



# **RANI CHANNAMMA UNIVERSITY**

## **BELAGAVI**

**REVISED CURRICULUM FRAMEWORK FOR  
UNDER GRADUATE COURSE**

**STRUCTURE & SYLLABUS OF BACHELOR OF  
BUSINESS ADMINISTRATION**

**BBA**

**1<sup>ST</sup> TO 2<sup>ND</sup> Semesters**

w.e.f.

Academic Year 2024-25 and Onwards

Submitted by

Chairman,  
Board of Studies (UG),  
Bachelor of Commerce,  
Rani Channamma University, Belagavi.

## BBA Program

BBA Syllabus (w.e.f. 2024-25 and onwards)								
Sem	Part	Paper	Title of Paper	Hours/ Week	Marks			Subject Credits
					IA	Exam	Total	
I	DSC	Theory	Principles of Management	5	20	80	100	5
			Marketing for Managers	5	20	80	100	5
			Financial Accounting for Managers	5	20	80	100	5
		<b>Total : Hours / Credits</b>			<b>15</b>			<b>300</b>
II	DSC	Theory	Human Resource Management	5	20	80	100	5
			Advanced Marketing Management	5	20	80	100	5
			Cost Accounting for Managers	5	20	80	100	5
		<b>Total : Hours / Credits</b>			<b>15</b>			<b>300</b>

**BBA Syllabus  
SEMESTER – I  
COURSE NO. DSC - 101  
PRINCIPLES OF MANAGEMENT**

<b>Objectives:</b>	
1) To provide broad knowledge about the basic concepts, principles and theories of Management 2) To outline the fundamental Functions of Management 3) To identify the Contemporary Issues and challenges in the field of Management	
<b>Learning Outcomes:</b>	
On having completed this course student should be able to: 1) Summarize the basic concepts, principles and theories of Management 2) Demonstrate the role of Managers in an Organization 3) Understand role of managerial functions in successful operations & performance of organizations. 4) Identify the contemporary issues and challenges in Management 5) Develop ethical workplace management practices	
<b>Pedagogy:</b>	
This course uses multiple Pedagogies like Lecture Method, Group Discussion, Role Play, Case Lets, Video Case Studies, Gamification, Mini Project, Assignments, News/Journal/Magazine Article Review, Seminars/PPTs Presentation	
<b>UNIT I : INTRODUCTION TO MANAGEMENT</b> Meaning, Definition, Meaning, Scope and Principles of Management; Evolution of Management Thought; Management Theories/Approach- Classical, Behaviour, Quantitative and Contemporary; Management as Art Or Science, Management as a Profession; Process and Levels of Management; Introduction to Functions of Management, Role of Managers – Managerial Skills	12 Hours
<b>UNIT II : PLANNING AND DECISION MAKING</b> Planning – Meaning, Objectives, Nature, and Importance of Planning; Process, Policies, Procedures and Strategy; Types of Plans; Levels of Planning; Steps in Planning; Making Effective Plans, Management By Objective (MBO); Management By Exception (MBE); Forecasting and Decision Making - Nature of Decision Making - Types of Decisions – Decision Making Process – Rational Perspectives and Behavioral Aspects of Decision Making, Problems in Decision Making	14 Hours
<b>UNIT III : ORGANIZING</b> Organizing – Meaning, Purpose, Nature and Importance; Principles of Organization; Types of Organization - Organizational Structure and Design – Formal and Informal Organizations - Line, Staff and Functional Authority – Line and Staff Relationship, Conflict between Line and Staff – Overcoming the Line-Staff Conflict - Departmentation - Span of Control – Authority, Responsibility and Accountability - Principles of Delegation - Steps - Centralization Vs Decentralization – Factors determining the degree of Decentralization of Authority	12 Hours
<b>UNIT IV : STAFFING, DIRECTING &amp; CONTROLLING</b> Staffing - Meaning, Purpose, Nature and Importance; Components of Staffing; Manpower Planning; Recruitment and Selection - Sources of Recruitment,	

<p>Selection Process; Training and Development; Performance Appraisal</p> <p>Directing – Meaning, Purpose, Nature and Importance; Function; Principles; Effective Communication Skills for Directing, Barriers of Communication</p> <p>Controlling - Meaning, Purpose, Nature and Importance; Essentials of Control; Process of Control; Types of Control; Requirements of an Effective Control System ; Techniques of Managerial Control ; Behavioral Implications of Control</p>	<p>14 Hours</p>
<p>UNIT V : CONTEMPORARY ISSUES AND CHALLENGES IN MANAGEMENT</p> <p>Total Quality Management; Work Force Diversity; Technology Management; Talent and Knowledge Management; Leadership; Organizational Change and Development; Enterprise Mobility;, Virtual Teams; Work from Home; Ethical Workplace; Corporate Social Responsibility</p>	<p>8 Hours</p>
<p><b>Recommended Book:</b> 1) Principles of Management, T.Ramasamy (2018), Himalaya Publishing House, Mumbai.</p> <p><b>Reference Books:</b> 1. Daft, R., (2009), Principles of Management (1st Edition), Cengage Learning. 2. Gupta, R.S., Sharma, B.D. &amp; Bhalla. N.S., (2011), Principles &amp; Practices of Management (11th Edition), Kalyani Publishers, New Delhi 3. Koontz, H., &amp; Weihrich H., Essentials of Management, McGraw Hill Publishers. 4. L M Prasad, (2007), Principles and Practices of Mgt, Himalaya Publishing House, New Delhi 5. Rao P.S., (2018), Principles of Management, Himalaya Publishing House, New Delhi 6. Singh (2016), Principles &amp; Practices of Mgt. &amp; Organizational Behaviour, Sage Publication. 7. Stoner, Freeman, Gilbert, (2014), Management (6<sup>th</sup> Edition), Prentice Hall, New Delhi. 8. T. Ramasamy (2018) Principles of Management, Himalaya Publishing House, Mumbai. 9. Williams, Management, (International Edition) South-Western Cengage Learning. 10. Harold Koontz &amp; Heinj Weihrich, (2018), Essentials of Management, 10<sup>th</sup> Edition, Tata McGraw-Hill Education, New Delhi.</p>	

**COURSE NO. DSC - 102**  
**MARKETING FOR MANAGERS**

<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1) To provide broad knowledge about the basic concepts of Marketing Management</li> <li>2) To understand the application of Marketing concepts and techniques</li> <li>3) To outline the fundamental Functions of Managers associated with Marketing Activities</li> <li>4) To inject essential skills required for discharging Marketing Functions</li> <li>4) To identify the Contemporary Issues and challenges in the field of Marketing Management</li> </ol>	
<p><b>Learning Outcomes:</b></p> <p>On having completed this course student should be able to:</p> <ol style="list-style-type: none"> <li>1) Summarize the basic Concepts of Marketing Management</li> <li>2) Demonstrate the Role of Marketing Managers in an Organization</li> <li>3) Understand role of Marketing Functions in successful operations &amp; performance of Organizations.</li> <li>4) Develop Marketing Plan</li> <li>5) Critically evaluate existing Marketing Strategies and Tactics.</li> <li>6) Identify the contemporary issues and challenges in Marketing Management</li> <li>7) Develop Ethical and Responsible Marketing Management Practices</li> </ol>	
<p><b>Pedagogy:</b></p> <p>This course uses multiple Pedagogies like Lecture Method, Group Discussion, Role Play, Case Lets, Video Case Studies, Gamification, Mini Project, Assignments, News/Journal/Magazine Article Review, Seminars/PPTs Presentation, Field based Activities.</p>	
<p><b>UNIT I : INTRODUCTION TO MARKETING</b> Marketing - Meaning, Definition, Scope of Marketing; Evolution of Marketing; Core Marketing Concepts - Production Concept, Product Concept, Selling Concept; Marketing Environment - Micro and Macro Environment; Marketing Plan- Meaning, Criteria and Preparation; Role of Marketing Manager; Skills of Marketing Manager</p>	<p>10 Hours</p>
<p><b>UNIT II : MARKET SEGMENTATION</b> Market Segmentation - Meaning, Definition, Need and Importance; Bases for Market Segmentation; Types of Market Segmentation; Target Market and Product Positioning Tools</p>	<p>10 Hours</p>
<p><b>UNIT III : PRODUCT &amp; NEW PRODUCT DEVELOPMENT</b> Introduction; Meaning of Product; Product Characteristics and Classification, Product Life Cycle (PLC); PLC Marketing Strategies; Product Classification; Product Line Decision; Product Mix Decision.</p> <p>Meaning of a New Product; Need and Limitations for Development of a New Product; Reasons for launching New Products, Reasons for Failure of a New Product, Stages in New Product Development and Consumer Adoptions Process, Ansoff's Matrix, BCG Matrix,</p> <p>Services; Meaning of Services, Unique Characteristics of Services</p>	<p>14 Hours</p>
<p><b>UNIT IV : DISTRIBUTION CHANNEL AND PROMOTION</b> Distribution Channel - Meaning, Need and Importance of Distribution Channel; Marketing Channels- Structure, Types and Criteria of Selecting a Channel; Wholesaling, Retailing, and Physical Distribution; Designing</p>	

<p>Marketing Channels, Channel Functions</p> <p>Promotion - Meaning, Need and Importance of Promotion; Concept of Promotion Mix; Factors determining Promotion Mix; Promotional Tools - Advertising, Sales Promotion; Types of Advertisement; Personal Selling and Sales Management; Publicity; Public and Customer Relations, Direct and Online Marketing, Multilevel Marketing-the New Marketing Model</p>	<p>16 Hours</p>
<p>UNIT V : CONTEMPORARY ISSUES &amp; CHALLENGES IN MARKETING</p> <p>Recruiting Talented Marketing Personnel; Generating leads; Moving into New Markets; Retaining Customers; Retaining and Training Staff, Technology Advancement and Marketing, Digital Marketing, Content Marketing, Social Marketing, Morph Marketing, De-marketing, Relationship Marketing, Sustainable marketing, Service marketing, Understanding Today's Consumer</p>	<p>10 Hours</p>
<p><b>Recommended Book:</b></p> <p>1) Kotler Philip, Gary Armstrong &amp; others, (2017), Principles of Marketing, Pearson</p> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Ganguly/Bhadury, Principles of Management (First Edition), Cengage Publication India</li> <li>2. Marshall &amp; Johnston, Marketing Management, McGraw Hill</li> <li>3. McCarthy, E.J., (2016). Basic Marketing: A managerial approach. Irwin, New York.</li> <li>4. Paul Baines, Chris Fill, Kelly page (2018), Marketing Management, 15th Edition, Oxford University Press.</li> <li>5. Ramaswamy, V. S. &amp; Namakumari, S., (2019), Marketing Management: Global Perspective-Indian, Sage Publishing</li> <li>6. Saxena and Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.</li> <li>7. Sreeramulu, (2019), Basics of Marketing, Himalaya Publishing House</li> <li>8. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.</li> <li>9. Kotler. P, &amp; Keller. K. L., (2016), Marketing Management, 17th Edition, Pearson Education Prentice Hall of India</li> </ol>	

**COURSE NO. DSC - 103**  
**FINANCIAL ACCOUNTING FOR MANAGERS**

<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1) To provide broad knowledge about the basic concepts and Principles of Accounting</li> <li>2) To understand the application of Accounting principles in Preparation of Books of Accounts</li> <li>3) To outline the fundamental Functions of Accounts Manager</li> <li>4) To inject essential skills required for discharging Accounting Functions</li> <li>4) To identify the Contemporary Issues and challenges in the field of Financial Accounting</li> </ol>	
<p><b>Learning Outcomes:</b></p> <p>On having completed this course student should be able to:</p> <ol style="list-style-type: none"> <li>1) Summarize the basic Concepts and Principles of Financial Accounting</li> <li>2) Demonstrate the Role of Accounts Manager in an Organization</li> <li>3) Passing Journal Entries, and Preparation of Ledger Accounts, Trial Balance</li> <li>4) Prepare Cash Book and Bank Reconciliation Statement</li> <li>5) Rectify the Accounting Errors</li> <li>6) Prepare Final Accounts of different types of Business Organization</li> <li>7) Identify the Contemporary Issues and Challenges in Financial Accounting</li> <li>8) Develop Ethical and Responsible Accounting Practices</li> </ol>	
<p><b>Pedagogy:</b></p> <p>This course uses multiple Pedagogies like Lecture Method, Group Discussion, Case Lets, Mini Project, Numerical Problem Solving, Seminars/PPTs Presentation, Field based Assignment, Blending Learning Method</p>	
<p><b>UNIT I : INTRODUCTION TO FINANCIAL ACCOUNTING</b></p> <p>Financial Accounting - Meaning, Definition, Need and Objectives of Financial Accounting; Nature of Financial Accounting; Financial Accounting: An Information System; Financial Accounting Process; Users of Financial Accounting Information; limitations of Financial Accounting; Book Keeping, Accounting and Accountancy; Financial Accounting Framework; Financial Accounting Concepts and Conventions; Generally Accepted Accounting Principles – Accounting Standards – IFRS – INDAS; Basic Terminologies in Financial Accounting, Role of Accounts Manager; Skills of Accounts Manager</p>	<p>12 Hours</p>
<p><b>UNIT II : RECORDING OF BUSINESS TRANSACTIONS</b></p> <p>Business Transactions – Introduction, Meaning, Examples, Capital and Revenue Expenditures, Capital and Revenue Receipts, Assets and Liabilities-Meaning- Classification of Assets and Liabilities; Contingent Assets and Contingent Liabilities</p> <p>Systems of Accounting – Double Entry System – Accounting Equation - Types of Accounts - Rules of Double Entry Book Keeping - Journal : Meaning and Features, Recording Transaction in Journal, Exercises.</p> <p>Recording transaction in Subsidiary Books – Meaning of Subsidiary Books – Types of Subsidiary Books : Purchase Book, Purchases Return Book, Sales Book and Sales Return Book, Exercises; Cash Book – Types of Cash Book : Single Column, Double Column, And Triple Column; Opening and Closing Entries; Exercises</p> <p>Ledger Accounts – Meaning and Preparation of Ledger Accounts, Exercises</p>	<p>14 Hours</p>

<p><b>UNIT III : TRAIL BALANCE AND FINAL ACCOUNTS</b>  Trial Balance – Meaning and Features, Need for Trial Balance, Preparation of Trial Balance, Exercises</p> <p>Final Accounts- Meaning, Preparation of Final Accounts - Trading Account, Profit &amp; Loss Account and Balance Sheet of Sole Trading Concerns and Joint Stock Companies, Closing and Adjustment Entries, Exercises; Understanding Contents of Financial Statements of Joint Stock Company as per Companies Act 2013; Understanding the Contents Corporate Annual Report</p> <p>Preparation of Accounts by using Spreadsheet - Google Sheets, Microsoft Excel and Tally, Exercises</p>	<p>14 Hours</p>
<p><b>UNIT IV : BANK RECONCILIATION STATEMENT &amp; RECTIFICATION OF ERRORS</b>  Bank Reconciliation Statement- Introduction, Meaning, Need for Reconciliation, Preparation of Bank Reconciliation Statement, Exercises</p> <p>Rectification of Errors - Introduction, Meaning of Errors, Examples, Meaning of Rectification of Errors in Accounting, Examples, Need for Rectification of Errors, Types of Errors, Process of Rectification and Accounting Entries for Rectification - Preparation of Suspense Accounts</p>	<p>10 Hours</p>
<p><b>UNIT V : CONTEMPORARY ISSUES &amp; CHALLENGES IN FINANCIAL ACCOUNTING</b>  Contemporary Issues in Financial Accounting - Accounting for Price Level Changes; Accounting for Human Resources; Accounting for Intangible Assets; Brand Accounting; Environmental Accounting; Accounting for Social Responsibility of Business; Brand Accounting; Nation Income Accounting; Creative Accounting; Green Accounting; Neuroscience Accounting; Cloud Based Accounting</p> <p>Challenges in Financial Accounting - Inventory Valuation; Computation of Annual Depreciation; Treatment of Good Will; Research And Development Costs; Hiring and Retaining Accounting Talent; Role of Automation and Artificial Intelligence in Accounting; Up-Skilling for Accounting; Tax Law Changes; Expense Management; Payroll Management; Cyber-Security; Work from Home; Low Morale; Accounting Innovation</p>	<p>10 Hours</p>
<p><b>Recommended Book:</b>  Jain S.P., &amp; Narang K L, (2020), Basic Financial Accounting I, New Delhi, Kalyani publishers.</p> <p><b>Reference Books:</b>  1. Arora M. N., (2013), Accounting For Management, New Delhi, Himalaya Publishing House.  2. Bhattacharya,(2013), Essentials of Financial Accounting (Based on IFRS) (2<sup>nd</sup> Edition), Prentice Hall India  3. Gupta A., (2020), Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.  4. Jawahar Lal &amp; Seema Srivastava, (2013), Financial Accounting,: Himalaya Publishing House, New Delhi  5. Maheshwari S. N., &amp; Maheshwari S.K., (2020), Advanced Accountancy 1, Jain Book Agency, New Delhi</p>	

6. Porter G. A., & Norton C. L., (2013), Financial Accounting (IFRS update)( 6<sup>th</sup> edition), Cengage Learning.
7. Shukla M., (2020), Advanced Accounts, S Chand Group, New Delhi
8. Raman B. S., (2014), Financial Accounting (1<sup>st</sup> Edition), United Publishers, New Delhi
9. R. Narayanswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd
10. Sah, Concept Building Approach to Financial Accounting (Second Edition), Cengage Publication India
11. B. S. Raman, Advance Financial Accounting
12. J. V. Baligar, Advance Financial Accounting
13. M. C. Shukla, T. S. Grewal & S. C. Gupta, Advanced Accounts, S. Chand

**BBA Syllabus 2024 – 2025**  
**SEMESTER – II**  
**COURSE NO. DSC - 201**  
**HUMAN RESOURCE MANAGEMENT**

<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1) To provide broad knowledge about the basic concepts, Techniques of HRM</li> <li>2) To familiarize the students with the relevance of modern human resource requirements</li> <li>3) To understand Role of HRM in Performance and Achievement of Goals of an Organization</li> <li>4) To Inject HRM Skills</li> <li>5) To identify the Contemporary Issues and Challenges in the HRM</li> </ol>	
<p><b>Learning Outcomes:</b></p> <p>On having completed this course student should be able to:</p> <ol style="list-style-type: none"> <li>1) Understand of the basic Concepts, Functions and Processes of HRM</li> <li>2) Understand the different roles of HR Managers/Practitioners in an Organizations</li> <li>3) Design and formulate various HRM Policies/Processes/Systems such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans</li> <li>4) Identify the Contemporary Issues and Challenges in HRM</li> <li>5) Develop Ethical Workplace Behavior &amp; Culture and Responsible HRM Practices</li> </ol>	
<p><b>Pedagogy:</b></p> <p>This course uses multiple Pedagogies like Lecture Method, Group Discussion, Role Play, Case Lets, Video Case Studies, Gamification, Mini Project, Assignments, News/Journal/Magazine Article Review, Seminars/PPTs Presentation, Field Visit for Experiential learning</p>	
<p><b>UNIT I : INTRODUCTION TO HRM</b>  Meaning, Definition, Scope, Need; Evolution of HRM; Functions of HRM; The changing Role of HRM in a changing Environment; Theory of HRM; Managerial and Operative Role of HRM; HRM Skills; Best Fit Models, SHRM; Themes of HRM; Forces Shaping HRM at Work; Legal framework for HRM Personnel Management vs. Human Resource Management; The Role of Globalization in HR Policy and Practice; Challenges before HRM</p>	<p>8 Hours</p>
<p><b>UNIT II : ACQUIRING HUMAN RESOURCES</b>  Human Resource Planning - Introduction, Meaning, Need and Importance; Stages of HRP, Short-Term and Long-Term HRP, Forecasting Techniques, Action Plans in case of shortage and surplus of HR</p> <p>Job Analysis – Meaning, Importance and Benefits of Job Analysis; Factors to be considered, Process of Job Analysis, Methods of collecting Job Information, Job Analysis Framework</p> <p>Job Description - Meaning, Importance and Benefits of Job Description; Factors to be considered Process of Job Description, Job Description Framework</p> <p>Job Specification – Meaning, Importance and Benefits of Job Specification; Factors to be considered, Process of Job Specification, Job Specification</p>	<p>16 Hours</p>

<p>Framework</p> <p>Job Design – Meaning, Importance and Benefits of Job Design; Factors affecting Job Design-Techniques of Job Design, Process of Job Design, Job Design Framework</p> <p>Job Evaluation, Job- Restructuring, Job Rotation, Job Enlargement and Job Enrichment, Internal Mobility (Only Concepts)</p>	
<p>UNIT III : EMPLOYEE RESOURCING</p> <p>Employee Resourcing- Introduction, Concept, Need and Importance.</p> <p>Recruitment – Meaning, Purpose, Need and Importance; Factors governing Recruitment; Sources of Recruitment; Alternative to Recruitment; Recruitment Process</p> <p>Selection - Meaning, Purpose, Need and Importance; Factors governing Selection; Steps involved in Selection; Types of Selection Tests; Types of Interviews</p> <p>Placement – Meaning; Induction and Orientation - Meaning, Purpose, Benefit, Content of an Induction Program and Orientation, Process of Induction and Orientation</p>	14 Hours
<p>UNIT IV : DEVELOPING HUMAN RESOURCES</p> <p>Developing Human Resources - Introduction, Need and Importance</p> <p>Training – Meaning, Purpose, Need and Importance; Steps involved in Training, Training need Identification, Types of Training – On the Job Training Methods, Off the Job Training Methods – Meaning, Features, Process, Merits and Limitation; Design of Training Programme; Implementation of Training; Evaluation of Training – Meaning, Methods, Benefits and Limitations; Retraining</p> <p>Learning &amp; Development – Meaning of Learning, Purpose, Need and Importance; Learning Principles, Levels of Learning, Kolb’s Learning Cycle, Transfer of Learning; Management Development - Concept of Learning, Purpose, Need and Importance</p> <p>Management Development - Meaning of Management Development, Purpose, Need and Importance; Management Development Program; Management Development Methods</p> <p>Career Planning: Meaning, Purpose, Role and Significance of Career Planning, Stages in Career Planning, Impact of Career Planning on Productivity.</p>	14 Hours
<p>UNIT V : CONTEMPORARY ISSUES &amp; CHALLENGES IN HRM</p> <p>Compliance with Laws and Regulation; Management Changes; Leadership Development; Adapting to Innovation; Compensation Management; Retaining Talented Employees; Workplace Diversity; Work-Life Balance; Workforce Adjustment; Employee Wellbeing; Work from Home; HRM and</p>	08 Hours

Technological Development; Talent Management; HR Accounting; Green HRM Practices; HR Audit; Trade Union; Employee Grievance Handling; HR Analytics; ICT in HRM; Ethical HRM Practices	
---	--

**Recommended Book:**

C. B. Memoria & S. V. Gankar, Personnel Management, Himalaya Publishing House

**Reference Books:**

1. Armstrong M., (2010), Handbook of HRM Practice, Kogan Page, USA
2. Basak S. P., (2012), Human Resource Management: Text & Cases, Pearson, New Delhi
3. David Lepak and Mary Gowan, Human Resources Management, Pearson
4. Decenzo and Robbins, Human Resources Management, John Willey
5. Dessler G., (2010), Human Resource Management, Prentice Hall, New Delhi
6. Sen Gupta, (2018), Human Resource Management (1st Edition), Sage Publication
7. P Subba Rao (2009), Human Resource Management, HPH

**COURSE NO. DSC - 202**  
**ADVANCED MARKETING MANAGEMENT**

<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1) To provide broad knowledge about the Basic Concepts, Process and Models of Advance Marketing Practices</li> <li>2) To understand Role of Marketing Managers in Performance and Achievement of marketing Goals of an Organization</li> <li>3) To Inject Advanced Marketing Mgt Skills</li> <li>4) To identify the Contemporary Issues and Challenges in the Advance Marketing Mgt.</li> </ol>	
<p><b>Learning Outcomes:</b></p> <p>On having completed this course student should be able to:</p> <ol style="list-style-type: none"> <li>1) Understand of the Basic Concepts, Process and Models of Advance Marketing Practices</li> <li>2) Understand the different roles played in Marketing Mangers in Competitive Market</li> <li>3) Design and formulate various Advance Marketing Mgt. Policies/Processes/Systems</li> <li>4) Identify the Contemporary Issues and Challenges in the Advance Marketing Mgt</li> <li>5) Develop Ethical Workplace Behavioral &amp; Culture and Responsible the Advance Marketing Practices</li> </ol>	
<p><b>Pedagogy:</b></p> <p>This course uses multiple Pedagogies like Lecture Method, Group Discussion, Role Play, Case Lets, Video Case Studies, Gamification, Mini Project, Assignments, News/Journal/Magazine Article Review, Seminars/PPTs Presentation, Field Visit for Experiential learning</p>	
<p><b>UNIT I : MARKETING RESEARCH</b> Introduction to Marketing Research; Defining Research Problem; Research Approach; Research Design; Meaning, Need, Purpose, Importance of Marketing Research; Methods of Marketing Research – Quantitative, Qualitative Methods and Interpretative Approaches; Marketing Research Report Preparation, Ethical Issues in Marketing Research</p>	<p>12 Hours</p>
<p><b>UNIT II : CONNECTING WITH CUSTOMERS</b> Introduction; Consumer Behavior – Meaning, Features, Factors affecting Consumer Behaviour; Types of Buying Decision Behavior; The Buyer Decision Process; The Buyer Decision Process for New Products; Business Buyer Behavior; The Business Buyer Decision Process; Models of Consumer Behavior; Identify and influencing the New Consumer.</p>	<p>12 Hours</p>
<p><b>UNIT III : INTEGRATED MARKETING COMMUNICATION</b> Meaning and Role of IMC in Marketing Process; One Voice Communication V/s IMC; Introduction to IMC tools (only Concept); Marketing Communication Process - Source, Message and Channels; Communication Response Hierarchy- AIDA Model, Hierarchy of Effect Model, Innovation Adoption Model, Information Processing Model; Planning for Marketing Communication; Managing Digital Communications; Forms of Online Marketing Communication - Social Media, Mobile Marketing, Content Marketing, Influencer Marketing; Affiliate Marketing; SEO (Search Engine Optimization), Email Marketing.</p>	<p>14 Hours</p>
<p><b>UNIT IV : CUSTOMER RELATIONSHIP MANAGEMENT</b> Introduction; Definition &amp; Meaning; Emergence of CRM Practice; Factors Responsible for CRM growth; CRM Process; Framework of CRM; Benefits of</p>	

<p>CRM; Types of CRM; Scope of CRM, CRM and Cost-Benefit Analysis; Customer Value; Customer Expectation; Customer Satisfaction; Customer Centricity, Customer Acquisition; Customer Retention; Customer Loyalty; Customer Lifetime Value; Customer Experience Management; Web based Customer Support; CRM Planning.</p>	<p>12 Hours</p>
<p><b>UNIT V : DIGITAL TRANSFORMATION IN MARKETING</b>          Digital Marketing Analytics - Meaning, Need, Components, Types, Role of Marketing Analyst; Social Media Analytics - Meaning, Need, Importance; Neuro-Marketing - Meaning, Need, Importance; Artificial Intelligence in Marketing – Meaning of Artificial Intelligence, Application of Artificial Intelligence in Marketing and Challenges; Data-Driven Marketing – Meaning, Need, Importance, Ethical Issues in Digital Transformation in Marketing, Contemporary Issues and Challenges in Marketing</p>	<p>10 Hours</p>
<p><b>Recommended Book:</b>          Kotler, P., Armstrong, G., Agnihotri, P. Y., &amp; Ul Haq, E, Principles of Marketing: A South Asian Perspective, Pearson.</p> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Matthew Harrison, (2016), Market Research in Practice: An Introduction to Gaining Greater Market Insight, Kogan Page</li> <li>2. Naresh K. Malhotra, (2013), Essentials of Marketing Research, Pearson Education</li> <li>3. Das Satyabhusan and Malhotra Naresh K, (2019), Marketing Research: An Applied Orientation, Pearson</li> <li>4. Kumar Leon G., Schiffman; Joe, Wisenblit; S. Ramesh, (2018), <b>Consumer Behavior, 12 Edition</b>, Pearson</li> <li>5. S. Ramesh Kumar, (2017), Consumer Behaviour: The Indian Context (Concepts and Cases)</li> <li>6. Daniel D. Prior, Francis Buttle , (2024), <b>Customer Relationship Management</b></li> <li>7. Don Peppers and Martha Rogers, (2022), <b>Managing Customer Experience and Relationships: A Strategic Framework</b></li> <li>8. Robyn Blakeman, Integrated Marketing Communication: Creative Strategy from Idea to Implementation (Third Edition), Rowman &amp; Littlefield Publishers</li> <li>9. Gibson, (2017), Retail Management (5<sup>th</sup> Edition), Pearson Education</li> <li>10. Swapna Pradhan, (2020), Retailing Management: Text and Cases (6<sup>th</sup> Edition), McGraw Hill</li> <li>11. George Westerman, Didier Bonnet, and Andrew McAfee, <b>Leading Digital: Turning Technology into Business Transformation</b></li> <li>12. PR Smith &amp; Ze Zook, Marketing Communications: Integrating Online and Offline, Customer Engagement and Digital Technologies</li> <li>13. Philip Kotler, Marketing 5.0: Technology for Humanity</li> </ol>	

**COURSE NO. DSC - 203**  
**COST ACCOUNTING FOR MANAGERS**

<b>Objectives:</b>	
<ol style="list-style-type: none"> <li>1) To provide broad knowledge about the basic concepts and Principles of Cost Accounting</li> <li>2) To outline the fundamental Functions of Cost Accountants</li> <li>3) To inject essential skills required for discharging Cost Accounting Functions</li> <li>4) To through light on latest development in Cost Accounting</li> <li>5) To identify the Contemporary Issues and challenges in the field of Cost Accounting</li> </ol>	
<b>Learning Outcomes:</b>	
On having completed this course student should be able to:	
<ol style="list-style-type: none"> <li>1) Summarize the basic Concepts and Principles of Cost Accounting</li> <li>2) Demonstrate the Role of Cost Accountant in an Organization</li> <li>3) Prepare Cost Sheet, Process Accounts, Contract Accounts, Service Accounts, etc</li> <li>4) Understand latest development in Cost Accounting</li> <li>5) Identify the Contemporary Issues and Challenges in Cost Accounting</li> <li>6) Develop Ethical and Responsible Cost Accounting Practices</li> </ol>	
<b>Pedagogy:</b>	
This course uses multiple Pedagogies like Lecture Method, Group Discussion, Case Lets, Mini Project, Numerical Problem Solving, Seminars/PPTs Presentation, Field based Assignment, Blending Learning Method	
<b>UNIT I : INTRODUCTION TO COST ACCOUNTING</b> Cost-Meaning; Classification; Elements of Cost; Objectives of Cost; Nature & Importance of Costing; Users of Cost Accounting; Role & Functions of Cost Accountant; Use of IT in Costing Requisites for Installation of good Cost Accounting System; Cost Sheet – Meaning, Format of Cost Sheet, Exercises; Methods of Costing; Cost Accounting v/s Financial Accounting; Skills of Cost Accounts	12 Hours
<b>UNIT II : UNIT COSTING &amp; BATCH COSTING</b> Unit Costing - Meaning; Process of Cost Accumulation and Calculation; Suitability; Exercises  Batch Costing – Meaning; Process of Cost Accumulation and Calculation; Determination of Economic Batch Quantity (EBQ); Suitability; Exercises; Difference between Job and Batch Costing	10 Hours
<b>UNIT III : JOB COSTING &amp; CONTRACT COSTING</b> Job Costing – Meaning; Principles; Process; Suitability; Job Cost Card/ Sheet; Accounting of Costs for a Job; Exercises; Advantages and Disadvantages of Job Costing  Contract Costing- Meaning; terms used: Work-in-Progress, Cost of Work Certified, Cost of Work Uncertified, Progress Payment, Retention Money, Cash Received, Notional Profit, Estimated Profit; Exercises; Cost Plus Contract; Escalation Clause in a Contract; Exercises; Suitability; Advantages and Disadvantages of Contract Costing	12 Hours
<b>UNIT IV : PROCESS COSTING</b> Process Costing - Meaning; Features; Process; Format of Process Accounts, Exercises; Treatment of Normal, Abnormal Loss and Abnormal Gain, Valuation of Work in Process: Equivalent Units; Exercises; Process Costing	14 Hours

Methods: (i) First-in-First Out (FIFO) Method, (ii) Weighted Average Method, Exercises; Inter-Process Profits : Meaning and Exercises	
<b>UNIT V : ADVANCED COSTING METHODS</b> Activity Based Costing (ABC); Life Cycle Costing; Target Costing; Kaizen Costing; Throughput Costing; Back Flush Costing; Transfer Pricing; Cloud Cost; Preparation of Cost Accounts by using Spreadsheet - Google Sheets, Microsoft Excel, Exercises; Contemporary Issues & Challenges in Cost Accounting	12 Hours
<b>Recommended Book:</b> Parag Gupta, Advance Cost Accounting	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. M.L. Agrawal and, Dr. K.L. Gupta, Cost Accounting (Principles and Practice), Sahitya Bhawan Publications</li> <li>2. M N Arora (2021), A Textbook of Cost and Management Accounting</li> <li>4 R. Palaniappan &amp; N. Hariharan, (2020), Cost Accounting: Theory &amp; Practice, Dreamtech Press</li> <li>4. S P Jain and K L Narang, Cost Accounting.</li> <li>5. Shukla M.C. and Grewal T.S, Cost Accounting, S Chand And Company Ltd</li> <li>6. V.K. Saxena, (2012 ), Cost Accounting: Problems &amp; Solutions, Sultan Chand &amp; Sons</li> <li>7. Jawahar Lal, Seema Srivastav, and Manisha Singh, (2019), Cost Accounting : Text, Problems and Cases (6<sup>th</sup> Edition), McGraw-Hill</li> </ol>	

(Revised 2025-26)

<b>Name of the Program: Bachelor of Business Administration (BBA)</b> <b>SEMESTER - I</b> <b>Course Code: 101</b> <b>Name of the Course: PRINCIPLES OF MANGEMENT</b>	
<b>Objectives:</b> 1) To provide broad knowledge about the basic concepts, principles and theories of Management 2) To outline the fundamental Functions of Management 3) To identify the Contemporary Issues and challenges in the field of Management	
<b>Learning Outcomes:</b> On having completed this course student should be able to: 1) Summarize the basic concepts, principles and theories of Management 2) Demonstrate the role of Managers in an Organization 3) Understand role of managerial functions in successful operations & performance of organizations. 4) Identify the contemporary issues and challenges in Management 5) Develop ethical workplace management practices	
<b>Pedagogy:</b> This course uses multiple Pedagogies like Lecture Method, Group Discussion, Role Play, Case Lets, Video Case Studies, Gamification, Mini Project, Assignments, News/Journal/Magazine Article Review, Seminars/PPTs Presentation, Field based Activities.	
UNIT I : INTRODUCTION TO MANAGEMENT Meaning, Definition, Meaning, Scope and Principles of Management; Evolution of Management Thought; Management Theories/Approach- Classical, Behaviour, Quantitative and Contemporary; Management as Art Or Science, Management as a Profession; Process and Levels of Management; Introduction to Functions of Management, Role of Managers – Managerial Skills	12 Hours
UNIT II : PLANNING AND DECISION MAKING Planning – Meaning, Objectives, Nature, and Importance of Planning; Process, Policies, Procedures and Strategy; Types of Plans; Levels of Planning; Steps in Planning; Making Effective Plans, Management By Objective (MBO); Management By Exception (MBE); Forecasting and Decision Making - Nature of Decision Making - Types of Decisions – Decision Making Process – Rational Perspectives and Behavioral Aspects of Decision Making, Problems in Decision Making	14 Hours
UNIT III : ORGANIZING Organizing – Meaning, Purpose, Nature and Importance; Principles of Organization; Types of Organization - Organizational Structure and Design – Formal and Informal Organizations - Line, Staff and Functional Authority – Line and Staff Relationship, Conflict between Line and Staff – Overcoming the Line-Staff Conflict - Departmentation - Span of Control – Authority, Responsibility and Accountability - Principles of Delegation - Steps - Centralization Vs Decentralization – Factors determining the degree of Decentralization of Authority	12 Hours
UNIT IV : STAFFING, DIRECTING & CONTROLLING Staffing - Meaning, Purpose, Nature and Importance; Components of Staffing; Manpower Planning; Recruitment and Selection - Sources of Recruitment, Selection Process; Training and Development; Performance Appraisal Directing – Meaning, Purpose, Nature and Importance; Function; Principles; Effective Communication Skills for Directing, Barriers of Communication Controlling - Meaning, Purpose, Nature and Importance;	14 Hours

Essentials of Control; Process of Control; Types of Control; Requirements of an Effective Control System ; Techniques of Managerial Control ; Behavioral Implications of Control	
UNIT V : CONTEMPORARY ISSUES AND CHALLENGES IN MANAGEMENT Total Quality Management; Work Force Diversity; Technology Management; Talent and Knowledge Management; Leadership; Organizational Change and Development; Enterprise Mobility;, Virtual Teams; Work from Home; Ethical Workplace; Corporate Social Responsibility	8 Hours
<p><b>Recommended Book:</b></p> <p>1) Principles of Management, T.Ramasamy (2018), Himalaya Publishing House, Mumbai.</p> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Daft, R., (2009), Principles of Management (1st Edition), Cengage Learning.</li> <li>2. Gupta, R.S., Sharma, B.D. &amp; Bhalla. N.S., (2011), Principles &amp; Practices of Management (11th Edition), Kalyani Publishers, New Delhi</li> <li>3. Koontz, H., &amp; Wehrich H., Essentials of Management, McGraw Hill Publishers.</li> <li>4. L M Prasad, (2007), Principles and Practices of Mgt, Himalaya Publishing House, New Delhi</li> <li>5. Rao P.S., (2018), Principles of Management, Himalaya Publishing House, New Delhi</li> <li>6. Singh (2016), Principles &amp; Practices of Mgt. &amp; Organizational Behaviour, Sage Publication.</li> <li>7. Stoner, Freeman, Gilbert, (2014), Management (6th Edition), Prentice Hall, New Delhi.</li> <li>8. T. Ramasamy (2018) Principles of Management, Himalaya Publishing House, Mumbai.</li> <li>9. Williams, Management, (International Edition) South-Western Cengage Learning.</li> <li>10. Harold Koontz &amp; Heinj Wehrich, (2018), Essentials of Management, 10th Edition, Tata McGraw-Hill Education, New Delhi.</li> </ol>	

**Course Code: 102****Name of the Course: Marketing for Managers**

<b>Course Credits</b>	<b>No. of hours per week</b>	<b>Total No. of teaching hours</b>
<b>5 Credits</b>	<b>5 Hrs.</b>	<b>60 Hrs.</b>

**Objectives:**

- 1) To provide broad knowledge about the basic concepts of Marketing Management
- 2) To understand the application of Marketing concepts and techniques
- 3) To outline the fundamental Functions of Managers associated with Marketing Activities
- 4) To inject essential skills required for discharging Marketing Functions
- 5) To identify the Contemporary Issues and challenges in the field of Marketing Management

**Course Outcomes:**

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

- 1) Summarize the basic Concepts of Marketing Management
- 2) Demonstrate the Role of Marketing Managers in an Organization
- 3) Understand role of Marketing Functions in successful operations & performance of Organizations.
- 4) Develop Marketing Plan
- 5) Critically evaluate existing Marketing Strategies and Tactics.
- 6) Identify the contemporary issues and challenges in Marketing Management
- 7) Develop Ethical and Responsible Marketing Management Practices

**Pedagogy:** This course uses multiple Pedagogies like Lecture Method, Group Discussion, Role Play, Case Lets, Video Case Studies, Gamification, Mini Project, Assignments, News/Journal/Magazine Article Review, Seminars/PPTs Presentation, Field based Activities.

<b>UNIT I : INTRODUCTION TO MARKETING</b> Marketing - Meaning, Definition, Scope of Marketing; Core Marketing Concepts - Production Concept, Product Concept, Selling Concept; Marketing Concept; Relationship Marketing Concept; Marketing Environment - Micro and Macro Environment; Marketing Plan- Meaning, Preparation of a Marketing plan with FMCG examples; Role of Marketing Manager; Skills of Marketing Manager	10 Hours
<b>UNIT II : MARKET SEGMENTATION</b> Market Segmentation - Meaning, Definition, Need and Importance; Bases for Market Segmentation for consumer products; Meaning of target market and Product Positioning.	10 Hours
<b>UNIT III : PRODUCT, NEW PRODUCT DEVELOPMENT AND PRICING</b> Introduction; Meaning of Product; Product Characteristics, Product levels, Product Life Cycle (PLC); PLC Marketing Strategies; Classification of consumer products; Product Line Decision; Product Mix Decision. Meaning of a New Product; Reasons for launching New Products, Reasons for Failure of a New Product, Stages in New Product Development. Price – Meaning, Pricing Strategies  Services; Meaning of Services, Unique Characteristics of Services	14 Hours

<p><b>UNIT IV : DISTRIBUTION CHANNEL AND PROMOTION</b>  Distribution Channel - Meaning, Need and Importance of Distribution Channel;  Marketing Channels- Structure, Channel Intermediaries, Criteria of Selecting a Channel  Promotion - Meaning, Need and Importance of Promotion; Concept of Promotion Mix;  Promotional Tools - Advertising, Sales Promotion; Advertisement; Publicity; Direct  Marketing, Steps in personal Selling, Multilevel Marketing-the New Marketing Model</p>	<p>16 Hours</p>
<p><b>UNIT V : CONTEMPORARY ISSUES &amp; CHALLENGES IN MARKETING</b>  Understanding contemporary issues &amp; challenges in marketing - Recruiting Talented  Marketing Personnel; Generating leads; Moving into New Markets; Retaining  Customers; Retaining and Training Staff, Technology Advancement and Marketing,  Digital Marketing, Content Marketing, Social Marketing, Morph Marketing, De-  marketing, Relationship Marketing, Sustainable marketing, Service marketing,  Understanding Today's Consumer</p>	<p>10 Hours</p>
<p><b>Recommended Book:</b>  1) Kotler Philip, Gary Armstrong &amp; others, (2017), Principles of Marketing, Pearson</p> <p><b>Reference Books:</b>  1. Ganguly/Bhadury, Principles of Management (First Edition), Cengage Publication India  2. Marshall &amp; Johnston, Marketing Management, McGraw Hill  3. McCarthy, E.J., (2016). Basic Marketing: A managerial approach. Irwin, New York.  4. Paul Baines, Chris Fill, Kelly page (2018), Marketing Management, 15th Edition, Oxford University Press.  5. Ramaswamy, V. S. &amp; Namakumari, S., (2019), Marketing Management: Global Perspective-Indian, Sage Publishing  6. Saxena and Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.  7. Sreeramulu, (2019), Basics of Marketing, Himalaya Publishing House  8. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.  9. Kotler. P, &amp; Keller. K. L., (2016), Marketing Management, 17th Edition, Pearson Education Prentice Hall of India</p>	

<b>Course Code: 103</b>	
<b>Name of the Course: FINANCIAL ACCOUNTING FOR MANAGERS</b>	
<b>Objectives:</b>	
<ol style="list-style-type: none"> <li>1) To provide broad knowledge about the basic concepts and Principles of Accounting</li> <li>2) To understand the application of Accounting principles in Preparation of Books of Accounts</li> <li>3) To outline the fundamental Functions of Accounts Manager</li> <li>4) To inject essential skills required for discharging Accounting Functions</li> <li>5) To identify the Contemporary Issues and challenges in the field of Financial Accounting</li> </ol>	
<b>Learning Outcomes:</b> On having completed this course student should be able to:	
<ol style="list-style-type: none"> <li>1) Summarize the basic Concepts and Principles of Financial Accounting</li> <li>2) Demonstrate the Role of Accounts Manager in an Organization</li> <li>3) Passing Journal Entries, and Preparation of Ledger Accounts, Trial Balance</li> <li>4) Prepare Cash Book and Bank Reconciliation Statement</li> <li>5) Rectify the Accounting Errors</li> <li>6) Prepare Final Accounts of different types of Business Organization</li> <li>7) Identify the Contemporary Issues and Challenges in Financial Accounting</li> <li>8) Develop Ethical and Responsible Accounting Practices</li> </ol>	
<b>Pedagogy:</b> This course uses multiple Pedagogies like Lecture Method, Group Discussion, Case Lets, Mini Project, Numerical Problem Solving, Seminars/PPTs Presentation, Field based Assignment, Blending Learning Method	
<b>UNIT I : INTRODUCTION TO FINANCIAL ACCOUNTING</b>	
Financial Accounting - Meaning, Definition, Need and Objectives of Financial Accounting; Nature of Financial Accounting; Users of Financial Accounting Information; limitations of Financial Accounting; Book Keeping, Accounting and Accountancy; Financial Accounting Concepts and Conventions; Generally Accepted Accounting Principles – Accounting Standards – IFRS – INDAS; Basic Terminologies in Financial Accounting, Role of Accounts Manager; Skills of Accounts Manager	10 Hours
<b>UNIT II: RECORDING OF BUSINESS TRANSACTIONS</b>	
Business Transactions–Introduction, Meaning, Examples, Capital and Revenue Expenditures, Capital and Revenue Receipts, Assets and Liabilities-Meaning-Classification of Assets and Liabilities; Contingent Assets and Contingent Liabilities Systems of Accounting – Double Entry System – Accounting Equation – Types of Accounts – Rules of Double Entry Book Keeping - Journal : Meaning and Features, Recording Transaction in Journal, Problems. Recording transaction in Subsidiary Books – Meaning of Subsidiary Books –Types of Subsidiary Books: Purchase Book, Purchases Return Book, Sales Book and Sales Return Book, Cash Book – Types of Cash Book: Single Column, Double Column, And Triple Column; Opening and Closing Entries; Problems Ledger Accounts–Meaning and Preparation of Ledger Accounts, Problems	14 Hours
<b>UNIT III: TRIAL BALANCE AND FINAL ACCOUNTS</b>	
Trial Balance – Meaning and Features, Need for Trial Balance, Preparation of Trial Balance, Problems Final Accounts- Meaning, Preparation of Final Accounts-Trading Account, Profit & Loss Account and Balance Sheet of Sole Trading Concerns. Bank Reconciliation Statement- Introduction, Meaning, Need for Reconciliation, Preparation	14 Hours

of Bank Reconciliation Statement, Problems.	
<b>UNIT IV: FINAL ACCOUNTS OF JOINT STOCK COMPANIES</b> Statutory Provisions regarding preparation of Company Final Accounts – Treatment of Special Items, Preparation of Profit and Loss Account and Balance Sheet (Vertical Form Schedule -III) (Practical Problems).	12 Hours
<b>UNIT V: CONTEMPORARY ISSUES &amp; CHALLENGES IN FINANCIAL ACCOUNTING:</b> Contemporary Issues in Financial Accounting - Accounting for Human Resources; Brand Accounting- meaning & importance, Accounting for Social Responsibility of Business; Green Accounting. Challenges in Financial Accounting	10 Hours
<p><b>Recommended Book:</b></p> <p>1. Jain S.P., &amp; Narang K L, (2020), Basic Financial Accounting I, New Delhi, Kalyani publishers.</p> <p><b>Reference Books:</b></p> <p>1. Arora M. N., (2013), Accounting For Management, New Delhi, Himalaya Publishing House.</p> <p>2. Bhattacharya,.(2013), Essentials of Financial Accounting (Based on IFRS) (2nd Edition), Prentice Hall India</p> <p>3. Gupta A., (2020), Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.</p> <p>4. Jawahar Lal &amp; Seema Srivastava, (2013), Financial Accounting, : Himalaya Publishing House, New Delhi</p> <p>5. Maheshwari S. N., &amp; Maheshwari S.K., (2020), Advanced Accountancy 1, Jain Book Agency, New Delhi</p> <p>6. Porter G. A., &amp; Norton C. L., (2013), Financial Accounting (IFRS update)( 6th edition), Cengage Learning.</p> <p>7. Shukla M., (2020), Advanced Accounts, S Chand Group, New Delhi</p> <p>8. Raman B. S., (2014), Financial Accounting (1st Edition), United Publishers, New Delhi</p> <p>9. R. Narayanswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd</p> <p>10. Sah, Concept Building Approach to Financial Accounting (Second Edition), Cengage Publication India</p> <p>11. B. S. Raman, Advance Financial Accounting</p> <p>12. J. V. Baligar, Advance Financial Accounting</p> <p>13. M. C. Shukla, T. S. Grewal &amp; S. C. Gupta, Advanced Accounts, S. Chand</p>	

<p><b>SEMESTER - II</b>  <b>Course Code: 201</b>  <b>Name of the Course: HUMAN RESOURCE MANAGEMENT</b></p>	
<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1) To provide broad knowledge about the basic concepts, Techniques of HRM</li> <li>2) To familiarize the students with the relevance of modern human resource requirements</li> <li>3) To understand Role of HRM in Performance and Achievement of Goals of an Organization</li> <li>4) To Inject HRM Skills</li> <li>5) To identify the Contemporary Issues and Challenges in the HRM</li> </ol>	
<p><b>Learning Outcomes:</b> On having completed this course student should be able to:</p> <ol style="list-style-type: none"> <li>1) Understand of the basic Concepts, Functions and Processes of HRM</li> <li>2) Understand the different roles of HR Managers/Practitioners in an Organizations</li> <li>3) Design and formulate various HRM Policies/Processes/Systems such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans</li> <li>4) Identify the Contemporary Issues and Challenges in HRM</li> <li>5) Develop Ethical Workplace Behavior &amp; Culture and Responsible HRM Practices</li> </ol>	
<p><b>Pedagogy:</b> This course uses multiple Pedagogies like Lecture Method, Group Discussion, Role Play, Case Lets, Video Case Studies, Gamification, Mini Project, Assignments, News/Journal/Magazine Article Review, Seminars/PPTs Presentation, Field Visit for Experiential learning</p>	
<p>UNIT I : INTRODUCTION TO HRM: Meaning, Definition, Scope, Need; Evolution of HRM; Functions of HRM; The changing Role of HRM in a changing Environment; Theory of HRM; Managerial and Operative Role of HRM; HRM Skills; Best Fit Models, SHRM; Themes of HRM; Forces Shaping HRM at Work; Legal framework for HRM Personnel Management vs. Human Resource Management; The Role of Globalization in HR Policy and Practice; Challenges before HRM</p>	<p>8 Hours</p>
<p>UNIT II : ACQUIRING HUMAN RESOURCES Human Resource Planning - Introduction, Meaning, Need and Importance; Stages of HRP, Short-Term and Long-Term HRP, Forecasting Techniques, Action Plans in case of shortage and surplus of HR</p> <p>Job Analysis – Meaning, Importance and Benefits of Job Analysis; Factors to be considered, Process of Job Analysis, Methods of collecting Job Information, Job Analysis Framework</p> <p>Job Description - Meaning, Importance and Benefits of Job Description; Factors to be considered Process of Job Description, Job Description Framework</p> <p>Job Specification – Meaning, Importance and Benefits of Job Specification; Factors to be considered, Process of Job Specification, Job Specification Framework</p> <p>Job Design – Meaning, Importance and Benefits of Job Design; Factors affecting Job Design-</p>	<p>16 Hours</p>

Techniques of Job Design, Process of Job Design, Job Design Framework Job Evaluation, Job- Restructuring, Job Rotation, Job Enlargement and Job Enrichment, Internal Mobility (Only Concepts)	
<p>UNIT III : EMPLOYEE RESOURCING Employee Resourcing- Introduction, Concept, Need and Importance.</p> <p>Recruitment – Meaning, Purpose, Need and Importance; Factors governing Recruitment; Sources of Recruitment; Alternative to Recruitment; Recruitment Process</p> <p>Selection - Meaning, Purpose, Need and Importance; Factors governing Selection; Steps involved in Selection; Types of Selection Tests; Types of Interviews</p> <p>Placement – Meaning; Induction and Orientation - Meaning, Purpose, Benefit, Content of an Induction Program and Orientation, Process of Induction and Orientation</p>	14 Hours
<p>UNIT IV : DEVELOPING HUMAN RESOURCES Developing Human Resources - Introduction, Need and Importance Training – Meaning, Purpose, Need and Importance; Steps involved in Training, Training need Identification, Types of Training – On the Job Training Methods, Off the Job Training Methods – Meaning, Features, Process, Merits and Limitation; Design of Training Programme; Implementation of Training; Evaluation of Training – Meaning, Methods, Benefits and Limitations; Retraining</p> <p>Learning &amp; Development – Meaning of Learning, Purpose, Need and Importance; Learning Principles, Levels of Learning, Kolb’s Learning Cycle, Transfer of Learning;</p> <p>Management Development - Concept of Learning, Purpose, Need and Importance Management Development - Meaning of Management Development, Purpose, Need and Importance; Management Development Program; Management Development Methods</p> <p>Career Planning: Meaning, Purpose, Role and Significance of Career Planning, Stages in Career Planning, Impact of Career Planning on Productivity.</p>	14 Hours
<p>UNIT V : CONTEMPORARY ISSUES &amp; CHALLENGES IN HRM</p> <p>Compliance with Laws and Regulation; Management Changes; Leadership Development; Adapting to Innovation; Compensation Management; Retaining Talented Employees; Workplace Diversity; Work-Life Balance; Workforce Adjustment; Employee Wellbeing; Work from Home; HRM and Technological Development; Talent Management; HR Accounting; Green HRM Practices; HR Audit; Trade Union; Employee Grievance Handling; HR Analytics; ICT in HRM; Ethical HRM Practices</p>	8 Hours
<p><b>Recommended Book:</b></p> <p>1. C. B. Memoria &amp; S. V. Gankar, Personnel Management, Himalaya Publishing House</p> <p><b>Reference Books:</b></p> <p>1. Armstrong M., (2010), Handbook of HRM Practice, Kogan Page, USA</p> <p>2. Basak S. P., (2012), Human Resource Management: Text &amp; Cases, Pearson, New Delhi</p> <p>3. David Lepak and Mary Gowan, Human Resources Management, Pearson</p> <p>4. Decenzo and Robbins, Human Resources Management, John Willey</p> <p>5. Dessler G., (2010), Human Resource Management, Prentice Hall, New Delhi</p> <p>6. Sen Gupta, (2018), Human Resource Management (1st Edition), Sage Publication</p> <p>7. P Subba Rao (2009), Human Resource Management, HPH</p>	

**Course Code: 202**

**Name of the Course: ADVANCED MARKETING MANAGEMENT**

**Objectives:**

- 1) To provide broad knowledge about the Basic Concepts, Process and Models of Advance Marketing Practices
- 2) To understand Role of Marketing Managers in Performance and Achievement of marketing Goals of an Organization
- 3) To Inject Advanced Marketing Mgt Skills
- 4) To identify the Contemporary Issues and Challenges in the Advance Marketing Mgt.

**Learning Outcomes:** On having completed this course student should be able to:

- 1) Understand of the Basic Concepts, Process and Models of Advance Marketing Practices
- 2) Understand the different roles played in Marketing Mangers in Competitive Market
- 3) Design and formulate various Advance Marketing Mgt. Policies/Processes/Systems
- 4) Identify the Contemporary Issues and Challenges in the Advance Marketing Mgt
- 5) Develop Ethical Workplace Behavioral & Culture and Responsible the Advance Marketing Practices

**Pedagogy:** This course uses multiple Pedagogies like Lecture Method, Group Discussion, Role Play, Case Lets, Video Case Studies, Gamification, Mini Project, Assignments, News/Journal/Magazine Article Review, Seminars/PPTs Presentation, Field Visit for Experiential learning

**UNIT I : MARKETING RESEARCH**

Introduction to Marketing Research; Defining Research Problem; Research Approach; Research Design; Meaning, Need, Purpose; Methods of Marketing Research – Quantitative, Qualitative Methods and Interpretative Approaches; Marketing Research Report Preparation, Ethical Issues in Marketing Research

12 Hours

**UNIT II : CONNECTING WITH CUSTOMERS**

Introduction; Consumer Behavior – Meaning, Factors affecting Consumer Behaviour; Types of Buying Decision Behavior; The Buyer Decision Process; The Buyer Decision Process for New Products; Models of Consumer Behavior – Black Box Model, AIDA Model, Howard-Sheth Model; Identify and influencing the New Consumer.

12 Hours

**UNIT III : INTEGRATED MARKETING COMMUNICATION**

Meaning and Role of IMC in Marketing Process; One Voice Communication V/s IMC; Introduction to IMC tools (only Concept); Marketing Communication Process - Source, Message and Channels; Planning for Marketing Communication; Managing Digital Communications; Forms of Online Marketing Communication - Social Media, Mobile Marketing, Content Marketing, Influencer Marketing; Affiliate Marketing; SEO (Search Engine Optimization), Email Marketing.

14 Hours

**UNIT IV : CUSTOMER RELATIONSHIP MANAGEMENT**

Introduction; Definition & Meaning; Emergence of CRM Practice; Factors Responsible for CRM growth; CRM Process; Benefits of CRM; Types of CRM; CRM and Cost-Benefit Analysis; Customer Value; Customer Expectation; Customer Satisfaction; Customer Centricity, Customer Acquisition; Customer Retention; Customer Loyalty; Customer Lifetime Value; Customer Experience Management; Web based Customer Support; CRM Planning.

12 Hours

<p><b>UNIT V : DIGITAL TRANSFORMATION IN MARKETING</b>  Digital Marketing Analytics - Meaning, Need, Types, Role of Marketing Analyst; Social Media Analytics - Meaning, Need; Neuro-Marketing - Meaning, Need, Importance; Artificial Intelligence in Marketing – Meaning of Artificial Intelligence, Application of Artificial Intelligence in Marketing, various AI tools and Challenges;  Data-Driven Marketing – Meaning, Need, Importance, Ethical Issues in Digital Transformation in Marketing, Contemporary Issues and Challenges in Marketing</p>	10 Hours
<p><b>Recommended Book:</b></p> <ol style="list-style-type: none"> <li>1. Kotler, P., Armstrong, G., Agnihotri, P. Y., &amp; Ul Haq, E, Principles of Marketing: A South Asian Perspective, Pearson.</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Matthew Harrison, (2016), Market Research in Practice: An Introduction to Gaining Greater Market Insight, Kogan Page</li> <li>2. Naresh K. Malhotra, (2013), Essentials of Marketing Research, Pearson Education</li> <li>3. Das Satyabhusan and Malhotra Naresh K, (2019), Marketing Research: An Applied Orientation, Pearson</li> <li>4. Kumar Leon G., Schiffman; Joe, Wisenblit; S. Ramesh, (2018), Consumer Behavior, 12 Edition, Pearson</li> <li>5. S. Ramesh Kumar, (2017), Consumer Behaviour: The Indian Context (Concepts and Cases)</li> <li>6. Daniel D. Prior, Francis Buttle , (2024), Customer Relationship Management</li> <li>7. Don Peppers and Martha Rogers, (2022), Managing Customer Experience and Relationships: A Strategic Framework</li> <li>8. Robyn Blakeman, Integrated Marketing Communication: Creative Strategy from Idea to Implementation (Third Edition), Rowman &amp; Littlefield Publishers</li> <li>9. Gibson, (2017), Retail Management (5th Edition), Pearson Education</li> <li>10. Swapna Pradhan, (2020), Retailing Management: Text and Cases (6th Edition), McGraw Hill</li> <li>11. George Westerman, Didier Bonnet, and Andrew McAfee, Leading Digital: Turning Technology into Business Transformation</li> <li>12. PR Smith &amp; Ze Zook, Marketing Communications: Integrating Online and Offline, Customer Engagement and Digital Technologies</li> <li>13. Philip Kotler, Marketing 5.0: Technology for Humanity</li> </ol>	

**Course Code: 203**

**Name of the Course: COST ACCOUNTING FOR MANAGERS**

**Objectives:**

- 1) To provide broad knowledge about the basic concepts and Principles of Cost Accounting
- 2) To outline the fundamental Functions of Cost Accountants
- 3) To inject essential skills required for discharging Cost Accounting Functions
- 4) To through light on latest development in Cost Accounting
- 5) To identify the Contemporary Issues and challenges in the field of Cost Accounting

**Course Outcomes:** On successful completion of the course, the students will -

- Be able to demonstrate an understanding of the elements of cost and prepare a cost sheet.
- Be able to prepare material related documents, understand the management of stores and issue procedures.
- Develop the ability to calculate Employee costs.
- Able to classify, allocate apportion overheads and calculate overhead absorption rates.
- Understand and reconcile cost and financial accounts.

**Pedagogy:** Classroom lectures, Tutorials, and Problem Solving.

<b>Unit 1: Introduction to Cost Accounting</b>	<b>Hours</b>
Introduction: Meaning, Objectives, Importance and Uses of Cost Accounting, Functions of Cost Accounting Department in an Organization, Difference between Cost Accounting and Financial Accounting; Various elements of Cost and Classification of Cost; Cost Object, Cost Unit, Cost Driver, Responsibility Centers; Cost Reduction and Cost Control; Methods and Techniques of Costing(Meanings only); Use of IT in Cost Accounting; Limitations of Cost Accounting; Cost Sheet: Meaning and Cost Heads in a Cost Sheet, Presentation of Cost information in Cost Sheet/Statement- Problems on Cost Sheet, Tenders and Quotations.	12 Hours
<b>Unit 2: Materials Cost</b>	
<b>Materials:</b> Meaning, Importance and Types of Materials - Direct and Indirect <b>Material. Materials Procurement:</b> Procedure for procurement of materials and documentation involved in the procurement of materials- (Bill of materials, Material requisition note, Purchase requisition note, Purchase order, Goods received note); <b>Materials Storage and Records:</b> Duties of Storekeeper, Store records- (Bin cards, Stores Ledger, Stock Control Cards); <b>Materials Issues and Valuation:</b> Procedure for material issues, Documents used in material issues- (Material Requisition Note, Material Transfer Note, Materials Return Note); Valuation of material issues- preparation of Stores Ledger/ Account - FIFO, LIFO, Simple Average Price and Weighted Average Price Methods- problems.  <b>Inventory Control:</b> Inventory control techniques and determination of various stock levels- Problems on Level Setting and Computation of EOQ; ABC Analysis, FSN Inventory, VED Inventory, HML Inventory, Physical Control- Two-Bin system, KANBAN, JIT Inventory Management technique, Perpetual Inventory	14 Hours

system (Concepts only).	
<b>Unit 3: Employee Cost</b>	
Employee Cost: Meaning, Components, Classification and Importance of Employee (Labour) Cost in Organizations; Attendance Procedure- Timekeeping and Time Booking, Idle Time- Causes and treatment of Normal and Abnormal Idle Time, Overtime- Causes and treatment (Theory only); Methods of Remuneration (Payment of Wages and Incentives) Problems on calculation of earnings under Time Rate (Straight time rate, Halsey and Rowan Methods) and Piece rate systems (Straight piece rate and Taylor's differential piece rate); Employee Turnover- Meaning, Reasons and Effects of LTO/ETO.	10 Hours
<b>Unit 4: Overheads</b>	
Overheads: Meaning and Classification of Overheads; Accounting and Control of Manufacturing Overheads: Estimation and Collection, Cost allocation, Apportionment, Re-apportionment and Absorption of Manufacturing Overheads; Problems on Primary and Secondary distribution and Secondary distribution using Reciprocal Service Methods only (Repeated Distribution Method and Simultaneous Equation Method); Accounting and Control of Administrative, Selling and Distribution overheads; Absorption of overheads: Meaning and Methods of Absorption of overheads; Problems on Machine hour rate	14 Hours
<b>Unit 5: Reconciliation of Cost and Financial Accounts</b>	
Reasons for differences in Profits under Financial and Cost Accounts; Procedure for Reconciliation –Ascertainment of Profits as per Financial Accounts and Cost Accounts and Reconciliation of Profits of both sets of Accounts – Preparation of Reconciliation Statement – Problems.	10 Hours

**Skill Developments Activities:**

- Prepare a Cost Sheet with imaginary figures.
- List the documents required in Inventory Management.
- Demonstrate the valuation of inventory using any one method of pricing material issues.
- Calculate the amount of Wages under Halsey / Rowan Plans, using imaginary data.

**Text Books:**

1. Jain and Narang, Cost Accounting, Kalyani Publication House.
2. M.N Arora, Cost Accounting , HPH
3. N.K. Prasad, Cost Accounting, Books Syndicate Pvt. Ltd.
4. Dr. V Rajeshkumar, Dr. R K Srikanth, Cost Accounting, MH India
5. P V Ratnam, Cost Accounting, Kitab Mahal
6. P C Tulsian, Cost Accounting, MHE India
7. Nigam & Sharma, Cost Accounting, HPH
8. Dr. B. Mariyappa, Cost Accounting, HPH
9. Khanna, Ahuja & Pandey, Practical Costing, S Chand & Co. Ltd.
10. B.S. Raman, Cost Accounting, United Publisher
11. Ravi M. Kishore, Cost Management, Taxmann

Note: Latest edition of text books may be used.

**SEMESTER – III**

<b>Course Code</b>	<b>Course Title</b>	<b>Teaching Hrs/Week</b>	<b>Internal Assessment Marks</b>	<b>External Assessment Marks</b>	<b>Exam Hrs</b>	<b>Credits</b>
Lang301	English -III	4	20	80	3	3
Lang302	Kannada/Marathi/Urdu -III	4	20	80	3	3
DSC303	Corporate Communication	5	20	80	3	5
DSC304	Entrepreneurship Development	5	20	80	3	5
DSC305	Corporate Finance	5	20	80	3	5
EC306	Personality Development(Elective )	3	10	40	2	2
	Environment Science	2	10	40	2	2
	<b>TOTAL</b>	<b>28</b>	<b>120</b>	<b>480</b>		<b>25</b>

Course Code: DSC303

## CORPORATE COMMUNICATION

Internal Marks: 20

Semester End Exam Marks: 80

Total No. of Teaching Hours: 56

No. of Hours per week: 4 Hours

### COURSE OBJECTIVES:

1. To train students to enhance written and oral communication in the corporate world.
2. To develop effective writing skills to write in a clear, concise, persuasive, and audience-centered manner.

<b>Unit 1: INTRODUCTION TO COMMUNICATION</b>	<b>Hours</b>
Meaning, Definition, Process, Elements of Communication, types of communication, Principles of effective communication, Methods of communication, Forms of communication, Evolution and scope of communication, Barriers to communication, Overcoming barriers.	8 Hours
<b>Unit 2: CHANNELS AND OBJECTIVES OF COMMUNICATION</b>	
Types of communication, Channels: formal & informal, vertical, horizontal, diagonal, grapevine. Objectives of communication: Information, advice, order & instruction, persuasion, motivation, education, warning & boosting the morale of employees (A brief introduction to these objectives to be given).	14 Hours
<b>Unit 3: METHODS AND MODES OF COMMUNICATION</b>	
Methods: verbal vs non-verbal communication, Characteristics of verbal communication, Characteristics of non-verbal communication, Business etiquette. Modes: telephone & SMS communication, facsimile communication (fax), computers & e-communication, video & satellite conferencing, group discussion, interviews, presentation, the art of listening, phone etiquette, grapevine.	14 Hours
<b>Unit 4: BUSINESS CORRESPONDENCE</b>	
Needs, functions, components & layout of business letters. Drafting of letters: Enquiry letter, placing order, complaints & follow-up letters, sales letters, claims, adjustments, promotional leaflets and fliers, consumer grievance letter, letter under Right to Information (RTI) Act. Circulars, application for employment and resume, notice, agenda, memo, and email etiquette. Interview: Meaning, types, strategies for success in interview.	10 Hours
<b>Unit 5: INTRODUCTION TO BUSINESS ETHICS</b>	
Definition & importance of business ethics. Ethical principles in communication: honesty, transparency, fairness, accountability. Corporate social responsibility (CSR) & its impact on communication.	10 Hours

### Reference Books:

1. C.B. Gupta (2019). Essentials of business communication, Sultan Chand & Sons.
2. Lesikar, R.V. & Flatley, M.E. (2001). Basic business communication skills for empowering the internet generation, Tata McGraw Hill.

3. R.C. Bhatia (2008). Business communication, Ane Books Pvt. Ltd.
4. Ramanand Singh (2012). Business communication, Oxford University Press.
5. Balan, K.R. and Rayudu, C.S. (1996). Effective communication, Beacon, New Delhi.
6. Bangh, L. Sue, Fryar, Maridell, and Thomas, David A. (1998). How to write first-class business correspondence, N.T.C. Publishing Group, USA.
7. Bhargva and Bharagava (1971). Company notices, meetings, and regulations.
8. Ghanekar, A. (1996). Communication skills for effective management, Everest Publishing House, Pune.
9. Homai Pradhan and N S Pradhan – Business Communication, Himalaya Publication House

Course Code: DSC304

## ENTREPRENEURSHIP DEVELOPMENT

Internal Marks: 20

Semester End Exam Marks: 80

Total No. of Teaching Hours: 56

No. of Hours per week: 4 Hours

### COURSE OBJECTIVES:

1. Understand the fundamental concepts
2. Examine the financial and institutional support systems available for entrepreneurs
3. Understand the significance of MSME in economic development
4. Study the Government Schemes and initiatives promoting entrepreneurship
5. Ability to prepare Business Plan

<b>UNIT 1: INTRODUCTION</b>	<b>Hours</b>
Entrepreneur – Meaning, Definition, Functions, Types, Competencies (Traits), Pros and Cons of being an Entrepreneur, Role of Entrepreneur in Economic Development, Factors affecting Entrepreneurial Growth, Difference between Entrepreneur and Manager. Entrepreneurship – Introduction, Meaning, Definition of Entrepreneurship, Difference between Entrepreneurship, Entrepreneur and Enterprise, Factors influencing Entrepreneurship, Need of Entrepreneurship Development.	14 Hours
<b>UNIT 2: ENTREPRENEURSHIP DEVELOPMENT</b>	
Entrepreneurship Development – Meaning, Objectives, Phases/Process of Entrepreneurship Development Programme, Entrepreneurial Process, EDP in India, Problems and Measures. Financing Support – Meaning, Different Types of Financing Institutional Support – NSIC, SSIC, SIDO, NIESBUD, TCOs, CEDOK, SFCs, KVIC, SIDBI, IFCI, DICs	14 Hours
<b>UNIT 3: MICRO, SMALL AND MEDIUM ENTERPRISES</b>	
MSME- Introduction, Features, Objectives, Importance, Role of MSME in Economic Development, Problems and Measures Industrial Sickness – Meaning, Causes and Measures	8 Hours
<b>UNIT 4: GOVERNMENT SCHEMES FOR ENTREPRENEURSHIP DEVELOPMENT</b>	
Start-up India, Make in India, Atal Innovation Mission (AIM), Support to Training and Employment Programme (STEP), Jan-Dhan Aadhaar Mobile (JAM), Digital India, Trade Related Entrepreneurship Assistance and Development (TREAD), Pradhan Mantri Kausalya Vikas Yojana (PMKVY), National Skill Development Mission (NSDM), National Bank for Agriculture and Rural Development (NABARD), Pradhan Mantri Mudra Yojana (PMMY), Small Industries Development Bank of India (SIDBI)	12 Hours
<b>UNIT 5: PREPARING THE BUSINESS PLAN</b>	
Business Plan – Introduction, Importance, Preparation of Business Plan (Financial, Marketing, Human Resource, Technical and Social Aspect), Common Pitfalls to be avoided in preparation of Business Plan	8 Hours

### Reference Books:

1. Entrepreneurship Development – S.S. Khanka – R. Chand Publishers
2. Entrepreneurship Development and Small Business Enterprises – Dr. Poornima M. Charantimath – Pearson
3. Innovation and Entrepreneurship – Peter F. Drucker

4. Dynamics of Entrepreneurship Development and Management – Vasant Desai
5. The Role of Small and Medium Enterprises in Economic Development – Vinod Ahuja
6. Entrepreneurship Development Sood S.K. Arora Renu, Bholu R.K
7. Small Scale Industries and Entrepreneurship Development – C.S.V Murthy

Course Code: DSC305

## CORPORATE FINANCE

Internal Marks: 20

Semester End Exam Marks: 80

Total No. of Teaching Hours: 56

No. of Hours per week: 4 Hours

### COURSE OBJECTIVES:

1. To make students aware of fundamental aspects of finance.
2. To understand the changing role of finance manager.

<b>UNIT 1: INTRODUCTION</b>	<b>Hours</b>
Meaning, nature, scope, importance and objectives of corporate finance meaning and objectives of profit maximization and wealth maximization argument for and against. Major finance decisions, organization of finance function, changing role of finance function.	8 Hours
<b>UNIT 2: FINANCIAL PLANNING &amp; CAPITALIZATION</b>	
Financial Planning-meaning, objectives, types, factors affecting financial planning, steps, principles of sound financial planning, advantages and disadvantages. Capitalization- meaning, types- fair, over and under capitalization, causes, evils and remedies of under & over capitalization. (theory and problems)	10 Hours
<b>UNIT 3: COST OF CAPITAL</b>	
Cost of capital-meaning, types and significance. Computation of specific cost of capital cost of equity, cost of preference shares, cost of retained earnings and cost of debt. Computation of weighted average cost of capital, book value weights and market value weights.	14 Hours
<b>UNIT 4: CAPITAL STRUCTURE &amp; LEVERAGE</b>	
Capital structure-meaning and determinants of capital structure. Optimum capital structure. EBIT-EPS analysis (problems). [no theories of capitalization]Leverage-meaning, types-financial, operating & combined. Problems on financial, operating& combined leverage, income statement.	14 Hours
<b>UNIT 5: Working Capital Decisions</b>	
Working Capital -meaning, need &importance, Components of Working Capital - Current Assets & Current Liabilities Classification of Working Capital -Gross, net, Fixed & Fluctuating. Circulating Working Capital. Determinants of Working Capital requirement. Operating cycle. Sources of Working Capital Estimation of Working Capital requirement.	10 Hours

### Reference Books:

1. Financial Management Dr.J.G.Naik, R.Chand & Co., New Delhi
2. Financial Management-Theory & Practice : Shashi K Gupta & R.K.Sharma, Kalyani Publishers, Ludhiana
3. Financial Management-Principles & Practice Dr. S.N. Maheshwari, Sultan Chand & Sons, New Delhi
4. Financial Management-Text, Problems & Cases M.Y.Khan & P.K.Jain, Tata McGraw-Hill, New Delhi

**Course Code: Elective Course EC306**  
**Personality Development**

**Internal Marks: 10**

**Semester End Exam Marks: 40**

**Total No. of Teaching Hours: 30**

**No. of Hours per week: 3 Hours**

**Pedagogy:** Classroom lecture, Case studies, Group discussion, Seminar & field work etc.,

**Course Outcomes:** On successful completion of the course, the Students will be able to

1. Students will possess the personality development techniques and communication skills
2. Students will be able to acquire the skills to manage stress and conflict.
3. Groom their personality and prove themselves as good Samaritans of the Society.
4. Develop an understanding of and practice personal and professional responsibility.
5. Demonstrate knowledge of personal beliefs and values and a commitment to continuing personal reflection and reassessment.

<b>Module I</b>	<b>Hours</b>
<p><b>INTRODUCTION:</b>            Meaning and concept of personality - Dimensions of personality - Theories of Freud &amp; Erickson - Significance of personality development- Concept of success and failure: Hurdles in achieving success - Overcoming hurdles - Factors responsible for success - Failure: Causes of failure- SWOT analysis.</p>	<b>10</b>
<p><b>Module II</b></p>	
<p><b>ATTITUDE &amp; MOTIVATION:</b>            Attitude: Concept- Significance- Factors affecting attitudes – Positive attitude - Advantages- Negative Attitude- Disadvantages - Ways to develop positive attitude - Differences between personalities having positive and negative attitude- Motivation: Significance – Internal and External motives -Importance of self-motivation - Factors leading to de-motivation.</p>	<b>10</b>
<p><b>Module III</b></p>	
<p><b>SELF ESTEEM:</b>            Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self-esteem - Symptoms - Personality having low self-esteem - Positive and negative self- esteem. Interpersonal Relationships – Defining the difference between aggressive, submissive and assertive behavior – Lateral thinking.</p>	<b>10</b>

**Skill Developments Activities:**

- Prepare a SWOT analysis of yourself.
- Read the biography of any two great personalities and identify unique traits.
- Visit any organization and identify the factors which motivates the employees
- Conduct an activity to demonstrate the interpersonal relationship and identify different types of behavior.
- Conduct group discussion on different topics in the classroom.
- Any other activities, which are relevant to the course.

**RECOMMENDED BOOKS:**

1. Personality Development by Rajiv K. Mishra. Rupa & Co.
- 2 Your Personal Pinnacle of Success - D. D. Sharma
3. Self - development - Devesh.

**SEMESTER – IV**

<b>Course Code</b>	<b>Course Title</b>	<b>Teaching Hrs/Week</b>	<b>Internal Assessment Marks</b>	<b>External Assessment Marks</b>	<b>Exam Hrs</b>	<b>Credits</b>
<b>Lang401</b>	English -IV	4	20	80	3	3
<b>Lang402</b>	Kannada/Marathi/Urdu -IV	4	20	80	3	3
<b>DSC403</b>	Banking and Insurance Mgt.	5	20	80	3	5
<b>DSC404</b>	Organizational Behavior	5	20	80	3	5
<b>DSC405</b>	Quantitative Techniques	5	20	80	3	5
<b>ELC406</b>	RURAL MARKETING (Elective)	4	10	40	2	2
<b>SBC407</b>	Corporate Etiquettes (Skill Based)	3	10	40	2	2
	<b>TOTAL</b>	<b>30</b>	<b>120</b>	<b>480</b>		<b>25</b>

Course Code: DSC403

## BANKING AND INSURANCE MANAGEMENT

Internal Marks: 20

Semester End Exam Marks: 80

Total No. of Teaching Hours: 56

No. of Hours per week: 4 Hours

### COURSE OBJECTIVES:

6. Understand the legal aspects of banker and customer relationship.
7. Open different types of accounts.
8. Understand different types of E-payments.
9. Understand the basic concepts of Insurance Management.
10. Understand the different types of Insurances.

UNIT 1: BANKER AND CUSTOMER	Hours
A) Banker and Customer Relationship: Introduction – Meaning of Banker & Customer; General and Special relationships between Banker & Customer, (Rights and Obligations of Banker & Customer). B) Customers and Account Holders: Types of Customer and Account Holders – Procedure and Practice in opening and operating the accounts of different types of customers – Minor, Joint Account Holders, Partnership Firms, Joint Stock Companies, Clubs, Non-Resident Account – NRI & NRE Accounts.	16 Hours
<b>UNIT 2: BANKING OPERATIONS</b>	
Meaning – Duties and Responsibilities of Collecting Banker, Holder for Value, Holder in Due Course; Statutory Protection to Collecting Banker. Paying Banker - Meaning – Precautions – Statutory Protection to the Paying Banker; Cheques – Crossing of Cheques – Types of Crossing; Endorsements - Meaning, Essentials and Kinds of Endorsement; Dishonor of Cheque - Grounds for Dishonor of cheque.	8 Hours
<b>UNIT 3: BANKING INNOVATIONS</b>	
New technology in Banking – E-services – plastic cards. Internet Banking, ATM based services, ECS, MICR, RTGS, NEFT, DEMAT, IMPS, UPI, AADHAR enabled payment system, USSD, E-Valet and application based payment systems, Role of artificial intelligence in banks, Block Chain – Meaning and features.	12 Hours
<b>UNIT 4: INSURANCE MANAGEMENT</b>	
Definition of Insurance, Insurer, Insured, Insurance contract – Nature of Contracts, Role of Insurance, Importance and Features of Insurance.	12 Hours
<b>UNIT 5: INSURANCE TYPES</b>	
Types of Insurance – Marine, Fire, Health, General and Miscellaneous.	8 Hours

### Skill Development Activities:

1. Collect and paste payin slip for SBA/c and Current a/c.
2. List out different types of customers and collect KYC documents required for loan
3. List out various fee-based services offered by a bank in your locality
4. List out application-based payment systems provided by a commercial bank.
5. List out the different types of Insurance policies.

**Reference Books:**

5. Gordon&Natarajan:BankingTheoryLawandPractice,HPH.
6. Maheshwari.S.N.:BankingLawandPractice, Vikas Publication.
7. KothariN.M:LawandPracticeof Banking.
8. TannanM.L:BankingLawandPracticeinIndia,IndianLawHouse
9. S.PSrivastava:BankingTheory&Practice,AnmolPublications.
10. SheldonH.P:PracticeandLawof Banking.
11. NeelamCGulati:PrinciplesofBankingManagement.
12. Dr.AliceMani:BankingLawandOperation,SB.
13. Principles of Insurance Law – M.N. Sreenivasan, M.N. Mishra
14. Elements of Banking and Insurance : Sethi and Bhatia
15. Insurance – Theory and Practice, Tripathy and Pai.

Course Code: DSC404

## ORGANIZATIONAL BEHAVIOUR

Internal Marks: 20

Semester End Exam Marks: 80

Total No. of Teaching Hours: 56

No. of Hours per week: 4 Hours

### COURSE OBJECTIVES:

1. Understand the key concepts and theories of organizational behaviour.
2. Analyse individual behaviour and examine group dynamics
3. Understand the impact of organizational culture and change management
4. Demonstrate an understanding of the process of organizational development and diagnosing

<b>UNIT 1: INTRODUCTION AND FOUNDATION OF INDIVIDUAL BEHAVIOUR</b>	<b>Hours</b>
Organization Behaviour – Meaning, Definition of OB, Nature, Need and Importance, Limitations, Contributing disciplines to OB, Different Models of OB, Emerging Challenges of OB Individual Behaviour – Factors influencing individual behaviour, Self-Concept, Personality - Meaning, Determinants, Traits and Theories of Personality.	14 Hours
<b>UNIT 2: ATTITUDE, PERCEPTION AND MOTIVATION</b>	
Attitude – Meaning, Characteristics, Components (Tri-Component Model), Formation and its Importance. Perception – Meaning,, Factors influencing Perception, Perceptual Process, Importance of Perception in OB. Motivation – Meaning, Importance and Theories of Motivation	12 Hours
<b>UNIT 3: GROUP DYNAMICS</b>	
Group – Meaning, Types, Stages of Group Formation, Reasons for Joining Groups, Group Decision Making Process Teams – Meaning, Types of Teams Conflict – Sources of Conflict, Ways of Resolving Conflict	8 Hours
<b>UNIT 4: ORGANIZATIONAL CULTURE AND CHANGE MANAGEMENT</b>	
Organizational Culture – Meaning, Types, Factors Influencing Organizational Culture, Impact of Culture on Employee Behaviour Organizational Change – Meaning, Importance, Nature of Planned Change, Factors Affecting Change, Resistance to Change, Overcoming Resistance to Change	12 Hours
<b>UNIT 5: ORGANIZATIONAL DEVELOPMENT</b>	
Organizational Development – Meaning, Nature, Process of OD, Overview of Entering and Contracting. Diagnosing – Meaning, Comprehensive Model for Diagnosing Organizational Systems (Organizational Level, Group Level and Individual Level)	10 Hours

### Reference Books:

1. Organizational Behaviour – K. Aswathappa, Himalaya Publishing House
2. Organizational Behavior – Robbins, International Book House
3. Organizational Behaviour – Fred Luthans, McGraw Hill

4. Organizational Theory and Behaviour – L M Prasad, Sultan Chand and Sons
5. Organizational Behaviour – S. S. Khanka, S. Chand and Company Limited

Course Code: SBC405

## QUANTITATIVE TECHNIQUES

Internal Marks: 20

Semester End Exam Marks: 80

Total No. of Teaching Hours: 56

No. of Hours per week: 4 Hours

### COURSE OBJECTIVES:

1. To acquaint students with the construction of mathematical models for managerial decision situations to obtain a solution wherever applicable.
2. To know the different types of probability distributions and use it to solve managerial problems.
3. Understanding basics of hypothesis testing in inferential statistics.
4. Use Operations research to be able to take decisions using linear programming. Transportation, assignment and Game theory

UNIT 1: PROBABILITY	Hours
Probability: Meaning and important definitions; Problems on combination and complementary event; Problems on addition theorem. Probability Distribution: Meaning, characteristics of Binomial, Poisson, and Normal distribution. Problems on Binomial, Poisson, and Normal distribution. (No problems on fitting of Binomial and Poisson curve)	12 Hours
UNIT 2: HYPOTHESIS TESTING	
Concept; Level of Significance; Hypothesis decision table, type I and type II error, null and alternative hypothesis. Testing of hypothesis: Z test on mean, equality of means, proportion and equality of proportions, Chi – Square test – Independence of attributes (2x2 contingency table)	14 Hours
UNIT 3: LINEAR PROGRAMMING	
Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution)	10 Hours
UNIT 4: ELEMENTARY TRANSPORTATION	
Balanced and Unbalanced transportation problem – Meaning; Initial Basic feasible solution by North West Corner Rule, Least Cost method, Vogel's Approximation Method (VAM); Optimal solution - Modified Distribution Method.	10 Hours
UNIT 5: ELEMENTARY ASSIGNMENT AND GAME THEORY	
Hungarian Method - Balanced and Unbalanced problem on minimisation. Game theory: meaning and important terms of game theory solution by mini max method, dominance property method and graphical method.	10 Hours

### Reference Books:

1. N. D. Vohra: Quantitative Management, Tata
2. McGraw Hill. P. K. Gupta, Man Mohan, KantiSwarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.
5. S Kalavathy: Operations Research, 4<sup>th</sup> Edition, Vikas Publishing House Pvt. Ltd.

Course Code: Elective Course EC406

**RURAL MARKETING (Elective)**

Internal Marks: 10

Semester End Exam Marks: 40

Total No. of Teaching Hours: 30

No. of Hours per week: 3Hours

Pedagogy: Classroom lectures, Tutorials, and Case study method.

Course Outcomes: On successful completion of the course, the Students will demonstrate

- Describe the importance and application of various concepts of rural marketing.
- demonstrate the appropriate selection of the segmentation, targeting and positioning strategies along with the environmental factors that influence rural consumers' buying behaviour.
- Design a Pricing Strategy that suits the characteristics of rural products and the stage in the product life cycle.
- Formulate the appropriate marketing communication and rural distribution channel plans to promote and deliver the rural products.
- Appraise the recent trends in Rural marketing and the application of digital technology in rural marketing.

<b>Module No. 1: Introduction to Rural Marketing</b>	<b>Hours</b>
Meaning and definition, Nature and scope of rural marketing, rural vs urban markets, concepts and classification of rural markets, rural marketing environment, rise of rural consumerism.	10 Hours
<b>Module No. 2: Rural Consumer Behaviour</b>	
Consumer buying Behaviour in rural markets, factors affecting consumer Behaviour. Market segmentation – Bases for segmenting rural consumer markets.	10 Hours
<b>Module No. 3: Rural Product and Pricing Strategy</b>	
Rural product, Rural product classification, Product Life Cycle, Product Life Cycle strategies in rural markets, New Product Development in rural markets, Branding for rural markets. Pricing for rural markets – Factors and strategies.	10 Hours

**Skill Developments Activities:**

- a) Prepare a Product life cycle for a Rural product
- b) Select a Rural Product and conduct a Consumer Satisfaction Survey
- c) Prepare an advertisement copy for a rural product
- d) Visit an APMC Yard/Mandi's and prepare a report on any one Agri product pricing.

**Text Books:**

- Debarun Chakraborty and Soumya Kanti Dhara, et al. ( 2021), Rural Marketing in India: Texts and Cases, 1st Edition Atlantic Publishers and Distributors Pvt Ltd
- Acharya SS and Agarwal NL (2019), Agricultural Marketing in India, 6th Edition, Oxford & IBH Publishing Co Pvt Ltd.
- Dinesh Kumar and Punam Gupta (2019), Rural Marketing), 1st Edition, SAGE Publications India Pvt Ltd.
- C. G. Krishnamacharyulu (2010), Rural Marketing: Text and Cases, 2nd Edition, Pearson India Education Services Pvt Ltd.
- T.P.Gopaldaswamy (2009) Rural Marketing-Environment, Problems and Strategies,3rd Edition, Vikas Publishing House.

Note: Latest edition of text books may be used.

Course Code: Elective Course EC407

## CORPORATE ETIQUETTES

Internal Marks: 10

Semester End Exam Marks: 40

Total No. of Teaching Hours: 56

No. of Hours per week: 4 Hours

### COURSE OBJECTIVES:

1. To learn the principles of Corporate/business etiquettes and professional behavior
2. To understand the etiquettes for making business correspondence effective
3. To be able to present yourself confidently at various business situations.
4. Develop awareness of dining and multicultural etiquettes.

<b>UNIT 1: INTRODUCTION TO CORPORATE/ BUSINESS ETIQUETTES</b>	<b>Hours</b>
Business Etiquettes- An Overview: Significance of Business Etiquettes in 21st Century; Professional Advantage; Need and Importance of Professionalism. Introduction ABCs of etiquette- meeting and greeting scenarios principles of exceptional work behavior role of good manners in business professional conduct. Workplace Etiquette: Etiquette for Personal Contact- Personal Appearance, Gestures, Postures, Facial Expressions, Eye-contact, Space distancing.	12 Hours
<b>UNIT 2: E-MAIL ETIQUETTES</b>	
E-Mail Etiquette: Significance of Netiquette, E-mail: Way of professional communication, Basic Email Etiquettes: Proper Grammar, Spelling, Punctuation, Styling and Formatting, Body of Email, Response, Privacy.	10 Hours
<b>UNIT 3: TELEPHONE/MOBILE ETIQUETTES</b>	
Telephone Etiquette: Telephone Communication Techniques -Placing Telephone calls, Answering Calls, Transferring Calls, Putting Calls on Hold, Taking Messages, Handling Rude Callers, Tactful Responses, Leaving Professional Messages; Developing Cell Phone Etiquettes; Voicemail Etiquette; Telephonic Courtesies.	12 Hours

### SKILL DEVELOPMENT ACTIVITIES:

1. Demonstration of a good hand shake. Do's and Don't's of a good hand shake. Do we shake hands with her or not?
2. How to handover a business card ? From multicultural perspective.
3. Ask the students to make a powerpoint presentation of their own self . (Introduction, Education, achievements, hobbies etc)

### Reference Books:

1. Barbara Pachter, Marjorie Brody. Complete Business Etiquette Handbook. Prentice Hall, 2015.
2. Dhanavel, S.P. English and Soft Skills. Hyderabad: Orient BlackSwan, 2021.
3. Koneru, Aruna. Professional Communication. Delhi: McGraw, 2008.
4. Mahanand, Anand. English for Academic and Professional Skills. Delhi: McGraw, 2013. Print.

5. Nancy Mitchell. *Etiquette Rules : A Field Guide to Modern Manners*. Wellfleet Press, 2015.
6. Rani, D Sudha, TVS Reddy, D Ravi, and AS Jyotsna. *A Workbook on English Grammar and Composition*. Delhi: McGraw, 2016.
7. Raghu Palat, *Indian Business Etiquette*, Jaico Books, 2015.
8. Rizvi, M. Ashraf. *Effective Technical Communication*. Delhi: McGraw, 2018.
9. Pease, Allan and Barbara Pease. *The Definitive Book of Body Language*. New Delhi: Manjul Publishing House, 2005.
10. Tengse, Ajay R. *Soft Skills: A Textbook for undergraduates*, Orient BlackSwan, 2015



**SEMESTER – V**

Course Code	Course Title	Teaching Hrs/Week	Internal Assessment Marks	External Assessment Marks	Exam Hrs	Credits
DSC501	Operation Management	5	20	80	3	5
DSC502	Consumer Behavior	5	20	80	3	5
DSC503	Stock Market Operations	5	20	80	3	5
<b>Specialization [Select any One Group]</b>						
<b>Group1 –Finance</b>						
SF504	Income Tax	4	20	80	3	4
SF505	Management Accounting	4	20	80	3	4
<b>Group2 –Marketing</b>						
SM506	Sales and Advertising Management	4	20	80	3	4
SM507	Services Marketing	4	20	80	3	4
<b>Group3 –Human Resource</b>						
SHR508	Performance Management	4	20	80	3	4
SHR509	Employee Relations Management	4	20	80	3	4
<b>Skill Based Course [Compulsory]</b>						
SBC510	Employability Skills	2	10	40	1.30	2
<b>TOTAL</b>		<b>25 Hrs/Week</b>	<b>110</b>	<b>440</b>		<b>25</b>

## **SUBJECT CODE DSC501**

### **OPERATION MANAGEMENT**

Work load: 4 hours per week

Total Contact Hours: 56 hrs.

Internal Marks: 20

External Marks: 80

#### **objectives:**

By the end of this course, students will be able to:

- 1) To impart knowledge and understanding of the concepts related to production and its functioning.
- 2) To familiarize the students with the techniques related to improvement of manufacturing and operations.
- 3) To familiarize the students with the importance of quality control in production.

#### **LEARNINGOUTCOMES**

- 1) To get an understanding of different production methods.
- 2) To explore various layouts followed in manufacturing industries.
- 3) To help students to understand the importance of effective decision making in the area of production.

#### **MODULE 1: NATURE & SCOPE OF PRODUCTION & OPERATIONS MANAGEMENT**

Meaning and nature of production. Production management – meaning, nature, objectives, functions & scope. Decisions in production management: strategic decisions & operational decisions: meaning, examples & differences. Production system: Intermittent production system-job & batch production (only meaning & examples), Flow production system-mass production, process production & assembly line production (only meaning & examples). Job Vs Batch production. Importance of production function. Production Vs Operations management. Role & responsibilities of production manager.

#### **MODULE 2: PLANT LOCATION**

Plant location: meaning & factors affecting location; Urban Vs Rural location; Plant layout: meaning, principles & importance, types of plant layout -process layout, product layout, combined layout, static product layout or project layout, cellular layout, job shop layout (meaning of each type); Plant utilities: lighting, ventilation, temperature, noise, sanitation, safety, health, etc. Ergonomics: meaning and importance. Behavioural aspect of layout.

### **MODULE 3: PRODUCTION PLANNING & CONTROL**

Meaning, Objectives, Principles & Functions of PPC. Routing-meaning, importance, route sheet. Scheduling-meaning, objectives factors affecting, types. Sequencing-meaning, Single Criterion Priority Sequencing Rules, problems on sequencing-Johnson's Rule, 2 & 3 machines only. Loading-meaning & types.

### **MODULE 4: WORK STUDY**

Work Study: meaning, objectives, benefits & procedure; Method Study: meaning, objectives, benefits & procedure; Motion Study: meaning, objectives, motion economy principles; Time Study: meaning, objectives & procedure.

### **MODULE 5: QUALITY CONTROL AND MATERIALS MANAGEMENT**

Quality Management, Quality circle, Meaning of ISO and TQM (Concepts only); Statistical Quality Control, Acceptance Sampling, Control Charts (mean & range charts only)

Materials management: meaning & objectives; Purchasing: functions of purchase department, purchasing procedure, centralized & decentralized purchasing, selection of suppliers; Store keeping.

Inventory control & management: meaning, objectives & importance; essentials of a good inventory control system; inventory costs; stock levels; EOQ; ABC analysis.

### **SKILL DEVELOPMENT:**

- 1) Diagrammatically show the layout of an industrial unit or a business unit or a service unit visited by you.
- 2) Make a list of materials consumed by any manufacturing unit along with its quality and prices for the last 6 months.
- 3) Visit a factory and report about various material handling practices and equipments used by them.
- 4) Visit a manufacturing unit, observe the process of manufacturing and identify various activities and sequences involved.

### **REFERENCES:**

1. S.N.Chary, Production and Operations Management, Tata McGraw-Hill Publishing Company Limited
2. Aswathappa K, Production and Operations Management, Himalaya Publishing House
3. S.A.Chunawalla, D.R.Patel, Production and Operations Management, Himalaya Publishing House
4. Thomas E. Morton, Production and Operations Management
5. N.G Nair, Production and Operation Management, Tata McGraw-Hill Publishing Company Limited

6. Dr. L.N Agarwal and Dr. K.C Jain, Production Management
7. Everett E.Adam Jr., and Ronald J.Ebert, Production and Operation Management
8. K. K Ahuja, Production Management.

## **SUBJECT CODE DSC502**

### **CONSUMER BEHAVIOUR**

#### **Objectives:**

By the end of this course, students will be able to:

1. The students shall understand consumer decision making process
2. The students shall predict buying patterns
3. The students shall develop effective narrative strategies

#### **Module 1: Introduction to Consumer Behavior (12 Hours)**

Definition and Meaning of Consumer, Customer vs Consumer, Types of Consumers, Scope, Importance & Evolution of Consumer Behavior as a Field, Consumer Behavior Models (Engel-Kollat-Blackwell (EKB) Model, Howard-Sheth Model, Nicosia Model, Sheth's Family Decision-Making Model, Hofstede's Cultural Dimensions Model, Theory of Planned Behavior (Ajzen & Fishbein).

#### **Module 2: The Consumer Decision-Making Process (12 Hours)**

Factors influencing consumer behavior: Psychological, Social, Cultural, and Personal, Five-Step Consumer Decision Model, Buyer adoption process, Diffusion of Innovation Theory (Everett Rogers), Role of Emotions & Rationality in Decision-Making, Impulse Buying vs. Planned Purchases, Role of Culture, Subculture & Cross-Cultural Influences, Opinion Leaders, Influencers & WOM Marketing.

#### **Module 3: Consumerism & Consumer Protection (14Hours)**

**CONSUMERISM:** Origins and Evolution of Consumerism, consumer safety and protection measures, Access to consumer information and Transparency, Environmental Implications of Consumerism, Consumer Privacy Concerns and Data Security, Legislative frameworks addressing consumer rights and marketer's strategies and responses to consumer issues.

**CONSUMER PROTECTION:** Overview of the Consumer Protection Act, 1986, Role and functions of the Central Consumer Protection Council, Structure and responsibilities of State Consumer Protection Councils, Mechanisms for consumer dispute resolution, Functions of Consumer Disputes Redressal Agencies, Operations of the Consumer Disputes Redressal Forum, Jurisdiction and authority of the National Consumer Disputes Redressal Commission (NCDRC)

#### **Module 4: Customer Relationship Management (CRM) & Customer Loyalty (14 Hours)**

**CRM:** Key aspects and components of CRM, The CRM process and its implementation, Significance of CRM in modern business, Designing and managing an effective CRM program, (Emerging trends in CRM - E-CRM Solutions and their impact on customer engagement, Role of Data Warehousing in CRM, Data Mining techniques for customer insights, Introduction to CRM Software Packages and their applications)

**CUSTOMER LOYALTY:** Concept of customer loyalty, Strategies for customer retention and engagement, Application of CRM in the service industry, Customer value assessment and lifetime value (CLV), Net Promoter Score (NPS) and brand advocacy.

#### **Module 5: Digital and Neuromarketing in Consumer Behaviour (08 Hours)**

Consumer Behavior in the Digital Age, Impact of Digital and social media on Consumers, Mobile commerce concept and its influence on consumer choices, **Neuromarketing and Consumer Psychology** (Introduction to Neuromarketing and its applications, Brain science and subconscious decision-making, Emotional triggers and sensory marketing, Future trends in consumer behaviour and technological advancements.

## REFERENCES

1. Consumer behavior Pearson Publication 4<sup>th</sup> edition by Leon G. Schiffman, Joshep, Wisen brt
2. Consumer Behavior 12/e by Kumar, Leon G. Schiffman Pearson Publication
3. Consumer Behavior Marketing strategy David L Mothersbavgh Amit Mookeye Mc Girwhills Publications

## **DSC503**

### **STOCK MARKET OPERATIONS**

**Credits: 04**

**56 Hours**

#### **Objectives:**

By the end of this course, students will be able to:

1. On successful completion of the course, the Students will be able to:
2. Understand the basic functioning of Stock Market.
3. Demonstrate the process of opening demat accounts and the process of margin and short selling activities
4. Explain the various stocks included in the SENSEX, NIFTY and other indices and explain the interpretation
5. Articulate the actions taken by the SEBI in protecting the interests of small investors. To provide conceptual understanding of the concept of stock exchange in India.

#### **UNIT - 1: INTRODUCTION**

**(14 Hours)**

Financial markets- Meaning; Money market v/s capital market; primary market v/s secondary market; major stock exchanges in India - BSE, NSE and OTCEI; regional stock exchanges in India; SEBI - establishment, objectives and functions.

#### **UNIT - 2: LISTING OF SECURITIES**

**(10 Hours)**

Listing of Securities - meaning, IPO; Listing requirements; Meaning of delisting; Stock brokers, functions of brokers; Power of Attorney to broker; responsibilities of stock broker.

#### **UNIT – 3: TRADING IN INDIAN STOCK MARKET**

**(16 Hours)**

Participants in Stock Market; Open outcry system and screen based trading; Meaning of settlement; settlement procedure; Physical delivery v/s Dematerialisation; Rematerialisation; Buying and selling shares – procedure.

Intraday v/s delivery, Types of orders - market order, limit order, Stop loss order, Stop limit orders, Cover orders, Bracket orders, Immediate or Cancel orders; Buying on margin and short sale. Importance of stop loss; Problems relating to Margin trading and short selling.

#### **UNIT - 4: STOCK MARKET INDICES**

**(10 Hours)**

Stock market indices in India – BSE Sensex – Other BSE indices; NSE indices – S&P CNX Nifty; Meaning of important terms - Bull market and Bear Market, Pull back, Market Correction, Market crash, uptrend, downtrend, support, resistance, market sentiment. (meanings of the terms only)

## **MODULE 5: INVESTING IN SECURITIES**

**(06 Hours)**

Investment – Meaning, Market Price, Volume, Difference between Large Cap, Mid Cap and Small Cap Stocks, Other securities that can be traded in the Indian Stock Market

### **Skill Development Activities:**

1. Visit the offices of stock brokers and observe online trading
2. Watch Business news channels like CNBC, Zee Business, NDTV Profit, ET Now etc. on a regular basis.
3. Visit website of BSE and NSE and explore the various features and tabs available.

### **Recommended Books:**

1. Prasanna Chandra, Security Analysis and Portfolio Management, McGraw Hill, New Delhi.
2. Bodie, Kane, Marcus and Mohanty, Investments, McGraw Hill Publications, New Delhi.
3. P S Bala Ram and T Sriakshmi, Stock Market Operations, IBP Publications, New Delhi
4. F C Sharma, Financial Market Operations, SBPD Publications, New Delhi
5. Inderpal Singh and Jaswinder Kaur, Security Market Operations, Kalyani Publishers, Ludhiana.
6. Jaydeb Sarkhel and Seikh Salim, Indian Financial System and Financial Market Operations, McGraw Hill, New Delhi
7. Michael Simmons, Securities Operations, Wiley Publications, New Delhi.
8. Robert G Hagstrom, The Warren Buffett Way, Wiley Publications, New Delhi
9. Goyal and Goyal, Financial Market Operations, FK Publications, New Delhi.
10. Guruswamy, Capital Markets, TMH, New Delhi.
11. Alan Kanuk, Capital Markets in India, John Wiley, New Delhi Note: Note: Latest edition books shall be used.
12. Gordan and Natrajan

## **SUBJECT CODE SF504**

### **INCOME TAX**

Work load: 4 hours per week

Total Contact Hours: 60 hrs.

Internal Marks: 20

External Marks: 80

#### **Objectives:**

By the end of this course, students will be able to:

To introduce the students, basic concepts of Direct Tax in Business and to provide the knowledge of computation of income for Income Tax

#### **MODULE -1: INTRODUCTION (12 Hours)**

Meaning and types of Income Tax, Meaning of Income, Casual Income, Previous Year, Assessment Year, Heads of Income, Person, Agricultural Income, Assesses, Gross Total Income, Total Income & Difference between Direct and Indirect Tax. Meaning, Types and rules of Residential Status, Determination, Incidence Tax (Tax Liability) in case of an individual (Theory and Problems).

#### **MODULE - 2: INCOME FROM SALARY (16Hours)**

Introduction - Meaning of Salary -Basis of charge Definitions–Salary, Perquisites and profits in lieu of salary - Provident Fund –Transferred balance. – Retirement Benefits – Gratuity, pension and Leave salary. Deductions and Problems on

Computation of Taxable Salary.

#### **MODULE - 3: INCOME FROM HOUSE PROPERTY (10 Hours)**

Introduction - Basis for charge - Deemed owners -House property incomes exempt from tax, composite rent and unrealized rent. Annual Value –Determination of Annual Value - Deductions from Annual Value - Problems on Computation of Income from House Property.

#### **MODULE - 4: PROFITS AND GAINS OF BUSINESS AND PROFESSION (10 Hours)**

Introduction-Meaning and definition of Business, Profession and Vocation. – Expenses Expressly allowed - Expenses Expressly Disallowed - Allowable losses – Expressly disallowed expenses and losses, Expenses allowed on payment basis. Problems on computation of income from business of a sole trading concern - Problems on computation of income from profession: Medical Practitioner - Advocate and Chartered Accountants.

#### **MODULE – 5: CAPITAL GAINS & INCOME FROM OTHER SOURCES (12 Hours)**

Introduction - Basis for charge - Capital Assets - Types of capital assets – Transfer - Computation of capital gains – Short term capital gain and Long term capital gain - Exemption under section 54, 54B, 54EC, 54D, 54F, and 54G. Problems covering the above sections.

Introduction - Incomes taxable under Head income other sources – Securities - Types of Securities - Rules for Grossing up. Ex-interest and cum-interest securities. Bond Washing Transactions - Computation of Income from other Sources.

#### RECOMMENDED BOOKS:

1. Direct Tax Laws: Dr. V. K. Singhania, Tax Mann's Publications, New Delhi.
  2. Income Tax: Prof. M. B. Kadkol, Renuka Prakashan, Hubli.
  3. Indirect Taxes Law and Practice: V. S. Datey, Tax Mann's Publications, New Delhi.
  4. Business Taxation: Dr. R. V. Diwan, Prin. Gopal Bhat, 14, Ranade Colony, Hindwadi, Belagavi
- 
1. Mehrotra H.C and T.S.Goyal, Direct taxes, Sahithya Bhavan Publication, Agra.
  2. Vinod K. Singhania, Direct Taxes, Taxman Publication Private Ltd, New Delhi.
  3. Gaur and Narang, Law and practice of Income Tax, Kalyani Publications, Ludhiana.
  4. Bhagawathi Prasad, Direct Taxes.
  5. B.Mariyappa, Income tax Law and Practice-I, Himalaya Publishing House. New Delhi.s
  6. Dr. Saha, Law and Practice of Income Tax, Himalaya Publishing House.

Note: Latest edition of text books may be used.

## **SUBJECT CODE SF505**

### **MANAGEMENT ACCOUNTING**

#### **Objectives :**

By the end of this course, students will be able to:

1. Explain the application of management accounting and various tool used
2. Make inter – firm and inter- period comparison of financial statements
3. Analyse financial statements using various ratios for business decisions.
4. Prepare fund flow and cash flow statements
5. Prepare different types of budgets for the business.

#### **MODULE NO. 1: INTRODUCTION TO MANAGEMENT ACCOUNTING (8 Hours)**

Introduction- Meaning and Definition – Objectives – Nature and Scope–Functions- Role of Management Accountant, Relationship between Financial Accounting and Management Accounting, Relationship between Cost Accounting and Management Accounting, advantages and limitations of Management.

#### **MODULE NO. 2: RATIO ANALYSIS (14 Hours)**

Introduction-Meaning and Definition of ratio, Meaning of Accounting ratio, and Ratio Analysis – Uses and Limitations –Classification of ratios- Liquidity ratios, Profitability ratios and Solvency ratios. Problems on conversion of financial statements into ratios and ratios into financial statements.

#### **MODULE NO. 3: CASH FLOW ANALYSIS (12 Hours)**

Meaning and Definition of Cash Flow Statement – Concept of Cash and Cash Equivalent - Uses of Cash

Flow Statement – Limitations of Cash Flow Statement– Differences between Cash Flow Statement and

Fund Flow Statement – Provisions of Ind. AS-7. Procedure for preparation of CashFlow Statement – Cash

Flow from Operating Activities – Cash Flow from Investing Activities andCash Flow from Financing

Activities – Preparation of Cash Flow Statement according to Ind. AS-7.

#### **MODULE NO. 4: MARGINAL COSTING (10 Hours)**

Introduction-Meaning and definition of marginal cost, marginal costing, features of marginal costing- terms used in marginal costing – P/V ratio, BEP, Margin of Safety, Angle of Incidence and Break-Even Chart. Break Even Analysis- assumption and uses-problems.

## **MODULE NO. 5: BUDGETARY CONTROL**

**(12 Hours)**

Meaning and Definition of Budget and Budgetary Control, objectives of budgetary control, advantages and limitations of budgetary control, essentials of effective budgeting, Types of budget-Functional budgets, Master Budget, Fixed and Flexible Budget, Problemson Flexible budget and Cash Budget.

Text Books:

1. Dr. S.N. Maheswari, Management Accounting, Mahavir Publications
2. T.S.Sexana, Advanced Cost and Management Accounting, Sultan Chand
3. Jain and Narang, Cost and Management Accounting, Kalyani Publisher.
4. Dr. S.N. Goyal and Manmohan, Management Accounting, S.N. Publications.
5. B.S. Raman, Management Accounting, United Publishers.
6. Sharma and Gupta, Management Accounting, Kalyani Publishers.
7. M N Arora, Accounting for Management, Himalaya Publisher
8. Jawahar Lal, Cost Accounting; McGraw-Hill Education (India)

Note: Latest edition of text books may be used.

## **SUBJECT CODE SM506**

### **SALES & ADVERTISING MANAGEMENT**

#### **Objectives:**

By the end of this course, students will be able to:

1. To introduce the basic concept of sales management
2. To understand sales environment

#### **Module 1**

**(10 Hours)**

The field of Sales Management: Concept, Personal selling, Objectives of Sales Management, Emerging Trends in Sales Management, Key Decision areas in Sales Management, Sales Management Cycle.

Sales Strategy Formulation: Market Analysis, Setting Sales Objectives, Designing Sales Strategy.

#### **Module 2**

**(10 Hours)**

Sales Planning- Importance and types of sales planning, sales planning process, sales forecasting, determining sales, sales budget

Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns

Sales Organisation Structures - both B2B, B2C

#### **Module 3**

**(14 Hours)**

Theories of Sales Management: objectives, Nature and Scope. Theories of selling – Right set of circumstances Theory, Buying Formula Theory, AIDAS Theory

Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing sales quota, Types of sales quota, Methods of setting quota, Recruitment and selection of sales force, Training of sales force, Qualities and responsibilities of sales manager.

#### **Module 4**

**(14 Hours)**

Advertising- Introduction, Concept, Scope, objectives and functions of advertising. Role of advertising in marketing mix and the advertising process, Legal, Ethical aspect of advertising

Pre-launch Advertising Decision- Determination of target audience, Advertising media and their choice. Advertising Measures, layout of advertising

Approaches of Advertising - DAGMAR (defining Advertising Goals for Measured Advertising Results), AIDA (Attention, Interest, Desire and Action)

## **Module 5**

**(8 Hours)**

Message Design and Development- Advertising copy development, types of appeal, advertising copy testing. Measuring Advertising Effectiveness, Measurement of effectiveness – Ethics, Economics and Social Relevance.

### Recommended Books:

1. Sales Management, Still, Cundiff&Govani, Prentice Hall India
  2. Professional Sales Management, Anderson, Hair & Bush, Tata McGraw Hill
  3. Management of sales force, Stanton & Spiro McGraw Hill International
  4. Sales Management, Futrell 6th edition Thomson South western
  5. Sales and Distribution Management, S L Gupta, Excel Books India
  6. Text Book on Sales Management, Dr. R.K. Srivastava, Excel Books India
- 
1. Bhatia, T.K., Advertising and Marketing in Rural India, 2nd Edition, Macmillan India Ltd., 2007.
  2. Hackley, C., Advertising and Promotion: An integrated communications approach, 2nd Edition, Sage Publications, 2010.
  3. Jefkins, F., Advertising, 4th Edition, Pearson, 2002.
  4. Wells, W.D., Burnett, J. and Moriarty, S., Advertising: Principles and Practice, 7th Edition, Pearson, 2007

**SUBJECT CODE SM507  
SERVICES MARKETING**

Work load: 4 hours per week

Total Contact Hours: 56 hrs.

Internal Marks: 20

External Marks: 80

**Objectives:**

By the end of this course, students will be able to:

The objective of this course is to students to enhance skills and knowledge in detailing with a portfolio of services customers in a business setting.

**MODULE 1 INTRODUCTIONS TO SERVICES (12 Hours)**

Introductions to services, role of services in an economy, importance of service growth in service sector, Services in Indian scenario, types of services, difference between goods and service, nature and characteristics of services, service marketing-meaning and definition, need for service marketing and obstacles in service marketing

**MODULE 2 SERVICE MARKETING MANAGEMENT (10 Hours)**

Service Marketing Management: Marketing management process for services organizing, marketing planning, analysing marketing opportunities, selecting target market developing the service marketing mix, managing and controlling marketing efforts.

**MODULE 3 INTRODUCTION ELEMENTS OF SERVICE ON MARKETING MIX (10 Hours)**

Introduction elements of service on marketing mix, service product. price, place, promotion, people, process, physical evidence.

**MODULE 4 CUSTOMER EXPECTATIONS OF SERVICE (12 Hours)**

- a) Customer expectations of service: Factors influencing customer expectation of service issues involving customer service expectations, gaps model of service quality
- b) Customer perception of service: Customer perception, customer satisfaction, service quality, strategies for influencing customer perception.
- c) Service recovery: The impact of service failure and recovery, customer responds to service failure. Service recovery strategies, service guarantee.

**MODULE 5 SERVICE DEVELOPMENT AND DESIGN (12 Hours)**

- a) Service development and design: Challenges of service design, stages in new service development, service blue printing.

b) Customer defined service standards: Factors necessary for appropriate service standard, customer defined standards.

c) Marketing of Services: Financial service marketing- Insurance, Bank, Mutual funds, Tourism Marketing, Hospital marketing, hotel service marketing.

Suggested Text Books:

1. Service Management, Fitzsimmons and Fitzsimmons, Irwin/McGraw-Hill
2. Services Sector Management An Indian Perspective, C. Bhattacharjee
3. Services Business Management, Dr. Abhay Kulkarni, Himalaya Publication.
4. Services Marketing: Global Edition by Christopher Lovelock (Author), Jochen Wirtz, Pearson Education; 7 Edition
5. Successful Service Operations Management, Metter, King–Mettters, Pulliman& Walton, Thomson India
6. Services Marketing Operations and Management, Vinnie J Juhari, Kirti Dutta, Oxford University Press
8. . Services Marketing by Hoffman, Bateson, Thomson Publication
9. Service Operations Management by Johnston, Clark and Shulver, Pearson India, 4th Edition
10. Gronroos, Christian. Service Management and Marketing (Customer Management in Service Competition). Wiley.
11. Nargundkar, Rajendra Services Marketing Text and Cases. Tata McGraw Hill.
12. Shanker, Ravi. Services Marketing the Indian Perspective. Excel Books.

**SUBJECT CODE SHR508**  
**PERFORMANCE MANAGEMENT**

**Credits 4 credits**

**No. of hours per week 4 hours**

**Total No. of Teaching hours 56 hours**

**Objectives:**

To equip students with the knowledge and skills to understand implement and manage performance management system

**MODULE–1: INTRODUCTION**

Performance Appraisal – Concept, Definition, Philosophy, Nature, Scope purpose, Uses, Benefits, Components, objectives and systems.

**MODULE–2: PLANNING PERFORMANCE**

Performance Appraisal– Employer and Employee perspective, performance appraisal versus performance management, Identifying performance dimensions, KPA's and performance planning,

Performance Appraisal process, Developing an effective appraisal program, Issues in appraisal design.

**MODULE–3: PERFORMANCE MEASUREMENT**

Methods of Performance Appraisal, Pro's and con's of 360 Degree Appraisal, Types of Appraisal Interviews and Conducting Appraisal Interviews, Barriers to effective appraisal and overcoming barriers to appraisal.

**MODULE NO. 4: PERFORMANCE MANAGEMENT**

Importance of Performance Management, Aims and Purpose of Performance Management, Employee Engagement and Performance Management, Principles and Dimensions of Performance Management Performance Appraisal Methods: Traditional Methods, Modern Methods, Performance Appraisal Feedback: Role, Types and Principles, Levels of Performance Feedback, 360-Degree Appraisal, Ethics in Performance Appraisal.

**MODULE NO. 5: ISSUES IN PERFORMANCE MANAGEMENT**

Team Performance Management, Performance Management and Learning Organizations, Performance Management and Virtual Teams, Role of Line Managers in Performance Management, Performance Management and Reward, Linking Performance to Pay –A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward.

**Reference**

Performance Management by A S Kholi A J. Deb Oxford Publication

Performance Management by New approach for driving business results 4 by Elaine. Pukkar Loiky Backwell

Performance Management by Dr. C Appa Rao by Bizantara Publications

## **SUBJECT CODE SHR509**

### **Employee Relations Management**

#### **Objectives:**

By the end of this course, students will be able to:

1. To enable the students to understand the nature of employee relations.
2. To help them to understand the various institution & procedures in industrial relations & the dynamics of their functioning.
3. To help them to understand why employees from their organizations & how to manage the employee organizations.

#### **Learning Outcomes:-**

- 1) Will be able to ensure the principles of natural justice are followed while conducting a departmental enquiry for indiscipline actions by employees (workers).
- 2) Will be able to remember the important provisions (and interpretations) of employment laws.

**Pedagogy :-** This course will be based on interactive lectures and class activities.

students should come to the class after thoroughly reading the assigned portions.

A variety of pedagogical methods such as class lectures, presentations. and case analysis, role plays will be used.

#### **MODULE 1- INTRODUCTION EMPLOYEE RELATIONS MANAGEMENT**

Introduction , overview of employee Relations Management, Importance of employee Relations

Management, objectives of Employee Relation Management, Difference between Employee Relations & Industrial relations management , Characteristics aspirations and concerns of employees in the service sector and workers in the manufacturing sector.

Impact of Liberalization, Privatization and Globalization (LPG) on Employee Relations Management.

#### **MODULE 2 – CORE ISSUE OF EMPLOYEE RELATIONS MANAGEMENT**

Issue of ERM in the Manufacturing sector , Transportation sector ,IT sector, Hospitality sector, and call center sector.

The concept of working from home- Benefits to employers and employees, related issues and challenges.

Importance of Psychological Contract - interest and expectations.

The Contract Labor - Controversial Issue.

**MODULE 3 - INDUSTRIAL RELATIONS MANAGEMENT** The concept of industrial relations- meaning, definition, objectives, the system framework, substance of a sound industrial relations system ; theories of industrial relations : Unitary, Pluralist, Radical and Trusteeship ; Partnership model for sound Industrial Relations. Globalization & industrial Relations.

Role of different Participants - Management, Trade Union ,state and judiciary Constitution of India, and Industrial Relations.

Managing Good Industrial Relation - Ten golden rules for good industrial relations.

**MODULE 4 - LEGAL FRAMEWORK OF EMPLOYEE RELATIONS IN INDIA :** The Factories Act,1948

Important definition , Applicability ,Registration, Provisions regarding safety, Health and welfare of workers, working hours, spread over and overtime for adults ,Employment of young person, Annual leave with wages, offence and penalties . **Employees state Insurance Act ,1948**

objectives ,Applicability of the act and scheme, coverage, Rate of contribution of wages, Benefit to employees ,manner and time limit for making payment of.

**MODULE 5-INDUSTRIAL CONFLICT:**

The concept of industrial conflict - meaning, definition, manifestations ,magnitude, causes and consequences of industrial conflict ; management of industrial conflict; Unfair labour practices, industrial relations procedures and methods for resolving disputes - conciliation/mediation,

adjudication, voluntary arbitration ,industrial relations machinery-labour courts, tribunals and appellate courts.

**Industrial Disputes Act,1947**

Definitions , Authorities under the act, Notice of changes, Condition of services to remain unchanged, strike and lock-out-its prohibition, Illegal strikes and lock-outs, Lay-off and Retrenchment.

**Recommended Resources:** Reference Books: Industrial Relations by C.S.V Raman ,Oxford University Press, New Dehli, Latest Edition.

**References:** Elements of Mercantile Law by N.D. Kapoor, sultan chand & sons .

Employee Relations Management by P. N. singh, Person Publications.

Work organization and employee relations in India call industry, 2006 - library. Oopen. Org centers by Phillip Taylor and peter Bain.

Managing employee relations through strategic human resources management: Evidence from two

Tata companiens , Debi S. Sain India Journal of Industrial Relations Vol.42,No.2(Oct.2006)

## **SUBJECT CODE: SBC510**

### **EMPLOYABILITY SKILLS**

Pedagogy: Classroom lectures, Activities based learning, Practice Questions, Tutorial Classes, Group

discussions, Mock Tests, etc,

#### **Objectives**

By the end of this course, students will be able to:

1. Develop systematic problem-solving abilities.
2. Enhance verbal and non-verbal reasoning skills.
3. Improve numerical and analytical abilities.
4. Enhance English language and communication skills.

Syllabus: Hours

#### **MODULE NO. 1: GENERAL ORIENTATION ON ALL COMPETITIVE EXAMS**

**(5 Hours)**

Overview of Competitive Exams for Government Recruitment in India - Introduction, Eligibility Criteria, Exam Pattern, Syllabus, and Resources.

#### **MODULE NO. 2: QUANTITATIVE APTITUDE**

**(20 Hours)**

Number system, HCF & LCM, Ratio and Proportion, Averages, Ages, Percentages, Partnerships, Time,

Speed and Distance, Profit and Loss, Data Interpretation, Problems based on Simple interest, Compound

interest, Clocks, and Calendars.

#### **MODULE NO. 3: VERBAL AND NONVERBAL REASONING**

**(10 Hours)**

Verbal Reasoning: Data analysis, Data sufficiency, Decision making, coding & decoding, Blood relations,

Puzzle tests, Direction sense test, Problems based on Venn Diagram/Syllogisms, Alphabet test, Arithmetical reasoning, Input/Output, Series and Seating arrangements.

Non-Verbal Reasoning: Analogy, Water images, mirror images, embedded figures, Completion of

Pattern, Paper folding, Cubes & dice, Figure Formation & Analysis.

## **MODULE NO. 4: ENGLISH LANGUAGE AND COMPREHENSION SOLVING**

**(10Hours)**

Vocabulary, English Grammar, Verbal Ability, Sentence Structure, Spot the Error, Fill in the Blanks,

Idioms & Phrases, Cloze Passages, and Comprehension Passages.

Skill Development Activities:

5Hrs

Various activity-based learning methods such as problem-solving exercises, case studies, role-playing,

debates, group discussions, mock tests, and assessments can be conducted, in addition to any other

relevant activities for the course to ensure effective learning.

Materials:

1. <https://free.aicte-india.org/Quantitative-Aptitude-Basics.php>

2. [https://onlinecourses.nptel.ac.in/noc20\\_hs19/preview](https://onlinecourses.nptel.ac.in/noc20_hs19/preview)

3. <https://www.udemy.com/course/reasoning-verbal-non-verbal/>

Note: Latest editions of books such as Quantitative Aptitude for Competitive Examinations, Modern

Approach to Verbal and Non-Verbal Reasoning, Quick Learning Objective General English by R.S.Agarwal or Arihant Publications, and other renowned titles can be referred to enhance exam preparation.

**SEMESTER – VI**

Course Code	Course Title	Teaching Hrs/Week	Internal Assessment Marks	External Assessment Marks	Exam Hrs	Credits
DSC601	Business Law	5	20	80	3	5
DSC602	Small Business Management	5	20	80	3	5
DSC603	International Business Management	5	20	80	3	5
<b>Specialization [Select any One Group]</b>						
<b>Group1 –Finance</b>						
SF604	Goods and Service Taxes	4	20	80	3	4
SF605	Advanced Financial Decisions	4	20	80	3	4
<b>Group2 –Marketing</b>						
SM606	Retail Management	4	20	80	3	4
SM607	Digital Marketing	4	20	80	3	4
<b>Group3 –Human Resource</b>						
SHR608	Strategic HR Management	4	20	80	3	4
SHR609	Cultural Diversity at Work Place	4	20	80	3	4
<b>Skill Based Course [Compulsory]</b>						
SBC610	Internship Project [Report & Viva-voce]	2	-	50	-	2
<b>TOTAL</b>		<b>25 Hrs/Week</b>	<b>100</b>	<b>450</b>		<b>25</b>

## **SUBJECT CODE : DSC601**

### **NAME OF THE COURSE: BUSINESS LAW**

#### **Objectives:**

To impart knowledge of legal environment related to business transactions such as contracts, sales, consumers and online transactions.

#### **Unit 1**

Law of Contract-Definition, Essentials of Valid contract, Kinds of Contract, Offer, Acceptance, Consideration, Capacity of parties to Contract, Free Consent, Discharge of Contract, Breach of contract and remedies.

#### **Unit 2**

Companies Act, Definition of Company, Kinds of company, Memorandum of Association, Articles of Association, Prospectus, Meetings and Resolutions.

#### **Unit 3**

Social security legislation – EPF Act objectives – Purpose and Important provisions – ESI Act objectives – Purpose and important provisions

#### **Unit 4**

Sale of goods act-Meaning and definition, Essentials of sale Contract, Sale and agreement to sale, Conditions and warranties, Unpaid seller, Rule of transfer property

#### **Unit 5**

The Consumer protection act,1986, District forum, State forum, National Commissions, Consumer Council.

#### **References**

- Indian Contract Act-by Bare act, Government of India
- N.D.Kapoor Mercantile Law, Sultan Chand & Company, New Delhi
- Avatar Singh Mercantile Law, Vikas publications.
- Balchandani : Business law
- S.D.Geeth & M.S.Patil: Business Law
- S.S. Gulshan: Business law

## **SUBJECT CODE: DSC602**

### **SMALL BUSINESS MANAGEMENT**

#### **OBJECTIVES**

By the end of this course, students will be able to:

To enable the students to know the importance of small scale business in a developing economy like India and motivate the students to start small scale business.

**Unit 1:** Basics of Small Business Enterprise Small Business – Definition – Features – Role of Small Business in Economic Development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.

**Unit 2:** Dynamics of Small Business Concepts and Definitions of Small Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI – Problems of SSI – Sickness of SSI: Causes, Symptoms and Cures – Prospects of SSI in free Economy.

**Unit 3:** Institutions Supporting Small Business Central, State and Other Institutional Support for SSI – Technological Upgradation and Institutional facility for SSI – Incentives and Subsidies for SSI.

**Unit 4:** Management of Small Business Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises.

**Unit 5:** Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises.

**References** 1. Barrow C. The Essence of Small Business, Prentice Hall of India, New Delhi, 1997.

2. Bedapatai Mohanty, Economics of Small Scale Industries, Ashish, New Delhi, 1986

3. Charantimath P.M., Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi, 2006.

4. Cormon J and Lussier R.N., *Small Business Management: A Planning Approach*, IRWIN, London, 1996
5. Datt, Ruddar and Sundharam K.P.M., *Indian Economy*, S.Chand, New Delhi, 2006.
6. Desai S.S.M., *Industrial Economy of India*, Himalaya Publishers, New Delhi, 1968.
7. Development Commissioner, *Small Scale Industries*, Ministry of ID and IT, Government of India, New Delhi, 1985.
8. Dhanulinga Nadar, *Small Scale Industry Interrelationship with Large Scale Industry*, Rainbow, Coimbatore, 1985.
9. Francis Cherunilam, *Industrial Economics : Indian Perspectives*, Himalaya, Delhi, 1989.
10. Ganapathy Iyer, E.V., *Indian Industrial Development Problems*, Ganapathy Trans – West, Madras, 1983.
11. Gopal Swaroop, *Advances to Small Industries and Small Borrowers*, Sultan Chand, New Delhi, 1986.
12. Khanka S.S. (2001): *Entrepreneurial Development*, S.Chand & Co., New Delhi, 2001.
13. Little N.D., Dipack Mazumdar and John M.Page. Jr., *Small Manufacturing Enterprises*, Oxford University Press, London, 1989.
14. Mathur S.P., *Economics of Small Scale Industry*, Dundee Prakashan, Delhi, 1989.
15. Narasaiah M.L., *Small Scale Entrepreneurship*, Discovery Publishing House, New Delhi, 2001.
16. Parekh. H.T., *Management of Industry India*, Vora & Co., Bombay, 1971.
17. SBP Consultants and Engineers Pvt. Ltd., *Hand Book of Reserve, Small Cottage and Tiny Industries*, SBP, Delhi, 1984.
18. Shukla M.B., *Entrepreneurship and Small Business Management*, KITAB MAHAL, New Delhi, 2003.
19. United Nations: *Manual for the Preparation of Industrial Feasibility*, Oxford and IBH, New Delhi.
20. Vasanth Desai, *Small Scale Industries and Entrepreneurship*, Himalaya Publishing House, Mumbai, 2002.
21. Vera Ram K., *How to Succeed in Small Industry*, Vikas, New Delhi, 1984.
22. Vera Ram K., *Small Industries – The Challenge of the Elighties*, Vikas, New Delhi, 1983.

**SUBJECT CODE : DSC603**  
**INTERNATIONAL BUSINESS MANAGEMENT**

**OBJECTIVES**

1. The objective of this course is to enable students to gain knowledge paradigm in international marketing to gain similarities/ differences across

**MODULE – 1: INTERNATIONAL BUSINESS & TRADE**

International business – meaning, definition, characteristics, need & importance, difference between domestic trade & international trade, modes of entering international business (exporting, licensing, franchising, contract manufacturing, turnkey projects, management contracts, wholly owned manufacturing facility, assembly operations, joint ventures, third country location, merger & acquisition, strategic alliance, counter trade, foreign investment. Stages of internationalization, protectionism, tariff & non-tariff barriers to international business.

**MODULE – 2: FOREX MARKET**

Balance of payments – meaning, significance, structure of BoP, disequilibrium in BoP – causes and remedial measures.

Foreign exchange rate – meaning, types, determinants; Foreign exchange market – meaning & characteristics

Exchange control – meaning, objectives, exchange control measures.

**MODULE – 3: INTERNATIONAL BUSINESS ENVIRONMENT**

Meaning, internal & external environment – economic, political, demographic, social & cultural, technological and natural environment;

Globalization – meaning, features, challenges. Globalization in India – impact, arguments for and against globalization; merits & demerits;

WTO – objectives, functions, organization structures, merits & demerits

**MODULE – 4: SUPPORT INSTITUTIONS**

Financial & non-financial support; EXIM Bank; ECGC

Trade Blocks – meaning, purpose; brief introduction to trade blocs: SAARC, ASEAN, NAFTA, CARICOM, APEC, EU, BRICS.

**MODULE – 5: PROCEDURE & DOCUMENTS**

INCOTERMS, Import procedure & documents; export procedure & documents; export promotion measures; EXIM Policy

**References**

**International Marketing** by Rakesh Mohan Joshi, Oxford

International Marketing by Cateora & Graham, TMH 12<sup>th</sup> edition

Global Marketing Management by Warren Keegan, Pearson Ed

International Marketing by Francis Cherunilam Himaliya

International Marketing by Onkvist & Shaw, PH1

International Marketing by Terpsra & Sarathy, Thompson 8<sup>th</sup> Ed.

International Marketing by Srinivasan R., 2<sup>nd</sup> ED, PH

**SUBJECT CODE: SF604**  
**GOODS AND SERVICE TAX**

Work load: 4 hours per week

Total Contact Hours: 60 hrs.

Internal Marks: 20

External Marks: 80

**OBJECTIVES**

By the end of this course, students will be able to:

1. Understand the basics of taxation, including the meaning and types of taxes, and the differences between direct and indirect taxation.
2. Analyse the history of indirect taxation in India and the structure of the Indian taxation system.
3. Understand the framework and definitions of GST, including the constitutional framework, CGST, SGST, IGST, and exemptions from GST.
4. Understand the time, place, and value of supply under GST, and apply this knowledge to calculate the value of supply and determine GST liability.
5. Understand input tax credit under GST, including its meaning and process for availing it, and apply this knowledge to calculate net GST liability.

**MODULE NO. 1: BASICS OF TAXATION**

Tax – Meaning and Types, Differences between Direct and Indirect Taxation, Brief History of Indirect Taxation in India, Structure of Indian Taxation.

**MODULE NO. 2: GOODS AND SERVICES TAX –FRAMEWORK AND DEFINITION**

Introduction to Goods and Services Tax, Constitutional Framework, Orientation to CGST, SGST and IGST, Meaning and Scope of Supply, Types of Supply. Exemptions from GST.

**MODULE NO. 3: TIME, PLACE AND VALUE OF SUPPLY**

Time of Supply – in case of Goods and in case of Services - Problems on ascertaining Time of Supply; Place of Supply – in case of Goods and in case of Services (both General and Specific Services) – Problems on Identification of Place of Supply; Value of Supply – Meaning, Inclusions and Exclusions. Problems on calculation of ‘Value of Supply’.

**MODULE NO. 4: GST LIABILITY AND INPUT TAX CREDIT**

Rates of GST – Classification of Goods and Services and Rates based on classification, Problems on computation of GST Liability. Input Tax Credit – Meaning, Process for availing Input Tax Credit – Problems on calculation of Input Tax Credit and Net GST Liability.

**MODULE NO. 5: GST PROCEDURES**

Registration under GST, Tax Invoice, Levy and Collection of GST, Composition Scheme, Due dates for Payment of GST, Accounting record for GST, Features of GST in Tally Package. GST Returns – Types of Returns, Monthly Returns, Annual Return and Final Return – Due dates for filing of returns. Final Assessment. Accounts and Audit under GST.

Books for Reference:

1. V Rajesh Kumar and Mahadev, “Indirect Taxes”, Mc Graw Hill Education
2. Datey, V S, “Indirect Taxes”, TaxmannPublications.
3. Hiregange et al, “Indirect Taxes:, Puliani and Puliani.
4. Haldia, Arpit, “GST Made Easy”, Taxmann Publications.
5. Chaudhary, Dalmia, Girdharwal, “GST – A Practical Approach”, Taxmann Publications.
6. Garg, Kamal, “Understanding GST”, Bharat Publications.
7. Hiregange, Jain and Naik, “Students’ Handbook on Goods and Services Tax”, Puliani and Puliani.

## **SUBJECT CODE SF605**

### **ADVANCED FINANCIAL DECISIONS**

#### **Objectives**

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

- 1) Understand critical financial decisions
- 2) Analyse and interpret complex financial situations/choices
- 3) Take appropriate decisions in the interest of the company
- 4) Appreciate growing emphasis on sustainability in corporate financial strategies
- 5) Understand the basics of investment

#### **SYLLABUS:**

##### **MODULE – 1:**

##### **CAPITAL BUDGETING – PRINCIPLES & TECHNIQUES:**

Capital Budgeting – meaning, nature, importance, difficulties, process/phases. Factors influencing capital budgeting decisions; Techniques of Investment Evaluation: (a) Non-discounting Techniques – Payback Period and Accounting Rate of Return (b) Discounting techniques – Net Present Value, Profitability Index & Internal Rate of Return. Terminal Value Method; Project selection under Capital Rationing

##### **MODULE – 2:**

##### **CAPITAL BUDGETING – UNDER RISK & UNCERTAINTY:**

Meaning of certainty, risk and uncertainty; Sources of risk – project specific risk, competitive risk, industry specific risk, firm specific risk, market risk and international risk; Techniques to incorporate risk factor – Risk Adjusted Discount Rate, Certainty Equivalent Coefficient, Sensitivity Analysis, Probability Assignment, Standard Deviation, Co-efficient of Variation and Decision Tree.

##### **MODULE – 3:**

##### **CAPITAL RESTRUCTURING – MERGER & ACQUISITION:**

M & A: meaning, types, economic advantages; Synergy; Stages in M & A transactions; Determining firm's value; Financial evaluation of M & A – approaches for determining exchange ratio: earnings approach, market value approach, and book value approach.

##### **MODULE – 4:**

##### **DIVIDEND DECISIONS:**

Dividend: meaning and types; Legal and procedural aspects for dividend payment; Dividend policy: meaning, determinants and types. Dividend Theories: Theory of Relevance – Walter's model & Gordon's model. Theory of Irrelevance – Modigliani & Miller Model

## **MODULE – 5:**

### **INTRODUCTION TO INVESTMENT:**

Meaning; Investment process; Criteria for investment; Types of investors; Elements of investment; Investment Avenues; Factors influencing selection of investment alternatives; Investment Vs Speculation Vs Gambling.

Security Market – Primary market & Secondary market; Government securities market; Corporate debt market; Money market instruments

Stock exchange, functions, SEBI

### **Reference books**

1. I M Pandey, Financial management, Vikas publications, New Delhi.
2. Abrish Guptha, Financial management, Pearson.
3. Khan & Jain, Basic Financial Management, TMH, New Delhi.
4. S N Maheshwari, Principles of Financial Management, Sulthan Chand & Sons, New Delhi.
5. Chandra & Chandra D Bose, Fundamentals of Financial Management, PHI, New Delhi.
6. B.Mariyappa, Advanced Financial Management, Himalaya Publishing House, New Delhi.
7. Ravi M Kishore, Financial Management, Taxman Publications
8. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw Hill.

**COURSE CODE SM606**  
**RETAIL MANAGEMENT**

Course Credits 4

No of hours per week 4

Total No. of teaching hours 56

Pedagogy: Classroom lectures, Case studies, Group discussion, Seminar & field work etc.,

**OBJECTIVES**

On successful completion student will demonstrate:

1. Understand the Retail Business.
2. Understand the business operations in Retailing.
3. Formulate the retail strategies of Retail Business.
4. Apply the Retailing principles and theories.
5. Explore the career opportunities in the Retail sector.

**MODULE -1: INTRODUCTION TO RETAIL BUSINESS (12 Hours)**

Definition, functions and types of retail Ownership-Independent Retailer, Chain Stores, Franchising, Leased departmental stores, Vertical Marketing system, Consumer co-operatives; forms of retail business ownership. Indian Retail Scenario- Factors influencing retail business in India; Ethical Issues in Retailing; International perspective in retail business- FDI in Indian Organized Retail Sector.

**MODULE -2: CONSUMER BEHAVIOUR IN RETAIL BUSINESS (10 Hours)**

Buying decision process and its implication on retailing –Customer shopping Behavior, Customer service and customer satisfaction. Retail planning process: Factors to consider in preparing a business plan – implementation – risk analysis.

### **MODULE- 3: RETAIL ORGANIZATION AND FUNCTIONAL MANAGEMENT**

**(10 Hours)**

Business Models in Retailing, Classification of Retailing Formats, Operational Stages in Retailing, Factors influencing Location of stores, Stores Designing, Space planning, Inventory Management, Merchandising Management, Selection and optimization of Workforce. Retail Accounting and Cash Management.

### **MODULE -4: RETAIL MARKETING MIX**

**(15 Hours)**

Introduction -Product: Decisions related to selection of goods (Merchandise Management) Product Assortment and display, new product launch, PLC in Retailing; Pricing- Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place: Supply channel, Retail logistics, computerized replenishment system, corporate replenishment Policies. Promotion : Setting objectives, communication effects, promotional mix.; Retail distribution- In Store and Online Store, Factors influencing retail distribution; Human Resource Management in Retailing- Selection and Optimization of work force.

### **MODULE- 5: IMPACT OF INFORMATION TECHNOLOGY IN RETAILING**

**(09 Hours)**

Non store retailing (e-retailing) - The impact of Information Technology in retailing - Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system. Legal aspects in retailing, Social issues in retailing, Ethical issues in retailing.

Booksfor References:

1. Suja Nair; Retail Management,HPH

2. Karthic – Retail Management, HPH
3. S.K. Poddar& others – Retail Management, HPH.
4. R.S.Tiwari ; Retail Management, HPH 18
5. Barry Bermans and Joel Evans: & quot; Retail Management – A Strategic Approach & quot;, 8th edition, PHI/02
6. A.J.Lamba, & quot;The Art of Retailing & quot;, 1st edition, Tata McGraw Hill, Newdelhi, 2003.
7. Swapna Pradhan :Retailing Management, 2/e, 2007 & 2008, TMH
8. James R. Ogden & Denise T.: Integrated Retail Management
9. A Sivakumar : Retail Marketing , Excel Books
- 10.Ogden : Biztantra, 2007
- 11.Levy & Weitz : Retail Management -TMH 5th Edition 2002
- 12.Rosemary Varley, Mohammed Rafiq-: Retail Management
- 13.Chetan Bajaj: Retail Management -Oxford Publication.
- 14.Uniyal & Sinha : Retail Management - Oxford Publications.
15. Araif Sakh ; Retail Management

**COURSE CODE : SM607**

**DIGITAL MARKETING**

Subject Code: SM607

Work load: 4 hours per week

Total Contact Hours: 60 hrs.

Internal Marks:

20 External Marks: 80

**OBJECTIVE:** To make students to learn concepts, theories, principles, functions and objectives of Digital Marketing.

**MODULE - 1: INTRODUCTION TO DIGITAL MARKETING. (12 HOURS)**

Evolution of Digital Marketing – Traditional vs Digital Marketing, The Consumer Decision Journey, The P-O-E-M Framework, Segmenting and Customizing Messages, The Digital Landscape, Digital Advertising Market in India, Skills required in Digital Marketing, Digital Marketing Plan.

**MODULE- 2: DISPLAY ADVERTISING. (12 HOURS)**

The Evolution of Display Advertising, Concept of Display Advertising, Display Measurement, Types of Display Ads, Buying Models, Display Plan, Targeting, YouTube Advertising – Channels, Ads, Types of Videos, Buying Models, Targeting and Optimization.

**MODULE- 3: CONTENT CREATION AND MARKETING. (12 HOURS)**

Website & Blog Development, Web Analytics, Content Curation/User Generated Content, Amplifying User Generated Content, Content Marketing, Influencer Marketing – Leveraging Trust and Engagement.

**MODULE -4: SEARCH ENGINE OPTIMIZATION & SEARCH ENGINE MARKETING (12 HOURS)**

Search Marketing, Search Engine Optimization, SEO Basics – On Page Optimization and Off Page Optimization, Keyword Research for SEO, SEO Tactics, Search Engine Marketing & Keyword Research.

**MODULE -5: SOCIAL MEDIA MARKETING AND E-COMMERCE. (12 HOURS)**

Social Media for Marketing, How to Build a Successful Strategy, Major Social Media Networks, which network is the right network, Facebook Marketing, Instagram Marketing – Types of ads, Advertising Insights, Ad Campaigns, Facebook Ad Manager, The Growth of E-Commerce, Online Advertising and E-Commerce, Framework of E-commerce.

#### RECOMMENDED BOOKS:

1. Digital Marketing – Seema Gupta (Mc Graw Hill Education)
2. Digital Marketing Strategy and Tactics – Jeremy Kagan and Siddharth Singh (Wiley India)
3. Hanson “Internet marketing and E-Commerce”, Latest edition, Cengage learning.
4. Frontiers of E-commerce by Ravi Kalakota & Andrew-parsons Education
5. E-Commerce Concepts, models by C.S.V. Murthy, Himalaya Publication

**COURSE CODE: SHR608**

**STRATEGIC HR MANAGEMENT**

**Subject Code: SHR608**

Work load: 4 hours per week

Total Contact Hours: 56 hrs.

Internal Marks: 20

External Marks: 80

**OBJECTIVE:** To familiarize the students about the ways of developing the human resources and recent developments in HRD.

**MODULE -1: HUMAN RESOURCE DEVELOPMENT (10 Hours)**

Concept of HRD - Objectives, need, significance, qualities of an HRD Manager, functions of HRD Manager, principles of HRD, Differences between HRM & HRD, Techniques (functions) of HRD.

**MODULE- 2: EMPLOYEE TRAINING & EXECUTIVE DEVELOPMENT. (12 Hours)**

Employee Training – Concept of training, importance, needs, objectives, Types of training, stages in training (including the methods of training), evaluating training effectiveness.  
Executive Development – Concept of Executive Development, Objectives, Methods.

**MODULE -3: PERFORMANCE APPRAISAL AND EMPLOYEE EMPOWERMENT.**

**(12 Hours)**

Performance Appraisal – Concept of performance appraisal, objectives, importance, process, merits & demerits, essentials of effective performance appraisal system, methods of performance appraisal. Employee Empowerment-Concept of empowerment, elements and importance of empowerment, barriers to empowerment.

**MODULE- 4: HUMAN RESOURCE CONTROL. (12 Hours)**

HR Records - Meaning, objectives, significance and types. HR Research-Meaning, objectives and techniques. HR Audit - Meaning, objectives and significance. HR Accounting - Meaning, objectives, advantages and limitations. HRIS - Meaning, need for HRIS, computerized HRIS.

## **MODULE -5: EMERGING HORIZONS IN HRM.**

**(14 Hours)**

International HRM - Globalization, its impact on HRM, model of international HRM, international recruitment. Organizational Change - Meaning, causes, resistance to change, causes of resistance to change, measures to overcome resistance to change. HRM in IT Industries – Workforce diversity - downsizing-exit policy – HR Outsourcing – ethical issues in HRM - changing role of HRM – knowledge Management - HR six sigma.

### **RECOMMENDED BOOKS:**

1. C. B Gupta, Human Resource Management-19th revised edition Sultan Chand & Sons
2. David & Stephen P. Robbins, Human Resource Management - Wiley India Private Ltd.
3. G. D. Maheshwari, Human Resource Management – Sultan Chand & Co, New Delhi
4. L. M. Prasad, Human Resource Management – third edition Sultan Chand & Sons
5. Michael Armstrong, Human Resource Management -, Kogan Page,
6. P. C. Tripathi, Personnel Management and Industrial Relations – Sultan Chand & Sons
7. P. Subba Rao, Essentials of Human Resource Management and Industrial Relations  
Himalaya Publishing House
8. R Krishnaveni, Human Resource Development- Excel Books

**COURSE CODE : SHR609**

**CULTURAL DIVERSITY AT WORK PLACE**

**Credits 4 credits**

**No. of hours per week 4 hours**

Total No. of Teaching hours 56 hours

**OBJECTIVES**

1 The student shall study cultural diversity in the workplace which shall make them learn

Foster inclusivity

Enhance communication

Promote Innovation

Improve all over productivity by leveraging diverse perspectives and skills

**MODULE NO. 1: INTRODUCTION TO DIVERSITY**

Definition of Diversity, Introduction to cultural diversity in organizations, Evolution of Diversity Management, Over View of Diversity, Types of Diversity, Advantages of Diversity, Identifying characteristics of diversity, Scope- Challenges and issues in diversity management, Understanding the nature of Diversity – Cultural Diversity – Global Organizations- Global Diversity.

**MODULE NO. 2: EXPLORING DIFFERENCES**

Introduction -Exploring our and others' differences, including sources of our identity, Difference and power: Concepts of prejudice, discrimination, dehumanization and oppression.

**MODULE NO. 3: VISIONS OF DIVERSITY AND CROSS CULTURAL MANAGEMENT**

Models and visions of diversity in society and organizations: Justice, fairness, and group and individual differences. Cross-Cultural Management: Meaning and Concepts, Frameworks in Cross-Cultural Management: Kluckhohn and Strodtbeck framework, Hofstede's Cultural Dimensions, Trompenaar's Dimensions, Schwartz Value Survey.

**MODULE NO. 4: SKILLS AND COMPETENCIES**

Skills and competencies for multicultural teams and workplaces/ Organizational assessment and change for diversity and inclusion, Diversity Strategies. Creating Multicultural Organizations.

## **MODULE NO. 5: RECENT TRENDS IN DIVERSITY MANAGEMENT**

Emerging workforce trends–Dual-career couples–Cultural issues in international working on work-life balance–Managing multi-cultural teams: Issues and challenges, Global demographic trends: Impact on diversity management, Social psychological perspective on workforce diversity, Diversity Management in IT organizations, Contemporary Issues in Workplace Diversity.

### **References**

- 1) Cultural Diversity in the work place issues and strategies by George Henderso; Praeger Publisher Inc.
- 2) Managing Cultural Diversity at the work place by Khizar Humryun Ansari Published by Paper Back
- 3) Cultural Diversity at the work place Dr. Dinesh N, B Imran Basha A Shivakumar. M. Sujjan Visiol Book House

## **SBC610**

### **Internship Project**

**INSTRUCTIONS:** During the VI Semester, students should be assigned Internship and it shall be monitored by the Mentors. Faculty from the Management Department only shall be appointed as Mentors. Internship may be undertaken in any Tiny, Small, Medium or Large organisation.

\* A Maximum 20 Students shall be allotted to each Mentor. 2 hours of Mentorship / Workload shall be allotted to a teacher. Attendance shall be monitored as per University criteria (minimum 75%).

Minimum of 90 hours of Internship shall be undertaken by the student after the class hours during the semester. The Report shall consist of the concerned Industry's Profile, Specific Organisational Profile, Functions and Operations, Nature of work (Internship) undertaken by the student, Experience & Learning Outcomes and suggestions & conclusion.

The report shall be prepared in about 50-60 pages and include the Internship Certificate along with the log sheet from the Organisation and submitted before the end of the semester for assessment and viva-voce examination. The marks shall be uploaded by the college on the University Portal along with IA marks.

The marks shall be awarded on the following basis.

- 60 marks for Internship Report and 20 marks for Viva- Voce examination to be evaluated by a panel of examiners appointed by the BOE, RCU
  - 20 marks for maintenance of Log Book to be awarded by the mentor