

BBA(CBCS) OU

# **BBA (CBCS) SYLLABUS**

**(APPLICABLE FOR BATCH OF 2021-22 ONWARDS)**

**FACULTY OF MANAGEMENT**

**DEPARTMENT OF BUSINESS MANAGEMENT**

**OSMANIA UNIVERSITY**

**HYDERABAD -500007**



**University with Potential for Excellence**

**(Accredited by NAAC with A+ Grade)**

**BBA COURSE STRUCTURE AND SYLLABUS AS PER CBCS  
GUIDELINES**

**2021-22**

*V. Sudha*

**CHAIRMAN  
BOS IN BUSINESS MANAGEMENT  
OSMANIA UNIVERSITY,  
Hyderabad-500 007, T.S., India.**

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**FACULTY OF MANAGEMENT**  
**DEPARTMENT OF BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY**  
**HYDERABAD -500007**  
**I YEAR**  
**SEMESTER – I**

Course Code	Course Title	HPW	Credits	Duration of Exam	Max. Marks
ELS 1	English (First Language) – 1	4	4	3 Hrs	80 U + 20 I
SL 1	Second Language – 1	4	4	3 Hrs	80 U + 20 I
AECC 1	Environmental Studies	2	2	1 ½ Hrs	40 U + 10 I
DSC 101	Principles of Management	5	5	3 Hrs	80 U + 20 I
DSC 102	Basics of Marketing	5	5	3 Hrs	80 U + 20 I
DSC 103	Business Economics	5	5	3 Hrs	80 U + 20 I
	<b>Total Semester Credits</b>	<b>25</b>	<b>25</b>		

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**SEMESTER – II**

<b>Course Code</b>	<b>Course Title</b>	<b>HPW</b>	<b>Credits</b>	<b>Duration of Exam</b>	<b>Max. Marks</b>
<b>ELS 2</b>	English (First Language) – 2	<b>4</b>	<b>4</b>	3 Hrs	<b>80 U + 20 I</b>
<b>SL 2</b>	Second Language – 2	<b>4</b>	<b>4</b>	3 Hrs	<b>80 U + 20 I</b>
<b>AECC 2</b>	Basic Computer Skills	<b>2</b>	<b>2</b>	1 ½ Hrs	<b>40 U + 10 I</b>
<b>DSC 201</b>	Organizational Behavior	<b>5</b>	<b>5</b>	3 Hrs	<b>80 U + 20 I</b>
<b>DSC 202</b>	Business Statistics	<b>5</b>	<b>5</b>	3 Hrs	<b>80 U + 20 I</b>
<b>DSC 203</b>	Financial Accounting	<b>5</b>	<b>5</b>	3 Hrs	<b>80 U + 20 I</b>
	<b>Total Semester Credits</b>	<b>25</b>	<b>25</b>		

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**II YEAR  
SEMESTER – III**

Course Code	Course Title	HPW	Credits	Duration of Exam	Max. Marks
<b>ELS 3</b>	English (First Language) – 3	<b>3</b>	<b>3</b>	3 Hrs	<b>80 U + 20 I</b>
<b>SL 3</b>	Second Language – 3	<b>3</b>	<b>3</b>	3 Hrs	<b>80 U + 20 I</b>
<b>SEC 1</b>	a) Communication Skills b) Professional Skills	<b>2</b>	<b>2</b>	1.5 Hrs	<b>40 U + 10 I</b>
<b>SEC 2</b>	a) Basic Quality Management b) Advanced Computer Skills	<b>2</b>	<b>2</b>	1.5 Hrs	<b>40 U + 10 I</b>
<b>DSC 301</b>	Human Resource Management	<b>5</b>	<b>5</b>	3 Hrs	<b>80 U + 20 I</b>
<b>DSC 302</b>	Introduction to Information Technology	<b>4T + 2 P</b>	<b>5</b>	3 Hrs	<b>60 U + 20 P + 20 I</b>
<b>DSC 303</b>	Financial Management	<b>5</b>	<b>5</b>	3 Hrs	<b>80 U + 20 I</b>
	<b>Total Semester Credits</b>	<b>24/25</b>	<b>25</b>		

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SEMESTER – IV

Course Code	Course Title	HPW	Credits	Duration of Exam	Max. Marks
ELS 4	English (First Language) – 4	3	3	3 Hrs	80 U + 20 I
SL 4	Second Language – 4	3	3	3 Hrs	80 U + 20 I
SEC 3	a) Leadership and Management Skills b) Universal Human Values	2	2	1.5 Hrs	40 U + 10 I
SEC 4	a) Start Up Opportunity and Feasibility b) Business Policy and Strategy	2	2	1.5 Hrs	40 U + 10 I
DSC 401	Business Law and Ethics	5	5	3 Hrs	80 U + 20 I
DSC 402	Marketing Research	5	5	3 Hrs	80 U + 20 I
DSC 403	Management Science	5	5	3 Hrs	80 U + 20 I
	<b>Total Semester Credits</b>	<b>25</b>	<b>25</b>		

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**III YEAR  
SEMESTER – V**

Course Code	Course Title	HPW	Credits	Duration of Exam	Max. Marks
ELS 5	English (First Language) – 5	3	3	3 Hrs	80 U + 20 I
SL 5	Second Language – 5	3	3	3 Hrs	80 U + 20 I
GE 501	Mobile Commerce	4	4	3 Hrs	80 U + 20 I
DSE501	a) Entrepreneurship Development b) Business Analytics	5	5	3 Hrs	80 U + 20 I
DSE 502	a) Financial Markets and Services (F) b) Brand Management (M) c) Organizational Development (HR) d) Fundamentals of Retail Management (RM)	5	5	3 Hrs	80 U + 20 I
DSE 503	a) Analysis of Investment in Financial Assets (F) b) Retail Marketing (M) c) Performance Appraisal and Counseling (HR) d) Retail Mall Management (RM)	5	5	3 Hrs	80 U + 20 I
	<b>Total Semester Credits</b>	<b>25</b>	<b>25</b>		

**Electives**

(F) Finance

(M) Marketing

(HR) Human Resource Management

(RM) Retail Management

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**SEMESTER – VI**

Course Code	Course Title	HPW	Credits	Duration of Exam	Max. Marks
<b>ELS 6</b>	English (First Language) – 6	<b>3</b>	<b>3</b>	3 Hrs	<b>80 U + 20 I</b>
<b>SL 6</b>	Second Language – 6	<b>3</b>	<b>3</b>	3 Hrs	<b>80 U + 20 I</b>
<b>DSE 601</b>	a) Supply Chain Management b) Business Intelligence and Data Visualization	<b>5</b>	<b>5</b>	3Hrs	<b>80 U + 20 I</b>
<b>DSE 602</b>	a) Banking (F) b) Buyer Behaviour (M) c) Leadership and Change Management (HR) d) Global Retailing and Merchandizing (RM)	<b>5</b>	<b>5</b>	3Hrs	<b>80 U + 20 I</b>
<b>DSE 603</b>	a) Insurance (F) b) Customer Relationship Management (M) c) Compensation Management (HR) d) Retail Store Operations and Pricing (RM)	<b>5</b>	<b>5</b>	3 Hrs	<b>80 U + 20I</b>
<b>PR 601</b>	Project Report		<b>3</b>		<b>Grade</b>
<b>CV 601</b>	Viva Voce		<b>1</b>		<b>Grade</b>
	<b>Total Semester Credits</b>	<b>21</b>	<b>25</b>		
	<b>Total of All Semesters Credits</b>		<b>150</b>		

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**Electives**

(F) Finance,

(M) Marketing

(HR) Human Resource Management

(RM) Retail Management

**\* Project Report and Viva Voce will be evaluated for total of 100 marks and converted to Grade**

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**ELS:** English Language Skill; **SL** – Second Language; **AECC:** Ability Enhancement Compulsory Course; **SEC:** Skill Enhancement Course; **DSC:** Discipline Specific Course; **DSE:** Discipline Specific Elective; **GE:** Generic Elective; **T:** Theory; **P:** Practical; **L:** Lab; **I:** Internal Exam; **U:** University Exam; **PR:** Project Report; **CV:** Viva-Voce Examination; **F:** Finance; **M:** Marketing; **HR:** Human Resource Management, **BA:** Business Analytics, **RM:** Retail Management

**Note:** A student must choose one subject each from SEC 1, SEC 2, SEC 3 and SEC 4 respectively. Syllabus for Skill Enhancement Courses specified by UGC shall be taken from UGC - Jeevan Kaushal.

For DSE 501 and 601 student may choose any elective of the two choices offered.

In the case of DSE 502, 503, 602 and 602, the student must study subjects according to the specialization chosen i.e., Finance, Marketing, HR or Retail Management electives in Semester V and VI.



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**OSMANIA UNIVERSITY**  
**PROPOSED SCHEME FOR CHOICE BASED CREDIT SYSTEMS (CBCS) IN**  
**BBA PROGRAMME**

Sl.No.	Course Category	No. of Courses	Credits per Course	Credits
1.	English Language	4	4/3	20
2.	MIL	4	4/3	20
3.	AECC	2	2	4
4.	SEC	4	2	8
5.	GE	1	4	4
6.	Project Report	1	3	3
7.	Viva-voce	1	1	1
8.	DSC	12	5	60
9.	DSE	6	5	30
	<b>Total</b>	<b>36</b>		<b>150</b>
<b>Credits Under NON – CGPA</b>		<b>NSS/NCC/Sports/ Extra Curricular</b>	<b>Up to 6 (2 in each year)</b>	
		<b>Summer Internship</b>	<b>Up to 4 (2 in each after I &amp; II years)</b>	

**Note:**

- 1) IT lab will be evaluated through a practical exam.
- 2) At the end of third year there will be a comprehensive viva-voce on all subjects studied & project undertaken during sixth semester and evaluation of project report.
- 3) Grades are awarded to both the project viva-voce and project report as per University Norms.
- 4) Colleges are instructed to have tutorial/practicals for every subject through group/individual student presentations, assignments, mini projects etc. and make the curriculum more student centric as per the latest guidelines of UGC.

  
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# I - SEMESTER

**COURSE NO. AECC -1****ENVIRONMENTAL STUDIES****COURSE OBJECTIVES:**

1. To create awareness about environmental problems among people.
2. To develop attitude of concern for the environment in the students.
3. To help students to explore possible solutions of environmental problems, and to lay the foundation for a fully informed and active participation of individual in the protection of environment and the prudent and rational use of natural resources.

**COURSE OUTCOMES:**

1. Understand the transactional character of the environmental problems and ways of addressing them, including the interaction across local and global scales.
2. Appreciate the ethical, cross-cultural, and historical context of environmental issues and the links between human and natural systems.
3. Understand the importance of sustainable development and modern approaches that enable humans to protect the environment.

**UNIT - I: ECOSYSTEM, BIODIVERSITY & NATURAL RESOURCES** – Definition, Scope & Importance of Environmental Studies. Structure of Ecosystem – Abiotic & Biotic components Producers, Consumers, Decomposers, Food chains, Food webs, Ecological pyramids). Function of an Ecosystem: Energy flow in the Ecosystem (Single channel energy. (Flow model). Definition of Biodiversity, Genetic, Species & Ecosystem diversity, Hot spots of Biodiversity, Threats to Biodiversity, Conservation of Biodiversity (Insitu & Exsitu). Renewable & Non – renewable resources, Brief account of Forest , Mineral & Energy (Solar Energy & Geothermal Energy) resources Water Conservation, Rain water harvesting & Watershed management.

**UNIT - II: ENVIRONMENTAL POLLUTION, GLOBAL ISSUES & LEGISLATION**  
Causes, Effects & Control measures of Air Pollution, Water Pollution. Solid Waste Management. Global Warming & Ozone layer depletion. Ill – effects of Fire- works Disaster management – floods, earthquakes & cyclones Environmental legislation :- (a) Wild life Protection Act (b) Forest Act (c) Water Act (d) Air Act Human Rights, Women and Child welfare, Role of Information technology in environment and human health.

**FIELD STUDY:** Pond Ecosystem, Forest Ecosystem.

**SUGGESTED BOOKS**

1. Environmental Studies - from Crisis to Cure – by R. Rajagopalan Oxford University Press.
2. Text book of Environmental Studies for Undergraduate Courses by Erach Bharucha
3. Environmental Studies- Anubha Kaushik- New Age
4. Environmental Studies- Daniels- Wiley
5. A Text book of Environmental Studies by Dr.D.K.Asthana and Dr. Meera Asthana S Chand Publication

**COURSE NO. DSC - 101**  
**PRINCIPLES OF MANAGEMENT**

**COURSE OBJECTIVES:**

1. To enable the students to study the evolution of management.
2. To study the functions and principles of management.
3. To learn the application of the principles in an organization
4. To study the system and process of effective controlling in the organization.

**COURSE OUTCOMES:**

1. Students will be able to have clear understanding of managerial functions.
2. Understand planning process in the organization
3. Learn the principles of Organizing
4. Understand the concept and process of Staffing
5. Demonstrate the ability to directing, leadership and communicate effectively

**UNIT - I: INTRODUCTION TO MANAGEMENT:**

Meaning, definition, concept, scope and principles of management; Evolution of management thought - Management theories- classical, behaviour, system, contingency and contemporary perspectives on management. Management art or science and management as profession. Process and levels of Management. Introduction to Functions (POSDCORB) of Management.

**UNIT - II: PLANNING – IMPORTANCE:**

Planning – Importance, objectives, process, policies and procedures, types of planning, Decision making - Process of decision making, Types of decision, Problems involved in decision making.

**UNIT - III: ORGANIZING:**

Meaning, importance, principles of organizing, span of management, Patterns of organization – formal and informal organizations, Common organizational structures; departmentalization, Authority- delegation, centralization and decentralization, Responsibility – line and staff relationship;

**UNIT - IV: STAFFING:**

Sources of recruitment, Selection process, Training, Directing, Controlling – Meaning and importance, Function, span of control, Process and types of Control, Motivation, Co-ordination – Need and types and techniques of co-ordination - Distinction between coordination and co-operation - Requisites for excellent co-ordination - Systems Approaches and co-ordination.

**UNIT - V: EMERGING ISSUES IN MANAGEMENT:**

Total Quality management, Technology Management, Talent and Knowledge Management, Leadership, Organizational change and Development, Corporate Social responsibility.

**SUGGESTED BOOKS**

1. Robbins, S. P., & DeCenzo, A. D. Fundamentals of Management. New Delhi: Pearson Education.
2. Harold Koontz & Heij Wehrich, Essentials of Management, Tata McGraw-Hill Education, New Delhi.
3. T.Ramasamy Principles of Management, Himalaya Publishing House, Mumbai.
4. L.M. Prasad, Principle and Practice of Management, Sultan Chand and Sons
5. Gupta, Sharma and Bhalla; Principles of Business Management; Kalyani Publications
6. P.C. Tripathi & P.N. Reddy Principles of Management, Tata McGraw-Hill Education, New Delhi.
7. Singh, "Principles and Practices of Management and Organizational Behaviour, Sage Publication.
8. Ganguly, Principles of Management, Cengage Publications.

**COURSE NO. DSC - 102****BASICS OF MARKETING****COURSE OBJECTIVES:****To make the Students understand:**

1. The basic Marketing Concepts and tools of Marketing Management.
2. The Concept of Product Life Cycle and Marketing Strategies
3. The Concept of Market Segmentation and Product Mix,

**COURSE OUTCOMES:**

1. An awareness about the Marketing Concepts and Marketing Environment
2. An understanding of the Bases for Market Segmentation
3. An ability to formulate Strategies for Developing new Products, Concepts, goods and Services that respond to evolving Market needs.
4. A capacity to develop Strategies for the efficient and effective placement distribution of Products, Concepts, goods, and Services that respond to evolving Markets.
5. A competence to evaluate the impact of using different Marketing Strategies for a Product, Concept, good and/or service on the (i) Finances, (ii) Return on Investment (ROI), and (iii) the Business goals of an Organization.

**UNIT—I: INTRODUCTION OF MARKETING:**

Nature, Scope, and Importance of Marketing; Evolution of Marketing; Core Marketing Concepts; Production Concept, Product Concept, Selling Concept, Marketing Concept; Marketing Environment: Micro and Macro Environments.

**UNIT—II: MARKET SEGMENTATION:**

Target Market and Product Positioning: Levels of Market Segmentation, Bases for Segmenting (i) Consumer Markets and (ii) Industrial Markets; Target Market and Product Positioning Tools.

**UNIT—III: NEW PRODUCT DEVELOPMENT:**

Introduction to and Meaning of a New Product; Need and Limitations for Development of a New Product, Reasons for Failure of a New Product, Stages in New Product Development and Consumer Adoption Process.

**UNIT—IV: PRODUCT & PRICING DECISIONS:**

Concept of Product—Product Life Cycle (PLC)—Marketing Strategies for PLC—Product Classification—Product Line Decision—Product Mix Decision—Pricing Decisions: Concept of Price, Pricing Methods, and Pricing Strategies.

**UNIT—V: PROMOTION MIX:**

Concept of Promotion Mix—Factors determining Promotion Mix—Promotional Tools—Types of Advertisement—Sales Promotion—Public Relations & Publicity—Personal Selling; Distribution: Designing Marketing Channels—Channel Functions—Types of Intermediaries.

**SUGGESTED BOOKS**

1. Kotler Philip, Gary Armstrong, Prafullay. Agnihotri, EU Haque, "Principles of Marketing", Pearson Education Prentice Hall of India.
2. Paul Baines, Chris Fill, Kelly page, "Marketing Management", 2018, 15 Ed., Oxford University Press.
3. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
4. Dr. Sreeramulu, "Basics of Marketing", HPH
5. Ramaswamy, V.S. & Namakumari, S., Marketing Management: Global Perspective Context, Macmillan Publishers India Limited.
6. Rajan Saxena, "Marketing Management", Tata McGraw Hill
7. Roger J. Best, "Market-Based Management", PHI Learning Pvt. Ltd.



**COURSE NO. DSC - 103****BUSINESS ECONOMICS****COURSE OBJECTIVES:**

1. The purpose of this course is to apply micro economic concepts and tools for analyzing business problems.
2. To make students aware of cost concepts.
3. To make accurate decision pertaining to individual firms.
4. To understand tools and techniques of micro economics.
5. To make the student understand market structure and dynamics.

**COURSE OUTCOMES:**

1. Upon the Completion of the course, students will be able to have clear understanding of the concept of the various constituents of environment and their impact on businesses.
2. Understand the concept Elasticity of demand.
3. To draw ISO quant and ISO cost curves.
4. Understand the concept of Budgeting in economics and economies of scale
5. Understand Perfect and Imperfect competitions in the market.

**UNIT - I: BUSINESS ECONOMICS NATURE AND SCOPE:**

Introduction to business Economics-Characteristics-Nature and scope concept of opportunities Cost- Incremental Cost- Time perspective-Discounting and Equi-Marginal Principle

**UNIT – II: DEMAND CONCEPTS & ELASTICITY OF DEMAND :**

Concept of Demand Determinants of Demand- Law of Demand- Exception to the law of demand- Elasticity of Demand- Types of demand elasticity- Uses of demand elasticity- Concept of Supply- Determinants of Supply-Law of Supply-Elasticity of Supply.

**UNIT – II: PRODUCTION AND COST CONCEPTS :**

Theory of production- Production function- Input output combination-Short run production laws, Law of diminishing marginal returns to scale- ISO-quant curves, ISO-cost curves

**UNIT – IV: BUDGET LINE :**

Cost concepts- Cost classification-CVP Analysis-short run cost curves and long run cost curves-Experience curve-Economies and diseconomies to the scale- Economies of scope.

**UNIT – V: MARKET STRUCTURES AND PRICING :**

Concept of market structures- Perfect competition market and price determination- Monopoly and abnormal profits- Monopolistic Competition-Price Discrimination-Oligopoly-Features of oligopoly- Syndicating in oligopoly-Kinked demand curve- Price leadership and market positioning.

**SUGGESTED BOOKS**

1. Mc Connell, Brue and Flynn, Economics, Tata Mc Graw Hill
2. Dr. D N Mithani, Managerial Economics Theory and Application, HPH
3. Varshney & Maheswari, Managerial Economics, Juptan Publication, New Delhi
4. Lipsey and Chrystal, Economics, International Oxford University Press.
5. Kutosynnis, Modern Micro Economics, Mac Millan Publishers
6. Rubin field and Mehathe, Micro Economics, Pearson Publishers.
7. Venugopal & Ramakrishna, Business Economics, Dreamtech Press

# II - SEMESTER

**COURSE NO. AECC - 2**  
**BASIC COMPUTER SKILLS**

**COURSE OBJECTIVES:**

1. To enable students to understand basic computer concepts related to day-to-day environment.
2. To know the different input and output devices that makes a computer operational.
3. To understand Information systems and Word processors.

**COURSE OUTCOMES:**

Upon the Completion of the course, students will be able to:

1. Identify basic terms, concepts, and functions of computer system components.
2. Select and use the appropriate software application to complete a particular task such as Word, Processing skills to create, save, modify business documents
3. Identify basic concepts and procedures for creating, viewing, and managing files, and folders for different operating systems.
4. Identify basic concepts of organization and procedures for creating and viewing will software presentation such as PowerPoint.

**UNIT – I: INTRODUCTION TO COMPUTATION AND COMPUTERS:**

Introduction to Computation and Computers-Components of computer CPU-Types of Memory-Types of computers - Software- Hardware Definition. Introduction To Input Devices - Input devices (keyboard, MICR, OCR, OMR)- Graphic input devices (Mouse, Graphic Tablet, Joystick), output devices (Printers - Impact & non-impact printer)- Introduction to Software-classification of software - Evolution of operating system- Functions of operating system-Types of operating systems

**UNIT - II: INTRODUCTION TO WORD PROCESSING:**

Creating - Editing and saving documents - Formatting features of word processing - Working with tables and graphs - Preview and printing documents. Word Process : Presentation – Preparing slideshows - Creating, Editing and Saving slide shows - Templates - Animations – Built-in presentations - Customised presentations

**SUGGESTED BOOKS**

1. A.K.Sharma, Computer Fundamentals, University Press.
2. Alexis Leon & Mathews Leon Introduction to Computers, Tata Mc Graw Hill,
3. Turban, Rainer, Potter, Introduction to Information Technology, John Wiley & Sons
4. Anita Goel, Computer Fundamentals, Pearson, Anita Goel
5. Raja Raman, Fundamentals of Computers, PHI
6. Tulasi Ram, Basics of Computer Skills, HPH
7. Srivastav, Fundamentals of Computers and Information System, Wiley
8. Renuka and others, Basics of Computer Skills, PBP

**COURSE NO. DSC - 201**  
**ORGANISATIONAL BEHAVIOUR**

**COURSE OBJECTIVES:**

1. To gain the understanding of concept of Organizational Behavior.
2. To Understand the theories of Motivation, Group processes and Group dynamism
3. To understand the concept of change in organization.
4. To gain insights on factors influencing Organizational Culture.

**COURSE OUTCOMES:**

1. Upon the Completion of the course, students will be able to demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
2. Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
3. Analyze the complexities associated with management of the group behavior in the organization.
4. Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization.

**UNIT - I: ORGANIZATIONAL BEHAVIOR:**

Meaning - Importance and historical development of organizational behavior - Factors influencing organizational behavior - Perception and Attribution - Concept - Nature and process - Factors influencing perception - Values and Attitudes - Personality - Stages of personality development - Determinants of personality - Concept and theories of learning

**UNIT – II: MOTIVATION:**

Concept - Importance and theories of motivation - Leadership - Concept - Characteristics - Theories and styles of leadership - Managerial Grid - Leadership continuum and Leadership effectiveness

**UNIT - III: GROUP DYNAMICS:**

Meaning of groups and group dynamics - Formation, Characteristics and Types of groups -Theories of group dynamics - Group cohesiveness - Factors influencing group cohesiveness - Group decision making process - Types of teams - Analysis of Interpersonal Relationship -Transactional Analysis - Johari Window

**UNIT – IV: MANAGEMENT OF CHANGE:**

Meaning and importance of change - Factors contributing to organizational change - Change agents, Resistance to change – Causes of and dealing with resistance to change - Organizational Development - Meaning and process

**UNIT - V : ORGANIZATIONAL CULTURE, CONFLICT AND EFFECTIVENESS :**

Concept of Organizational Culture - Distinction between organizational culture and organizational climate - Factors influencing organizational culture - Morale- Concept and types of morale - Managing conflict - Organizational Effectiveness - Indicators of organizational effectiveness - Achieving organizational effectiveness - Organizational Power and Politics

**SUGGESTED BOOKS**

1. Robbins, P.Stephen - Organizational Behavior-concepts, controversies & Applications - Prentice Hall of India Ltd., New Delhi
2. Robbins, Judge and Vohra, Organizational Behaviour, Prentice Hall
3. Luthans Fred - Organizational Behavior - McGraw Hill
4. Rao, VSP & Narayana, P.S.-Organization Theory & Behavior, Konark Publishers Delhi,.
5. Prasad, L.M - Organizational Theory & Behavior - Sultan Chand & Sons, New Delhi
6. Sekaran, Uma - Organizational Behavior-text & cases-Tata McGraw Hill, New Delhi.
7. Aswathappa. K. - Organizational Behavior – HPH
8. Afsaneh Nahavandi, Organizational Behavior, Sage Publications.
9. Gupta, Organisational Behaviour: Design, Structure and Culture, Wiley.

**COURSE NO. DSC – 202****BUSINESS STATISTICS****COURSE OBJECTIVES:**

1. To provide the student an understanding of basic statistical tools to apply for management problems and analysis.
2. To learn data gathering and tabulation
3. To apply measures of central tendency
4. To understand the significance of dispersion
5. To learn about skewness, kurtosis, correlation and regression.

**COURSE OUTCOMES**

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

1. Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis
2. Critically evaluate the underlying assumptions of analysis tools
3. Understand and critically discuss the issues surrounding sampling and significance
4. Solve a range of problems using the techniques covered
5. Conduct basic statistical analysis of data

**UNIT I: Introduction to Statistics**

Definition, Nature, Scope and Importance of Statistics, Statistics and Computers, Limitations of Statistics, Application of Statistics. Data Collection and Analysis: Methods of Data Collection, Primary and Secondary Data, Classification and Tabulation, Presentation of data - Diagrams, Charts and Graphs.(Theory & Problems)

**UNIT II: Measures of Central tendency**

Definition, Measures of Central Tendency (Meaning and properties) - Mean, Median, Mode Deciles, Quartiles, Percentiles. (Simple Problems).

**UNIT III: Measures of Dispersion**

Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Variation. (Meaning and Simple Problems)

**UNIT IV: Skewness and Kurtosis (SK):**

Introduction, Measures of SK, Relative measures of SK – Advantages and Disadvantages. Moments – concepts –Calculation – Kurtosis.

**UNIT V: Correlation and Regression (Linear)**

Correlation – Scatter Diagram, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation.

Linear Regression – Least Square Approach, Relation between Correlation and Regression.

**SUGGESTED BOOKS**

1. Levin Richard, Siddiqui Masood & Rubin David, Statistics for Management, Pearson Publishing.
2. Sanjeet Singh, Business Statistics : For Contemporary Decision-Making, 10th Edition, An Indian Adaptation, Wiley
3. Mario F. Triola, Elementary Statistics, Pearson Publication
4. Gupta SC: "Fundamental of Statistics" Himalaya Publishers House,
5. Sharma JK , "Business Statistics", Pearson Education
6. Statistics for Management and Economics by Gerald Kellar, Cengage Learning
7. Arora PN, Sumeet Arora, Amit, "Managerial Statistics", S. Chand
8. Bhardwaj RS " Business Statistics", Excel Books
9. JK Singh " Business Mathematics", Himalaya Publishing House



**COURSE NO. DSC - 203**  
**FINANCIAL ACCOUNTING**

**COURSE OBJECTIVES :**

1. To familiarize students with the mechanics of preparation of financial statements
2. To understand corporate financial statements.
3. To analysis and interpret financial statements
4. To learn Ratio analysis
5. To gain knowledge of Indian Accounting Standards

**COURSE OUTCOMES:**

1. Understand the Accounting Process
2. Preparation of Journal, Ledger, Trial Balance and Final Accounts
3. Analyse performance of companies using ratio Analysis
4. Understand the need and importance of Accounting Standards

**UNIT - I: INTRODUCTION TO FINANCIAL ACCOUNTING :**

Accounting as an Information System - Importance and Scope - Limitations - Uses of accounting information - Accounting Principles - Accounting Concepts - Principles and Conventions – Generally Accepted Accounting Principles (GAAPs)

**UNIT - II: TYPES OF BOOKS (PRIMARY AND SECONDARY) :**

Nature of Accounts - The Accounting Equation - Rules of Debit and Credit - Recording Transactions in Journal - Preparation of Ledger Accounts - Ledger balancing - Opening and Closing Entries - Preparation of Trial Balance

**UNIT - III: PREPARATION OF FINANCIAL STATEMENTS :**

Trading Account - Profit & Loss Account and Balance Sheet - Adjustment Entries - Understanding contents of financial statements of a joint stock company as per the Companies Act 2013

**UNIT - IV : FINANCIAL STATEMENT ANALYSIS USING RATIOS :**

Financial statement analysis - Sources of information - Techniques of financial statement analysis - Horizontal analysis - Vertical analysis and Ratio Analysis - Financial Ratios - Meaning and Usefulness of Financial Ratios - Analysis of ratios - Liquidity Ratios - Solvency Ratios - Profitability Ratios and Turnover Ratios - Limitations of ratio analysis

**UNIT – V : INDIAN ACCOUNTING STANDARDS (IND-AS) :**

Concept - Benefits - Procedure for issuing Ind-AS in India - Salient features of Ind-AS issued by ICAI - International Financial Reporting Standards (IFRS) - Features - Uses and objectives of IFRS - IFRS issued by IASB

**SUGGESTED BOOKS**

1. Tulsian, P.C., Financial Accounting, Pearson
2. T.S. Grewal & S.C. Gupta, Introduction to Accountancy, Sultan Chand
3. Goyal, Accounting for Managers, Wiley
4. Haneef and Mukherjee, Financial Accounting, McGraw Hill
5. Maheshwari, Maheshwari & Maheshwari, S.K. , Financial Accounting, Vikas Publishing House Pvt. Ltd.
6. Jain, S.P. & Narang, K.L., Advanced Accountancy, Kalyani Publishers
7. Shah Paresh, Basic Financial Accounting for Management Oxford University Press
8. Ambarish Gupta, Financial Accounting for Management: An Analytical Perspective, Pearson Education

# III - SEMESTER

**COURSE NO. SEC 1**

**(a) COMMUNICATION SKILLS**

**COURSE OBJECTIVES**

1. To provide the essentials of communication skills
2. To equip the students with effective listening, speaking and writing skills
3. To impart the knowledge on basic digital literacy

**COURSE OUTCOMES**

1. Students will understand the importance of communication skills
2. Develop competence in oral, written and visual communication
3. Understand current technology related to the communication field

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1. Taylor, Shirely, Communication for Business, New Delhi: Pearson Education.
2. Kalia, Business Communication: A Practice-Oriented Approach, Wiley
3. Chauhan, Soft Skills: An Integrated Approach to Maximise Personality, Wiley
4. Bailey, Stephen, Academic Writing: A handbook for International Students, Routledge
5. Hogue, Ann, First Steps in Academic Writing, Person Logman.
6. UGC – Jeevan Kaushal

**COURSE NO. SEC 1**

**(b) PROFESSIONAL SKILLS**

**COURSE OBJECTIVES**

1. To equip the students with necessary professional skills
2. To enable students, explore their career opportunities through necessary training
3. To impart skills of understanding and practicing Etiquettes

**COURSE OUTCOMES**

1. Develop a planned approach towards career and life
2. Gain ability to match skills and interests with a chosen career path
3. Develop interview skills and professional etiquette

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**SUGGESTED BOOKS**

1. McGrath E.H., Basic Management Skills for All, Prentice Hall of India Pvt. Ltd.
2. Barun K. Mitra, Personality Development and Soft Skills, Oxford University Press
3. Sherfield, R.M., Montgomery, R.J., Moody, P.G., Developing Soft Skills, Pearson
4. Bhardwaj, Professional Communication, Wiley
5. UGC-Jeevan Kaushal

**COURSE NO. SEC 2****(a) BASIC QUALITY MANAGEMENT****COURSE OBJECTIVES**

1. This course is aimed at orienting the students towards the importance of quality as a management tool.
2. Towards understanding the principles and practices of total quality management
3. Introducing the various tools and techniques used in the measurement of quality
4. Understanding the importance of six sigma as a quality tool
5. Sensitizing the participants to the importance of quality in services sector

**COURSE OUTCOMES**

1. Students get to know about the evolution and importance of quality management.
2. Helps the students get aware of various tools used for quality management in the organizations.
3. Students will be able to know about the quantitative and qualitative techniques used to measure the effectiveness of quality management tools.
4. Students will be able to use the six sigma applications for quality check.
5. Students can understand the use of total quality management in various service organizations.

**UNIT – I: INTRODUCTION:** The concept of Quality. Quality Dimensions. Product and Service Quality. Inspection, Statistical Quality Control, Quality Assurance and Total Quality Management. Conventional Quality Management versus Total Quality Management. Evolution of TQM. Historical perspectives of TQM – Deming, Juran, Crosby and Taguchi's Contributions. Customer and supplier focus in TQM. Benefits and Costs of TQM.

**UNIT – II: TOOLS AND TECHNIQUES OF TQM:** Statistical Tools - Check Sheets, Histograms, Scatter Diagrams, Pareto's Chart, Regression Analysis & Control Charts. Cause and Effect Diagrams, The Five Why's, Five S's, Kaizen, JIT, Quality Circles, Gantt Chart and Balanced Score Card. Dimensions of Service Quality. An overview of TQM in Service Organisations.

**SUGGESTED BOOKS**

1. Sunil Sharma, "Total Engineering Quality Management", Macmillan India Ltd.
2. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", Thompson.
3. Kanishka Bedi, "Quality Management", Oxford University Press.
4. Mukherjee, PN, "Total Quality Management", PHI.
5. R. P. Mohanty & R. R. Lakhe, "TQM in the Service Sector", Jaico Books.

**COURSE NO. SEC 2**  
**(b) ADVANCED COMPUTER SKILLS**

**COURSE OBJECTIVES**

1. To provide basic understanding on Data and its importance in understanding information.
2. To equip the students with different types of data analysis techniques.
3. To empower the student with Data Analysis techniques with advanced Excel.

**COURSE OUTCOMES**

1. Student will have knowledge of Data Analysis techniques
2. Attain proficiency in MS-Excel
3. Develop skills in application of MS Access

**UNIT – I: FUNCTIONS AND FORMULAS**

Understanding Screen Layout - Creating Auto List & Custom List - Entering, Selecting and Editing Data - Understanding References (Relative, Absolute & Mixed) - Working on Various Functions & Formulas - Common Basic Functions - Logical Functions - Text Functions - Date & Time Functions - Lookup & Reference Functions - Mathematical Functions - Conditional Functions - Referring Data from Different Worksheet & Workbook Formula–Auditing -Various Calculation Techniques - Working on Ranges

**UNIT -II: PRESENTATION OF DATA**

Sorting Techniques - Various Data Filtering Techniques - Formatting Techniques - Conditional Formatting - Number Formatting - Table Formatting - Protecting Sheets & Files - Understanding Various Excel Window Techniques - Viewing Excel Spreadsheet in various Layouts - Advanced Printing Techniques - Templates – Themes; Data Analysis Tools - Data Consolidation - Text to Columns - Flash Fill - Remove Duplicates - Advanced Data Validation Techniques - What-if Analysis - Goal Seek - Data Table - Solver – Scenarios; Working with Tables - Creating Charts - Understanding Sparklines (Line, Column, Win/Loss) - Pivot Tables & Pivot Charts.

**SUGGESTED BOOKS**

1. Excel Bible: John Walkenbach, Wiley.
2. Excel Data Analysis - Modeling and Simulation: Hector Guerrero, Springer.
3. Excel Functions and Formulas: Bernd Held, BPB Publications.
4. Microsoft Excel : Data Analysis and Business Modeling: Winston, PHI
5. Fundamentals of Computers and Information System, Srivastava, Wiley

**COURSE NO. DSC - 301****HUMAN RESOURCE MANAGEMENT****COURSE OBJECTIVES**

1. To equip the students with the basic concepts of Human Resource Management concepts.
2. To impart knowledge on the development of Human Resources in the organization.
3. To provide insights on the concepts of Industrial Relations
4. To study different methods of performance appraisal
5. To understand organizational climate and culture.

**COURSE OUTCOMES**

1. Understand theories and practices in the field of Human Resources Management
2. Identify different methods of developing Human Resources
3. Develop knowledge of industrial laws
4. Demonstrate understanding of different appraisal methods,
5. Understand organizational culture and climate and its implications for HRM

**UNIT – I : INTRODUCTION TO HUMAN RESOURCE MANAGEMENT AND ENVIRONMENT:** Functions of Human Resource Management. Managerial and operative role of Human Resource Management. Personnel Management vs. Human Resource Management – Strategic Management Approach. The Role of Globalization in HR Policy and Practice.

**UNIT – II : ACQUIRING HUMAN RESOURCES :**

Human Resource Planning and Alignment – Job Analysis and Design. Job Description, Job Specification and Job Evaluation, Job- Restructuring – Job Rotation, Job Enlargement and Job Enrichment. Recruitment and Selection – Placement – Induction and Orientation. Line and Staff.

**UNIT – III : DEVELOPING HUMAN RESOURCES :**

Training and Development – Employee Training and Retraining – Assessing Training Needs and Designing Training Programmes. An overview on employee orientation: Career Planning and Development: Role and Significance of Career Planning – Impact of Career Planning on Productivity.

**UNIT - IV: LABOUR MANAGEMENT :**

Industrial Relations and Industrial Disputes. Principles and guidelines for effective handling of Industrial Disputes and Industrial Relations – Standing Orders – Role and Contents of standing orders – Labour Relations and Collective Bargaining – Employee Health and Safety.



**UNIT – V : REWARDING HUMAN RESOURCES :**

Performance Appraisal – Methods and needs for Performance Appraisal – Organization Climate and its impact on HRM. Components of Organization Culture. Quality of Work Life – Determinants of quality of work life. Impact of QWL on Organization Climate and Culture.

**SUGGESTED BOOKS**

1. Human Resources - Bernandin H. John. TMH
2. Human Resources Management – Gary Dessler. Pearson
3. Managing Human Resources – Wayne E. Casio. – TMH
4. Managing Human Resources – Aswathappa – McGraw Hill
5. Human Resources Management – David Lepak and Mary Gowan – Pearson
6. Human Resources Management – Decenzo and Robbins – John Willey
7. Human Resource Management. Texts and Cases. - TMH
8. Human Resource Management, Sen Gupta, Sage Publication

**COURSE NO. DSC - 302****INTRODUCTION TO INFORMATION TECHNOLOGY****COURSE OBJECTIVES**

1. The Objective of this course is to familiarize management students to basics of IT, its applications and importance to present day management and organization.
2. The focus of the subject is on introducing skills relating to IT basics, computer applications, programming, interactive medias, Internet basics etc.

**COURSE OUTCOMES**

1. Demonstrate that they can use a personal computer or mobile device for accessing the internet and use basic computer applications such as e-mail, PowerPoint, Excel and common webpage creation tools.
2. Demonstrate that they can apply a variety of information technologies to their own work, demonstrating their competence in researching, creating, and presenting projects using a variety of digital information tools.
3. Demonstrate that they can use digital technology in research, analysis, and critical inquiry.
4. Demonstrate that they can evaluate and explain the on-going changes in digital technology and their impacts on society.

**UNIT - I : INTRODUCTION TO IT :**

Computer Systems- Hardware -I/O devices, Memory devices, Processors-Software - classification of software- systems software, Application software- Operating Systems- Definition- Types of OS- Understanding of GUI- Networks- Definition- Types of Network- LAN, WAN- Network Topologies- Physical Communication Media-TCP/IP, OSI Model.

**UNIT – II : INTRODUCTION TO IS :**

Definition of Data, Information & Knowledge, IS- MIS, DSS, Expert Systems–Types of IS- Operation, Tactical, Strategic IS- Executives Information Systems (EIS) – Definitions- Data Base, DBMS, Advantages & Disadvantages of DBMS-Ethical and Social Issues in IS.

**UNIT - III : MULTIMEDIA CONCEPTS :**

Definition of Multimedia - Multimedia devices - Multimedia Formats - Audio formats- Video formats - Compression/ Decompression issues - Business Applications of Multimedia.

**UNIT – IV : INTERNET & SECURITY ISSUES :**

Internet – History- Internet Addressing and architecture-WWW – Architecture-Browser-Servers- Search engines -Internet Services- Email- Chatting- Messaging- Groups- Social Networking- Internet in Business- definition of e-commerce, m-commerce- types of online business-Security Issues in Internet. 2

**UNIT – V : OFFICE MANAGEMENT APPLICATIONS :**

Intranets, Extranets, VPN- Internet Telephony - Group ware- audio and video Conferencing- Wireless Communication - WLANS- Definitions of Blue tooth - Wi Fi- Wi Max – RFID - Use of Spreadsheets for office - spread sheet applications (MS-EXEL) - Use of Databases for the Office (MS-ACCESS) - Database applications.

**SUGGESTED BOOKS**

1. Kenneth C. Laudon & Jane P. Laudon - Management Information Systems - Managing the Digital Firm, Pearson Education.
2. Turban, McLean, Wetherbe- Information Technology For Management, Wiley Student Edition.
3. Leonard Jessup, Joseph Valacich, Information Systems Today, Why IS matters, Pearson Education.
4. Effy Oz- Management Information Systems, Thomson
5. Wali, Information Technology for Management, Wiley

**COURSE NO. DSC - 302 (PRACTICAL)**  
**INFORMATION TECHNOLOGY - LAB**

**OBJECTIVE :** The aim of this course is to give a management students practical experience on working in typical office software like MS-OFFICE.

**UNIT - I : MS-EXCEL :**

Basic features: Creating, Naming Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic Formatting cells and Cell referencing. Creating and using formulas and Functions Use of Copy, Move and Paste Options. Data And Graphical Options: Filling a Series, Sorting data, querying of data. Working with graphs and charts.

**ADVANCED OPTIONS OF MS-EXCEL:**

- a) Statistical tools – use statistical functions such as average, Standard Deviation, ANOVA, etc.
- b) Financial Tools – use of Financial Functions such as NPV, IRR etc.
- c) Date Functions
- d) Building Simple Macros.

**UNIT – II : MS-ACCESS :**

Creating a database and tables by different methods- Entering and Editing data- Sorting, Filtering and Displaying data. Creating & querying using forms. Creating & printing reports and labels. Transfer of data between Excel & Access.

**SUGGESTED BOOKS :**

1. David Whigham, “Business Data Analysis Using Excel”, Oxford University Press, Indian Edition.
2. Paul Cornell, “Accessing & Analyzing DATA with MS-EXCEL”.
3. R & D, “IT Tools and Applications”, Macmillan India Ltd.
4. Sanjay Saxena, “A First Course in Computers – Based on Windows Office XP”, Second Edition – Vikas Publishing House.

**COURSE NO. DSE 303****FINANCIAL MANAGEMENT****COURSE OBJECTIVES:**

1. To learn about the scope and goal of financial management.
2. To familiarize the student with the concepts of long term and short-term investment decisions.
3. To understand the sources of capital.
4. To learn about receivables and inventory management

**COURSE OUTCOMES:**

1. To apply project appraisal methods to cash flows.
2. To understand the determinants of capital structure
3. To learn about dividend practices of companies
4. To calculate working capital requirements of firms

**UNIT – I : NATURE OF FINANCIAL MANAGEMENT :**

Finance and relation with other disciplines; Scope of Financial Management; Profit Maximization Vs. Wealth Maximization Vs. Value Maximin Traditional and Modern Approach of FM; Functions of finance – Objectives of Financial Management; Investment Decision, Financing Decision, Current Assets Management Decision and Dividend Decision - Organisation of finance function;

**UNIT – II : CONCEPT OF TIME VALUE OF MONEY :**

Concept of Time Value of Money, compounding, discounting, present value, future value, and annuity; capital budgeting –meaning, features; applications of Discounted Cash Flow (DCF) in capital budgeting, calculation of NPV and IRR

**UNIT - III : SOURCES OF LONG TERM FINANCE :**

Sources of Long term finance- features of equity shares, preference shares, debentures, long term loans; Capital Structure – meaning, determinants of capital structure; cost of capital – component costs of capital, weighted average cost of capital; Dividend Policy Decision – types of dividend, determinants of dividend policy.

**UNIT - IV: WORKING CAPITAL MANAGEMENT :**

Gross Vs net working capital, determinants of working capital; Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique (Lock box, concentration banking)

**UNIT - V: RECEIVABLES MANAGEMENT – OBJECTIVES :**

Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Inventory Management - - ABC Analysis; Minimum Level; Maximum Level; EOQ (Basic Model); Reorder Level; Safety Stock.

**SUGGESTED BOOKS**

1. I M Pandey-Financial Management-Pearson 2022
2. M.Y Khan and Jain-Financial Management- Tata McGraw Hill,
3. Prasanna Chandra,“Financial Management Theory and Practice”, 7th Ed. Tata McGraw Hill,
4. S.N Maheshwari- Financial Management-Vikas
5. Shah, Financial Management, Wiley
6. Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, Pearson.
7. Rajiv Srivastava and Anil Misra, “Financial Management” Oxford University Press
8. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”,Thomson South-Western.

# IV - SEMESTER

**COURSE NO. SEC - 3****(a) LEADERSHIP AND MANAGEMENT SKILLS****COURSE OBJECTIVES**

- 1.To develop critical thinking, managerial abilities and organisation skills in students
- 2.To equip the students to take effective decisions by coordinating the teams
- 3.To enhance the capabilities of being team members and manage networks

**COURSE OUTCOMES**

- 1.Student will understand and use the process of effective decision making
- 2.Develop self-awareness and self-management skills
- 3.Demonstrate effective interpersonal competence

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**SUGGESTED BOOKS**

1. Leadership and Management Skills-V.Sudha, A Patrick & Maria Pavitra-Professional Books Publisher
2. Robbins, S. P., & DeCenzo, A. D. Fundamentals of Management, Pearson Education, New Delhi
3. Harold Koontz & Heinj Weihrich, Essentials of Management, Tata McGraw-Hill Education, New Delhi.
4. L.M. Prasad, Principles and Practice of Management ,Sultan Chand and Sons,
5. McGrath E.H., Basic Management Skills for All, Prentice Hall of India Pvt. Ltd.
6. UGC-Jeevan Kaushal



**COURSE NO. SEC - 3****(b) UNIVERSAL HUMAN VALUES****COURSE OBJECTIVES**

1. To help students understand the importance of values in individual, social, career, and national life.
2. To motivate students to learn from lives of great and successful people who followed and practised human values and achieved self-actualization.
3. To convey the message of Universal Human Values and encourage students to practice the Universal Human Values for a developing a better society

**COURSE OUTCOMES**

1. Student will understand and appreciate human values
2. Student will be able to do self- exploration, Self-evaluation and achieve self development
3. Apply professional ethics in their future profession & contribute for making a value based society.

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**SUGGESTED BOOKS**

1. A Foundation Course in Human values and Professional Ethics, R.R. Gaur, R. Sangal, G.P Bagaria, Excel books,
2. Universal Human Values, Archana Sharma, Iftekhar Ahmed, Asian publications
3. Professional Ethics and Human Values, R.S. Naagarazan, New Age International Publishers,
4. UGC –Jeevan Kaushal

**COURSE NO. SEC - 4****(a) STARTUP OPPORTUNITY AND FEASIBILITY****COURSE OBJECTIVES:**

1. It helps the students to acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas.
2. To learn about identifying business opportunities
3. To lean about market and technical feasibility for business

**COURSE OUTCOMES:**

1. To identify opportunities for starting business
2. To be able to write a business plan
3. To take decision regarding form of business ownership
4. To conduct feasibility study

**Unit I:**

**Windows of opportunity:** Environmental change, Technology- new products and pioneers, Market evolution- niches and opportunities, Industrial development- linkages and opportunities, Types of entrepreneurs.

Understanding opportunity: Criteria for an opportunity, opportunity evaluation, cost of evaluation, execution trumps opportunity; risk, uncertainty and ambiguity; approaches to opportunity evaluation

**Unit II:**

**Building the Business Plan:** Beginning Considerations: Building a competitive advantage. The strategic management processes. Conducting a feasibility analysis. Forms of Business ownership. Franchising and entrepreneurship. Buying an existing business. Marketing and financial considerations: Building a powerful marketing plan, E-commerce and Entrepreneur, Pricing strategies, Choosing the right location and layout

**SUGGESTED BOOKS**

1. Greg Clydesdale Entrepreneurial Opportunity: The Right Place at the Right Time
2. Wise S and Feld B Startup Opportunities: Know When to Quit Your Day Job
3. Timmons, J.A. and Spinelli, S.: New Venture Creation– Entrepreneurship for the 21st century.  
McGraw Hill Reference Books
4. Start Up Management- Nuzhath Khatoon-Professional Books Publisher
5. Galloway S Post Corona: From Crisis to Opportunity
6. Robert P Singh Entrepreneurial Opportunity Recognition Through Social Networks
7. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, HPH,Millenium
8. S.S. Khanka, “Entrepreneurial Development”, S. Chand & Co. Ltd.
9. Poornima. M Charantimath, “Entrepreneurial Development and Small Business Enterprises” Pearson Education.

**COURSE NO. SEC - 4****(b) BUSINESS POLICY AND STRATEGY****COURSE OBJECTIVES:**

1. To acquaint the students with understanding the business environment and design strategies to meet challenges.
2. Learn about the role of Macro economic factors that affect Business Policy
3. To focus on designing plans and policies.

**COURSE OUTCOMES:**

1. Critically analyze the internal and external environments in which businesses operate and assess their significance for strategic planning.
2. Apply understanding for the theories, concepts and tools that support strategic management in organizations.
3. Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level. Enhanced ability to identify strategic issues and design appropriate courses of action.

**UNIT– I: INTRODUCTION TO BUSINESS POLICY AND STRATEGY:**

Strategy, Strategic Management Process, Establishing Corporate directions – Vision, Mission and Objectives. Crafting and Executing Business Policy and Corporate Planning. Strategic Intent, Strategy decision making Environmental Analysis for Business Policy Formulations- Evaluating a Company's External and Internal Environmental analysis for creating business policy and strategy

**Unit II MACRO ECONOMIC FACTORS FOR STRATEGY IMPLEMENTATION**

Macro Environmental factors; Demographic elements, Political forces, Economic elements, Socio-cultural factors, Technological Issues. Strategy Formulation-Strategy Formulation; Business-Level, Functional Level Strategy, Strategy analysis and choices Competitive analysis and advantages: Generic strategies, Choice based strategies, Tailoring Strategy to fit specific industry, Strategy for Leaders, Challengers, weak crisis Businesses.

**SUGGESTED BOOKS**

1. Azhar Kazmi-Strategic Management-Tata McGraw Hill
2. Strategic Management and Business Policy-L.thomas,wheelen-Pearson
3. Business Policy and Strategic Management –concept and application-Gupta and Vipin-PHI
4. Fred R. David, “Strategic Management” PHI Learning Limited, New Delhi.
5. Nithin Balwani- Strategic Management and Business Policy –Excel Books
6. P. Subba Rao, “Business Policy and Strategic Management” HPH.
7. Dr. Francis Cherunilam, “Strategic Management”, HPH,.

**COURSE NO. DSC - 401**  
**BUSINESS LAW & ETHICS**

**COURSE OBJECTIVES**

1. To develop knowledge of the legal principles and environment in which a consumer and business operates
2. To appreciate the relevance of business law to individuals and businesses
3. To study the role of law in an economic, political and social context.
4. To understand various negotiable instruments
5. To study consumer protection laws in India.
6. To learn about ethical considerations of business

**COURSE OUTCOMES**

1. Identify the fundamental legal principles behind contractual agreements
2. Understand companies act and its implications for employers and employees
3. Understand legal obligations of businesses towards customers
4. Demonstrate knowledge of negotiable instruments.
5. Understand consumer protection laws and their implications.

**UNIT - I : LAW OF CONTRACTS :**

Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent, void Contracts– Legality of Object - Performance of Contract – Remedies for breach of Contract - Quasi Contracts.

**UNIT – II : LAW RELATING TO SPECIAL CONTRACTS :**

Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties.

**UNIT – III : COMPANIES ACT :**

Definition of company – Characteristics - Classification of Companies- Formation of Company -Memorandum and Articles of Association – Prospectus - Share holders meetings - Board meetings -Law relating to meetings and proceedings- Company - Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers.

**UNIT - IV: CONSUMER PROTECTION LAW :**

Introduction to consumer protection law in India - Consumer councils - Redressal machinery -Rights of consumers - Consumer awareness. Pollution Control Law - Air, water, and environment pollution control.

**UNIT - V: BUSINESS ETHICS :**

Ethical and Value based Considerations – Need and Justification – Business ethics and efficiency – Social responsibility of business – Fair and just cooperation among owners, managers, workers and customers – Fair Market Wages – Integrity and ethical consideration in business operations – Indian value system and its relevance in Management.

**SUGGESTED BOOKS**

1. N.D. Kapoor, “Elements of Mercantile Law”, Sultan Chand & Co.
2. PPS Gogna, “A Text Book of Company Law”, S. Chand
3. S.S Gulshan, Business laws, 2021, Excel Books
4. Akhileshwar Pathak, “Legal Aspects of Business”, Tata McGraw Hill.
5. Ravindra Kumar, “Legal Aspects of Business”, Cengage Learning.
6. PPS Gogna, “A Text Book of Company Law”, S. Chand
7. V.Sudha and Meraj Banu, Business Laws, Professional Publishers

**COURSE NO. DSC -402**  
**MARKETING RESEARCH**

**COURSE OBJECTIVES**

To develop an understanding of:

- The basic framework of Research Process
- Various Research designs and Techniques
- Various Sources of Information and their identification for literature review and Data collection
- Some basic Concepts of Research and its Methodologies

**COURSE OUTCOMES**

After the completion of the Course, Students would acquire the needed capacity to:

1. Apply a range of Quantitative and/or Qualitative Research Techniques to business and Management problems / issues
2. Necessary critical thinking skills in order to evaluate different Research Approaches utilized in the service industries
3. Identify the overall Process of designing a Research study from its inception to its Report.
4. Define the Meaning of a variable, and to be able to identify independent, dependent, and mediating variables.
5. Acquire familiarization with good practices in conducting a Qualitative Interview and observation

**UNIT—I: MARKETING RESEARCH** - Nature and Scope of Marketing Research—Role of Marketing Research in Decision Making; The Research Process—Steps in the Research Process; Designing a Research Proposal.

**UNIT—II: SOURCES OF DATA:** Sources of Data, Primary Data and Secondary Data, Survey Method of Data collection, Observation Method—Types of observation, Interview, Depth Interview, Focus group Interview, Questionnaire, Method, Steps in the design of a questionnaire

**UNIT—III: SECONDARY METHOD OF DATA COLLECTION**—Advantages & Disadvantages of Secondary Data—Criteria for evaluating secondary Sources—Secondary Sources of Data in Indian Context,

**UNIT—IV: MEASUREMENT AND SCALING** - **Concept** of Measurement and Scaling — Types of Scales—Nominal, Ordinal, Interval and Ratio Scales—Attitude Scales Thurston, Likert, Semantic differential Scales, Reliability and Validity of a scale.

**UNIT—V: SAMPLING**—Sampling Techniques—Data Analysis: Z Test (Mean, diff. of Mean, diff. of proportion) t-Test (Mean), Paired t-Test, Chi Square Test—Introduction to Theoretical Concept of ANOVA.

**SUGGESTED BOOKS**

1. Tull and Hawckins, “Marketing Research”, Tata McGraw Hill.
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education.
3. Martin Callingham, “Market intelligence”, Kogan Page Publishers.
4. G.C. Beri, “Marketing Research”, Tata McGraw Hill.
5. Malhotra, K. Naresh, “Marketing Research and applied orientation”, Pearson Education.
6. Kumar, Marketing Research, Sage Publication.
7. Green E. Paul, Tull S. Donald & Albaum, Gerald: “Research for Marketing Decisions”, PHI.



**COURSE NO. DSC - 403****MANAGEMENT SCIENCE****COURSE OBJECTIVES**

1. To give an overview of different Optimization Techniques useful for problem solving and decision making.
2. To introduce OR techniques such as Linear Programming Problem.
3. To analyze the managerial applications of Assignment problems and Transportation problems.
4. To study capacity planning and sequencing of operations.

**COURSE OUTCOMES**

1. Helps in formulating real life situations in organizations in Quantitative form.
2. Helps in formulating strategies for optimal use of various resources within the organizations.
3. Enables the students to understand the managerial applications of transportation problems.
4. Students get understanding on the concepts of network fundamentals and resource analysis and allocations.

**UNIT – I : INTRODUCTION TO PRODUCTION & OPERATIONS MANAGEMENT**

:

Definition of Production and Operations. An overview of Manufacturing processes: Functions of Production, Planning & Control. Interface of Product Life Cycle & Process Life Cycle. Process design – Project, Job, Batch, Assembly and Continuous process.

**UNIT – II : PLANT MANAGEMENT AND WORK STUDY :**

Capacity Planning, factory location, plant layout – types of layout.

Sequencing of Operations: n-Jobs with one, two and three facilities.

Work Study: The concept and various techniques of methods analysis and work measurement.

**UNIT – III : PURCHASE AND STORES MANAGEMENT :**

Purchase Management: Sources of Supply of Materials, selection, evaluation of Vendors. Methods of vendor rating.

Stores Management: Functions of Stores and Materials control. Classification, Codification, Simplification and Standardization of materials. Economic Order Quantity. Selective Inventory Control Techniques: ABC, VED, FNSD & XYZ.

**UNIT – IV : INTRODUCTION TO OR :**

Introduction to Operation Research: Introduction, Nature, Managerial applications and limitations of OR. Types of Operation Research Models.

Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by Graphical Method.

**UNIT – V : TRANSPORTATION, ASSIGNMENT AND QUEUING THEORY :**

Transportation Problem (TP) - Mathematical model, IBFS using North West Corner Rule, Least Cost Method (LCM) and Vogel's Approximation Method(VAM).

Assignment Problem (AP): Mathematical model, method of obtaining solution- Hungarian method. Queuing Theory - Concepts of Queue - General structure of a Queuing system- Operating Characteristics of Queues.

**SUGGESTED BOOKS**

1. S.N. Chary, "Production & Operation Management" Tata-McGraw – Hill Publishing Company Ltd.
2. N.G. Nair, "Production and Operation Management", Tata-McGraw – Hill Publishing Company Ltd.
3. Kanishka Bedi, "Production and Operations Management", Oxford University Press.
4. N.D. Vohra, "Quantitative Techniques in Management", Tata-McGraw – Hill Publishing Company Ltd.
5. J.K. Sharma, "Operations Research Theory and Applications Macmillan.

# V - SEMESTER

**COURSE NO. GE -501****MOBILE COMMERCE****COURSE OBJECTIVES:**

1. To acquaint the students with the Mobile Commerce concepts and environment and customer value.
2. To learn about the developments in wireless technology
3. To understand the M-Commerce applications

**COURSE OUTCOMES:**

1. Learn the fundamental principles of e-business and e-commerce.
2. Understand the impact of information and communication technologies on business.
3. Develop an understanding of the tools and services used by virtual e-commerce sites.
4. Awareness of the developments in M-Commerce Applications and technology

**UNIT – I : E-COMMERCE CONCEPTS :**

Anytime commerce, dimensions of e-commerce, E-commerce business models. M-commerce concepts: An information systems perspective, anytime, anywhere commerce, Impact of mobility on e-commerce, M-commerce business models. M-commerce value chain, M-commerce information system functional model. Case study

**UNIT – II : M-COMMERCE TECHNOLOGY :**

Types of Mobile clients (mobile phones, PDAs, laptop computers, vehicle-mounted devices, hybrid devices), Device limitations: considerations for user interface and application design Device location technology: GPS, triangulation. Mobile client software: Mobile device operating systems, Micro browsers, Mobile device communications protocols: WAP, i-Mode, Mobile device page description languages, Mobile device application software.

**UNIT – III : WIRELESS COMMUNICATIONS TECHNOLOGY :**

Wireless wide area network (WWAN) technology: cellular systems 2G (CDMA, TDMA, GSM), 2.5G (GPRS, EDGE), 3G (WCDMA/UMTS, CDMA2000), 4G. Wireless local area network (WLAN) technology (wi-fi), Wireless metropolitan area network (WMAN) technology (wi-max) Wireless personal area network (WPAN) technology (Bluetooth).

**UNIT – IV : M-COMMERCE APPLICATIONS :**

Mobile financial services, Mobile advertising, Mobile inventory management, Mobile product location and shopping, Mobile proactive service management, Mobile business services, Mobile auction, Mobile entertainment, Mobile office, Mobile distance education,

Mobile information access, Vehicular mobile commerce, Telematics Location-based applications, M-commerce cases.

**UNIT – V : WIRELESS APPLICATION DEVELOPMENT :**

The wireless application: client side, server side, WAP. Installing and using Openwave Phone Simulator, M-commerce trust, security, and payment: Trust in m-commerce, Encryption, Authentication, confidentiality, integrity, and non-repudiation. Mobile payment, M-commerce issues, Technology issues (Mobile client issues, Communications infrastructure issues and other technology issues) Application issues, Global m-commerce issues.

**SUGGESTED READINGS**

1. Mobile Commerce: Technology, Theory and Applications, E.Brian Mennecke, J.Troy Strader,  
Idea Group Inc., IRM press,
2. The Economics of Electronic Commerce, Choi, S. Y., D. O., Stahl, and A. B. Whinston,  
Macmillan Technical Pub.,
3. Mobile Commerce: Opportunities, Applications, and Technologies of Wireless Business,  
Paul  
May, Cambridge University Press
4. M-Commerce Crash Course, P. J. Louis, McGraw- Hill Companies.
5. The Definitive Guide, Musciano, C, and B. Kennedy, HTML & XHTML, O'Reilly  
Media
6. e-commerce- Concepts and Applications, Nidhi Dhawan, International book house

**COURSE NO. DSE - 501****(A) ENTREPRENEURSHIP DEVELOPMENT****COURSE OBJECTIVES**

2. To make the students learn the importance of Entrepreneurship
3. To motivate the students towards Entrepreneurship
4. To make them learn about entrepreneurial environment
5. To provide information about financial resources
6. To impart training to raise and establish enterprises

**COURSE OUTCOMES**

1. A student learns the cues and motives of Entrepreneurship
2. Students can learn more about types of Enterprises and growth
3. Knowledge of entrepreneurship prepares the entrepreneurial bent of mind
4. Problems and perspectives of the entrepreneurship can be understood
5. It is also possible to students understand and comprehend on venture capital fund.

**UNIT - I: ENTREPRENEUR AND ENTREPRENEURSHIP** – Understanding Concept of Entrepreneurship – Evolution of Entrepreneurship – Characteristics of Entrepreneur – Types of Entrepreneurs – Role of Entrepreneurship in Economic development in India – Rural Entrepreneurship, Need and Importance of Rural Entrepreneurship – Problems and Perspectives of Rural Entrepreneurship.

**UNIT - II: FACTORS AFFECTING ENTREPRENEURIAL GROWTH** – Economic Environment – Economic, Non- Economic and Psychological factors – Entrepreneurial Motivation – Entrepreneurial Competencies– Entrepreneurship Development Programmes (EDP's) – Need, Objectives, course content and instruction.

**UNIT - III: SMALL, MICRO, MEDIUM SCALE ENTERPRISES** – Definition of Small Industry – Characteristics of Small Scale Industry - Objectives – Scope of Small & Micro Industries – Opportunities for entrepreneurial growth in MSMEs – Role of MSMEs in Economic development – MSMEs problems

**UNIT - IV: INSTITUTIONAL FINANCE FOR ENTREPRENEURS** – Commercial Banks – Role of Commercial Banks in Building Entrepreneurship – Other Financial Institutions such As IFCI, ICICI, IDBI, SFCs, SIDBI and EXIM bank – Non Banking Financial Institutions – LIC.

**UNIT - V: VENTURE CAPITAL FINANCING** - Concept of Venture Capital Financing – Features, Need and Relevance of Venture Capital – Structure and Regulatory framework for Venture Capital Funds – Growth of Venture Capital in India

**SUGGESTED BOOKS**

1. Dr. Vasanth Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Hyd.
2. S. S Khanka, Entrepreneurial Development, S. Chand Publishing House, New Delhi.
3. Dr. Vasanth Desai, Small Scale Industry and Entrepreneurship, Himalaya Publishing House, Hyd.
4. A. Sahay and A. Nirjar Entrepreneurship, Excel Books.
5. Poornima M Charinthmath, Entrepreneurial Development and Small Business Enterprises, Pearson Education Publisher.
6. David H Hott, Entrepreneurship and New Venture Creation, PHI New Delhi.
7. S. R Bowmick & M. Bhowmik, Entrepreneurship, New Age International Books.
8. Morse E.A Mitchel, Cases in Entrepreneurship, Sage Publishers.
9. Raj Aggarwal, Business Environment, Excel Books New Delhi.
10. Donald G Kurato and Richard M Hodgetts, Entrepreneurship, Thompson Publications.

**COURSE NO. DSE - 501**  
**(B) BUSINESS ANALYTICS (BA)**

**COURSE OBJECTIVES:**

1. To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
2. To become familiar with the processes needed to develop, report, and analyze business data.
3. To learn how to use and apply Excel and Excel add-ins to solve business problems.

**COURSE OUTCOMES:**

1. To understand the Business Analytics in practice
2. To understand concepts of Descriptive Analytics
3. To learn about Data mining for business
4. To understand concepts of Prescriptive Analytics
5. To learn about the R environment

**Unit – I: INTRODUCTION TO BUSINESS ANALYTICS:**

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision modeling.

**Unit – II: DESCRIPTIVE ANALYTICS:**

Overview of Description Statistics (Central Tendency, Variability), Data Visualization - Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Advanced Ms-Excel or SPSS.

**Unit – III: PREDICTIVE ANALYTICS:**

Trend Lines, Regression Analysis – Linear & Multiple, Predictive modeling, forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Data mining and business intelligence, Data mining for business, Classification, Association, Cause Effect Modeling.

**Unit – IV: PRESCRIPTIVE ANALYTICS:**

Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods - Text analytics Web analytics.

**Unit – V: PROGRAMMING USING R:**

R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.



**SUGGESTED BOOKS**

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams - Essentials of Business Analytics, Cengage Learning.
2. James Evans, Business Analytics, Pearson.
3. Albright Winston, Business Analytics - Data Analysis - Data Analysis and Decision Making, Cengage Learning, Reprint
4. Sahil Raj, Business Analytics, Cengage Learning.
5. Ratnoo & Ratnoo, Essentials of R for Data Analytics, Wiley

**COURSE NO. DSE - 502****(A) FINANCIAL MARKETS AND SERVICES (F)****COURSE OBJECTIVES:**

1. The main objective of this course is to understand Indian financial system. It also enables Understanding financial markets and various Indian financial institutions.
2. To acquire basic understanding about financial markets
3. To learn about the financial services available in India

**COURSE OUTCOMES**

1. Understand what a financial system is and does, and the distinct functions of each component.
2. Understand some important financial instruments and the economic principles underlying their use.
3. Understand the classification of Leasing.
4. Learn about the categories of Merchant Banking and their functions.
5. Understand the process of IPO

**UNIT - I : STRUCTURE OF INDIAN FINANCIAL SYSTEM :**

Indian Financial System – Structure, Functions, Types of Financial Markets, Securities traded in Financial Markets, Regulatory Institutions and their functions– RBI & SEBI, Global Financial Markets

**UNIT - II: PRIMARY AND SECONDARY MARKET :**

Primary Market – Introduction, Book Building, Free Pricing, Underwriting, On-Line IPOs, eProspectus; Secondary Market – Organisation of Stock Exchanges, NSE, BSE and OTCEI, Listing of Securities, Trading and Settlement, Internet Trading, New financial instruments.

**UNIT - III : LEASING AND HIRE PURCHASE :**

Asset/ Fund Based Financial Services – Leasing, Concept and classification, Advantages and Limitations, Hire Purchase – Definition, mechanism, Differences between Leasing and Hire Purchase, Venture Capital – Definition, Rationale, stages of financing.

**UNIT - IV : NON FUND FINANCIAL SERVICES :** Non- Fund Based Financial Services – Credit Rating, Factoring and Forfaiting, Merchant Banking – Definition, Features, Mechanism, Types.

**UNIT - V : MUTUAL FUNDS :** Mutual Funds – History, Definition, Classification, Advantages and Disadvantages, Estimating the Net Asset Value, Mechanics of MF Operations, Functions of AMC, Evaluating Mutual Funds.

**SUGGESTED BOOKS**

1. Meir Kohn, Financial Institutes and Markets, Oxford University Press
2. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing House,
3. Madura, Financial Institutions and Markets, Cengage Learning
4. M.Y. Khan, Financial Services, Mc Graw Hill
5. Dr. S.Guruswamy, Financial Services and Markets, Thomson
6. L.M.Bhole and Jitendra Mahakud, Financial Institutions and Markets, Mc Graw Hill

**COURSE NO. DSE - 502****(B) BRAND MANAGEMENT (M)****COURSE OBJECTIVES**

After studying the course, the student understands:

1. the concept of branding and its significance.
2. the methods of managing brands and strategies for brand management.
3. the concept of Brand extension and its pros and cons.
4. how brand personality benefit the firm.
5. how branding contributes to a company's' value.

**COURSE OUTCOMES**

1. Demonstrate knowledge of the nature and processes of branding which can attract customers
2. Evaluate the scope of brand management activity to deal to customers.
3. Appraise the key issues in managing a brand portfolio and making strategic brand decisions for effective marketing mix.
4. Formulate and justify brand development decisions for a right brand image.
5. Analyse contemporary brand related problems and develop appropriate strategies and initiatives to increase the brand equity

**UNIT - I: INTRODUCTION TO BRAND MANAGEMENT** - Concept of Branding – Définition – Significance of Brand – Brand Types – Difference between Brand and Product – Braking – Brand Building – Brand Launching.

**UNIT - II: BRAND AWARENESS** – Branding and Advertisement – Creating Brand Awareness – AID A Model – Branding Strategies – Brand Communication.

**UNIT - III: BRAND EXTENSION** – Brand Line Extension – Horizontal Extension Pros and Cons of Brand Extension – Related Extension – Unrelated Extension–Brand Generic Branding.

**UNIT - IV: BRAND PERSONALITY** - Branding–Brand Personality–Brand Positioning– Re Positioning–Brand Positioning Strategies Brand Positioning Variables.

**UNIT - V: BRAND EQUITY** – Concept of Brand Equity – Brand Awareness – Personality –Positioning – Enhancing Brand Equity, Brand Management – Planning – Sources Brand.

**SUGGESTED BOOKS**

1. Keller, Parameshwaran Jacon, Strategic Brand Management, Pearson
2. Gulnar Sharma, Karan Singh Khundia, Brand Management, Himalaya Publishing House
3. Kirti Dutta, Brand Management: Principles and Practices, Oxford University Press.
4. Y L R Moorthi, Brand Management: The Indian Context, Vikas Publishing House
5. Thapan K Panda, Product and Brand Management, Oxford University Press

**COURSE NO. DSE - 502****(C) ORGANIZATIONAL DEVELOPMENT (HR)****COURSE OBJECTIVES**

- 2.To lay conceptual foundation in students to lead and manage planned change in organization
- 3.To understand Organization Development process and programs
- 4.To familiarize with various interventions and techniques of Organization development
- 5.To study about the OD interventions and consultation process
- 6.To understand various applications of OD

**COURSE OUTCOMES**

- 1.The students would gain the conceptual clarity of OD and its process
- 2.The students would learn the concept of planned change in organizations.
- 3.Students gets familiarized on various techniques and interventions of OD
- 4.Learn about the OD consultation process
- 5.Students will be able to use various applications of OD.

**UNIT - I: INTRODUCTION** - Organization Development- Definition, Characteristics, Evolution, Process, Benefits and Limitations, Values, Assumptions and Beliefs in OD.

**UNIT - II: OD MODELS** - Kurt Lewin and Burke – Litwin models of Organizational Change, Systems Theory, Participation and Empowerment, Teams and Team Work.

**UNIT - III: OD PROCESS** - The Six Box Model, Third wave consulting, Phases of OD Programs, Change Management Models, The Generic Parallel Learning Structure Intervention Process, Steps to Transforming an Organization.

**UNIT - IV: OD INTERVENTIONS** - Factors to Plan and Implement OD, Results of OD Interventions, Classification of OD Interventions. OD Consultation: Process Consultation, Coaching and Counseling Interventions. Team Building: Gestalt Approach to Team Building, Techniques in Team Building.

**UNIT - V: APPLICATIONS OF OD** - Socio-Technical Systems, Self-Managed Teams, MBO and Appraisal, Quality Circles, Quality of Work Life, Total Quality Management, Self-Design Systems, High Performance work systems.

**SUGGESTED BOOKS**

1. Wendell French, Cecil, H. Bell, Jr., "Organization Development", Prentice Hall of India.
2. Veena Vohra, "Organization Development" Prentice Hall
3. Thomas G. Cummings, Christopher G Worley, "Organization Development and Change", Thomson
4. S. Ramanarayan, T.V. Rao, Kuldeep Singh, "Organization Development-Intervention and Strategies", Response Books.
5. Kavitha Singh, "Organization Change & Development", Excel Books.

**COURSE NO. DSE -502****(D) FUNDAMENTALS OF RETAIL MANAGEMENT (RM)****COURSE OBJECTIVES**

1. To understand the concept and trends of retailing management.
2. To study different models and classification bases of retail market.
3. To study the significance of IT in retail stores
4. To know the human resource management issues in Indian retail industry
5. To understand the role of strategic planning in retailing.

**COURSE OUTCOMES**

1. Understand the concept and trends of retailing.
2. Obtain knowledge on structural changes in retail market.
3. Understand the implementation of IT in retail stores
4. Gain knowledge on HR Challenges in Indian retail industry
5. Understand the process of implementing strategies in retailing.

**UNIT - I: OVERVIEW OF RETAILING** - Retailing – Meaning – Nature – Scope – Characteristics and Functions – Retail Management – Marketing concepts applied to Retailing – Retailing as career –Trends in retailing – Modern retail formats – E-tailing.

**UNIT - II: MODELS AND CLASSIFICATION OF RETAILING** – Retail Model and Theories of structural changes in retailing – Classification of retailers and retail markets – Classification on the basis of ownership – Classification on the basis of Merchandise mix – Life cycle and phase in growth of retail markets – Methods of customer interaction.

**UNIT - III: INFORMATION TECHNOLOGY IN RETAILING** – Role of technology and automation in retailing – e-tailing and e-commerce – IT formats in retailing – RFID, bar coding – direct marketing - issues and challenges in the use of online virtual space – ethical challenges – privacy and safety concerns – firewalls.

**UNIT - IV: RETAIL HRM** – Managing retail personnel – manpower planning, recruitment, selection, training, compensation - issues relating to employee retention and career planning – employee service quality measurement

**UNIT - V: RETAIL STRATEGIC PLANNING** – steps in designing a retail strategic plan – retail positioning strategy- building retail store image, retail strategy and structure – multi brand retailing – role of ASSOCHAM.



**SUGGESTED BOOKS**

1. Retailing Management – Text and Cases, Swapna Pradhan, Tata McGraw Hill,
2. Retail Management-Chetan Bajaj, Rahnish Tuli and Nidhi V. Srivastava, Oxford University Press,  
New Delhi.
3. Michael Levy and Barton A Weitz, Retailing Management, McGraw-Hill Inc., US
4. Retail Management, S. L. Gupta, Wisdom Publications, Delhi.
5. Retail Management – Barry Berman & Joel R. Evans, Prentice Hall of India, New Delhi.
6. Gibson G. Vedamani, Retail Management: Functional Principles and Practices, Jaico Publishing, Bengaluru.
7. R. Sudharshan, S. Ravi Prakash and M. Subrahmanya Sarma, Retail Management: Principles & Practices, New Century Publications, New Delhi.

**COURSE NO. DSE - 503****(A) ANALYSIS OF INVESTMENT IN FINANCIAL ASSETS (F)****COURSE OBJECTIVES:**

1. The objective of the course is to provide the students with a basic view of valuation and investment in financial assets.
2. To explain the basic concepts of risk and return and various methods of analysis.
3. To explain the concept of portfolio and the various portfolio theories and evaluation methods.

**COURSE OUTCOMES:**

1. To make calculations for Risk Return of Individual Stocks
2. To determine the Intrinsic Value of Bonds and also finding the YTM
3. To determine the Intrinsic Value of Equity by applying different methods
4. To apply the concept of diversification for portfolio valuation

**UNIT – I : INTRODUCTION :**

Definition of Investment; Real vs. Financial assets; Investment, Speculation, Hedging and Arbitraging. Par Value, Book Value, Market Value and Intrinsic Value of Financial of Assets. Sources of investment information. Factors to be considered in investment decisions- Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept of returns – realized return and expected return. Concept and Types of risk. Measurement of Risk -Range, Standard Deviation and Co-Efficient of Variation.

**UNIT – II : VALUATION OF FIXED INCOME SECURITIES :**

Features and types of fixed income securities. Bond yield measures - Current yield, holding period return, YTM, AYTM and YTC. Bond duration, Valuation of deep discount bonds.

**UNIT – III : - VALUATION OF COMMON STOCK :**

Features of Common Stock. Approaches to valuation of Common Stock. Dividend Discount Model, Earnings Capitalization Models, Price-Earnings Multiplier Approach Systematic and Unsystematic Risk, Capital Asset Pricing Model (CAPM).

**UNIT – IV : BASIC PORTFOLIO THEORY :**

Concept of portfolio, return and risk. Harry Markowitz's Portfolio Theory – The concept, assumptions, merits and demerits. Risk and return of two assets portfolio. Construction and evaluation of Minimum Risk Portfolio.

**UNIT – V : EVALUATION OF PORTFOLIO :**

Measures of return – Types of Formula Plans: Constant – Rupee – Value Plan, Constant Ratio Plan, Variable Ratio Plan; Rupee-Cost Averaging; Risk – Adjusted Measures of Performance: Sharpe’s Reward – to – Variability Ratio, Treynor’s Reward – to – Volatility Ratio, Jensen’s Differential Return Measure.

**SUGGESTED BOOKS**

1. Francis. J.C. & Taylor, R.W., “Theory and Problems of Investments”. Schaum’s Outline Series, McGraw Hill.
2. Prasanna Chandra, “Investment Analysis and Portfolio Management”, TMH,
3. V.K. Bhalla, “Fundamentals of Investment Management”, S. Chand & Company Ltd.
4. R.P.Rustagi, “Investment Management”, Sultan Chand & Sons.
5. Peter L. Bernstein and Aswath Damodaran, “Investment Management”, Wiley Frontiers in Finance.

**COURSE NO. DSE - 503****(B)RETAIL MARKETING (M)****COURSE OBJECTIVES:**

1. This course introduces the role of retailing and various formats and theories.
2. It focuses on distribution management.
3. It exposes the learner to important elements of retail marketing like merchandise management and store design

**COURSE OUTCOMES:**

1. The student understands the strategies of retailers
2. The student is made aware of the practices of merchandise management and store layout of retailers
3. Learn the Role and functions of Channels of Distribution are also clearly understood
4. To understand the retail management practices in real world

**UNIT – I : INTRODUCTION TO RETAIL MANAGEMENT :**

Retailing: Role, Relevance and Trends - Introduction to retailing - Types of Retailing, Characteristics of Retailing, Functions and activities of Retailing. Emergence and growth of Retailing in India, FDI in Indian Retailing.

**UNIT – II : RETAIL FORMATS AND THEORIES :**

Traditional retail formats – cooperatives and Government and Modern Retail formats in India; Emergence of Malls in India; Franchising – Types of Franchising, Advantages and disadvantages of franchising; legal issues in franchising in India.

Theories of Retail Development – Environmental theory, cyclical theory, conflict Theory and Concept of Life cycle in retail

**UNIT – III : MERCHANDISE MANAGEMENT :**

Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance

**UNIT – IV : RETAIL STORE DESIGN :**

Store layout, significance of Store layout, types of store layout, layout selection - Chief Considerations, Need and Importance of Store Environment, Visual Merchandising, Promotions Strategy, Retail Communication Mix and POP Displays.

**UNIT – V : DISTRIBUTION MANAGEMENT :**

Role and functions of channels of distribution, selecting channel Members – Criteria; Motivating the Channel participants, controlling channel participant, Managing Channel Conflicts, Physical Distribution System.

**SUGGESTED BOOKS**

1. David Gilbert, Retail Marketing Management, Pearson Education
2. Swapna Pradhan, Retailing Management, Tata McGraw Hill
3. S.A. Chunawalla, Contours of Retailing Management, Himalaya Publishing House
4. Gibson G. Vedamani, Retail Management, Jaico Books
5. A. J Lamba, The Art of Retailing, Tata McGraw Hill
6. Dr. S. Gupta, Sales and Distribution Management, Excel Books
7. Panda & Sahadev, Sales and Distribution Management, Oxford University Press

**COURSE NO. DSE - 503****(C) PERFORMANCE APPRAISAL AND COUNSELLING (HR)****COURSE OBJECTIVES**

- 1.To provide understanding of employee performance and measures to improve through HRD
- 2.To study the dimensions and methods of performance appraisal and its effectiveness
- 3.To familiarize the students with techniques of performance measurement
- 4.To diagnose performance measurement methods and strategies for improvement
- 5.To understand the role of managers in employee counselling

**COURSE OUTCOMES**

- 1.The students would gain the process of employee performance through HRD
- 2.The students would be familiarized with the dimensions of performance appraisal and its effectiveness.
3. Students gets familiarized on various techniques performance measurement
4. Learn about the performance measurement methods and improvement strategies
5. Students will be able know the about the various counselling methods for improving the mental health of employees.

**UNIT – I : INTRODUCTION :**

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

**UNIT – II : PLANNING PERFORMANCE :**

Performance Appraisal – Employer and Employee perspective, performance appraisal versus performance management and merit rating. Identifying performance dimensions, KPA's and performance planning, Performance Appraisal process. Developing an effective appraisal program. Issues in appraisal design.

**UNIT – III : PERFORMANCE MEASUREMENT :**

Methods of Performance Appraisal, Pros and Cons of 360 Degree Appraisal. Types of Appraisal Interviews and Conducting Appraisal Interviews, Barriers to effective appraisal and overcoming barriers to appraisal.

**UNIT – IV : IMPROVING PERFORMANCE :**

Identifying sources of ineffective performance. Performance Diagnosis, factors that influence performance, Legal issues in Performance Appraisal. Strategies to improve performance.

**UNIT – V : COUNSELLING :**

Employee counselling, Characteristics of people with good mental health, Need and functions of counselling, Manager's role in counselling. Types of counselling.

**SUGGESTED BOOKS**

1. David A Decenzo, Stephen P Robbins, "Fundamentals of Human Resource Management", Wiley Publications.
2. Snell / Bohlander, "Human Resource Management", Thomson.
3. Luis R. Gomez Mejia, David B Balkin, Robert L. Cardy, "Managing Human Resources, PHI Pvt. Ltd.
4. John W Newstrom, "Organizational Behaviour", Mc Graw Hill.
5. L.M. Prasad, "Principles and practices of Management", Sultan Chand & Sons.

**COURSE NO. DSE - 503**  
**(D) RETAIL MALL MANAGEMENT (RM)**

**Course Objectives:**

1. To Understand concept and nature of Mall, elements of strategic planning of Mall.
2. To Explore the different components and forms of Mall architectures.
3. Illustration of different forms of mall projects and Mall location and establishment decisions.
4. To enable major components of Mall planning and management.
5. Sensitize the developments and trends of Mall management in both India and global context.

**Course Outcomes:**

1. Apply the concepts of Mall management for designing strategic planning
2. Design the various Mall architectures and also find the suitable architecture for their Mall project.
3. Handle Mall location decisions as part of the Mall project.
4. Design the product mix, space selling, utilities and promotion of Mall.
5. Track and incorporate the latest developments and trends in Mall management.

**Unit- I: INTRODUCTION TO MALL:**

Nature and Concept of Mall, Genesis and growth of Malls globally, concept and growth of malls in India, Advantages and Disadvantages of Malls, Mall positioning strategies, Strategic planning for malls. Comparison between Malls and other Retail formats.

**Unit-II: MALL ARCHITECTURE:**

Concept and component of Malls, Mall Architecture and its components, Façade, Atrium, Entrance, Circulation, Amenities and Utilities, Path and Parking.

**Unit-III: HANDLING A MALL PROJECT:**

Mall Location, Situation and location decisions, Catchments area identification, Process of Tenant decision, Process of Retail zoning and decisions, Suitability of Retail Formats, Hyper Markets, Department Store, Multiplexes, Eating Joints.

**Unit-IV: COMPONENTS OF MALL MANAGEMENT:**

Tenant mix planning, Space selling, facilities and utilities management, security and information planning and management, Mall promotion and event management.

**Unit-V: LATEST DEVELOPMENTS AND TRENDS OF MALLS:**

Innovations at Malls in India, Use of Technology in Mall Management, Indian Malls and Western countries Malls, comparison of Malls in USA and India, Future trends and Projections of Malls.



**SUGGESTED BOOKS**

1. Harvinder Singh, Srini R Srinivasan Mall Management: Operating in Indian Retail Space, Tata McGraw Hill Education Pvt. Ltd.
2. Das, A. Mall Management With Case Studies 2Nd/ Ed.. India: Taxmann Publications Pvt. Limited.
3. Verma, A. K. Store and Mall Management. India: Trinity Press.
4. Alexander, A. A., Muhlebach, R. F. Shopping Center Management. United States: Institute of Real Estate Management of the National Association of Realtors.
5. Burman& Evans Retail Management-A strategic Approach (8th ed),(Pearson Education)
6. Underhill, P. Call of the Mall: The Author of Why We Buy on the Geography of Shopping. United States: Simon & Schuster.
7. M. Subrahmanya Sarma, R. Sudarshan, S. Ravi Prakash Retail Management: Principles and Practices. India: New Century Publications.
8. Shopping Centers and Other Retail Properties: Investment, Development, Financing, and Management by John Robert White, Kevin D. Gray

**COURSE NO. DSE-601****(A) SUPPLY CHAIN MANAGEMENT****COURSE OBJECTIVES**

1. To understand the fundamental operations of supply chain and logistics management
2. To learn about Make or Buy decision
3. To learn about the choice of market
4. To understand the inventory strategy
5. To learn about the customer service strategy.

**COURSE OUTCOMES**

1. Students acquire a holistic understanding of supply chain management and the role of logistics.
2. Students will know the basic drivers of performance of SCM in effective manner
3. Understands role of global sourcing in making supply chain cost effective
4. Gain a knowledge of distribution and inventory strategy of business.

**UNIT - I: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT** - Development of SCM concepts and Definitions – key decision areas – strategic. Supply Chain Management and Key components, External Drivers of Change. Dimensions of Logistics – The Macro perspective and the macro dimension – Logistic system analysis.

**UNIT - II: SOURCING STRATEGY:** Manufacturing management – make or buy decision – capacity management – Materials Management – choice of sources – procurement planning.

**UNIT - III: DISTRIBUTION STRATEGY:** Choice of Market – network design – warehouse design operation and distribution planning – transportation – packaging.

**UNIT - IV: INVENTORY STRATEGY:** Demand forecasting – inventory planning – planning of stocking facilities – warehouse location allocation. Warehouse design and operations – inventory norms.

**UNIT - V: CHANNELS OF DISTRIBUTION – CUSTOMER SERVICE STRATEGY:** Identification of Service needs, cost of services – revenue Management.

**SUGGESTED BOOKS**

1. Shah, J, "Supply Chain Management", Pearson.
2. Crandall, Richard E & others, "Principles of Supply Chain Management", CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", Jaico,
4. Chandrasekaran. N, "Supply Chain Management process, system and practice", Oxford,
5. Altekar, V. Rahul, "Supply Chain Management", PHI.
6. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", TMH.
7. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", Cengage
8. Stapenhurst, T, "The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners", Elsevier.
9. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", , Cambridge.
10. Power Mark J & others, "The Outsourcing Hand book How to implement a successful outsourcing process", Kogan page,
11. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the supply chain", Kogan page,
12. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", Excel books.

**COURSE NO. DSE-601****(B) BUSINESS INTELLIGENCE AND DATA VISUALIZATION****COURSE OBJECTIVES**

1. To understand the concepts of Business intelligence
2. To understand the relevance of Data Visualization in Business
3. To provide hands on working with Tableau software.
4. To understand the methods of presentation, creating dashboards and animations.

**COURSE OUTCOMES**

1. Apply visualization techniques for various data analysis tasks.
2. Presenting data through charts and maps
3. Design information dashboard.

**UNIT I: Introduction to Business Intelligence**

Definition of BI – Historical Perspective of BI- Architecture of BI- Data Warehouse, Business Analytics, Business Performance Management, User Interface, Cyclical process of a business intelligence analysis.

**UNIT II: Data Visualization**

Data and Information Visualization- A brief history of Data Visualization- Data Visualization for businesses- Different types of Charts- Business Activity Monitoring through Dashboard - Emergence of Data Visualization and Visual Analytics.

**Unit III: Data Visualization with Tableau (1)**

**Working with Tableau Data Source and Basic Charts:** Introduction to Tableau, Connecting to Data Source: Text Files, Excel, Access, other databases, merging multiple data sources, Univariate Charts – Creating tables, bar graphs, pie charts, histograms, line charts, stacked bar graphs, box plots, Showing aggregate measures, Bivariate Charts – Creating tables, scatter plots, swapping rows and columns, adding trend lines, selecting color palettes, using dates.

**Multivariate Charts and Maps:** Facets, area charts, bullet graphs, dual axes charts, Gantt charts, heat maps, Maps – Setting geographical roles, placing marks on map, overlaying demographic data, choropleth maps, polygon shapes, customizing maps

**UNIT-IV: Data Visualization with Tableau (2)**

**User defined fields:** Using predefined fields, calculating percentages, applying if-then logic, applying logical functions, showing totals and percentages, discretizing data, manipulating text, aggregate data

**UNIT–V: Data Visualization with Tableau (3)**

**Customization:** Adding title and caption, font size and colors, adding various marks, adding reference lines, using presentation mode, adding annotation, adding drop-down selectors, search box selectors, slider selectors, creating dashboards, creating animated visualizations

**SUGGESTED BOOKS**

- 1) Efraim Turban, Ramesh Sharda, Dursun Delen, “Decision Support and Business Intelligence Systems”, 9 th Edition, Pearson 2013.
- 2) Nandeshwar, A. (2015), Tableau Data Visualization Cookbook, Mumbai: PACKT / Shroff Publishers.
- 3) Iliinsky, N. & Steele, J. (2012), Designing Data Visualizations, Mumbai: O’Reilly / Shroff Publishers. 2) Milligan, N.J. (2015), Learning Tableau, Mumbai: PACKT / Shroff Publishers.
- 4) Jones, B. (2014), Communicating Data with Tableau, Mumbai: PACKT / Shroff Publishers.
- 5) Yau, N., Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics. John Wiley & Sons.

**COURSE NO. DSE - 602****(A) BANKING (F)****COURSE OUTCOMES**

1. To provide an overview of the structure of banking
2. To describe the products and services in Banking
3. To highlight the regulatory changes and innovations in the Banking
4. To prepare students for career opportunities in banking

**COURSE OUTCOMES**

1. Learn about the sources and uses of Bank funds
2. Understand the role and importance of Banking, its types
3. Understand the latest innovations in banking system
4. Develop an understanding about Banking Regulation
5. Understand the process of CRM in Banks

**UNIT - I : INTRODUCTION TO BANKING :** Banking regulation Act 1949 – features, objectives, Evolution of banking, Emerging role of bankers and Role of Banks in Economic development, functions of commercial banks, Reforms in banking sector, Monetary Policy – meaning, objectives and instruments.

**UNIT - II : RBI AND TYPES OF BANKS : RBI AND TYPES OF BANKS :** RBI, Constitution, Organizational structure, Management, Objectives, Functions, Relationship with commercial banks, powers, regulation of commercial banks. District Cooperative Central Bank, RRB, NABARD, IDBI, SIDBI, Development Banks. Indian banking system- commercial banks, RBI, Industrial Banks, Exim Bank, NABARD, Co-operative Banks, Indigenous Banks, Scheduled & non – scheduled banks, regional rural banks, State bank of India – role & functioning. RBI – functions, Management,

**UNIT - III : NEGOTIABLE INSTRUMENTS :**

Negotiable instruments – meaning, types, presentment, acceptance, Dishonor, compensation, payment of N.I. Discharge of parties, Notional alternation, Negotiation back, Payment in due course, international law, Rule of endorsement for different categories of customer.

Cheques - Meaning, feature, types-cheque, crossed cheque, general crossing, special crossing, account payees crossing, double crossing, Bankers liability, Payment of Cheques – precautions of payment, statutory protection of banker (paying), Dishonor of cheque, Wrongful dishonor & its liability, collection of cheques, collecting bankers conversion, Duties & protection to collecting banker.

**UNIT - V : INNOVATION IN BANKING SYSTEM :**

Latest trends in banking: ATM, E-banking, mobile banking, E-payment, credit card, online banking, plastic money, electronic purse, digital cash, EFT, ECS (Electronic Clearing System), Safeguard for Internet Banking, comparison of traditional banking and E-banking. MSME'S, role of foreign banks, advantages & disadvantages of foreign banks.

**SUGGESTED BOOKS**

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books.
2. Banking and Insurance, O.P.Agarwal, Himalaya Publishing.
3. Bank Financial Management, IIBF, Macmillan.
4. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson
5. Financial Services, Banking and Insurance-C Satyadev-S Chand
6. Banking Theory and Practice – Grewal and Taneja
7. Banking Law and Practice – Gupta C. B.
8. Banking Law and Practice – Shekhar & Shekhar

**COURSE NO. DSE - 602****(B) BUYER BEHAVIOUR (M)****COURSE OBJECTIVES**

1. The purpose of this course is to introduce students to buyers, buyer behaviour in the marketplace and their impact on marketing strategy.
2. Discussing the principal factors that influence buyers as individuals and decision makers with an application to the buying decision process.
3. To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
4. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behavior

**COURSE OUTCOMES**

1. Identify and explain factors which influence consumer behavior.
2. Demonstrate how knowledge of consumer behavior can be applied to marketing.
3. Display critical thinking and problem-solving skills
4. Gain, evaluate and synthesize information and existing knowledge from a number of sources and experiences.
5. Be able to identify the dynamics of human behavior and the basic factors that influence the consumers decision process

**UNIT - I: INTRODUCTION TO CONSUMER BEHAVIOUR** – Contemporary Dimensions of Consumer Behavior, CB research process. Concepts and theories of motivation their Marketing implications: Motivation and consumer behavior: motives and motivation theories and personality and their Marketing implications

**UNIT - II: PERCEPTION AND LEARNING THEORY** - Introduction, meaning, nature, Importance and limitation of perception. Theories of buyer behavior in Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information

**UNIT - III: IMPACT OF CULTURE ON BUYER BEHAVIOUR SOCIAL AND CULTURAL SETTINGS** - Meaning of culture, Characteristics of culture, functions of culture. Types of culture, Sub-culture and Cross-cultural marketing practices. Reference groups and Family Life Cycle: advantages and disadvantage of reference groups, types of reference group. Role of Family life cycle in Buyer behavior



**UNIT - IV: CONSUMER DECISION MAKING AND BUYER ATTITUDE -**

Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour. Attitude and consumer behavior: Meaning of attitude, nature and characteristics of attitude, types of attitudes, learning of attitude, sources of influence on attitude formation

**UNIT - V: MODELS OF CONSUMER BEHAVIOUR** - Modeling Behavior Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao –Lilien model. Consumerism

**SUGGESTED BOOKS**

1. Schiffman and Kannik, “Consumer Behavior”, Pearson Education / PHI.
2. Black-well, R. Miniard PW and Engel, “Consumer Behavior”, Thomson Learning.
3. Loudon and Della Bitta, “Consumer Behavior”, TMH.
4. Dinesh Kumar Consumer Behavior Consumer Behaviour, oxford University Press.
5. Gary Lilien, “Marketing Models”, PHI.
6. Suja R. Nair, “Consumer Behaviour in Indian perspective”, HPH.
7. Sheth and Mittal, “Consumer Behavior”, Thomson Learning.
8. Stish Batra, “Consumer Behavior”, Excel Books New Delhi.

**COURSE NO. DSE - 602****(C) LEADERSHIP AND CHANGE MANAGEMENT (HR)****COURSE OBJECTIVES**

1. To develop the critical thinking skills among the students
2. To manage and lead change through constructive disequilibrium.
3. To develop an understanding of change processes
4. To think critically about the obstacles to change
5. To understand the use of the process for decision making.

**COURSE OUTCOMES**

1. Students will develop critical thinking skills.
2. Enhances Leadership and Management skills
3. Students will develop an understanding of change processes
4. Able to think critically about obstacles to change
5. Able to Understand different methods and models in the process for decision making.

**UNIT – I : INTRODUCTION :**

Leadership: Concept, Characteristics, roles, motives, skills and functions. Leadership Vs Management. Effective leadership behaviours and attitudes. Impact of Leadership on organisational performance.

**UNIT – II : LEADERSHIP STYLES AND THEORIES :**

Popular Leadership Styles, Entrepreneurial and Super leadership. Transactional Vs Transformational leadership. Triat and Path – Goal theories of leadership.

**UNIT – III : ORGANISATIONAL CHANGE :**

Types and forces of change, Framework for change management. Proactive change and reactive change. Elements of planned change. Action research model. Individual and organisational barriers to change management and overcoming the barriers to change management.

**UNIT – IV : INFLUENCE OF CHANGE :**

Six belief changers that Influence change, organisational change through influencing individual change.

Approaches : Kotter's eight step plan, Greiner's Change process model. Four key drivers of organisational change. Factors contributing to resistance to change. Best practices to overcome resistance to change.

**UNIT – V : ORGANISATIONAL CULTURE AND CHANGE MANAGEMENT :**

Organisational Culture and Leadership, Types of Cultures, Primary and Secondary ways to influence culture, elements of organisational culture. Diagnosing, creating and managing organisation culture.

**SUGGESTED BOOKS**

1. S. Chandan, “Organisational Behaviour”, Vikas Publishing House Pvt. Ltd.
2. Herbert G. Hicks and C.Ray Gullett, “Theory and Behavior”, McGrew Hill.
3. Andrew I Dubrin, “Research Findings, Practice and Skills”, Houghton Mifflin Company
4. Kavitha Singh, “Organization Change & Development”, Excel Books.
5. Adrain thornhill, Phil Lewis, Mike Millmore, Mark Saunders, “Managing Change – A Human Resource Strategy Approach”, Pearson Education,
6. Nilakant V and Ramnarayan, “Managing Organizational Change”, Response Books

**COURSE NO. DSE - 602****(D) GLOBAL RETAILING AND MERCHANDIZING (RM)****COURSE OBJECTIVES:**

1. To understand the trends in Global Retailing
2. To learn about the effects of culture on buyer behaviour
3. To learn about retail operations management

**COURSE OUTCOMES:**

1. The student understands the strategies of retailers
2. The student is made aware of the practices of merchandise management and store layout of retailers
3. To learn the Role and functions of Retail communication
4. Understanding of Retail operations management
5. To understand Retail consumer behaviour

**UNIT-I: INTRODUCTION TO RETAILING**

Meaning and nature of retail management – Features of retailing – functions and scope of retailing – Importance of retailing – classification of retail formats

**UNIT-II: TRENDS IN RETAILING**

Global overview of retailing – key drivers of retailing in India – growth of organized retailing - contribution of retailing to the Indian economic scenario – FDI in retail

**UNIT-III: RETAIL CONSUMER BEHAVIOUR**

Stages of consumer buying process – buyer decision process – buyer profile analysis – market segments – model for consumer decision making – effects of culture on buyer behaviour

**UNIT –IV: RETAIL MERCHANDIZING**

Merchandize planning – merchandize hierarchy – merchandize category management – Franchising in India - Types of franchising

**UNIT –V: RETAIL OPERATIONS MANAGEMENT**

Retail communication – nature, process, importance – retail operation practices – essentials of store management

**SUGGESTED BOOKS**

1. Swapna Pradhan, Retail Management, Tata Mc Graw Hill Company Limited.
2. Patrick M. Dunne, Robert F. Lusch, James R. Carver, Retailing, Cengage Learning,
3. R. Sudharshan, S. Ravi Prakash and M. Subrahmanya Sarma, Retail Management: Principles & Practices, New Century Publications, New Delhi.
4. Mustafa. A, Retail Management, Himalaya Publishing House
5. Chetan Bajaj, Rajnish Tuli and Nidhi V Srivastava, Retail Management, Oxford Publications, Bengaluru.
6. Gibson G. Vedamani, Retail Management, Jaico Publication House-New Delhi

**COURSE NO. DSE - 603****(A)INSURANCE (F)****COURSE OBJECTIVES**

1. To provide an overview of the structure of insurance business in India.
2. To describe the products and services in Insurance
3. To highlight the regulatory changes Insurance sectors.
4. To prepare students for career opportunities in insurance
5. To describe about the life insurance and general insurance.

**COURSE OUTCOMES**

1. Understand the role and importance of insurance, its types
2. Understand the role of IRDA
3. Learn about the types of life insurance and general insurance
4. Learn about the terms in Policy documents
5. Understand the concepts of Assignment and Nomination

**UNIT - I : INTRODUCTION TO INSURANCE :**

Definition and nature of insurance, Role, importance and functions of insurance.

Meaning of insurance and re-insurance, principles of insurance, types of insurance, globalization of insurance and insurance sector reforms in India.

**UNIT - II : LIFE INSURANCE :**

Life insurance- procedure for issuing a policy, policy loans revival

The concept of life insurance, life insurance products- traditional and market related, pension plans, group insurance, tax treatment of life insurance, claims settlement.

**UNIT - III : GENERAL INSURANCE :**

Concept of General Insurance procedure, group insurance, Group Insurance Types – Health, Accident, Motor, fire insurance marine insurance, claim settlements.

**UNIT – IV : POLICY DOCUMENTS AND ASSIGNMENT, NOMINATION & SURRENDER OF POLICY:**

a) Policy Documents : Life Insurance Policy Application and Process – Proposal Form and Related Documents – Importance of a Policy Document – Format of a Policy Document – Policy Schedule and its Various Components – Conditions and Privileges in a Policy Document – Duplicate Policies.

b) Assignment, Nomination & Surrender of Policy: Assignment of Life Insurance Policies – Conditional Assignment – Absolute Assignment – Process of Assignment – Nomination – Process of Nomination – Features of Nomination – Assignment Vs. Nomination – Surrender of Policies – Foreclosure of Insurance Policies.

**UNIT – V : POLICY CLAIMS :**

Types of Policy Claims – Survival Benefits – Death Claims – Maturity Documents required for Processing Early Claims Processing State – Early Claims and Non-early Claims – Documents required for Processing Early Claims – Death due to Un-natural Causes or Accidents – Nomination – Assignment – Waiver of Evidence of Title – Claims Concession Clause and Extended Claims Concession Clause – Presumption of Death – Insurance Riders – Accidental Death Benefit Rider – Permanent Death Benefit Rider – IRDA Regulations for Claim Payments.

**SUGGESTED BOOKS**

1. Banking and Insurance, O.P.Agarwal, Himalaya Publishing.
2. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson
3. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House
4. Insurance – Principles and Practice, M.N.Mishra and S.B.Mishra, S.Chand,

**COURSE NO. DSE - 603**  
**(B)CUSTOMER RELATIONSHIP MANAGEMENT (M)**

**COURSE OBJECTIVES**

1. To provide a holistic understanding of customer relationship management and the real world implications.
2. To understand and describe customer relationship management application.
3. To provide real-time insights into the successfully implemented CRM in various organizations
4. To create awareness in implementation of CRM by understanding the end users and importance in an organization.
5. To study how CRM allowed for decision making, with their target market users.

**COURSE OBJECTIVES**

After studying this Course, the students:

1. can work with CRM tools to make positive contribution to the organization.
2. can take professional responsibilities and make informed judgments in the organizations towards their target market
3. can streamline work processes and improve CRM within the organization.
4. will learn skills on the functionalities of campaign management customer support services
5. will acquire the skills on effective implementation of CRM practices

**UNIT – 1 : EVOLUTION OF CUSTOMER RELATIONSHIP :** CRM – Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM Process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability.

**UNIT – II : CRM CONCEPTS :** Customer Value, Customer Expectation, Customer Satisfaction, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability.

**UNIT – III : PLANNING FOR CRM :** Steps in Planning – Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM Plan, CRM Strategy: The Strategy Development Process.

**UNIT – IV : CRM AND MARKETING STRATEGY :** CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM. CRM in Consumer Markets, CRM in Services Sector.



**UNIT – V : CRM PROBLEMS IN IMPLEMENTATION** : Issues and Problems in Implementing CRM, Information Technology Tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM).

### **SUGGESTED BOOKS**

1. Githa Heggde and G., Shainesh (Eds.) ‘Social Media Marketing: Emerging Concepts and Applications’, Palgrave Macmillan.
2. G. Shainesh and Jagdish N. Sheth Customer Relationship Management - A Strategic Perspective, Trinity Press, Laxmi Publications
3. Jagdish N. Sheth, Atul Parvatiyar and G. Shainesh (Eds.), Customer Relationship Management – Emerging Concepts, Tools and Applications, McGraw Hill Education.
4. Francis Buttle, “CRM: Concepts and Technologies”, Elsevier, a division of Reed Elsevier India Pvt Ltd.
5. Alok Kumar Rai, “Customer Relationship Management: Concepts and Cases, PHI
6. Mukesh Chaturvedi, Abhinav Chaturvedi, “Customer Relationship Management: An Indian Perspective”, Excel Books.
7. K Govind Bhat, “Customer Relationship Management”, HPH.

**COURSE NO. DSE - 603**  
**(C) COMPENSATION MANAGEMENT (HR)**

**COURSE OBJECTIVES**

1. To explore the concept and trends in compensation management
2. To understand the link of compensation strategy with HR and Business Strategy
3. To impart techniques and methods for competing employer – employee negotiations for arriving at optimal compensation system.
4. To understand the administration of employee benefits.
5. To provide insights on the strategic issues and challenges of International compensation.

**COURSE OUTCOMES**

1. Students will be able to explore on compensation system and its dimensions.
2. To establish and align pay plans by linking the compensation strategy with HR and Business Strategy
3. To use techniques for arriving at optimal compensation system
4. To acquire knowledge on administration of employee benefits and services programs.
5. To gain insights on Executive Compensation process

**UNIT - I: INTRODUCTION TO STRATEGIC COMPENSATION MANAGEMENT -**

Concept of compensation-Exploring and defining the compensation context–System of compensating–compensation dimensions-concept of reward–Role of compensation in Organization-Non-financial compensation system - New trends in compensation management.

**UNIT - II: UNDERSTANDING PAY SYSTEMS -** Bases for Traditional Pay System and Modern Pay System– Seniority and Longevity pay- Incentive Pay-Person focus to Pay–Team Based Pay; Pay for knowledge program.

**UNIT - III: INDIAN WAGE ADMINISTRATION –** Payment of Wages Act, Minimum Wages Act, Equal Remuneration Act, Maternity Benefit Act, Gratuity Act, ESI Act, EPF Act.

**UNIT - IV: EMPLOYEE BENEFITS MANAGEMENT -** Components-Legally required Benefits–Benefits Administration–Employee Benefits and Employee Services–Components of Discretionary Core Fringe Compensation

**UNIT - V: CONTEMPORARY STRATEGIC COMPENSATION CHALLENGES -** International Compensation and Competitive Strategies-Executive Compensation Packages.

**SUGGESTED BOOKS**

1. Handerson, “Compensation Management in a Knowledge Based World”, Pearson .
2. Joseph J.Martocchio, “Strategic Compensation”, Pearson Ed Richard I
3. Milkovich & Newman, “Compensation”, Tata McGraw –Hill, New Delhi.
4. Dr. Kanchan Bhatia, “Compensation Management”, Himalaya Publishing House.
5. Tapomoy Deb, “Compensation Management”, Excel Books, New Delhi.
6. Dipak Kumar Bhattacharyya, “Compensation Management”, Oxford University Press.
7. Labour Laws with Code on Wages, Taxmann Publications

**COURSE NO. DSE - 603**  
**(D) RETAIL STORE OPERATIONS AND PRICING (RM)**

**COURSE OBJECTIVES:**

Students will be able to:

1. Understand the fundamental concepts of retail operations and store manager.
2. Explore the different techniques to do Inventory and Asset Management at a store.
3. Impart knowledge on store allocation, receipts and selling process functions of store management.
4. Recognize the essence of store operations namely store, credit, and crisis and store insurance management.
5. Enlighten themselves with different pricing policies and strategies suitable for a particular store and locality.

**COURSE OUTCOMES:** At the end of the course students will be able to:

1. Acquire knowledge about components and elements of store manager and operations.
2. Manage inventory through understanding ABC analysis, EOQ, GAP and CPFR.
3. Prepare and manage the store allocation, receipts and selling process.
4. Handle the functions of store, credit, crisis and store insurance management.
5. Determine the pricing policies and strategies suitable for a particular store and locality.

**UNIT-I: FUNDAMENTALS OF RETAIL OPERATIONS:**

Elements & Components of Retail Operation - Store Administration and Management  
Premises - Roles of Store Manager- Retail Organization Structure: Organization of a Single-store Retailer; Regional Departmental Store; Chain of Stores

**UNIT-II: INVENTORY AND ASSET MANAGEMENT:**

Managing Inventory & Display: Inventory Techniques - ABC Analysis – EOQ – SAP Analysis – GAP Model – Perpetual Inventory Control – Sales Forecast – CPFR Merchandise Reordering Plans – Promotional Ordering. Asset Management: The Strategic Profit Model; Other Key Business Ratios; Financial Trends in Retail Budgeting & Resource Allocation: Preliminary Budgeting Decisions; Ongoing Budgeting Process

**UNIT-III: SPACE ALLOCATION:**

Operation's Blueprint - Store format; Size; Space Allocation; Personnel Utilization- Managing Receipts- Store level and receiving and marking - Case Receiving – Item Check in - Self Service and Check out operations: Merchandising Factors in self-service – Applying Simplification in the Selling Process – Check out Operations– Checkout Systems and Productivity.

**UNIT-IV: STORE AND CREDIT MANAGEMENT:**

Store Security: Cause of Shrinkage; Scale of Retail Crime; Dealing with Crime; Retail Loss Prevention – Insurance– Store Maintenance – Energy Management – Credit Management – Outsourcing; Computerization; Crisis Management.

**UNIT-V: RETAIL PRICING:**

Retail Pricing Strategy – External influences on retail pricing strategy – Retail pricing objectives – Retail pricing strategies– Consumer response to pricing- Cost Oriented; Demand Oriented; EDLP, factors determining pricing strategies, Price Adjustment, Pricing tactics, Ethical issues in pricing.

**SUGGESTED READINGS**

1. Sriram B Iyer, Retail Store Operations, Tata McGraw Hill Publications
2. Gordon Mills Retail Pricing Strategies and Market Power, Melbourne University Press.
3. Angie Tang& Sarah Lim, Retail Operations – How to run your own store, Pearson – Prentice Hall Publication.
4. Blokdyk, G. . Retail Store Operations a Complete Guide, Emereo Pty Limited.
5. Barry Berman & Joel R Evans, Retailing Management: A Strategic Approach, Pearson Education India, Noida.
6. Michael Levy and Barton A Weitz, Retailing Management - Global Edition, McGraw Hill Higher Education, New Delhi.
7. William R. Davidson, Daniel J. Sweeney and Ronald W. Stampfl, Retailing Management, EdINion, John Wiley & Sons, Hoboken, NJ.
8. Gibson G Vedamani–Retail Management: Functional Principles and Practice, Jaico Publishing House
9. Laseter, T. M., Rabinovich, E. Internet Retail Operations: Integrating Theory and Practice for Managers. United States: Taylor & Francis.

**COURSE NO. PR - 601****PROJECT REPORT**

During the 4<sup>th</sup> semester, students are expected to undergo internship at a business firm/ Government Department /Corporate/Bank/NGO/Cooperative society/startup/or any other enterprise to undergo summer internship/field work as per the guidance of teacher concerned. Original exploratory studies/Case Studies of companies/qualitative research studies are also encouraged. The student has to take up Project work, in the specialization area of Management under the guidance of a faculty member. **They are encouraged to be in regular contact of the supervisor till completion of project.**

The student has to take up preparation of Project Report during 6<sup>th</sup> Semester, in the specialization area of Management under the guidance of a faculty member. The Project Report must be submitted at the end of 6<sup>th</sup> semester respectively to the college

The Project work will be an original one and an indicative format for preparation is presented below:

1)Project report should be presented in the following sequence: i) Title page; ii) Student's declaration; iii) Supervisor's certificate; iv) Internship certificate; v) Abstract; vi) Acknowledgements; vii) Table of contents; viii) List of tables; ix) List of figures; x) List of appendices.

**2) Chapter Design**

**Chapter I** - Introduction to Study, Research Methodology – Identification of Research Gap, Need for the Study, Objectives, Study period, Scope, Sources of Data, Research Design, Sampling Methods and Techniques, Statistical Tools, Chapterisation etc.

**Chapter II** Literature Review – Studies pertaining to the topic of study – maybe from Journals, newspapers, text books or internet

**Chapter III** Company Profile (Optional/depending on the study) – A brief overview of the organization being studied

**Chapter IV** Data Analysis and Interpretation – The most important Chapter that consists of the data analysis and interpretation using statistical tools mentioned in Chapter I

**Chapter V** Summary, Major Findings, Conclusions and Suggestions – A summary of the major findings, the student's own observations/comments after completion of study and suggestions to the company if any.

**Annexures**

- i. Questionnaire
- ii. Bibliography – contains list of books, journals, newspapers with date, databases and websites.

**Note:** If Primary Data is collected from a select company, Project Report must contain certification. If data is taken from secondary sources, certification is not needed.

**The Project Report must be an Original One and Plagiarism rules will be applicable as per University instructions and guidelines.**

The Project Report carries 3 credits and shall be evaluated by the panel of examiners constituted by the Board of Studies, Department of Business Management.

**COURSE NO. CV - 601**  
**COMPREHENSIVE VIVA VOCE**

A comprehensive viva-voce examination will be held at the end of 6th Semester that aims at testing comprehensive knowledge and understanding of the students in the entire courses pursued till the completion of the course.

The Viva Voce carries 1 credit and shall be held by the panel of examiners constituted by the Board of Studies, Department of Business Management.



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MODEL QUESTION PAPER

ABILITY ENHANCEMENT COURSES, SKILL ENHANCEMENT COURSES

III & IV SEMESTERS

Subject: XXXXXX XXXXXXXX

Paper - : XXXXX

**INTERNAL EXAM**

**Max. Marks 10**

**Time 30 Min**

**Section A:** Multiple Choice Questions – 10

**10 \* ½ Mark = 5 Marks**

**Section B:** Fill in the Blanks – 10

**10 \* ½ Mark = 5 Marks**

**EXTERNAL EXAM (UNIVERSITY EXAMINATION)**

**Max Marks – 40**

**Time 1 ½ Hrs**

**PART – A**

**Answer all questions (Short Answer Type)**

**5 \* 2 = 10 Marks**

1. a) b)

**PART – B**

**Essay Answer Type**

**2 \* 15 = 30 Marks**

2. a)

**OR**

b)

3. a)

**OR**

b)

**@@@**

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**MODEL QUESTION PAPER FOR I,II,III,IV,V AND VI SEMESTERS**

**INTERNAL EXAM ( Max Marks – 15 )**

- I) Multiple Choice Question  $10 \times \frac{1}{2} = 5$  Marks
- II) Fill in the blank  $10 \times \frac{1}{2} = 5$  Marks
- III) Short Answer Question  $5 \times 1 = 5$  Marks

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MODEL QUESTION PAPER

DISCIPLINE SPECIFIC COURSES, DISCIPLINE SPECIFIC ELECTIVES

Subject: XXXXXX XXXXXXXX

Paper - : XXXXX

Max. Marks: 80

Time: 3 Hours

Note: Answer all the questions

PART – A

5 \* 4 = 20 Marks

Short Answer Type

Answer any five of the following questions.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

PART – B

5 x 12 = 60 Marks

Essay Answer Type

9. a)
- b)
10. a)
- b)
11. a)
- b)
12. a)
- b)
13. a)
- b)

OR

OR

OR

OR

OR

@@@