Principles of Sound and Functional Finance • Instruments of Fiscal policy : Canons of taxation - Factors influencing incidence of taxation - Effects of taxation Significance of Public Expenditure - Social security contributions- Low Income Support and Social Insurance Programmes - Public Debt - Types, Public Debt and Fiscal Solvency, Burden of debt finance • Union budget -Structure- Deficit concepts-Fiscal Responsibility and Budget Management Act.
4	Open Economy : Theory and Issues of International Trade
	<ul style="list-style-type: none"> • Foreign Investment : Foreign Portfolio investment- Benefits of Portfolio capital flows-Foreign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational corporations • Balance of Payments: Structure -Types of Disequilibrium - Measures to correct disequilibrium in BOP. • Foreign Exchange and foreign exchange market : Spot and Forward rate of Exchange - Hedging, Speculation and Arbitrage -Fixed and Flexible exchange rates- Managed flexibility

	<ul style="list-style-type: none"> f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions. Scaling techniques-i) Likert scale, ii) Semantic Differential scale
3	Data analysis and Interpretation
	<ul style="list-style-type: none"> Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note Analysis of data-Meaning, Purpose, types. Interpretation of data-Essentials, Univariate analysis, Bi- variate analysis and Cross table for Chi square test Multivariate analysis– concept only Testing of hypothesis– concept and problems– i)T test, ii) Z-test (for large and small sample)iii) Chi square
4	Advanced techniques in Report Writing
	<ul style="list-style-type: none"> Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography Ethics and research Objectivity, Confidentiality and anonymity in Research Plagiarism

Learning Outcome of the course:

- The learner is able to understand the purpose of research.
- He/She is able to identify and understand potential ethical, empirical and analytical problems plaguing the research process and ways to overcome them.
- The learner is able to identify a business problem/ need, translate it into a research question, and design an appropriate way to answer it.

3.3 Production & Total Quality Management Course Credit-3

- **Objectives of the course:**
- To make the learner to evaluate and analysis by using various productivity tools.
- To enable the learner understand the cost of quality and its evaluation technique.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Production Management	14
2	Materials Management	16
3	Basics Of Productivity & TQM	16
4	Quality Improvement Strategies & Certifications	14
	TOTAL	60

Sr. No	Approved Syllabus
1	Production Management
	<ul style="list-style-type: none"> • Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems. • Product Development, Classification and Product Design. • Plant location & Plant layout– Objectives, Principles of good product layout, types of layout. • Importance of purchase management.
2	Materials Management
	<ul style="list-style-type: none"> • Materials Management: Concept, Objectives and importance of materials management Various types of Material Handling Systems. • Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. EOQ: Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ , Lead Time, Reorder Level (Minimum level, maximum level, Danger level, Average stock level), Safety Stock. (Theory And Practical problems with evaluation and analysis)
3	Basics Of Productivity & TQM
	<ul style="list-style-type: none"> • Basics Of Productivity & TQM: Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby’s philosophy. • Product & Service Quality Dimensions, SERVQUAL Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity • Evaluation of Cost of quality (COQ)
4	Quality Improvement Strategies & Certifications
	<ul style="list-style-type: none"> • Quality Improvement Strategies & Certifications: Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV. TAGUCHI’S QUALITY ENGINEERING, ISO 9000, ISO 1400, QS9000. Malcolm Baldrige National Quality Award (MBNQA), Deming’s Application Prize.

Recommended Syllabus

Unit. No.	Modules / Units
1	Introduction to investment environment
	a) Introduction to Investment Environment <input type="checkbox"/> Introduction, Investment Process, Criteria for Investment , Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives b) Capital Market in India <input type="checkbox"/> Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks
2	Risk and return relationship
	a) Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta.
3	Portfolio management and security analysis
	a) Portfolio Management: <input type="checkbox"/> Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix. b) Security Analysis: <input type="checkbox"/> Fundamental Analysis , Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.
4	Theories, capital assets pricing model and portfolio performance measurement
	a) Theories: <input type="checkbox"/> Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory b) Capital Asset Pricing Model: <input type="checkbox"/> Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line c) Portfolio Performance Measurement: <input type="checkbox"/> Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)

Learning Outcome

- The student learns to compute historical and expected returns, as well as risk measures and comprehend the importance of the risk-return relationship.
- The learner can define the objectives in constructing and managing a portfolio.
- The learner learns to create an investment policy statement.

Reference Books

- Kevin. S, Security Analysis and Portfolio Management
- Donald Fischer & Ronald Jordon, Security Analysis & Portfolio Management
- Prasanna Chandra, Security Analysis & Portfolio Management
- Sudhindhra Bhatt, Security Analysis and Portfolio Management.

Recommended Syllabus

Unit. No.	Modules / Units
1	Introduction to Commodities Market and Derivatives Market
	<p>a) Introduction to Commodities Market :</p> <ul style="list-style-type: none"> □ Meaning, History & Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India (Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities Dynamics of few commodities like Gold, Crude Oil, Sugar, Primary-secondary-terminal market yards, warehousing and logistics – role and importance <p>b) Introduction to Derivatives Market:</p> <ul style="list-style-type: none"> □ Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures.
2	Futures and Hedging
	<p>a) Futures:</p> <ul style="list-style-type: none"> □ Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model <p>b) Hedging:</p> <ul style="list-style-type: none"> □ Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge
3	Options and Option Pricing Models
	<p>a) Options:</p> <ul style="list-style-type: none"> □ Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies <p>b) Options Pricing Models:</p> <p>Binomial Option Pricing Model, Black - Scholes Option Pricing Model</p>
4	Trading, Clearing & Settlement In Derivatives Market and Types of Risk
	<p>a) Trading, Clearing & Settlement In Derivatives Market:</p> <ul style="list-style-type: none"> □ Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement Mechanism – Types of Settlement <p>b) Types of Risk:</p> <ul style="list-style-type: none"> □ Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN Margin

Learning Outcome

- The student learns concepts related to Commodities and Derivatives market.
- The learner is acquainted with the trading, clearing and settlement mechanism in derivatives market.
- The learner can relate to orders and clearing process.

Recommended Syllabus

Unit. No.	Modules / Units
1	Introduction
	<p>Introduction To Wealth Management:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs & Expectation of Clients, Code of Ethics for Wealth Manager <p>b) Personal Financial Statement Analysis:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. <p>c) Economic Environment Analysis:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent
2	Insurance Planning and Investment Planning
	<p>a) Insurance Planning:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value - Belth Method/CPT <p>b) Investment Planning:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Types of Investment Risk, Risk Profiling of Investors & Asset Allocation (Life Cycle Model), Asset Allocation Strategies(Strategic, Tactical, Life-Cycle based), Goal-based Financial Planning, Active & Passive Investment Strategies
3	Financial Mathematics/ Tax and Estate Planning
	<p>Financial Mathematics:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Calculation of Returns (CAGR ,Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios <p>b) Tax and Estate Planning:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, (Practical learning of filing of returns of Salaried person) <input type="checkbox"/> Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions - Exemptions
4	Retirement Planning/ Income Streams & Tax Savings Schemes
	<p>a) Retirement Planning:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Understanding of different Salary Components, Introduction to Retirement Planning, Purpose & Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation & Planning), Pre & Post-Retirement Strategies - Tax Treatment <p>b) Income Streams & Tax Savings Schemes:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes. <p>c) IRDA</p> <p>d) Introduction to Behavioral finance</p>

Recommended Syllabus

Unit No.	Modules / Units
1	Introduction, Risk Measurement and Control
	<p>Introduction, Risk Measurement and Control</p> <ul style="list-style-type: none"> <input type="checkbox"/> Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational <input type="checkbox"/> Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations <input type="checkbox"/> Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures –Simulation Method, Duration Analysis, Linear and other Statistical Techniques for Internal Control
2	Risk Avoidance and ERM
	<p>Risk Hedging Instruments and Mechanism:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation <p>b) Enterprise Risk Management:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register <p>Introduction to risk modelling along with sample modelling techniques</p>
3	Risk Governance and Assurance
	<p>Risk Governance:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance <p>b) Risk Assurance:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk <p>c) Risk and Stakeholders Expectations:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Identifying the Range of Stakeholders and Responding to Stakeholders Expectations
4	Risk Management in Insurance
	<p>Insurance Industry:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Global Perspective, Regulatory Framework in India, IRDA - Reforms, Powers, Functions and Duties. Role and Importance of Actuary <p>b) Players of Insurance Business:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification <p>c) Claim Management:</p> <ul style="list-style-type: none"> <input type="checkbox"/> General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium

Recommended Syllabus

Unit. No.	Modules / Units
1	Introduction of Services Marketing
	<p>Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services, Lovelock's Classification of services</p> <ul style="list-style-type: none"> • Role of Services in Modern Economy, Factor's affecting growth of services (Drivers), Services Marketing Environment • Goods vs Services Marketing, Goods Services Continuum • Consumer buying Behaviour for services, • Variations in Customer Involvement, • Type of Contact: High Contact Services and Low Contact Services • Sensitivity to Customers' Reluctance to Change, Options for service delivery
2	Key Elements of Services Marketing Mix
	<p>The Service Product- new service development process, service flower, service product level, Pricing Mix- objectives, factors affecting pricing, strategies</p> <p>Promotion- x,</p> <p>Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping- , Service blueprint</p> <p>Positioning of services, positioning strategies</p> <ul style="list-style-type: none"> • Branding of Services – Problems and Solutions • Demand and supply management, yield management
3	Managing Quality Aspects of Services Marketing
	<p>Improving Service Quality and Productivity</p> <ul style="list-style-type: none"> • Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality • The SERVQUAL Model Concept of Desired service, Predicted service, adequate service • Defining Productivity – Improving Productivity through techniques, Service culture • , Service recovery strategies
4	Marketing of Services
	<p>International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing</p> <ul style="list-style-type: none"> • Factors Favouring Transnational Strategy • Elements of Transnational Strategy • Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry • Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service sector.

Recommended Syllabus

Unit. No.	Modules / Units
1	Introduction to E-commerce
	<ul style="list-style-type: none"> • Ecommerce- Meaning, Features of E-commerce, Categories of E-Commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce • Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social • Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce • Impact of E-Commerce on Business, Ecommerce in India • Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education <p>Basis of Product management in E commerce Online Offline – Phygital store Concept of MVP (Minimum Viable Product)</p>
2	Social Media, Content marketing & applications of E commerce
	<p>E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business</p> <ul style="list-style-type: none"> • Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Enterprise Resource Planning • Bricks and Clicks business models in E-Business: Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading. • Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI. • Website: Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website <p>LinkedIn content strategy Selling on Online platforms</p>
3	Payment, Security, Privacy & Legal Issues in E-Commerce
	<p>Issues Relating to Privacy and Security in E-Business</p> <ul style="list-style-type: none"> • Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer. • Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Types of Transaction Security • E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000
4	Digital Marketing
	<p>Introduction to Digital Marketing, • Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Writing, Viral Marketing, Podcasts & Vodcasts.</p> <ul style="list-style-type: none"> • Digital Marketing on various Social Media platforms. • Online Advertisement, Online Marketing Research, Online PR • Web Analytics • Promoting Web Traffic • Latest developments and Strategies in Digital Marketing.

Recommended Syllabus

Unit. No.	Modules / Units
1	Introduction to Customer Relationship Management
	<p>Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners</p> <p><input type="checkbox"/> Objectives, Benefits of CRM to Customers and Organizations, Components of CRM: Information, Process, Technology and People, IT support: CRM and IOT technologies</p> <p>Barriers to CRM</p> <p><input type="checkbox"/> Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship challenges.</p>
2	CRM Marketing Initiatives, Customer Service and Data Management
	<p>CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Acquisition and Retention strategies</p> <p>Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing</p> <p><input type="checkbox"/> CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Workforce Management</p> <p><input type="checkbox"/> CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting</p> <p>Lead Generation: Meaning, types and tools</p>
3	CRM Strategy, Planning, Implementation and Evaluation
	<p>Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits</p> <p><input type="checkbox"/> Objectives of CRM Strategy, The CRM Strategy Cycle: Complexities of CRM Strategy</p> <p><input type="checkbox"/> Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management,</p> <p>CRM Implementation: Steps- Business Planning, Architecture and Design,</p> <p>CRM Evaluation and measurement: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change</p>
4	CRM New Horizons
	<p>E-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM:</p> <p><input type="checkbox"/> Software App for Customer Service:</p> <p><input type="checkbox"/> Activity Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Integrated approach of CRM activities</p> <p>Queuing and Routing, Scheduling</p> <p><input type="checkbox"/> Social Networking and CRM</p> <p><input type="checkbox"/> Mobile-CRM</p> <p><input type="checkbox"/> CRM Trends, Challenges and Opportunities</p> <p><input type="checkbox"/> Ethical Issues in CRM</p> <p>Business automation and Artificial Intelligence (AI)</p> <p>Case studies in CRM</p>

Recommended Syllabus

Unit No.	Modules / Units
1	Compensation Plans and HR Professionals
	Meaning, Objectives of Compensation Plans, Role of HR Professionals in Compensation Plans, Types of Compensation: Financial and non-financial, Factors Influencing Compensation. Compensation Tools: Job based and Skill based, Models: Distributive Justice Model and Labour Market Model, Dimensions of Compensation. 3 Ps Compensation Concept, Benefits of Compensation: Personal, Health and Safety, Welfare, Social Security. Pay Structure: Meaning, Features, Factors, Designing the Compensation System, Compensation Scenario in India.
2	Incentives and Wages
	Incentive Plans – Meaning and Types: Piecework, Team, Incentives for Managers and Executives, Salespeople, Merit pay, Scanlon Pay, Profit Sharing Plan, ESOP, Gain Sharing, Earning at Risk plan, Technology and Incentives. Prerequisites of an Effective Incentive System. Wage Differentials: Concepts, Factors contributing to Wage Differentials, Types of Wage Differentials, Importance of Wage Differentials, Elements of a Good Wage plan. Study of employees cost to company.
3	Compensation to Special Groups and Recent Trends
	Compensation for Special Groups: Team Based pay, Remunerating Professionals, Contract Employees, Corporate Directors, CEOs, Expatriates and Executives. <input type="checkbox"/> Human Resource Accounting – Meaning, Features, Objectives and Methods <input type="checkbox"/> Recent Trends: Golden Parachutes, e-Compensation, Salary Progression Curve, Competency and Skill based, Broad banding and New Pay, Cafeteria approach – Features, Advantages and Disadvantages.
4	Legal and Ethical issues in Compensation
	Legal Framework of Compensation in India: Wage Policy in India, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Payment of Wages Act 1936, Payment of Gratuity Act 1972, Employee Compensation Act 1923, Employees Provident Funds and Miscellaneous Provision Act 1952. <input type="checkbox"/> Pay Commissions, Wage Boards, Adjudication, Legal considerations, COBRA requirement, Pay Restructuring in Mergers and Acquisitions, Current Issues and Challenges in Compensation Management, Ethics in Compensation Management.

Learning Outcome

- The students learn about various compensation tools and policy related to incentives and wages.
- The students learn about CTC that a company incur on an employee.
- The students learn about the legal aspects that HR has to follow.

Reference Books

- Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 12th edition
- Mick Marchington and Adrian Wilkinson, Human Resource Management at Work IIIrd Edition,
- Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers
- Gary Dessler, Framework for HRM, 3rd Edition, Pearson Education
- Ashwathappa, Human Resource Management
- Luis.R.Gomez, David.B.Balkin, Robert. L. Cardy, Managing Human Resources – IVth Edition,
- Henderson, R.O, Compensation Management, Pearson Edition .
- BD Singh, Compensation and Reward Management, Excel Books.
- Karen Permant, Joe Knight, Financial Intelligence for HR Professionals

Recommended Syllabus

Unit No.	Modules / Units
1	Strategic Human Resource Management (SHRM)
	<p>Strategic Human Resource Management (SHRM) – Meaning, Features, Evolution, Objectives, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM, Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals, Models of SHRM – High Performance Working Model, High Commitment Management Model, High Involvement Management Model</p> <p><input type="checkbox"/> HR Environment –Environmental trends and HR Challenges</p> <p><input type="checkbox"/> Linking SHRM and Business Performance</p>
2	Developing HR Strategies to Support Organisational Strategies
	<p>Resourcing Strategy – Meaning and Objectives, Strategic HR Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage, Rewards Strategies – Meaning, Importance, Employee Relations Strategy, Retention Strategies, Strategies for Enhancing Employee Work Performance</p>
3	Human Resource Policies
	<p>Meaning, Features, Purpose of HR Policies, Process of Developing HR Policies, Factors affecting HR Policies, Areas of HR Policies in Organisation, Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment, Barriers to Effective Implementation of HR Policies and Ways to Overcome These Barriers, Need for Reviewing and Updating HR Policies, Importance of Strategic HR Policies to Maintain Workplace Harmony</p>
4	Mentoring
	<p><input type="checkbox"/> Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement</p> <p><input type="checkbox"/> Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model</p> <p><input type="checkbox"/> Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions.</p> <p><input type="checkbox"/> Human Capital Management –Meaning and Role</p> <p><input type="checkbox"/> New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e - Recruitment</p> <p><input type="checkbox"/> Strategic International Human Resource Management – Meaning and Features, International SHRM Strategic Issues, Approaches to Strategic International HRM.</p>

Learning Outcome

- The students understand the meaning and nature of strategic HRM.
- The learner can appreciate how HR strategies are related to business strategies.
- The learner can describe how HR strategies can be informed by knowledge of labour markets and product markets locally, nationally, and internationally.

Recommended Syllabus

Unit. No.	Modules / Units
1	Performance Management – An Overview
	<p>Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle</p> <p>Best Practices in Performance Management with reference various sectors, Future of Performance Management.</p> <p>Role of Technology in Performance Management.</p>
2	Performance Management Process
	<p>Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking</p> <p>Performance Managing – Meaning, Objectives, Process</p> <p>Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach, Discussion of performance appraisal process with business examples</p> <p>Performance Monitoring–Meaning, Objectives and Process</p> <p>Performance Management Implementation – Strategies for Effective Implementation of Performance Management</p> <p>Linking Performance Management to Compensation (Study research paper related to the topic)</p> <p>Concept of High-Performance Teams</p>
3	Ethics, Under Performance and Key Issues in Performance
	<p>Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, , Building Ethical Performance Culture, , Case study analysis of Ethics in performance management, Under Performers and Approaches to Manage Under Performers, Retraining Key Issues and Challenges in Performance Management Potential Appraisal: Steps, Advantages and Limitations.</p> <p>Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay.</p>
4	Career Planning and Development
	<p>Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives</p> <p>Role of Technology in Career Planning and Development</p> <p>Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model</p> <p>Study of career planning and succession planning in any private organization / government organization</p>

Learning Outcome

- Students will understand the process and constituents of building a successful performance Management system.
- Students will understand the significance and importance of ethics in performance management system.
- The students will be enriched with the conceptual understanding of Career Planning and its importance

Recommended Syllabus

Unit. No.	Modules / Units
1	Introduction to Logistics Management
	<ul style="list-style-type: none"> • Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, In process Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics • Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment b) Introduction to Supply Chain Management <ul style="list-style-type: none"> □ Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration c) Customer Service: Key Element of Logistics <ul style="list-style-type: none"> □ Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers d) Demand Forecasting <ul style="list-style-type: none"> □ Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)
2	Transportation
	<ul style="list-style-type: none"> □ Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation b) Warehousing <ul style="list-style-type: none"> □ Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing c) Materials Handling <ul style="list-style-type: none"> □ Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments d) Packaging <ul style="list-style-type: none"> □ Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs
3	Inventory Management
	<ul style="list-style-type: none"> b) Logistics Costing <ul style="list-style-type: none"> □ Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing c) Performance Measurement in Supply Chain <ul style="list-style-type: none"> □ Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of deal Measurement System d) Logistical Network Analysis <ul style="list-style-type: none"> □ Meaning, Objectives, Importance, Scope
4	Information Technology in Logistics
	<ul style="list-style-type: none"> □ Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure b) Modern Logistics Infrastructure <ul style="list-style-type: none"> □ Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains c) Logistics Outsourcing

Recommended Syllabus

Unit. No.	Modules / Units
1	Foundation of Corporate Communication
	<p>a) Corporate Communication: Scope and Relevance • Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario</p> <p>b) Keys concept in Corporate Communication • Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation</p> <p>c) Ethics and Law in Corporate Communication • Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI</p>
2	Understanding Public Relations
	<p>a) Fundamental of Public Relations: • Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, measurement of Public Relations objectives, PR campaigns, Scope of Public Relations, Significance of Public Relations in Business</p> <p>b) Emergence of Public Relations: • Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations</p> <p>c) Public Relations Environment: • Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues</p> <p>d) Theories used in Public Relations: • Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory</p>
3	Functions of Corporate Communication and Public Relations
	<p>a) Media Relations: • Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations b) Employee Communication: • Introduction, Sources and organizing of Employee Communications, Public speaking and presentation skills for PR professionals, Introduction to PR agencies, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications c) Crisis Communication: • Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building d) Financial Communication: • Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising</p>
4	Emerging Technology in Corporate Communication and Public Relations
	<p>a) Contribution of Technology to Corporate Communication • Introduction, Today's Communication Technology, Importance, functions and types of Technology to Corporate Communication, New Media: Web Conferencing, Really Simple Syndication (RSS)</p> <p>b) Information Technology in Corporate Communication • Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation c) Corporate Blogging • Introduction, Characteristics, Types, Role and Content writing for Corporate Blogging and other platforms.</p>

Learning Outcome

- The Students will develop knowledge, skills, and judgment around human communication that facilitate their ability to work collaboratively with others.
- The student will cultivate skills which could include communication competencies such as managing conflict, understanding small group processes, active listening and appropriate self-disclosure.

Recommended Syllabus

Unit. No.	Modules / Units
1	Foreign Exchange Risk, Appraisal & Tax Management
	<p>a) Introduction to International Finance: • Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance</p> <p>b) Balance of Payment: • Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption.</p> <p>c) International Monetary Systems: • Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System</p> <p>d) An introduction to Exchange Rates: • Foreign Bank Note Market, Spot Foreign Exchange Market • Exchange Rate Quotations ♣ Direct & Indirect Rates ♣ Cross Currency Rates ♣ Spread & Spread % • Factors Affecting Exchange Rates</p>
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives
	<p>a) Foreign Exchange Markets: • Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin)</p> <p>b) International Parity Relationships & Foreign Exchange Rate: • Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments)</p> <p>c) Currency & Interest Rate Futures: • Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India</p>
3	World Financial Markets & Institutions & Risks
	<p>a) Euro Currency Bond Markets: • Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market</p> <p>b) International Equity Markets & Investments: • Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR, GDR, IDR</p> <p>c) International Foreign Exchange Markets: • Meaning of International Foreign Exchange Market, FEMA, FIMMDA, Fund flow: Inflow (FDI) and outflow (overseas investments done by Indians) Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market</p> <p>d) Banking, Tax heavens. Impact of Offshore Banking on Domestic Countries.</p>
4	Foreign Exchange Risk, Appraisal & Tax Management
	<p>a) Foreign Exchange Risk Management: • Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation</p> <p>b) International Tax Environment: • Meaning, Objectives, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities</p> <p>c) International Project Appraisal: • Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal in the International Context, Practice of Investment Appraisal</p>

Learning Outcome

Recommended Syllabus

Unit. No.	Modules / Units
1	Introduction to Project Management & Project Initiation
	<p>a) Introduction to Project Management:</p> <ul style="list-style-type: none"> • Meaning/Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management <p>b) Organizational Structure (Project Organization): • Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management.</p> <p>c) Project Initiation:</p> <ul style="list-style-type: none"> • Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk & Uncertainty in Project Selection • Project evaluation methods- Payback, ARR, NPV, Profitability Index, IRR and Discounted Payback period • Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager • Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts & Negotiation Handling in Project Management, Planning Cycle & Master Production Scheduling
2	Analyzing Project Feasibility
	<p>a) Project Feasibility Analysis:</p> <ul style="list-style-type: none"> • Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility • Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility • SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis) <p>b) Market Analysis:• Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis</p> <p>c) Technical Analysis:• Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management</p> <p>d) Operational Analysis:• Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations</p>
3	Budgeting, Cost & Risk Estimation in Project Management
	<p>a) Funds Estimation in Project:• Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets & Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance</p> <p>b) Risk Management in Projects:• What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis & Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models)</p> <p>c) Cost Benefit Analysis in Projects• Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions</p>
4	New Dimensions in Project Management

Recommended Syllabus

Unit. No.	Modules / Units
1	Dividend Decision and XBRL
	a) Dividend Decision: • Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy b) Corporate strategy
2	Capital Budgeting and Capital Rationing
	a) Capital Budgeting: • Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree. b) Capital Rationing: • Meaning, Advantages, Disadvantages, Practical Problems
3	Shareholder Value and Corporate Governance/Corporate Restructuring
	a) Shareholder Value and Corporate Governance: • Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India b) Corporate Restructuring: • Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre-Merger and Post Merger Impact, Insolvency and bankruptcy code, Elements of NCLT
4	Financial Management in Banking Sector and Working Capital Financing
	a) Financial Management in Banking Sector: • An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances b) Leasing decisions and cross border leasing

Learning Outcome

- The students can think critically, including self-reflection, and creatively in identifying, evaluating of the alternative solutions to business problems.
- The learner can solve complex problems to support financial evaluations and business management decisions including numeracy and quantitative skills.
- The learner can undertake research into a financially related business problem and to apply skills in the assembling and analysis of data collected.

Reference Books

- C. Paramasivan & T. Subramanian, Financial Management
- IM Pandey, Financial Management
- Ravi Kishor, Financial Management
- Khan & Jain, Financial Management
- Van Horne & Wachowiz, Fundamentals of Financial Management
- Prasanna Chandra, Strategic Financial Management

Recommended Syllabus

Unit. No.	Modules / Units
1	Introduction to Brand Management
	Introduction to Brand Management: • Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis Designing & Implementing Branding Strategies: • Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy • Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels
2	Planning and Implementing Brand Marketing Programs
	a) Planning and Implementing Brand Marketing Programs: • Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements • Integrating Marketing Programs and Activities • Personalising Marketing: Experiential Marketing, One to One Marketing, • Channel of Distribution, Co-branding, Characters, Event marketing
3	Measuring and Interpreting Brand Performance
	a) The Brand Value Chain b) Measuring Sources of Brand Equity: • Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association • Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses c) Young and Rubicam's Brand Asset Valuator d) Concepts related to Measuring Outcomes of Brand Equity • Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis • Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology, Marketing intelligence. Online branding: LinkedIn
4	Growing and Sustaining Brand Equity
	a) Brand Extensions: • Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity c) Managing Brands over Time: • Reinforcing Brands, Revitalizing Brands d) Building Global Customer Based Brand Equity Only case study analysis

Recommended Syllabus

Unit. No.	Modules / Units
1	Retail Management- An overview
	a) Retail Management: • Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management b) Retail Formats: • Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, c) Emerging Trends in Retailing • Impact of Globalization on Retailing • I.T in Retail: Importance, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels • FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario • Franchising: Meaning, Types, Advantages and Limitations, Franchising in India • Green Retailing • Airport Retailing
2	Retail Consumer and Retail Strategy
	a) Retail Consumer/Shoppper: • Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers b) CRM in Retail: • Meaning, Objectives • Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community c) Retail Strategy: • Meaning, Steps in Developing Retail Strategy, Retail Value Chain d) Store Location Selection: • Meaning, Types of Retail Locations, Factors Influencing Store Location <ul style="list-style-type: none"> • Strategy for differentiation and competition • Model for collaboration (CPFR) Collaboration Planning Forecasting and Replenishment e) HRM in Retail: • Meaning, Significance, Functions • Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store
3	Merchandise Management and Pricing
	a) Merchandise Management • Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing Meaning, Process, Sources for Merchandise b) Buying Function: • Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam’s Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer c) Concept of Lifestyle Merchandising d) Private Label • Meaning, Need and Importance, Private Labels in India e) Retail Pricing • Meaning, Considerations in Setting Retail Pricing • Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing • Variable Pricing and Price Discrimination- Meaning Types: ♣ Individualized Variable Pricing/First Degree Price ♣ Self-Selected Variable Pricing/ Second Degree Price Discrimination Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing ♣ Variable Pricing by Market Segment/ Third Degree Price Discrimination, 4 P’s of Category management- Product, Placement, Price and Promotion Challenges in category management
4	Managing and Sustaining Retail
	a) Retail Store Operations: • Meaning, Responsibilities of Store Manager, The 5 S’s of Retail Operations (Systems, Standards, Stock, Space, Staff) b) Store Design and Layout: • Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics • Store Layout- Meaning, Types: Grid, Racetrack, Free Form • Signage and Graphics: Meaning,

Recommended Syllabus

Unit. No.	Modules / Units
1	Overview of Media and Media Planning
	<p>a) Overview of Media and Media Planning:</p> <ul style="list-style-type: none"> • Meaning of Media & Features of Media, Meaning of Media Planning , Scope of Media planning, Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company with the example of a Media House/ Advertising agency/ TV Channel, Regulatory Framework and Legal Aspects in Media Planning <p>b) Media Research: • Meaning, Role and Importance • Sources of Media Research : Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen's Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey</p>
2	Media Mix and Media Strategy
	<p>a) Media Mix: • Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix</p> <p>b) Media Choices:</p> <ul style="list-style-type: none"> • Print Meaning- Factors Affecting Selection of Print Media Decisions , Types of Print Media, • Television- Meaning, Factors Affecting Selection of Television Media Decisions, • Radio- Meaning, Factors Affecting Selection of Radio Media Decision, • Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, <p>c) Emerging Media: • Online, Mobile, Gaming, In flight, In Store, Interactive Media , M Commerce</p> <p>d) Media Strategy: • Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components • Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.</p>
3	Media Budgeting, Buying & Scheduling
	<p>a) Media Budget • Meaning • Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing, Frequency of Purchase • Importance of Media Budget.</p> <ul style="list-style-type: none"> • Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning. <p>b) Media Buying: • Meaning, Role of Media Buyer, Objectives of Media Buying, • Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy</p> <ul style="list-style-type: none"> • Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback • Criteria in Media Buying <p>c)Media Scheduling • Meaning, Importance • Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group. • Scheduling Patterns – Continuity, Flighting, Pulsing • Scheduling Strategies for Creating Impact: Road Block , Day or Day part • Emphasis, Multiple Spotting, Teasers - Recent trends in Media planning: Digital platform (workshop)</p>
4	Developments in International Marketing

Recommended Syllabus

Unit. No.	Modules / Units
1	International HRM – An Overview
	<p>a) International HRM – An Overview: • International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, limitations, Drivers of internationalization • Difference between International HRM and Domestic HRM • Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric • models of IHRM Qualities of Global Managers • Components of IHRM- Cross Cultural Management and Comparative HRM • Cross Cultural Management- Meaning, Features, Convergence of Cultures, Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers • Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM • Managing Diversity in Workforce • Dealing with Cultural Shock</p>
2	Global HRM Functions
	<p>a) Global HRM Functions: • International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria and techniques, types of international assignments</p> <p>• International Compensation – Meaning, Objectives, Components, Approaches to International Compensation • HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training • International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management • Motivation and Reward System- Meaning, Benchmarking Global Practices • International Industrial Relations – Meaning, Key Issues,, Trade Union and International IR</p>
3	Managing Expatriation and Repatriation
	<p>a) Managing Expatriation and Repatriation •• Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Types of expatriate training Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers • Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates</p>
4	International HRM Trends and Challenges
	<p>a) International HRM Trends and Challenges: • Emerging Trends in IHRM • Off Shoring – Meaning, Importance, Off Shoring and HRM in India • International Business Ethics and IHRM – Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme • Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World • HR in MNCs – Industrial Relations in MNCs • Role of Technology on IHRM • IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization • Growth in Strategic Alliances and Cross Border Mergers and Acquisitions, Impact on IHRM • Knowledge Management and IHRM</p>

Recommended Syllabus

Unit. No.	Modules / Units
1	Organizational Development – An Overview
	a) Organizational Development – An Overview: •Organizational learning Organizational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance • Relevance of Organizational Development for Managers, OD- HRD Interface, Participation of Top Management in OD • OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner • Emerging Trends in OD • OD in Global Setting
2	Organizational Diagnosis, Renewal and Change
	a) Organizational Diagnosis, Renewal and Change: •Organizational Diagnosis - Meaning, Need, Phases, Levels, Techniques, Tools used in organizational diagnosis • Organizational Renewal, Re-energizing, OD and Business Process Re-Engineering (BPR), OD and Leadership Development •Organizational Change- Meaning, Organizational Life Cycle, Planned Change, Organizational Growth, and its Implication for Change
3	OD Interventions
	a) Managing Expatriation and Repatriation • OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions • Types of Interventions- Human Resource Intervention, OD team and intergroup development, Structural Intervention, Strategic Interventions, Third-Party Peace-Making Intervention • Techniques of OD Intervention: ♣ Traditional: Sensitive Training, Grid Training, Survey Feedback. ♣ Modern: Process Consultation, Third Party, Team Building, Transactional Analysis • Evaluation of OD Interventions: Process, Types, Methods, Importance
4	OD Effectiveness
	a) OD Effectiveness: • Issues Faced in OD- Issues Related to Client Relationship, Power- Individual skills and Attributes as a Source of Power, Power and Influence Tactics, Politics and OD • Values in OD – Meaning, Professional Values, Value Conflict and Dilemma • Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical Guidelines for OD Professionals • Organizational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of Organizational Effectiveness : Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organizational Effectiveness, Ways to Enhance Organizational Effectiveness

Recommended Syllabus

Unit. No.	Modules / Units
1	Service Sector Management- An Overview
	<ul style="list-style-type: none"> • Services - Meaning, Features, Classification of Services: End User, Degree of Tangibility, People Based Services, Expertise Required, Orientation Towards Profit, By Location • Service Sector Management – Meaning, Significance of Service Sector, Reasons for Growth in Service Sector • Service Organization - Importance of Layout and Design of Service Organization, Servicescape • Service Culture in Organization – Meaning, Developing Service Culture in Organization • Relationship Marketing – Meaning, Need and Importance in Service Sector Organizations, Six Market Model • Role of Service Employee • Role of Customers in Service Process– Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors • Service Encounter and Moment of Truth –Meaning, Nature, Elements of Service Encounter (Study of research paper on Moment of Truth)
2	Managing Human Element in Service Sector
	<ul style="list-style-type: none"> • Human Element in Service Sector – Introduction, Role and Significance • The Services Triangle(followed by relevant case studies) • Front Line Employees /Boundary Spanners– Meaning, Issues Faced by Front Line Employees: Person/ Role Conflicts, Organization/ Client Conflict, Inter client Conflict • Emotional Labour – Meaning, Strategies for Managing Emotional Labour • Recruitment in Service Sector– Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector • Selection of Employees in Service Sector – Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing • Develop People to Deliver Service Quality • Compensating Employees in Service Sector • Motivating Employees for Services • Empowerment of Service Workers – Meaning, Advantages and Limitation
3	Issues and Challenges of HR in Service Sector
	<ul style="list-style-type: none"> • Quality Issues in Services: Meaning and Dimensions of Service Quality, The Service – Gap Model, Reasons and Strategies to fill the Gaps (Study of researchpaper on Service quality gap Model that covers business examples) • Delivering Services through Agents and Brokers - Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers • HRM in Public Sector Organizations and Non – Profit Sector in India • Issues and Challenges of HR in Specific Services: <ul style="list-style-type: none"> ➤ Business and Professional Services: Banking and Insurance, Legal, Accountancy ➤ Infrastructure: Roads, Railways, Power ➤ Public Services: Police, Defense, Disaster Management ➤ Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs ➤ Personnel Services: Education, Health Care, Hotels Social and Charitable Services
4	HRP Evaluation, Attrition, Retention & Globalization
	<p>Human Resource Planning Evaluation in Service Sector – Meaning, HRP Evaluation Process, Purpose of HRP Evaluation in Service Sector, Issues Influencing HRP Evaluation in Service Sector</p> <ul style="list-style-type: none"> • Service Leadership – Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization, The Service – Profit Chain Model • Attrition in Service Sector –Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success

Recommended Syllabus

Unit. No.	Modules / Units
1	Indian Ethos – An Overview
	a) Indian Ethos • Meaning, Features, Need, History, Relevance, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Indian Ethos in Governance. b) Management Lessons from Scriptures: Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra Indian Heritage in Business, Management, Ethics v/s Ethos Indian Management v/s Western Management.
2	Work Ethos and Values
	<ul style="list-style-type: none"> • Work Ethos: • Meaning, Levels, Dimensions, Steps, Factors responsible for Poor Work Ethos • Values: • Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. • Values for Managers, Trans-Cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture • Conflict of interest • Whistle blowing • Insider trading
3	Stress Management
	a) Stress Management: • Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress b) Stress Management Techniques: Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance, Yoga Asanas for stress relief and their Advantages. c) Family business- Leadership: • Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta d) Motivation: • Meaning, Indian Approach to Motivation, Techniques • work from home
4	Indian Systems of Learning
	Learning: Meaning, Mechanisms • Gurukul System of Learning: Meaning, Features, Advantages, Disadvantages • Modern System of Learning: Meanings, Features, Advantages, Disadvantages, Distinguish between Gurukul and modern learning. b) Karma: Meaning, Importance of Karma to Managers, Nishkama Karma • Seven spiritual law of karma. • Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma c) Self-Management: Personal growth • Personality Development: Meaning, Determinants

Learning Outcome

- The students learn to inculcate the Indian values in Modern business world.
- The students learn to overcome stress.
- The students learn about the changes that had been took place in learning system

Reference Books

- R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill
- Bhatta, S.K., Business Ethics & Managerial Values.
- Dave, Nalini V: Vedanta and Mana
- Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998
- Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata

1. Ability Enhancement Course (AEC)
2. A - Ability Enhancement Compulsory Course (AECC)
Course code 40104
Business Communication I
Course Credit-3

Objectives

- To understand the effective use of power point presentation
- To understand the relevance and importance of inter personal communication skills
- To enhance written communication skills
- To enable the students to adapt to the requirements of the industry

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Theory of Communication	15
2	Obstacles to Communication in Business World	15
3	Business Correspondence	15
4	Language and Writing Skills	15
	Total	60

Syllabus

Sr. No.	Modules / Units
1	Theory of Communication
	Concept of Communication: Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication Channels and Objectives of Communication: Channels- Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine Objectives of Communication: Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees (A brief introduction to these objectives to be given) Methods and Modes of Communication: Methods: Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal Communication, Business Etiquette Computers and E- communication: Organizing and use of Video and Satellite
2	Obstacles to Communication in Business World
	Problems in Communication /Barriers to Communication: Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers Listening: Importance of Listening Skills, Cultivating good Listening Skills Introduction to Business Ethics : Concept and Interpretation, Importance of Business Ethics, Report Writing
3	Business Correspondence
	Theory of Business Letter Writing: Parts, Structure, Layouts—Full Block, Principles of Effective Letter Writing, Principles of effective Email Writing, Personnel Correspondence: Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation [Letter of Appointment, Promotion and Termination, Letter of Recommendation
4	Language and Writing Skills

2 B- Skill Enhancement Courses (SEC)

Course code 40105

5. Foundation Course I

Course Credit-2

Objectives

- To help the learner understand the inter-disciplinary approach of social fabric.
- To sensitize learners on the socio-economic concerns in India with specific focus on the issues of the youth.
- To help learners articulate their views on the contemporary social issues.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Indian Society – Unity in Diversity and conflicts	11
2	Social issues and problem	11
3	The Indian Constitution	11
4	Significant Aspects of Political Processes	12
	Total	45

Syllabus

Sr. No.	Modules / Units
1	Indian Society – Unity in Diversity and conflicts
	Concept of diversity vs difference, Understand the multi-cultural diversity of Indian society through its demographic composition Inequalities and inter group conflicts arising due to Linguistic differences – Causes and Remedies Religious diversity- Causes and Remedies Caste system as a social evil Naxalism- Affirmative action taken by the government to address the issue Regionalism- Causes and Remedies
2	Social issues and problem
	Understand the concept of disparity as arising out of stratification and inequality; Explore the disparities arising out of gender with special reference to violence against women, female foeticide (declining sex ratio), and portrayal of women across all forms of media; Appreciate the inequalities faced by people with disabilities and understand with sensitivity the issues of people with physical and mental disabilities, mental ill health, sensitivity towards third gender
3	Mental Issues among the Youth
	Peer pressure, Bullying, Substance dependency/addiction, Abuse (Physical, verbal, sexual and emotional), Suicidal ideation, Insomnia/Hypersomnia, Binge eating/Bulimia, Insufficient social skills, Childhood trauma, Academic pressure, Inequality among siblings and comparison with peers.
4	Significant Aspects of Political Processes
	The party system in Indian politics; Local self-government in urban and rural areas; the 73rd and 74th Amendments and their implications for inclusive politics; Role and significance of women in politics

Course code 40202
Principles of Management
Course Credit-3

Objectives

- To introduce theories of learning on the evolution of levels of management
- To apprise the learner with the structure, hierarchy and recent trends of management.
- To understand the functions and process of management

Modules at a Glance

Syllabus

Sr. No.	Modules / Units
1	Introduction to Management
	Pre-requisite (Overview of types of management in business) • Management: Concept, Significance, Role & Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid. • Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach.
2	Planning and Decision Making
	Planning: Meaning, Importance, Elements, Process, Limitations and MBO. • Decision Making: Meaning, Importance, Process, Techniques of Decision Making
3	Organizing
	Organizing: Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, significance • Departmentation: Meaning, • Span of Control: Meaning, Graicunas Theory, Factors affecting span of Control Centralization v/s Decentralization • Delegation: Authority & Responsibility relationship, Barriers to delegation
4	Directing, Leadership, Co-ordination and Controlling
	Directing: Meaning and Process • Leadership: Meaning, Styles and Qualities of Good Leader • Co-ordination as an Essence of Management • Controlling: Meaning, Process and Techniques • Recent Trends: Green Management &, Fintech Management, AI in management • Traditional and contemporary issues in management

Learning Outcomes

- Ensures easy understanding of theory and its application. The learner acquires knowledge and insight into recent trends in management.
- Enhances decision making and managerial skills
- Learner acquires knowledge on responsibilities, powers and job profile

2.Ability enhancement Course
2.A-Ability Enhancement Compulsory Course (AECC)
Course code40204
Business Communication II
Course Credit-3

Objectives

- To understand the effective use of power point presentation
- To understand the relevance and importance of conducting meetings
- To teach the formats of letter writing
- To enable the students to adapt to the requirements of the industry

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Presentation Skills	15
2	Group Communication	15
3	Business Correspondence	15
4	Language and Writing Skills	15
Total		60

Syllabus

Sr. No.	Modules / Units
1	Presentation Skills
	Presentations: (to be tested in tutorials only) 4 Principles of Effective Presentation Effective use of PPT Effective use of statistical tools How to make a Power-Point Presentation
2	Group Communication
	Interviews: Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit Meetings: Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions Conference: Meaning and Importance of Conference Organizing a Public Relations: Meaning, Functions of PR Department, External and Internal Measures of PR
3	Business Correspondence
	Trade Letters: Purchase Order, Credit and Status Enquiry, Collection Explain in detail along with the specimens. Only following to be taught in detail:- Letters of Inquiry, Letters of Complaints, Claims, , Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information(RTI) Act

Syllabus

Sr. No	Modules
1	Globalisation and Indian Society
	Understanding the concepts of liberalization, privatization and globalization; Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise in corporate farming and challenges in Farming.
2	Human Rights
	Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights; Human Rights constituents with special reference to Fundamental Rights stated in the Constitution
3	Understanding oneself
	Defining self and Personality development; determinants of Personality development; Agents of socialization and the role played by them in developing the individual; Maslow's theory of self actualisation. Aggression and violence as the public expression of conflict
4	Stress and conflict management
	Meaning of stress ; it's causes and coping mechanisms for managing stress; Meaning of conflict; It's causes and response in society; Individual Conflict-resolution and efforts towards building peace and harmony in society

Core Courses (CC)
Course code 40206
6. Environmental Science

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Environment: An overview	15
2	Natural Resources	15
3	Environment and Economic Activities	15
4	Environment Management	15
Total		60

Objectives:

- To make the learner understand the need for sustainable environment.
- The learner will be able to understand the key environmental concepts and will be able to orient themselves towards better utilization of natural resources.
- To sensitize learner towards various Environmental Movements and educate them towards Environmental laws.

Sr. No.	Modules / Units
1	Environment : An overview
	Environment- structure, components and typology Ecosystem as part of environment- Functioning and levels of organisation Biodiversity- Classification, value, threats to biodiversity
2	Natural Resources
	Definition, importance and classification of natural resources Utilisation and conservation of water, forest, soil and energy resources Issues associated with natural resources
3	Environment and Economic Activities
	Economic activities-nature and pattern- primary, secondary and tertiary Environmental problems associated with economic activities Case studies with reference to India
4	Environment Management

Environment management- Concept, need and relevance of environmental education
Environmental Impact Assessment, Environmental audit
Role of technology in Environment Management- GIS,GPS, Remote sensing as tools

Learning Outcomes:

- It will enhance the learners overall understanding of Environmental aspects.
- The learner will be able to understand the key environmental concepts and will be able to orient themselves towards better utilization of natural resources.
- The learners will be able to understand the functional and spatial links between environment, economy and society.

References:

1. Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
2. Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd.,Ahmedabad – 380 013, India, Email:mapin@icenet.net.
3. Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p
4. Clark R.S., Marine Pollution, Clanderson Press Oxford.
5. Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, EnvironmentalEncyclopedia, Jaico Publ. House, Mumbai, 1196p.
6. De A.K., Environmental Chemistry, Wiley Eastern Ltd.
7. Gleick, H.P. 1993. Water in crisis, Pacific Institute for Studies in Dev., Environment &Security. Stockholm Env. Institute Oxford Univ. Press. 473p.
8. Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society,Bombay.
9. Heywood, V.H &Waston, R.T. 1995. Global Biodiversity Assessment. CambridgeUniv. Press 1140p.
10. Jadhav, H &Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub.House, Delhi 284 p.
11. Mckinney, M.L. & School, R.M. 1996. Environmental Science systems & Solutions, Webenhanced edition. 639p.
12. Mhaskar A.K., Matter Hazardous, Techno-Science Publication.
13. Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co.
14. Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA, 574p.
15. Rao M N. &Datta, A.K. 1987. Waste Water treatment. Oxford & IBH Publ. Co. Pvt.Ltd. 345p.

4	Future Trends
	<ul style="list-style-type: none"> • Ease of doing business and Trade facilitation: Indian Customs Foreign Trade Policy/ Ministry of Commerce • Digital sensing, Megaships, Greener shipping, Liquefied natural gas (LNG) as fuel, Solar and wind power for ships. • Shipping Technology • GOI initiatives for paperless cargo clearance and Single window policy

Learning Outcomes

- Ensures easy understanding of theory and its application. The learner acquires knowledge and insight into recent trends in shipping industry.
- Enhances a possibility of exploring a career in the shipping industry.
- Learner acquires knowledge on trade facilitation and appreciates the role of government.

Reference books:

1. Alan E. Branch – “Elements of Shipping” –Routledge - Taylor & Francis Group;9th edition, 2015 or later.
2. Edward, S; Butterfield, CSJ; “Shipping Practice”- Sterling Book House,Mumbai, 11th edition, 1999 or later.
3. Alderton P.M.; “Reeds Sea Transport”; Adland Coles Nautical, London; 6thedition, 2011 or later.
4. Stopford, M; “Maritime Economics”; Routledge - Taylor & Francis Group; 3rdedition, 2009 or later.

Teaching Pedagogy

Lectures/tutorials/field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.

Allocation of 40 Marks---Internal evaluation

Method of evaluation	Marks
Written Test	15
Power Point Presentation-Pre-set criteria	20
Class Participation & attendance	5
TOTAL	40

Paper pattern for written test of 15 Marks

Question No	Particulars	Marks
Q.1	Question based on theory/concept taught. (Any Two out of Three)	10
	OR	
	Application based question	
Q.2	Write short note (Any One out of Two)	5
	TOTAL	15

Elective Courses (EC)
Discipline Specific Elective (DSE) Courses
Course Credit-3

50102 Principles of Management

Objectives

- To introduce theories of learning on the evolution of levels of management
- To apprise the learner with the structure, hierarchy and recent trends of management.
- To understand the functions and process of management

Sr. No.	Modules	No. of Lectures
1	Introduction to Management	15
2	Planning and Decision Making	15
3	Organizing	15
4	Directing, Leadership, Co-ordination and Controlling	15
Total		60

Modules at a Glance

Syllabus

Sr. No.	Modules / Units
1	Introduction to Management
	Pre-requisite (Overview of types of management in business) <ul style="list-style-type: none"> • Management: Concept, Significance, Role & Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid. • Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach.
2	Planning and Decision Making
	Planning: Meaning, Importance, Elements, Process, Limitations and MBO. <ul style="list-style-type: none"> • Decision Making: Meaning, Importance, Process, Techniques of Decision Making
3	Organizing
	Organizing: Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, significance <ul style="list-style-type: none"> • Departmentation: Meaning, • Span of Control: Meaning, Graicunas Theory, Factors affecting span of Control Centralization v/s Decentralization • Delegation: Authority & Responsibility relationship, Barriers to delegation
4	Directing, Leadership, Co-ordination and Controlling
	Directing: Meaning and Process <ul style="list-style-type: none"> • Leadership: Meaning, Styles and Qualities of Good Leader • Co-ordination as an Essence of Management • Controlling: Meaning, Process and Techniques • Recent Trends: Green Management &, Fintech Management, AI in management • Traditional and contemporary issues in management

Ability Enhancement Courses (AEC)
Ability Enhancement Compulsory Courses (AECC)
Course Credit-3
50104 Business Communication I

Objectives

- To understand the effective use of power point presentation
- To understand the relevance and importance of inter personal communication skills
- To enhance written communication skills
- To enable the learners to adapt to the requirements of the industry

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Theory of Communication	15
2	Obstacles to Communication in Business World	15
3	Business Correspondence	15
4	Language and Writing Skills	15
	Total	60

Syllabus

Sr. No.	Modules / Units
1	Theory of Communication
	Concept of Communication: Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication Channels and Objectives of Communication: Channels- Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine Objectives of Communication: Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees(A brief introduction to these objectives to be given) Methods and Modes of Communication: Methods: Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal Communication, Business Etiquette Computers and E- communication: Organizing and use of Video and Satellite
2	Obstacles to Communication in Business World
	Problems in Communication /Barriers to Communication: Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers Listening: Importance of Listening Skills, Cultivating good Listening Skills Introduction to Business Ethics: Concept and Interpretation, Importance of Business Ethics, Report Writing
3	Business Correspondence
	Theory of Business Letter Writing: Parts, Structure, Layouts—Full Block, Principles of Effective Letter Writing, Principles of effective Email Writing, Personnel Correspondence: Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation [Letter of Appointment, Promotion and Termination, Letter of Recommendation

Skill Enhancement Courses (SEC)
Course Credit-2
50105 Foundation Course I

Objectives

- To help the learner understand the inter-disciplinary approach of social fabric.
- To sensitize learners on the socio-economic concerns in India with specific focus on the issues of the youth.
- To help learners articulate their views on the contemporary social issues. Modules at a Module at Glance

Sr. No.	Modules	No. of Lectures
1	Indian Society – Unity in Diversity and conflicts	11
2	Social issues and problem	11
3	The Indian Constitution	11
4	Significant Aspects of Political Processes	12
	Total	45

Syllabus

Sr. No	Modules / Units
1	Indian Society – Unity in Diversity and conflicts
	Concept of diversity vs difference, Understand the multi-cultural diversity of Indian society through its demographic composition Inequalities and inter group conflicts arising due to Linguistic differences –Causes and Remedies Religious diversity-Causes and Remedies Caste system as a social evil Naxalism-Affirmative action taken by the government to address the issue Regionalism- Causes and Remedies
2	Social issues and problem
	Understand the concept of disparity as arising out of stratification and inequality; Explore the disparities arising out of gender with special reference to violence against women, female foeticide (declining sex ratio), and portrayal of women across all forms of media; Appreciate the inequalities faced by people with disabilities and understand with sensitivity the issues of people with physical and mental disabilities, mental ill health, sensitivity towards third gender
3	Mental Issues among the Youth
	Peer pressure, Bullying, Substance dependency/addiction, Abuse (Physical, verbal, sexual and emotional), Suicidal ideation, Insomnia/Hypersomnia, Binge eating/Bulimia, Insufficient social skills, Childhood trauma, Academic pressure, Inequality among siblings and comparison with peers.
4	Significant Aspects of Political Processes
	The party system in Indian politics; Local self-government in urban and rural areas; the 73rd and 74th Amendments and their implications for inclusive politics; Role and significance of women in politics

Learning Outcome

- The successful completion of course will enable the learner to understand factual aspects of Indian society.
- It will help create awareness and empathy among learners about various issues faced by youth
- It will help ingrain social responsibility and participatory approval towards society

Ability Enhancement Courses (AEC)
Ability Enhancement Compulsory Courses (AECC)
Course Credit-3
50204 Business Communication II

Objectives

- To understand the effective use of power point presentation
- To understand the relevance and importance of conducting meetings
- To teach the formats of letter writing
- To enable the learners to adapt to the requirements of the industry

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Presentation Skills	13
2	Group Communication	13
3	Business Correspondence	13
4	Language and Writing Skills	13
5	Presentation	8
Total		60

Syllabus

Sr. No.	Modules / Units
1	Presentation Skills
	Presentations: (to be tested in tutorials only) 4 Principles of Effective Presentation Effective use of PPT Effective use of statistical tools How to make a Power-Point Presentation
2	Group Communication
	Interviews: Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit Meetings: Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions Conference: Meaning and Importance of Conference Organizing a Public Relations: Meaning, Functions of PR Department, External and Internal Measures of PR
3	Business Correspondence
	Trade Letters: Purchase Order, Credit and Status Enquiry, Collection Explain in detail along with the specimens. Only following to be taught in detail:- Letters of Inquiry, Letters of Complaints, Claims, , Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information(RTI) Act
4	Language and Writing Skills
	Reports: Parts, Types, Feasibility Reports, Investigative Reports Summarization: Identification of main and supporting/sub points Presenting these in a cohesive manner

Skill Enhancement Courses
Course Credit-2
50205 Foundation Course I

Objectives

- To understand the concept of liberalisation, privatisation and globalisation
- To ensure that the learners understand the concept of human rights with special reference to fundamental rights as stated in the constitution of India
- To understand oneself and manage personal stress and conflict for harmonious interpersonal relationships.

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Globalisation and Indian Society	15
2	Human Rights	15
3	Understanding oneself	15
4	Stress and conflict management	15
Total		60

Syllabus

Sr. No	Modules /Units
1	Globalisation and Indian Society
	Understanding the concepts of liberalization, privatization and globalization; Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise in corporate farming and challenges in Farming.
2	Human Rights
	Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights; Human Rights constituents with special reference to Fundamental Rights stated in the Constitution
3	Understanding oneself
	Defining self and Personality development; determinants of Personality development; Agents of socialization and the role played by them in developing the individual; Maslow's theory of self actualisation. Aggression and violence as the public expression of conflict
4	Stress and conflict management
	Meaning of stress ; it's causes and coping mechanisms for managing stress; Meaning of conflict; It's causes and response in society; Individual Conflict-resolution and efforts towards building peace and harmony in society

Learning Outcome:

- The learners are familiarized with the concept of LPG
- The learners are familiarized with the human rights as laid down in the Constitution
- The learners understand the causes of stress and are able to effectively use the theory learned to be able to overcome stress
- The learners are able to use the coping mechanisms for managing stress at an individual level

Core Course
Course Credit-3
50206 Information Technology-II

Objectives of the course:

- To understand managerial decision-making and to develop perceptiveness of major functional areas of MIS.
- To provide conceptual study of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation. To learn and understand relationship between database management and data warehouse approaches, the requirements and applications of data warehouse
- To learn outsourcing concepts. BPO/KPO industries, their structures, Cloud computing

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Management Information system	15
2	ERP/E-SCM/E-CRM	15
3	Introduction to databases and data warehouse	15
4	Outsourcing	15
	TOTAL	60

Syllabus

Sr. No	Modules/Units
1	Management Information System
	<ul style="list-style-type: none"> • Overview of MIS, Types of information system Definition, Characteristics • Subsystems of MIS (Activity and Functional subsystems) • Structure of MIS • Reasons for failure of MIS. • Understanding Major Functional Systems Marketing & Sales Systems Finance & Accounting Systems Manufacturing & Production Systems Human Resource Systems Inventory Systems • Sub systems, description and organizational levels • Decision support system Definition Relationship with MIS • Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS
2	ERP/E-SCM/E-CRM
	<ul style="list-style-type: none"> • Concepts of ERP • Architecture of ERP Generic modules of ERP • Applications of ERP • ERP Implementation concepts ERP lifecycle • , Tally, group ledgers, voucher entries and different reports

Ability Enhancement Courses (AEC)
 Ability Enhancement Compulsory Courses (AECC)
Business Communication and Information Ethics

B. Sc (Data Science and Analytics)		Semester – I	
Course Name: Business Communication and Information Ethics		Course Code: 60105	
Periods per week (1 Period is 48 minutes)		5	
Credits		2	
		Hours	Marks
Evaluation System	Theory Examination	2	60
	Internal	--	40

Course Objectives:

- To discuss various components of communication, explain how non-verbal communication techniques enhance communication and explain the barriers to communication.
- To discuss various business activities which are essential at workplace. To explain business communication covering the structure and layout of a letter, planning of a letter and use of language.
- To explain the use of agenda and minutes for effective functioning of any organisation.
- To direct the learners' attention to the significance of effective writing and the importance and structure of reports.
- To explain to interpret information ethics (IE) as the branch of the philosophy of information that investigates, in a broad sense, the ethical impact of Information and Communication Technologies (ICTs) on human life and society.

Unit	Details	Lectures
I	Interpretation of Communication Basics of communication, Non-verbal communication, Barriers to communication. Business communication at workplace Letter components and layout, Planning a letter, Process of letter writing.	12
II	Business communication at workplace Email communication, Memos and memo reports, Employment communication. Notice, Agenda and minutes of meeting, Brochures.	12
III	Report Writing: Effective writing, Types of business reports, Structure of reports, Gathering Information.	12
IV	Report Writing: Organisation of material, writing abstracts and summaries, Writing definitions, Visual aids, User Instruction Manual.	12
V	Information Ethics Ethics after the information revolution, what is information ethics? The method of abstraction.	12

Ability Enhancement Courses (AEC)
Ability Enhancement Compulsory Courses (AECC)
ICT Practical

B. Sc (Data Science and Analytics)		Semester – I	
Course Name: ICT Practical		Course Code: 60106	
Periods per week (1 Period is 48 minutes)		3	
Credits		2	
		Hours	Marks
Evaluation System	Practical Examination	2½	50
	Internal	--	--

Objectives:

- To help the learners become competent and confident users of ICT who can make efficient, effective and creative use of basic application software in their everyday activities.
- To encourage the learners to become critical and reflective users of ICT who can evaluate the capabilities and limitations of the technology and of social, technical, political, ethical, organizational and economic principles associated with its use.
- To prepare the learners for the society of tomorrow by making them adaptable users of ICT who have the necessary openness and flexibility of mind to be able to adjust to future changes in the technology.
- To encourage the learners to develop the appropriate social skills that are essential for co-operative and collaborative learning based around ICT.
- To empower ICT disadvantaged learners by ensuring sufficient access for those learners who have little out-of-school opportunities to use the technology

List of Practical:	
1.	Word Processor: Using word processor for letters, documentation and reports with proper formatting and advanced features.
2.	Presentation Software: Using presentation software for preparing elegant presentations with voice and videos and giving different effects to make it more Interesting and catchy.
3.	Using Google docs and forms
4.	Using online collaboration and video conferencing tools
5.	Using screen recording and audio tools
6.	Using video editing tools
7.	Using Google Maps, Google Street view, Bing Maps
8.	Using Social Media (Facebook, Instagram, Twitter, Linkedin, youtube, snapchat, reddit, quora, dig, Pintrest, flipboard, Wordpress, Tumblr, Medium) for business and learning

Ability Enhancement Courses (AEC)
Ability Enhancement Compulsory Courses (AECC)
Environmental Science

B. Sc (Data Science and Analytics)		Semester – II	
Course Name: Environmental Science		Course Code: 60205	
Periods per week (1 Period is 48 minutes)		5	
Credits		2	
		Hours	Marks
Evaluation System	Theory Examination	2	60
	Internal	--	40

Course Objectives:

- To learn and sensitize learners to their environment
- To know about natural resources, ecology and ecosystem
- To learn insights of biodiversity, pollution and its impact
- Explore about Social Issues and the Environment
- To learn about Environment Management and sustainable development

Unit	Details	Lectures
I	<p>Introduction to Environmental Studies Importance of Environmental Education, Environmental Literacy, Environmental Engineering, Environmentalism, Components of Environment and their Interactions, Man and the Biosphere, Impacts of Development on Environment</p> <p>Natural Resources Forest Resources, Dams, Water Resources, Food Resources Energy Resources, Land Resources</p>	12
II	<p>Ecology Ecosystem, Ecosystem-Anthroposystem Comparison, Biome and Ecosystem, Energy Flow through the Ecosystem, Ecological Succession, Food Chains and Webs, Ecological Pyramids, Biological Magnification or Biomagnification, Human versus Natural Food Chains, Biogeochemical Cycles, The Water Cycle (Hydrologic Cycle), Carbon Cycle, Oxygen Cycle, , Nitrogen Cycle, Forest Ecosystems, , Grassland Ecosystems, Aquatic Ecosystems</p> <p>Biodiversity Genetic Diversity, Species Diversity, Ecosystem Diversity, Value of Biodiversity, Value of Genes, Biopiracy, Biogeographical Classification of India, India as a Mega Diverse Nation, Endemic Species of India, Threats to Biodiversity, Hotspots of Biodiversity, Endangered Species, Conservation of Biodiversity, Genetic Engineering and Biodiversity</p>	12
III	<p>Environmental Pollution Air Pollution, Water Pollution, Soil Pollution, Marine Pollution, Noise Pollution, Thermal Pollution, Solid Waste Management, Hazardous Waste Management, Pollution Prevention, Disaster Management</p> <p>Human Population and the Environment Population Growth, Human Rights, Value Education, HIV/AIDS, Environment and Human Health, Family Welfare Programmes, Women</p>	12

	and Child Welfare, Role of Information Technology in Environment and Human Health	
IV	<p>Social Issues and the Environment From Unsustainable to Sustainable Development, Urban Problems Related to Energy, Water Conservation, Watershed Management, Resettlement and Rehabilitation, Environmental Ethics, Acid Rain, Ozone Layer Depletion, Greenhouse Effect, Global Warming and Climate Change, Pollution Control Boards and Control Pollution Acts in India, Nuclear Hazards and Accidents, Environmental Impact Assessment, Risk Management, Precautionary Principle, Polluter-Pays Principle, The Beneficiary-Pays Principle, Role of Non-Government Organizations, ISO 14000 Series of Environmental Management Standards, Economy and Environment</p>	12
V	<p>Environmental Management Environmental Impact Assessment, Methodology, Waste as a Resource, Environmental Laws, Requirements of a Contract, Environmental Legislations, Powers and Functions of Pollution Control Boards, Case Studies, Environmental Management Plan, Environmental Audit, Policies for Quality Improvement, Problems, Policy</p> <p>Sustainable Development Ethics, Laws of Nature, Progress, Environmental Stress, Sustainability, Self-purification and Regeneration, Action Plan, Computerization and Information Technology</p>	12

Books and References:					
Sr. No.	Title	Author/s	Publisher	Edition	Year
1.	Environmental Studies	Benny Joseph	McGrawHill	3 rd	2017
2.	Principles of Environmental Science and Engineering	P. Venugopala Rao	PHI Learning	6 th	2014
3.	Introduction to Environmental Engineering	Gilbert M Master	Pearson	3 rd	2015
4.	Environmental Ethics: A Very Short Introduction	Robin Attfield	Oxford	1 st	2019
5.	Fundamental Concept in Environmental Studies	D.D. Mishra	S. Chand	Revised Edition	2010

Course Outcomes:

After completion of the course, a student should be able to:

- Ability to recognise explain important of environment and its resources
- Knowledge about insights of ecology and biodiversity
- Recognise the cause and effects of environmental pollution and other social issues
- Knowledge about population and its impact on environment
- Insight into environment management and sustainable development.

**Semester I
Core Courses (CC)**

1. International Business Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to International Business	15
2	International Business Environment and International institution	15
3	International Financial Environment	15
4	Emerging Issues in International Business Environment	15
Total		60

Objectives

SN	Objectives
1	To familiarize the students with the concepts, functions and practices of international business.
2	To enable them get global perspective on issues related to business

SN	Modules/ Units
1	Introduction to International Business and International Institutions
	Importance, Nature and Scope of International Business; Modes of Entry into International Business, EPRG Framework, Internationalization Process. Globalisation: Meaning, Implications, Globalisation as a Driver of International Business. The Multinational Corporations (MNCs) – Evolution, Features and Dynamics of the Global Enterprises. Consequences of Economic Globalisation, Reverse Globalisation. WTO, IMF, World Bank, UNCTAD.
2	International Business Environment and emerging issues
	Political Economy of International Business, Economic and Political Systems, Legal Environment, Cultural Environment, Technological Environment, Growing Concern for Ecology, Digitalisation; Outsourcing and Global Value Chains. Labour and Other Environmental Issues, Impact of Pandemic COVID-19 on International Trade.
3	International Financial Environment
	Foreign Investments - Pattern, Structure and Effects. Theories of Foreign Direct Investment, Traditional and Modern Theories of FDI, Modes of FDI - Greenfield, Brownfield Investments, Mergers and Acquisitions, Motives of FDI, FDI Contrasted with FPI. Basics of Forex Market.
4	International Trade concepts and trends in international trade of India

**Semester I
Core Courses (CC)**

2. Business Ethics

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Business Ethics	15
2	Indian Ethical Practices and Corporate Governance	15
3	Management Ethics - Integrity at work	15
4	Corporate Responsibility	15
Total		60

Objectives

SN	Objectives
1	To familiarize the learners with the concept and relevance of Business Ethics in the modern era
2	To enable learners to understand the scope and complexity of Corporate Social responsibility in the global and Indian context

SN	Modules/ Units
1	Introduction to Business Ethics
	<ul style="list-style-type: none"> ● Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos. ● Various approaches to Business Ethics - Theories of Ethics- Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory ● Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi’s Doctrine of Satya and Ahimsa.
2	Indian Ethical Practices and Corporate Governance
	<ul style="list-style-type: none"> ● Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance, ● Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards. ● Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences
3	Management Ethics - Integrity at work
	<ul style="list-style-type: none"> ● Sources of Ethics, Ethical dilemma in business and ethical implications.

	<ul style="list-style-type: none"> ● Ethics in Finance: Unethical financial practices – creative accounting- hostile takeovers tax evasion- corporate crimes. ● Ethics in Human Resources Management: Human resource system-psychological expectancy model- Individualism versus collectivism in human resource management practices ● Ethics and Information Technology: Ethical issues relating to computer applications; security threats – computer crime- computer viruses- software piracy- hacking – computer crime prevention – ethical dilemmas and considerations.
4	Corporate Responsibility
	<ul style="list-style-type: none"> ● Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, ● Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR ● Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR. ● CSR and Sustainable Development ● CSR through Triple Bottom Line in Business

Suggested Readings

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- Sharma J.P. Corporate Governance and Social Responsibility of business, Ane Books Pvt Ltd, New Delhi
- S.K.Bhatia, Business Ethics and Corporate Governance
- William Shaw, Business Ethics, Wordsworth Publishing Company, International Thomson Publishing Company.
- Corporate Crimes and Financial Frauds, Dr. Sumit Sharma, New Delhi India
- R.C. Sekhar, Ethical choices in Business, Sage Publications, New Delhi
- Business Ethics, Andrew Crane and Dirk Matten, Oxford University Press.
- Business Ethics, Text and Cases, C.S.V. Murthy, Himalaya Publication House.
- Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delhi
- Blow field ,Michael and Alan Murray, Corporate Responsibility, Oxford University Press,
- Philip Kotler and Nancy Lee, CSR : doing the most good for Company and your cause , Wiley 2005
- Beeslory, Michel and Evens, CSR , Taylor and Francis, 1978
- Subhabrata Bobby Banerjee, CSR: the good, the bad and the ugly. Edward Elgar Publishing 2007
- Joseph A. Petrick and John F. Quinn, Management Ethics- Integrity at work , Sage Publication , 1997
- Francesco Perrini, Stefano and AntonioTencati, Developing CSR- A European Perspective , Edward Elgar.
- William B. Werther, Jr. David Chandler, Strategic Corporate Social Responsibility, stakeholders’ a global environment, Sage Publication, 2009.
- Ellington. J. (1998), Cannibals with forks: The triple bottom line of 21st Century business, New Society Publishers.
- Crane, A. Et al., (2008), The Oxford handbook of Corporate Social Responsibility, New York: Oxford University Press Inc.

Semester II
Discipline Specific Courses (DSC)

3. E-Commerce

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Electronic Commerce –Evolution and Models	15
2	World Wide Web and E-enterprise	15
3	E-marketing and Electronic Payment System	15
4	Legal and Regulatory Environment and Security issues of E-commerce	15

Objectives

SN	Objectives
1	To provide an analytical framework to understand the emerging world of ecommerce
2	To make the learners familiar with current challenges and issues in ecommerce
3	To develop the understanding of the learners towards various business models
4	To enable to understand the Web- based Commerce and equip the learners to assess e-commerce requirements of a business
5	To develop understanding of learners relating to Legal and Regulatory Environment and Security issues of E-commerce

SN	Modules/ Units
1	Introduction to Electronic Commerce – Evolution and Models Evolution of E-Commerce-Introduction, History/Evolution of Electronic Commerce, Roadmap of E-Commerce in India, Main activities, Functions and Scope of E- Commerce. Benefits and Challenges of E-Commerce, E-Commerce Business Strategies for Marketing, Sales and Promotions. Business Models of E-Commerce- Characteristics of Business to Business (B2B), Business to Consumers (B2C), Business to Government (B2G) Concepts of other models of E-commerce. Business to Consumer E-Commerce process, Business to Business E-Commerce Need and Importance, alternative models of B2B E-Commerce. • E-Commerce Sales Product Life Cycle (ESLC) Model
2	World Wide Web and E-enterprise World Wide Web-Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles. EDI and paperless trading; Pros & Cons of EDI; Related new technologies use in Ecommerce. Applications of E-commerce and E-enterprise - Applications to Customer Relationship Management - Types of E-CRM, Functional Components of E-CRM.
3	E-marketing and Electronic Payment System E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media.

	<ul style="list-style-type: none"> ● Testing of Hypotheses – <ul style="list-style-type: none"> ▪ Parametric Test-t test, f test, z test ▪ Non-Parametric Test -Chi square test, ANOVA, Factor Analysis ● Use of R software
4	Research Reporting and Modern Practices in Research
	<ul style="list-style-type: none"> ● Research Report Writing: Importance, Essentials, Structure/ layout, Types ● References and Citation Methods: <ul style="list-style-type: none"> ▪ APA (American Psychological Association) ▪ CMS (Chicago Manual Style) ▪ MLA (Modern Language Association) ● Footnotes and Bibliography ● Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research

Suggested Readings

- Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd
- Business Research Methodology by T N Srivastava and Shailaja Rego, Tata Mcgraw Hill Education Private Limited, New Delhi
- Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House
- Research Methodology by Dr Vijay Upagude and Dr Arvind Shende
- Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd
- Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt Ltd
- SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K Khandelwal, International Book House Pvt Ltd
- Foundations of Social Research and Econometrics Techniques by S.C. Srivastava, Himalaya publishing House
- Statistical Analysis with Business and Economics Applications, Hold Rinehart & Wrintston, 2nd Edition, New York
- Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc
- Business Research Methods, Emary C. Willima, Richard D. Irwin In. Homewood
- Research Methods in Economics and Business by R. Gerber and P.J. Verdoom, The Macmillan Company, New York Research and Methodology in Accounting and Financial Management, J.K Curtis
- Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.E
- Panneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004.
- Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009

**Semester I
Core Courses (CC)**

1. Introduction to Business Analytics

Modules at a Glance

SN	Modules/ Units	
	Modules	No. of Lectures
1	Basics of Business analytics	15
2	Visualization/ Data Issues	15
3	Introduction to Data Mining	15
4	Introduction to data communication	15
Total		60

SN	Objectives
1	To enable the learners to understand the scope of Business analytics in today's era
2	To provide information pertaining to basics and principles of Business analytics
3	To develop learning and analytical skills of the learners to enable them to for Data visualization of multidimensional data
4	To acquaint the learners with recent developments and trends in Business analytics

Objectives

SN	Modules/ Units
1	Basics of Business analytics
	Concept of analytics, Types of Analytics, Application fields - Marketing Analytics, Finance Analytics, HR Analytics, Operation Analytics, Retail Analytics, Healthcare Analytics, Supply Chain Analytics - Role of Data Scientist in Business & Society
2	Visualization/ Data Issues
	Organization/sources of data - Structured Vs Semi structured Vs Unstructured data, Importance of data quality - Dealing with missing or incomplete data - Data Classification Types of Data Sources- Data Warehouse Vs Databases, Relational Database vs Non-Relational Database, RDBMS Data structures, Columnar Data structures
3	Introduction to Data Mining
	Introduction to Data Mining -Data Mining meaning - Data Mining Process - Data mining tool - Market Basket Analysis, Association Rules and clustering, Decision trees, Random forests
4	Business analytics future trends
	Role of Artificial Intelligence in Business, Machine Intelligence, Competitive Intelligence, Text Mining, Web Analytics (Web content mining, Web usage mining, Web structure mining), Role of Intelligent Agents in e-business, e-commerce, m-commerce, Location Analytics, Intelligent Agent in search & retrieval, Personalization and Comparison), Social Networking Analysis, Big Data Tools & Techniques, Content Analytics (Sentimental Analysis & Opinion Analysis). Ethical and Legal considerations in Business Analytics

**Semester I
Core Courses (CC)**

2. Business Ethics

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Business Ethics	15
2	Indian Ethical Practices and Corporate Governance	15
3	Management Ethics - Integrity at work	15
4	Corporate Responsibility	15
Total		60

Objectives

SN	Objectives
1	To familiarize the learners with the concept and relevance of Business Ethics in the modern era
2	To enable learners to understand the scope and complexity of Corporate Social responsibility in the global and Indian context
SN	Modules/ Units
1	Introduction to Business Ethics
	<ul style="list-style-type: none"> ● Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos. ● Various approaches to Business Ethics - Theories of Ethics- Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory ● Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi’s Doctrine of Satya and Ahimsa.
2	Indian Ethical Practices and Corporate Governance
	<ul style="list-style-type: none"> ● Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance, ● Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards. ● Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences
3	Management Ethics - Integrity at work
	<ul style="list-style-type: none"> ● Sources of Ethics, Ethical dilemma in business and ethical implications. ● Ethics in Finance: Unethical financial practices – creative accounting- hostile takeovers tax evasion- corporate crimes. ● Ethics in Human Resources Management: Human resource system- psychological expectancy model- Individualism versus collectivism in human resource management practices

	<ul style="list-style-type: none"> ● Ethics and Information Technology: Ethical issues relating to computer applications; security threats – computer crime- computer viruses- software piracy- hacking – computer crime prevention – ethical dilemmas and considerations.
4	Corporate Responsibility
	<ul style="list-style-type: none"> ● Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, ● Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR ● Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR. ● CSR and Sustainable Development ● CSR through Triple Bottom Line in Business

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- William B. Werther, Jr. David Chandler, Strategic Corporate Social Responsibility, stakeholders’ a global environment, Sage Publication, 2009.
- Ellington. J. (1998), Cannibals with forks: The triple bottom line of 21st Century business, New Society Publishers.

	<ul style="list-style-type: none"> ▪ Non-Parametric Test -Chi square test, ANOVA, Factor Analysis ● Use of R software
4	Research Reporting and Modern Practices in Research
	<ul style="list-style-type: none"> ● Research Report Writing: Importance, Essentials, Structure/ layout, Types ● References and Citation Methods: <ul style="list-style-type: none"> ▪ APA (American Psychological Association) ▪ CMS (Chicago Manual Style) ▪ MLA (Modern Language Association) ● Footnotes and Bibliography ● Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research

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**Semester I
Core Courses (CC)**

**2. Business Ethics
Modules at a Glance**

SN	Modules	No. of Lectures
1	Introduction to Business Ethics	15
2	Indian Ethical Practices and Corporate Governance	15
3	Management Ethics - Integrity at work	15
4	Corporate Responsibility	15
Total		60

Objectives

SN	Objectives
1	To familiarize the learners with the concept and relevance of Business Ethics in the modern era
2	To enable learners to understand the scope and complexity of Corporate Social responsibility in the global and Indian context

SN	Modules/ Units
1	Introduction to Business Ethics
	<ul style="list-style-type: none"> ● Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos. ● Various approaches to Business Ethics - Theories of Ethics- Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory ● Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi’s Doctrine of Satya and Ahimsa.
2	Indian Ethical Practices and Corporate Governance
	<ul style="list-style-type: none"> ● Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance, ● Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards. ● Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences
3	Management Ethics - Integrity at work
	<ul style="list-style-type: none"> ● Sources of Ethics, Ethical dilemma in business and ethical implications. ● Ethics in Finance: Unethical financial practices – creative accounting- hostile takeovers tax evasion- corporate crimes. ● Ethics in Human Resources Management: Human resource system- psychological expectancy model- Individualism versus collectivism in human resource management practices ● Ethics and Information Technology: Ethical issues relating to computer applications; security threats – computer crime- computer viruses- software

	piracy- hacking – computer crime prevention – ethical dilemmas and considerations.
4	Corporate Responsibility
	<ul style="list-style-type: none"> ● Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, ● Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR ● Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR. ● CSR and Sustainable Development ● CSR through Triple Bottom Line in Business

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Semester I
Discipline Specific Courses (DSC)

3. Psychological Aspect of Investing

Modules at a Glance

SN	Modules	No. of Lectures
1	Overview of investor psychology	15
2	Market Bubbles	15
3	Behavioural Foundations	15
4	Behavioural aspects in investing	15
Total		60

Objectives

SN	Objectives
1	The student will be able to Understand and critically discuss the differences between a behavioural finance perspective and a traditional finance perspective.
2	Understand and discuss critically how an awareness of decision errors and cognitive biases can help develop better investors or financial managers.
3	Understand and discuss critically the market efficiency debate and recent developments.

SN	Modules/ Units
1	Overview of investor psychology
	Introduction - Formal overview of investor psychology, Behavioural Portfolio theory - Psychographic models - Sound Investment Philosophy different biases such as Overconfidence, Base rate neglect, Anchoring and adjustment, Cognitive Dissonance, Availability, Self-Attribution and Illusion of Control Bias.
2	Market Bubbles:
	• Introduction and brief history of stock market bubbles • Identification and classification of a stock market bubble • Explaining bubbles through behavioural finance • Investor behavior during bubbles. • Causes of bubbles
3	Behavioral foundation
	The Behavioral Foundations – Role of behavioural antecedents Role of Emotions, Mood, Sentiments. Emotional Timeline; Emotions and Neuroscience Role of Demographics Role of Psychological Dispositions Limits to Arbitrage, Fundamental risk
4	Behavioural aspects in Investing
	Investing Styles and Behavioral Finance; Shadow of the Past. Strategies for overcoming Psychological Biases

Suggested Readings

- Nofsinger, John (2014) The Psychology of Investing, 5th edition, Prentice Hall ISBN: 0133382877.
- Montier, James (2007) Behavioural Investing, A Practitioner's Guide to Applying Behavioural Finance, Wiley ISBN: 0470516706.
- Baker, K. and Nofsinger, J. (2010), Behavioral Finance: Investors, Corporations, and Markets, John Wiley ISBN: 9780470499115.

**Semester II
Core Courses (CC)**

I. Behavioural Finance II

Modules at a Glance

SN	Modules/ Units	
	Modules	No. of Lectures
1	Introduction	15
2	Building block of Behavioural Finance	15
3	Rationality from an economics and evolutionary prospective	15
4	External factors and investor behaviour	15
Total		60

Objectives

SN	Objectives
1	Students will be familiarize with basic aspects of behavioural finance
2	Students understand about building block of behavioural finance
3	To familiarize with external factors and investor behaviour

SN	Modules/ Units
1	Introduction
	Behavioural Finance: Nature, Scope, Objectives and Significance & Application- History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting— investors Disposition effect .
2	Building block of Behavioural Finance
	Cognitive Psychology and limits to arbitrage - Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) - Expected utility as a basis for decision-making - The evolution of theories based on expected utility concept
3	Rationality from an economics and evolutionary prospective
	Elsberg's paradoxes, Rationality from an economics and evolutionary prospective- Different ways to define rationality: dependence on time horizon, individual or group rationality - Herbert Simon and bounded rationality - Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non-traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment
4	External factors and investor behaviour
	External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns-

	<ul style="list-style-type: none"> ● Use of R software
4	Research Reporting and Modern Practices in Research
	<ul style="list-style-type: none"> ● Research Report Writing: Importance, Essentials, Structure/ layout, Types ● References and Citation Methods: <ul style="list-style-type: none"> ▪ APA (American Psychological Association) ▪ CMS (Chicago Manual Style) ▪ MLA (Modern Language Association) ● Footnotes and Bibliography ● Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research

Suggested Readings

- Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd
- Business Research Methodology by T N Srivastava and Shailaja Rego, Tata Mcgraw Hill Education Private Limited, New Delhi
- Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House
- Research Methodology by Dr Vijay Upagude and Dr Arvind Shende
- Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd
- Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt Ltd
- SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K Khandelwal, International Book House Pvt Ltd
- Foundations of Social Research and Econometrics Techniques by S.C. Srivastava, Himalaya publishing House
- Statistical Analysis with Business and Economics Applications, Hold Rinehart & Wrintston, 2nd Edition, New York
- Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc
- Business Research Methods, Emary C. Willima, Richard D. Irwin In. Homewood
- Research Methods in Economics and Business by R. Gerber and P.J. Verdoom, The Macmillan Company, New York Research and Methodology in Accounting and Financial Management, J.K Courtis
- Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.E
- Panneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004.
- Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009

SN	Modules/ Units
1	Introduction to Business Ethics
	<p>Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos.</p> <p>Sources of Ethics, Ethical dilemma in business. Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents</p> <p>Various approaches to Business Ethics - Theories of Ethics- Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory</p> <p>Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi’s Doctrine of Satya and Ahimsa.</p>
2	Indian Ethical Practices and Corporate Governance
	<p>Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance,</p> <p>Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards.</p> <p>Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences</p>
3	Introduction to Corporate Social Responsibility
	<p>Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society.</p> <p>Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India.</p> <p>CSR –legislation in India and world. Sec 135. Organization citizenship Behaviour in the work place.</p> <p>Role of NGO’s and International Agencies in CSR, Integrating CSR into Business</p>
4	Areas of CSR and CSR Policy
	<p>CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society.</p> <p>CSR and environmental concerns.</p> <p>Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR</p> <p>Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR.</p> <p>CSR and Sustainable Development</p> <p>CSR through Triple Bottom Line in Business</p>

SN	Modules/ Units
1	Introduction to Research
	<p>Features and Importance of research in business, Objectives and Types of research- Basic, Applied, Descriptive, Analytical and Empirical Research.</p> <p>Formulation of research problem, Research Design, significance of Review of Literature</p> <p>Hypothesis: Formulation, Sources, Importance and Types</p> <p>Sampling: Significance, Methods, Factors determining sample size</p>
2	Research Process
	<p>Stages in Research process</p> <p>Data Collection: Primary data: Observation, Experimentation, Interview, Schedules, Survey, Limitations of Primary data</p> <p>Secondary data: Sources and Limitations,</p> <p>Factors affecting the choice of method of data collection.</p> <p>Questionnaire: Types, Steps in Questionnaire Designing, Essentials of a good questionnaire</p>
3	Data Processing and Statistical Analysis
	<p>Data Processing: Significance in Research, Stages in Data Processing: Editing, Coding, Classification, Tabulation, Graphic Presentation</p> <p>Statistical Analysis: Tools and Techniques, Measures of Central Tendency, Measures of Dispersion, Correlation Analysis and Regression Analysis.</p> <p>Testing of Hypotheses –</p> <ul style="list-style-type: none"> Parametric Test-t test, f test, z test Non-Parametric Test -Chi square test, ANOVA, Factor Analysis <p>Interpretation of data: significance and Precautions in data interpretation</p>
4	Research Reporting and Modern Practices in Research
	<p>Research Report Writing: Importance, Essentials, Structure/ layout, Types</p> <p>References and Citation Methods:</p> <ul style="list-style-type: none"> APA (American Psychological Association) CMS (Chicago Manual Style) MLA (Modern Language Association) <p>Footnotes and Bibliography</p> <p>Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research</p>

S/N	Modules
1	<p>Introduction to Electronic Commerce – Evolution and Models</p> <p>Evolution of E-Commerce-Introduction, History/Evolution of Electronic Commerce, Roadmap of E-Commerce in India, Main activities, Functions and Scope of E-Commerce.</p> <p>Benefits and Challenges of E-Commerce, E-Commerce Business Strategies for Marketing, Sales and Promotions.</p> <p>Business Models of E-Commerce- Characteristics of Business to Business (B2B), Business to Consumers (B2C), Business to Government (B2G) Concepts of other models of E-commerce.</p> <p>Business to Consumer E-Commerce process, Business to Business E-Commerce Need and Importance, alternative models of B2B E-Commerce. • E-Commerce Sales Product Life Cycle (ESLC) Model</p>
2	<p>World Wide Web and E-enterprise</p> <p>World Wide Web-Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles.</p> <p>EDI and paperless trading; Pros & Cons of EDI; Related new technologies use in Ecommerce.</p> <p>Applications of E-commerce and E-enterprise - Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM.</p> <p>Managing the E-enterprise- Introduction, Managing the E-enterprise, Comparison between Conventional and E-organization, Organization of Business in an E-enterprise, Benefits and Limitations of E- enterprise</p>
3	<p>E-marketing and Electronic Payment System</p> <p>E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media.</p> <p>E-Commerce Customer Strategies for Purchasing and support activities, Planning for Electronic Commerce and its initiatives, The pros and cons of online shopping, Justify an Internet business.</p> <p>Electronic Payment System-Characteristics of E-payment system, SET Protocol for credit card payment, prepaid e-payment service, post-paid E-payment system, Types of payment systems.</p> <p>Operational, credit and legal risks of E-payment system, Risk management options for E-payment systems, Set standards / principles for E-payment</p>
4	<p>Legal and Regulatory Environment and Security issues of E-commerce</p> <p>Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents.</p> <p>Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence.</p> <p>Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property.</p> <p>Security Tools, Client server network security, Electronic signature, Encryption and concepts of public and private key infrastructure</p>

Sr.No	Modules
1.	Human Resource Management
	<p>Human Resource Management (HRM). – Concept, Traditional HRM v/s Strategic HRM , Objectives of HRM, Organization Structure of HRM Department – Changing Role of H.R. Manager.</p> <p>Human Resource Planning- Concept, Factors affecting HRP, Information Management in HRP – HRIS (Human Resource Information System), Job Analysis, Psychological and Behavioural Issues in HRP.</p> <p>Recruitment and Selection of managerial personnel - Factors affecting recruitment process.</p>
2.	Human Resource Development
	<p>Training and Development - Designing of the effective training programme Evaluation of the effective training programme, Challenges before trainers, Management Development Programme – Techniques.</p> <p>Performance Appraisal- Process, Guidelines for conducting appraisal Interviews, Ethical aspects in performance appraisal.</p> <p>Career Advancement and Succession Planning- Self-Development Mechanism and Knowledge enrichment, Managing Promotion and Transfers, Managing dismissal, Succession Planning- Problems and Issues, Culture as a factor in Succession Planning.</p>
3.	Latest Development in H.R.M. and Labour Legislation
	<p>Industrial Relation Act – Prominent features and recent changes in Trade Union Act 2016, Factories Act 1961, Industrial Disputes Act 1950.</p> <p>Prominent features and recent changes to Child and Women Labour Act 1986, Social Security Act 2016, Prevention of Sexual harassment Act, 2013.</p> <p>Prominent features and recent changes to Employees Acts like payment of Gratuity Act 2015, Provident Fund Act 1952, Minimum Wages Act 2016 and Payment of Wages Act 1991, Workmen Compensation Act 2014/ESI Scheme.</p>
4.	Emerging Issues In H.R.M
	<p>Finding Talent in the External Labor Market, Employment Agencies</p> <p>Finding Talent Internally, Lateral Transfers and Promoting From Within</p> <p>Designing an HR Talent Inventory</p> <p>Linking Recruitment to the HRM Process - Opportunities, Challenges, and Recent Developments in Recruiting Talent</p> <p>Legal Dimensions of Recruitment: Equal Employment Opportunity and Discrimination</p> <p>Talent Management – Concept, Importance, Process, Talent Management and VUCA Environment (Volatility, Uncertainty, Complexity, Ambiguity), H.R. Practices at Global level. Managing Millennial (Gen Y)</p>

Sr.No	Modules
1.	Introduction to Rural Marketing
	<p>Rural Marketing: Concept, Scope, Nature and Evolution of Rural Marketing, Rural Marketing Strategies-4P's, Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics.</p> <p>Indian Rural Market: Profile, Rural Vs Urban Market, Importance of Branding, Scope and Importance of Transportation Networking in rural markets.</p> <p>Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.</p>
2.	Consumer Behaviour and Rural Marketing
	<p>Consumer Behaviour: Characteristics of Buying Behaviour- Awareness, Understanding, Consumer Purchase Decision, Importance of Rural Marketing Communication, Salesmen Influence.</p> <p>Government Schemes: Rural Development Programmes and Schemes of Government, Entrepreneurship Development Programme, Role of Food Corporation of India (FCI), Role of Khadi and Village Industries Commission (KVIC).</p> <p>Role of Banks in Rural Marketing: Role of Agricultural Cooperative Banks, Commercial Banking for Rural Marketing</p>
3.	Agricultural Marketing
	<p>Agricultural Marketing- Importance, Prospects and Issues, Role of Cooperatives and Self Help Groups (SHG) in Rural Marketing</p> <p>Commodity Boards: Role and Contribution of Commodity Boards in generating revenue to government and employment in rural India.</p> <p>Agricultural Exports: Composition and Contribution of Agricultural Exports in generating revenue for India- Food Grains, Organic products, Marine Products, Role of Agricultural & Processed Food Products Export Development Authority (APEDA)</p>
4.	Recent Trends in Rural Marketing
	<p>e- Rural Marketing-CRM & e-CRM in Rural Marketing- Advanced Practices in Rural Marketing- Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing - Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.</p> <p>Information Technology: Impact of IT in Agricultural Marketing, E-Chaupal, Project Shakti, Web-casting-online training and guidance to farmers.</p>

Sr.No	Modules
1.	Entrepreneurship Development Perspective
	Entrepreneurship – Concept, Factors affecting growth of Entrepreneurship, Types of Entrepreneurs, Requirements of Entrepreneurial structure. Entrepreneurial Culture -Elements of culture, Steps to change Entrepreneurial culture, Entrepreneurial v/s Administrative culture. Theories of Entrepreneurship- Schumpeter Dynamic Entrepreneurship Innovation Theory, Theory of High Achievement by McClelland, Theory of Personnel Resourcefulness
2.	Creating Entrepreneurial Venture
	Entrepreneurial Environment- Significance, SWOC Analysis, Problems of Entrepreneurship Financial Analysis of Entrepreneurial Venture- Significance, Tools of Financial Analysis, Sources of development finance Social Entrepreneurship - Features, Importance, Arguments (for and against) Social Entrepreneurship, Women Entrepreneurs – concept and special Government schemes for women entrepreneurs in India. Experiences of startup (Successful and failing to succeed case studies)
3.	Project Management
	Project - Concepts and Classification of Project, Search of Business Idea, Project Cycle. Project formulation-----Steps for project formulation, Project Design and network analysis – concept and network analysis techniques: PERT/ CPM. Project Management – Concept, Phases, Project Identification and Project Feasibility Analysis.
4.	Assistance and Incentives for Promotion and Development of Entrepreneurship
	Incentives – Need, Promotion and development Entrepreneurship-Types of Assistance and incentives -Fiscal, Financial, Promotional, Marketing, and Organizational. NPSD - National Policy for Skill Development and Entrepreneurship 2015. Institutions in aid of Entrepreneurship Development - The National institute for Entrepreneurship and small business development, District Industry Centre (DIC), National Alliance of young Entrepreneurs

References:

- Innovation and Entrepreneurship – Peter F. Drucker
- Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
- Entrepreneurship As Strategy – G. Dale Meyer, Kurt A. Heppard
- New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay, M.S.Chhikara
- Entrepreneurship and Small Business Management – Siropolis
- The Entrepreneurial Connection - Gurmeet Naroola
- Thought Leaders – Steven Brandt.
- Corporate Entrepreneurship – Vijay Sathe
- Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations – Michael H.Morris, Donald F.Kuratko
- Intrapreneurship: Gifford Pinchot III
- Lead like an Entrepreneur – Neal Thornberry

Sr. No	Modules
1.	Introduction to Marketing Strategies
	Introduction: Marketing Strategies – Concept, Evolution, Role/ Importance, Types, Formulation of Marketing Strategies- Steps Marketing Opportunities and Plan: Analyzing Marketing Opportunities, Future of Marketing, Effective Marketing Plan. New Marketing Strategies: Holistic, New Brand, Service, Green and Guerrilla Marketing Strategies
2.	Developing Marketing Strategies & Plans
	Marketing Mix: Marketing Strategy Implementation - Steps, Marketing Mix 4 P's – Importance, Alternative Marketing Mix Propositions- Profit, People, and Planet. Marketing Plans: Marketing Planning- Importance, Types and Content, Strategic Business Unit - Structure, SWOT Analysis. Defensive Marketing Strategies: Importance, Types, Offensive V/S Defensive Marketing Strategies, Position Defense Strategies.
3.	Market Environmental Trends & Building Customer Value
	Environmental Analysis: Analyzing the Macro Environment, Theories of Marketing- PESTLE Analysis, VRIO Analysis, Porter's Competency Model, and Customer Perceived Value (CPV). Customer Value: Applying Customer Value and Satisfaction, Customer Relationship Management (CRM)- Concepts and Techniques Customer Loyalty: Importance, Consumer Behaviour – Impact of Personal, Cultural, Social and Psychological Factors.
4.	Recent Trends in Marketing Strategies
	Emerging Strategies: 21st Century Marketing Strategies, Global Marketing Strategies, and Strategies for Entering Emerging Market. E-Marketing: Concept, Pros and Cons, Digital Marketing – Concept and features, Experiential Marketing – Concept and features, Hospitality Marketing Management. Social Marketing : Social Marketing - Importance, Barriers, Trends in Marketing Practices in India and across Globe.

References:

- Marketing Special Indian Edition- Dhruv Grewal, Michael Levy
- Marketing - Stanton,,Michael Etzel,Walker(Tata)
- Marketing Management - V.S.Ramaswamy and S.Namakumari
- Principles of Marketing 9th Edition - Philip Kotler and Gary Armstrong
- Marketing - Bovee and John Thill
- Marketing Models - Lilien & Kotler & Moorthy
- Case Studies in Marketing – Indian context - R.Srinivas
- Marketing Management Text And Cases in Indian Context-Dr.K.Karunakaran
- Marketing Management Text and Cases-Biplab Bose
- Marketing Management -S.A. Sherlekar13th Edition
- Marketing Management - Philip Kotler

Sr.No	Modules
1.	Introduction to Organizational Behaviour
	Understanding Organizational Behaviour: Definition, Goals, Focus and Fundamentals of OB Concepts of OB and Inter-disciplinary approach of OB A Basic Model of OB: Emerging Trends
2.	Foundation of Individual Behaviour
	Factors affecting Individual behaviour- Personal, Psychological, Organization System, Environmental. Personality & Perception – Nature of personality, Determinants of personality, Personality Traits., Factors Influencing Perception, Managing perception Process, Perception and OB Attitude – Nature, components, work related attitudes , Barriers to attitudinal Change, Measures to attitudinal change.
3.	Group Dynamics and Behaviour
	Group – Types of groups, Stages of Group Development, Group Decision making – Advantages and Problems. Work place behaviour – Determinants of Group Behaviour, Power and Politics – Sources of Power, Types of Organizational politics. Conflict – Levels of Conflict, Strategies for resolving Conflict, and Guidelines for effective negotiation.
4.	Emerging Challenges
	Stress Management – Sources, Effects, Strategies, Stress and Performance. Organization culture – Cultural Dimensions, Creating Organizational Culture, Maintaining Organizational Culture. Workforce Diversity – Concept, Managing Diversity effectively, Ethical Behaviour in workplace, Managing Ethics at work place.

References:

- Luthans, Fred (2002) Organization Behaviour (9th ed), McGraw Hill, India.
- Mishra M.N. (2001) Organizational Behaviour, Vikas Publishing House Pvt. Ltd., New Delhi.
- Newstrom W. John, Davis Keith (1996) Organization Behaviour, McGraw Hill, India.
- Robbins S.P. (1999) Organizational Behaviour, concepts, controversies and applications, Prentice-Hall, New Delhi.
- Sharma R.A. (1982) Organization Theory and Behaviour, Tata McGraw-Hill, India.
- Andre, R. (2009) Organizational Behaviour, Pearson, India.
- Chadha, N.K. (2010) Perspectives in Organizational Behaviour.
- Rao, V.S.P. (2009) Organizational Behaviour, Excel Books, India.

Sr.No.	Modules
1.	Introduction to Retail Management
	Retailing: Concept, Scope and Importance of Retailing and Retail Management, Theories of Retail change, Retail Environment Economic, Legal, Technological & Competitive Retail sector in India: Size, and Drives of Retail changes, FDI in Retailing in Indian Context Disruptions in Retailing: Changing Modern Retail Formats, Mall System, Challenges and coping mechanism by the Retail Sector, Ethics in Retailing.
2.	Retail Management Strategy
	Retail Strategies: Promotional Strategies, Retail Planning Process, Retail - Market Segmentation - Concept and Significance Relationship Marketing Strategies: CRM in Retailing, Retail Value Chain, Retail life Cycle, HRM in retailing- Growing importance of HR and Challenges faced by HR in retailing Consumer Strategies: Consumer Behaviour in Retail Context, Buying Decision Process, Customer Service as a Part of Retail Strategy.
3.	Retail Location, Layout and Merchandising
	Retail Location& Merchandising: Importance, Types, Steps involved in choosing a Retail Location. Merchandising: Concept and Merchandising Planning Process, Retail Branding, Merchandising Buying, Visual Merchandising Store Design and Layout: Store Design - Elements, Store Layout - Importance, Steps for Designing
4.	Use of Technology and Career options
	Technologies: Use of Technologies in retailing - Electronic Data Interchange (EDI), Radio Frequency Identification (RFI), Data Base Management system E-Retailing: Formats, Challenges, Green Retailing - Concept and Importance Retail as a Career: Various Career Options, Responsibilities of Store Manager, Functions of Merchandising Manager

References:

- Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
- Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
- SwapnaPuadham, Retail Management -Text and Cases, Tata McGraw Hill, 2nd Edition, 2008.
- Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
- Sivakumar, Retail Marketing, Excel Books, First Edition, 2007.
- Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008

Sr.No.	Modules
1.	Introduction to Tourism Management
	Tourism – Concept, Characteristics Importance and Types of Tourism – Inbound Tourism Tourism Industry: Concept, Nature, Structure and Components, Career options in Tourism. Tourism Destination: Concept, Elements, Tourism Destination Planning – Process and Importance.
2.	Marketing for tourism planning and development
	Introduction- Consumer Buying Behavior and Market Segmentation Pricing Promotion and Direct Marketing Packaging and Programming Tourism Resource Planning
3.	International Tourism Environment
	Malaysia Model Dubai Tourism Model Sustainable tourism model: Bhutan Community Based model : Konkan (India) Wellness Tourism: Kerala (India) Role of Institutions and organizations in promoting International Tourism -WTTC, IATO, TAAI, ITDC.
4.	Sustainable and green tourism
	Introduction to Sustainable Tourism & Global Concerns Approaches to Sustainable Tourism, Code of Conduct for safe and sustainable Tourism in India Environmental Impact Assessment Green Tourism Sustainable Tourism and Community Development Restrictions and Considerations in Sustainable Tourism Planning Major Tourism schemes of Government of India- Visa on Arrival (VoA), PRASAD Scheme, HRIDAY Scheme, Travel Circuits; Incredible India Campaign.

References:

- Mill and Morrison, (1992), The Tourism System: An Introductory Text, Prentice Hall.
- Cooper, Fletcher et al, (1993), Tourism Principles and Practices, Pitman.
- Burkart and Medlik, (1981), Tourism: Past, Present and Future, Heinemann, ELBS.
- Mill, R.C., (1990), Tourism: The International Business, Prentice Hall, New Jersey.
- Bhatia, A.K., - International Tourism
- Seth, P.N., (1999) Successful Tourism Management (Vol 1 &2)
- Pender & Sharpley, R. The Management of Tourism, Sage Publications.
- Page, J. Stephen & Brant, P. Tourism: A Modern Synthesis, Thomson London

Sr.No.	Modules
1.	Introduction to Management of Business Relations
	Business Relations - Need, Importance of Business relations, Business Relationship Management (BRM) Competencies. Business Relation Manager- Role, qualities, Skills. Business Relations- Principles, Steps, Trends, Impact of Communication on Business Relations.
2.	Customer and Channel Relationship Management
	Customer Relations Management: Concept, Characteristics of an empowered customer, Approaches &Types, Role of Customer Relations Manager. Designing and developing customer Value- Turning customers to loyal clients, Strategic Framework for CRM, E-CRM: Concept and Benefits, Steps, Successful CRM implementation. Channel Relationship - Concept, importance, Challenges, Elements contributing to effective channel relationships.
3.	Employee Relationship Management
	Employee Relationship Management - Concept, Objectives of Employee Relations , Approaches to Employee Relations, Role of Employee Relations Manager, Prospects & Importance of Industrial Relations, Problems & Challenges of Employee Relations, Key Drivers for shifting from Industrial Relations to Employee Relations, Strategic Framework for ERM, Factors influencing ERM, Essentials of an effective ERM, ERM strategy.
4.	Supplier, Investors and Community Relationship Management
	Supplier Relations – Concept, Supplier Segmentation Pyramid, Supplier Improvement Process for better relations, Challenges. Investors Relations –Concept, Focus, Keys to successful investor’s relations, Enhancing shareholders loyalty and retention. Stakeholder relations- Types of stakeholders, Role of business in social development, strategies to improve community relations, impact of community relations on business.

References:

- G Shainesh & Jagdish N Sheth, Customer Relationship Management- A Strategic Approach ,
- J N Sheth, Atul Parvatiyar, G. Shainesh Customer Relationship Management, 2001,
- Gardner, M & Palmer, G. Employment Relations, Industrial Relations and Human Resource management in Australia Ithaca, ILR Press, 1995
- Jacoby, S M The Workers of nations: Industrial Relations in Globalized Economy, Oxford, Oxford University Press, 1994
- Locke, R etc. Employment Relations in a Changing World Economy, Cambridge, MIT Press, 1995
- Jossey-Bass, (2005), Management Skills, Business & Management Series, JosseyBass A. Wiley Imprint.

SN	Modules/ Units
1	Introduction to Business Ethics
	<p>Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos.</p> <p>Sources of Ethics, Ethical dilemma in business. Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents</p> <p>Various approaches to Business Ethics - Theories of Ethics- Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory</p> <p>Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi’s Doctrine of Satya and Ahimsa.</p>
2	Indian Ethical Practices and Corporate Governance
	<p>Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance,</p> <p>Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards.</p> <p>Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences</p>
3	Introduction to Corporate Social Responsibility
	<p>Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society.</p> <p>Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India.</p> <p>CSR –legislation in India and world. Sec 135. Organization citizenship Behaviour in the work place.</p> <p>Role of NGO’s and International Agencies in CSR, Integrating CSR into Business</p>
4	Areas of CSR and CSR Policy
	<p>CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society.</p> <p>CSR and environmental concerns.</p> <p>Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR</p> <p>Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR.</p> <p>CSR and Sustainable Development</p> <p>CSR through Triple Bottom Line in Business</p>

SN	Modules/ Units
1	Introduction to Research
	<p>Features and Importance of research in business, Objectives and Types of research- Basic, Applied, Descriptive, Analytical and Empirical Research.</p> <p>Formulation of research problem, Research Design, significance of Review of Literature</p> <p>Hypothesis: Formulation, Sources, Importance and Types</p> <p>Sampling: Significance, Methods, Factors determining sample size</p>
2	Research Process
	<p>Stages in Research process</p> <p>Data Collection: Primary data: Observation, Experimentation, Interview, Schedules, Survey, Limitations of Primary data</p> <p>Secondary data: Sources and Limitations,</p> <p>Factors affecting the choice of method of data collection.</p> <p>Questionnaire: Types, Steps in Questionnaire Designing, Essentials of a good questionnaire</p>
3	Data Processing and Statistical Analysis
	<p>Data Processing: Significance in Research, Stages in Data Processing: Editing, Coding, Classification, Tabulation, Graphic Presentation</p> <p>Statistical Analysis: Tools and Techniques, Measures of Central Tendency, Measures of Dispersion, Correlation Analysis and Regression Analysis.</p> <p>Testing of Hypotheses –</p> <p style="padding-left: 20px;">Parametric Test-t test, f test, z test</p> <p style="padding-left: 20px;">Non-Parametric Test -Chi square test, ANOVA, Factor Analysis</p> <p>Interpretation of data: significance and Precautions in data interpretation</p>
4	Research Reporting and Modern Practices in Research
	<p>Research Report Writing: Importance, Essentials, Structure/ layout, Types</p> <p>References and Citation Methods:</p> <p>APA (American Psychological Association)</p> <p>CMS (Chicago Manual Style)</p> <p>MLA (Modern Language Association)</p> <p>Footnotes and Bibliography</p> <p>Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research</p>

S/N	Modules
1	Introduction to Electronic Commerce – Evolution and Models
	<p>Evolution of E-Commerce-Introduction, History/Evolution of Electronic Commerce, Roadmap of E-Commerce in India, Main activities, Functions and Scope of E-Commerce.</p> <p>Benefits and Challenges of E-Commerce, E-Commerce Business Strategies for Marketing, Sales and Promotions.</p> <p>Business Models of E-Commerce- Characteristics of Business to Business (B2B), Business to Consumers (B2C), Business to Government (B2G) Concepts of other models of E-commerce.</p> <p>Business to Consumer E-Commerce process, Business to Business E-Commerce Need and Importance, alternative models of B2B E-Commerce. • E-Commerce Sales Product Life Cycle (ESLC) Model</p>
2	World Wide Web and E-enterprise
	<p>World Wide Web-Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles.</p> <p>EDI and paperless trading; Pros & Cons of EDI; Related new technologies use in Ecommerce.</p> <p>Applications of E-commerce and E-enterprise - Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM.</p> <p>Managing the E-enterprise- Introduction, Managing the E-enterprise, Comparison between Conventional and E-organization, Organization of Business in an E-enterprise, Benefits and Limitations of E- enterprise</p>
3	E-marketing and Electronic Payment System
	<p>E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media.</p> <p>E-Commerce Customer Strategies for Purchasing and support activities, Planning for Electronic Commerce and its initiatives, The pros and cons of online shopping, Justify an Internet business.</p> <p>Electronic Payment System-Characteristics of E-payment system, SET Protocol for credit card payment, prepaid e-payment service, post-paid E-payment system, Types of payment systems.</p> <p>Operational, credit and legal risks of E-payment system, Risk management options for E-payment systems, Set standards / principles for E-payment</p>
4	Legal and Regulatory Environment and Security issues of E-commerce
	<p>Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents.</p> <p>Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence.</p> <p>Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property.</p> <p>Security Tools, Client server network security, Electronic signature, Encryption and concepts of public and private key infrastructure</p>