

# **BBA (CBCS)**

## **Syllabus**

### **(2019 – 2020)**



**FACULTY OF MANAGEMENT**  
**Osmania University**  
**Hyderabad**  
**Telangana – 500 007**

**2019**

**BBA Course Structure and Syllabus**  
**As per CBCS Guidelines**  
**with Effect from 2019 - 2020**

**1<sup>ST</sup> YEAR**  
**SEMESTER – I**

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Exam Hrs.</i>	<i>Marks</i>
<b>ELS 1</b>	English (First Language) - 1	<b>4</b>	<b>4</b>		
<b>MIL 1</b>	MIL – 1	<b>4</b>	<b>4</b>		
<b>AECC 1</b>	Environmental Science	<b>2</b>	<b>2</b>		
<b>DSC 101</b>	Principles of Management	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
<b>DSC 102</b>	Basics of Marketing	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
<b>DSC 103</b>	Business Economics	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
	<b>Total Semester Credits</b>	<b>25</b>	<b>25</b>		

**SEMESTER – II**

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Exam Hrs.</i>	<i>Marks</i>
<b>ELS 2</b>	English (First Language) - 2	<b>4</b>	<b>4</b>		
<b>MIL 2</b>	MIL – 2	<b>4</b>	<b>4</b>		
<b>AECC 2</b>	Basic Computer Skills	<b>2</b>	<b>2</b>		
<b>DSC 201</b>	Organisational Behaviour	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
<b>DSC 202</b>	Business Statistics	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
<b>DSC 203</b>	Financial Accounting	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
	<b>Total Semester Credits</b>	<b>25</b>	<b>25</b>		

**2<sup>ND</sup> YEAR****SEMESTER – III**

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Exam Hrs.</i>	<i>Marks</i>
<b>ELS 3</b>	English (First Language) - 3	<b>3</b>	<b>3</b>		
<b>MIL 3</b>	MIL – 3	<b>3</b>	<b>3</b>		
<b>SEC 1</b>	a) Personality Development - I b) Advanced Computers	<b>2</b>	<b>2</b>	<b>1 ½ Hrs.</b>	<b>40 U + 10 I</b>
<b>SEC 2</b>	a) Basic Quality Management b) Business Policy and Strategy	<b>2</b>	<b>2</b>	<b>1 ½ Hrs.</b>	<b>40 U + 10 I</b>
<b>DSC 301</b>	Human Resource Management	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
<b>DSC 302</b>	Information Technology for Business	<b>4 T + 1 P</b>	<b>5</b>	<b>3 Hrs.</b>	<b>60 U + 20 P + 20 I</b>
<b>DSC 303</b>	Financial Management	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
	<b>Total Semester Credits</b>	<b>24/25</b>	<b>25</b>		

**SEMESTER – IV**

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Exam Hrs.</i>	<i>Marks</i>
<b>ELS 4</b>	English (First Language) - 4	<b>3</b>	<b>3</b>		
<b>MIL 4</b>	MIL – 4	<b>3</b>	<b>3</b>		
<b>SEC 3</b>	a) Business Correspondence and Communication b) Personality Development - II	<b>2</b>	<b>2</b>	<b>1 ½ Hrs.</b>	<b>40 U + 10 I</b>
<b>SEC 4</b>	a) Start Up Management b) Business Intelligence & Data Visualization	<b>2</b>	<b>2</b>	<b>1 ½ Hrs.</b>	<b>40 U + 10 I</b>
<b>DSC 401</b>	Business Law and Ethics	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
<b>DSC 402</b>	Market Research	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
<b>DSC 403</b>	Management Science	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
	<b>Total Semester Credits</b>	<b>25</b>	<b>25</b>		

**BBA (CBCS) Syllabus 2019 – 2020****OU****3<sup>RD</sup> YEAR****SEMESTER – V**

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Exam Hrs.</i>	<i>Marks</i>
<b>ELS 5</b>	English (First Language) - 5	<b>3</b>	<b>3</b>		
<b>MIL 5</b>	MIL – 5	<b>3</b>	<b>3</b>		
<b>GE -1</b>	Mobile Commerce	<b>4</b>	<b>4</b>	<b>3 Hrs.</b>	<b>60 U + 20 I</b>
<b>DSE 501</b>	a) Financial Markets and Services (F) b) Brand Management (M) c) Organization Development (HR)	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
<b>DSE 502</b>	a) Analysis of Investment in Financial Assets (F) b) Retail Management (M) c) Performance Appraisal and Counseling (HR)	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
<b>DSE 503</b>	a) Insurance Services (F) b) Customer Relationship Management (M) c) Compensation Management (HR)	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
	<b>Total Semester Credits</b>	<b>24/25</b>	<b>25</b>		

**SEMESTER – VI**

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Exam Hrs.</i>	<i>Marks</i>
<b>ELS 6</b>	English (First Language) – 6	<b>3</b>	<b>3</b>		
<b>MIL 6</b>	MIL – 6	<b>3</b>	<b>3</b>		
<b>GE -2</b>	Business Analytics	<b>4</b>	<b>3</b>	<b>4 Hrs.</b>	<b>60 U + 20 I</b>
<b>DSE 601</b>	a) Banking (F) b) Buyer Behaviour (M) c) Leadership and Change Management (HR)	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
<b>DSE 602</b>	a) Risk Analysis And Management (F) b) Advertising and Sales Promotion (M) c) Talent and Knowledge Management (HR)	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
<b>DSE 603</b>	a) International Finance (F) b) Rural Marketing (M) c) Employees Relations (HR)	<b>5</b>	<b>5</b>	<b>3 Hrs.</b>	<b>80 U + 20 I</b>
<b>DSE 604</b>	Project Report & Viva-Voce	<b>4</b>	<b>4</b>	<b>Viva</b>	<b>Grade</b>
	<b>Total Semester Credits</b>	<b>29</b>	<b>29</b>		
	<b>Total All Semester Credits</b>	<b>148/150</b>	<b>150</b>		

*ELS: English Language Skill; SLS: Second Language Skill; AECC: Ability Enhancement Compulsory Course; SEC: Skill Enhancement Course; DSC: Discipline Specific Course; DSE: Discipline Specific Elective; GE: Generic Elective; T: Theory; P: Practical; I: Internal Exam; U: University Exam; PR: Project Report; VV: Viva-Voce Examination; F: Finance; M: Marketing; HR: Human Resource Management.*

**Note: If a student should opt for “a” in SEC in III semester, the student has to opt for “a” only in IV semester and So is the case with “b” and “c”. In the case of DSE also the rule applies.**

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

SUMMARY OF CREDITS

Sl. No.	Course Category	No. of Courses	Credits Per Course	Credits
1	English Language	6	4/3	20
2.	MIL	6	4/3	20
3.	AECC	2	2	4
4.	SEC	4	2	8
5.	GE	2	4	8
6.	Project Report & Viva-voce	1	4	4
7.	DSC	12	5	60
8.	DSE	6	5	30
	<b>Total</b>	<b>39</b>		<b>154</b>
	<b>Management</b>	<b>21</b>		<b>102</b>
Credits Under NON – CGPA		<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 subjects & project undertaken during six semester and evaluation of project report.
- 3) Grade (A/B/CD) is awarded to both the project viva-voce and project report as per University Norms.

# **I - SEMESTER**

**COURSE NO. AECC -1**

**ENVIRONMENTAL SCIENCE**

**UNIT - I : ECOSYSTEM, BIODIVERSITY & NATURAL RESOURCES : ( 15 hrs. )**

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

**UNIT – II : ENVIRONMENTAL POLLUTION , GLOBAL ISSUES & LEGISLATION : (15 hrs.)**

1. Causes, Effects & Control measures of Air Pollution, Water Pollution
2. Solid Waste Management
3. Global Warming & Ozone layer depletion.
4. Ill – effects of Fire- works
5. Disaster management – floods, earthquakes & cyclones
6. Environmental legislation :-  
(a) Wild life Protection Act (b) Forest Act (c) Water Act (d) Air Act
7. Human Rights
8. Women and Child welfare
9. Role of Information technology in environment and human health

**FIELD STUDY: (5 hrs.)**

Pond Ecosystem  
Forest Ecosystem

**SUGGESTED BOOKS :**

1. Environmental Studies - from crisis to cure – by R. Rajagopalan (Third edition) Oxford University Press.
2. Text book of Environmental Studies for undergraduate courses (second edition) by Erach Bharucha
3. A text book of Environmental Studies by Dr.D.K.Asthana and Dr. Meera Asthana
4. Environmental Studies (2019), R Venkateswara Rao, HPH

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

The general objective of this course is to provide a broad and integrative introduction to the theories and practice of management. In particular, the course focuses on the basic areas of the management process and functions from an organizational viewpoint. The course also attempts to enable students to understand the role, challenges, and opportunities of management in contributing to the successful operations and performance of organizations.

**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 & Heiny Wehrich, (2018) Essentials of Management, 10<sup>th</sup> Edition, Tata McGraw-Hill Education, New Delhi.
3. T.Ramasamy (2018) Principles of Management, Himalaya Publishing House, Mumbai.
4. L.M. Prasad, Principle and Practice of Management, Sultan Chand and Sons, 6<sup>th</sup> edition.
5. Gupta, Sharma and Bhalla; Principles of Business Management; Kalyani Publications; 1<sup>st</sup> ed.
6. P.C. Tripathi & P.N. Reddy, (2015) Principles of Management, 5<sup>th</sup> Edition, Tata McGraw-Hill Education, New Delhi.
7. Singh, “Principles and Practices of Management and Organizational Behaviour, 2016 1<sup>st</sup> ed, Sage Publication.
8. P Subba Rao, “Principles of Management, (2018), HPH.



**BASICS OF MARKETING**

**OBJECTIVE :**

To provide an exposure to the students pertaining to the nature and Scope of marketing, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic philosophies and tools of marketing management.

**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 Environment

**UNIT - II : MARKET SEGMENTATION :**

Target Market and Product Positioning: Levels of Market Segmentation, Bases for Segmenting Consumer Markets, Bases for Segmenting Industrial Markets. Target Market and Product Positioning Tools.

**UNIT - III : NEW PRODUCT DEVELOPMENT :**

Introduction, 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 Adoptions Process.

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

Concept of Product, Product Life Cycle (PLC), PLC marketing strategies, 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 and Personal Selling; Distribution: Designing Marketing Channels Channel functions, Types of Intermediaries.

**SUGGESTED BOOKS :**

1. Kotler Philip, Garyarmstrong, Prafullay. Agnihotri, EU Haque, “Principles of Marketing”, 2018, 18th Ed, Pearson Education Prentice Hall of Indi..
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, (2019), HPH
5. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian, 2019 Sage Publishing
6. Context, Macmillan Publishers India Limited.4. Rajan Saxena, “Marketing Management”, 2009, 4th Ed. Tata McGraw H
7. Roger J. best , “Market – Based Management”, 2009, 1<sup>st</sup> Ed. PHI Learning Pvt. Ltd.

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

The Purpose of this course is to apply micro economic concepts and tools for analyzing business problems and making accurate decision pertaining to the business firms. The emphasis is given to tools and techniques of micro economics

**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 Determinates 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 – III : 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, 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 completion market price determination, price discrimination. Oligopoly, features of oligopoly, syndicating in oligopoly, kinked demand curve, price leadership and market positioning.

**SUGGESTED BOOKS :**

1. Dominik Salvatore, (2015) Principal of Micro Economics (7<sup>th</sup> Edn) oxford University Press.
2. Dr. D N Mithani, (2018) Managerial Economics Theory and Appliocation, HPH
3. Varshiney & Maheswari, Managerial Economics, Juptan Publication, New Delhi
4. Lipsey and Crystal (2008) Economics International (15<sup>th</sup> Edn) Oxford University Press..
5. Kutosynnis (1979) Modern Mircro Economics (5<sup>th</sup> Edn) Mc millan Publishers
6. Rubin field and Mehathe (Micro Economics (7<sup>th</sup> Edn) Pearson Publishers.

**II - SEMESTER**

**COURSE NO. AECC - 2**

**BASIC COMPUTER SKILLS**

**OBJECTIVE:**

The objective of this courses to enable student to understand the basic computer concepts related to day to day office environment.

**UNIT – I: INTRODUCTION TO COMPUTERS**

Introduction to Computation and Computers, components of computer CPU, Types of Memory, Types of computers – Software, Hardware Definition- 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 system.

**UNIT - II: INTRODUCTION TO INFORMATION SYSTEM, WORD PROCESSING AND PRESENTATION:**

Data & information, System, types of System, information system, Types system information system – definition, Application of information system, ethical and social issues in information system.

**Word Processing** -Creating, editing and saving documents, formatting features of word processing, working with tables and graphs, preview & printing documents;

**Presentation** – Creating, Editing and Saving shade shows, Templates, Animations – Breilitin Customer made – Preparing slideshows.

**SUGGESTED BOOKS :**

1. Computer fundamentals, 2e, A.K.Sharma, Universiy Press.
2. Introduction to computers , Tata Mc Graw Hill, Alexis Leon & Mathews Leon
3. Introduction to information technology, 2e, John Wiley & sons, Turban, Rainer, Potter
4. Computer fundamentals, Pearson, Anita Goel
5. Fundamentals of computers, Raja Raman, PHI
6. Basics of Computer Skills, Tulasi Ram, 2019, HPH

**ORGANIZATIONAL BEHAVIOUR**

**OBJECTIVE :**

The main objective is to explain the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an 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, 1988.
2. Luthans Fred - Organizational Behavior - McGraw Hill Publishers Co. Ltd., New Delhi, 1988.
3. Rao, VSP and Narayana, P.S. - Organization Theory & Behavior - Konark Publishers Pvt.Ltd., Delhi, 1987.
4. Prasad, L.M - Organizational Theory & Behavior - Sultan Chand & Sons, New Delhi, 1988.
5. Sekaran, Uma - Organizational Behavior-text & cases - Tata McGraw Hill Pub Ltd., New Delhi, 1989.
6. Aswathappa. K. - Organizational Behavior – Himalaya Publishing House, Mumbai, 18<sup>th</sup> Edition, 2018.
7. Afsaneh Nahavandi - Organizational Behavior – Sage Publications.
8. P Subba Rao – Organizational Behavior (2018), HPH, 18<sup>th</sup> Edition

**BUSINESS STATISTICS**

**OBJECTIVE:**

The Objective of this course to provide a student an understanding of basic statistical tools to apply for management problems and analysis. The tools starting from data gathering , tabulation, presentation and analysing using basic statistical techniques like measures of central tendency, dispersion, kurtosis, correlation and regression.

**UNIT – I : STATISTICS :**

Definitions – Statistical methods – Importance and Scope – Limitations – Need for Data – Principals of Measurement. Tabulation and Presentation:

**Classification of Data** – Data Array – Frequency Distribution – Methods of data Classification – Types of Frequency Distributions / tabulation of Data – Objectives of Tabulation – Parts and Types of Tables – Graphical Presentation – Functions of Graphs – Advantages and limitations of Graphs.

**UNIT – II : MEASURES OF CENTRAL TENDENCY :**

Introduction to Averages – Requisites for a Measure of Central Tendency, Mean - Combined mean – Weighted mean, Median – Partition values – Quartiles, Deciles and Percentiles, Relationship between Partition values–Mode– Relationship between Mean, Median and Mode.

**Measures of Dispersion:**

Introduction – Significance and Requisites of a Measure of dispersion, Range, QD, MD and SD- For Grouped and Ungrouped – Advantages and Disadvantages. Concept of Variation – Coefficient of Variation.

**Skewness and Kurtosis (SK):**

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

**UNIT – III : INDEX NUMBERS :**

Index Numbers - Introduction – Types – Characteristics – Construction weighted and unweighted index numbers – Price and Quantity/Volume index numbers – Tests – time reversal – Factor Reversal and Circular tests – Chain and Fixed base – Changing of base – Combining of two of more overlapping indices consumer price Index – Problems in Construction.

**UNIT – I V : PROBABILITY :**

Concepts – Random Experiment, Sample space – Definitions of probability, Simple Problems on Probability, Addition and Multiplication theorems, conditional, Joint and Marginal Probability.

**Sampling:** Sampling – Reasons of Sample survey – bias in Survey, Definitions of Population, Sample, Parameter, Statistic – Principles of Sampling, Statistical Regularity, Inertia of Large Numbers, Optimization, Persistence of small numbers – Validity. Probability and non probability sampling methods – choice of sampling method, sampling distribution and Standard Error (SE).

**UNIT – V : CORRELATION ANALYSIS :**

Scatter diagram, Positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation.

**Regression Analysis:** Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients(Simple problems only)

**Time Series Analysis:** Components, Models of Time Series – Additive, Multiplicative and Mixed models; Trend analysis- Free hand curve, Semi averages, moving averages, Least Square methods(Simple problems only).

**SUGGESTED BOOKS :**

1. Gupta SC: "Fundamental of Statistics" 7<sup>th</sup> Ed, Himalaya Publishers House, 2019.
2. Sharma JK: "Business Statistics" 2<sup>nd</sup> Edition Pearson Education, 2007.
3. Arora, PN, Arora, Sumeet and Arora, Amit: "Managerial Statistics", S. Chand, Ist Ed., 2009.
4. Bharadwaj, RS: "Business Statistics" , Excel books, 2<sup>nd</sup> Ed, 2008.
5. J K Singh, Business Mathematics, 2018, HPH.

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

To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

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

Accounting as an Information System, Importance and Scope, Limitations; Users of accounting information; Accounting Principles, Accounting Concepts, Principles and Conventions – Generally Accepted Accounting Principles (GAAP); Nature of Accounts

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

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 :**

Objective of 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; Limitation 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): Main features, uses and objectives of IFRS, IFRS issued by IASB.

**SUGGESTED BOOKS :**

1. Tulsian, P.C., Financial Accounting, Pearson
2. T.S. Grewal, Introduction to Accountancy, Sultan Chand
3. Maheshwari, S.N. & Maheshwari, S.K. , Financial Accounting for B. Com., CA, CS, & ICWA (Foundation) Courses, Vikas Publishing House Pvt. Ltd.
4. Ghosh, T.P., Financial Accounting for Managers, Taxmann Allied Services (P) Ltd.
5. Balwani, Nitin, Accounting and Finance for Managers
6. Jain, S.P. & Narang, K.L., Advanced Accountancy.
7. Santhi Vedula, Financial Accounting, 2019, HPH



**III - SEMESTER**

**PERSONALITY DEVELOPMENT – I**

**OBJECTIVE:**

The objective of the course is to provide a proper perspective towards one's personality development.

**UNIT - I: INTRODUCTION TO PERSONALITY**

Introduction to Personality- Basic of Personality, Human Growth and Behavior, Theories in Personality, Motivation; Attitudes: Types of Attitudes, Formation – importance of positive attitudes – steps in developing positive attitudes

**UNIT - II: COMMUNICATION AND LEADERSHIP SKILL**

Communication Skills – Definition, Significance of communication, disasters of non-communication, communication Gap, process of communication, forms of communication; listening skills, active and attentive listening, benefit of listening; Body Language, Right Posture and its importance – effects of right body language, Inter personal communication and relationships, leadership skills, team building and public speaking.

**SUGGESTED BOOKS :**

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

**ADVANCED COMPUTER SKILLS**

**OBJECTIVE:**

The objective the course is to enhance the computer skills and provide on understating of the computer technology.

**UNIT – I: COMPUTER NETWORKS AND INTERNET CONCEPTS:**

**Introduction to Computer Networks:** Data communication, communication channels (duplex, half- duplex, full-duplex), communication channels (twisted pair, coaxial cable, fiber optic cable, microwave transmission, radio transmission, infrared transmission, satellite communication), Network topologies (bus, ring, star, tree topology).

**Introduction to Internet and Security:** Internet protocol, transmission control protocol, application layer protocol (FTP, TELNET, SMTP, PPP), network connecting devices (repeater, bridge, router, gateway), network security concepts (firewall, cookies, hackers & crackers).

**UNIT -II: INTRODUCTION TO PROGRAMMING CONCEPTS AND SPREADSHEETS USING EXCEL**

**Introduction to Programming Concept:** Algorithms, flowchart, low level languages, high level languages, types of high- level languages, generation of programming languages.

**Introduction to Excel:** Creating, naming & saving a worksheet, formatting feature, types of built-in functions, graph and data management tools.

**SUGGESTED BOOKS :**

1. Computer fundamentals, 2e, A. K. Sharma, Universiy press.
2. Introduction to computers , Tata Mc Graw Hill, Alexis Leon & Mathews Leon
3. Introduction to information technology, 2e, John Wiley & sons, Turban, Rainer, Potter
4. Computer fundamentals, Pearson, Anita Goel
5. Fundamentals of computers, Raja Raman, PHI

**COURSE NO. SEC - 2 (a)**

**BASIC QUALITY MANAGEMENT**

**OBJECTIVE :**

Quality is the most significant characteristic of product or service in today's world. This course introduces traditional and modern quality perspectives.

**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", 2003, Macmillan India Ltd.
2. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", 2016, THOMPSON.
3. Kanishka Bedi, "Quality Management", Oxford University Press.
4. Mujkherjee, PN, "Total Quality Management", 2007, PHI.
5. R. P. Mohanty & R. R. Lakhe, "TQM in the Service Sector", Jaico Books.2016

**COURSE NO. SEC - 2 (b)****BUSINESS POLICY AND STRATEGY****OBJECTIVE:**

To acquaint the students with understanding the business environment and design strategies to meet challenges. It focuses on designing plans and policies.

**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, 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.

**UNIT -II: ALTERNATIVE STRATEGY DEVELOPMENT AND STRATEGY****IMPLEMENTATION AND CORPORATE ETHICS:**

**Strategy Alternatives**-Creating Value through Intensive growth strategies, Integration Strategies, Diversification Strategies, Using Offensive and defensive strategies. Outsourcing Strategies, Growth and Drivers of outsourcing. Market diversification strategies.

**Strategy Implementation:** Evaluation and Control, Corporate Culture and Promoting S M A R T governance. Re-Designing Organizational Structure and Controls, Crafting Social Responsibility, Social and Ethical responsibilities of Corporate Organizations.

**SUGGESTED BOOKS:**

1. Arthur A Thompson Jr, Strickland “Strategic Management- Concepts and Cases” TATA McGraw Hill Company Ltd, Second Reprint 2010, New Delhi.
2. P. Subba Rao, “Business Policy and Strategic Management” HPH, 2017.
3. Fred R. David, “Strategic Management” 2008, 12<sup>th</sup> Edition, PHI Learning Limited, New Delhi.
4. Michael Porter, “Competitive Strategy” 2005 Reprint, Free Press, London.
5. R.M.Srivastava, “Management Policy and Strategic Management- Concepts, Skills and Practices” 2014, Revised edition, H P H , Hyderabad.
6. Dr. Francis Cherunilaym, “Strategic Management”, HPH, 2019.

**COURSE NO. DSC - 301****HUMAN RESOURCE MANAGEMENT****OBJECTIVE:**

The aim of this course is to introduce to student the basic concepts related to Human Resource Management which can form foundation to understanding advanced concepts in managing human resources in an organization.

**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 - Bernardin H. John. TMH
2. Managing Human Resources – Wayne E. Casio. – TMH
3. Human Resources Management – David Lepak and Mary Gowan – Pearson
4. Human Resources Management – Decenzo and Robbins – John Willey
5. Human Resource Management. Texts and Cases. - TMH
6. Human Resource Management, P Subba Rao, HPH, 2009
7. Human Resource Management, Sen Gupta, 2018 1<sup>st</sup> Edition, Sage Publication

**COURSE NO. DSC - 302****INFORMATION TECHNOLOGY FOR BUSINESS****OBJECTIVE:**

The Objective of this course is to familiarize management students to basics of IT, its applications and importance to present day management and organization.

**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.

**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-EXCEL) - 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, Fourth Edition 2008.
2. Turban, McLean, Wetherbe- Information Technology For Management, Wiley Student Edition- Fourth Edition.
3. Leonard Jessup, Joseph Valacich – Information Systems Today, Why IS matters, Pearson Education –Low Price Edition, Second Edition.
4. Effy Oz- Management Information systems, Thomson Course Technology, Fifth Edition.

**COURSE NO. DSC - 302 (PRACTICAL)**

**INFORMATION TECHNOLOGY - LAB**

**OBJECTIVE :**

The aim of this course is to give a management students practical experience om 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. DSC - 303****FINANCIAL MANAGEMENT****OBJECTIVE:**

To acquaint students with the techniques of financial management and their applications for business decision making.

**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 (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; EOQ (Basic Model); Reorder Level; Safety Stock.

**SUGGESTED BOOKS :**

1. Eugene.F. Brigham, Fundamentals of Financial Management, The Dryden Press, 6<sup>th</sup> edition, 1992
2. M.Y. Khan & P.K. Jain , Financial Management, Tata McGraw Hill Publishing Co. Ltd.
3. Prasanna Chandra, Fundamentals of Financial Management, McGraw Hill Education, 6<sup>th</sup> edition, 2015
4. I.M. Pandey, Financial Management, Vikas Publishing House, 11<sup>th</sup> edition, 2015
5. J.V. Horne & J.M. Wachowicz, Fundamentals of Financial Management, Prentice Hall of India, 13<sup>th</sup> edition, 2009.
6. Rustogi, Financial Management, TaxMann, 5<sup>th</sup> edition, 2011.

**IV SEMESTER**

**COURSE NO. SEC - 3 (a)**  
**BUSINESS CORRESPONDENCE AND COMMUNICATION**

**OBJECTIVES :**

This course is intended to help the students to present themselves properly to the corporate world. It enables them to communicate formally highlighting their strengths.

**UNIT - I: INTRODUCTION TO BUSINESS COMMUNICATION**

**Introduction** - Understanding Workplace Communication, Communicating across cultures, Importance of Business Correspondence, Communication and organizational effectiveness, Perception and conception, Formal and informal communication systems.

The role of and process of communication. Barriers to communication Surmounting barriers to communication, Types of communication; Listening process–Elements of good listening–improving listening competence. Importance of feedback – Principles of feedback.

**Non -Verbal Communication:**

Characteristics of non- verbal communication–Types and functions of non verbal communication– Interpreting non- verbal communication;

**UNIT - II: REPORT WRITING, BUSINESS LETTERS, MEETINGS AND AGENDA:**

**Report Writing** - What is a report, Importance of Reports, Types of reports, Characteristic of good report, Structure of Reports.

**Business Letters** - Structure and Format of Business Letter, Types of Business Letters, Writing Cover letters, Letters for enquiry, Offer, Order, Purchase and Complaint.

**Meetings** - Types of Meetings; Importance of Business Meetings; Different Types of Business Meetings -Developing agendas and Writing Minutes.

**SUGGESTED BOOKS:**

1. Penrose, Rasberry and Myers, “Business Communication for Managers”, Cengage Learning.
2. Lesikar, R.V. and M.E. Flatley, “Basic Business Communication”, 2008 11th Ed. New York, McGraw-Hill.
3. CSG Krishnamacharyalu and L.Ramakrishnan, “Business Communications”, 2019, 1<sup>st</sup> Edition, Himalaya Publishing House.
4. Technical Communication: M.Raman & Sharma, Oxford University Press.
5. Business Communication: From Principles to Practice – Matukutty M.Monippally, UBS Publishers.
6. Business Letters: The Effective Commercial Correspondence- R.Gupta, RPH Editorial Board.
7. Quintanilla, Business and Professional Communication, 1<sup>st</sup> Edition, 2011, Sage Publication
8. Rai + Rai, Business Communication, 2018, HPH.

**COURSE NO. SEC - 3 (b)**

**PERSONALITY DEVELOPMENT – II**

**OBJECTIVE:**

The objective of this course to enable a student to understand the importance of Goal setting Time Management and Trustworthiness.

**UNIT – I : GOAL SETTING AND TIME MANAGEMENT :**

Definition, Importance of goal setting, Periodicity of goal setting- Short, Medium and Long term- Methods to achieve set goals – Activity in goal setting – Techniques of time management- Prioritization of activities- Awareness of time wasters and how to avoid them.

**UNIT –II : ENHANCING PERSONALITY DEVELOPMENT :**

Maintaining Trust- Being Trusting and Trustworthy, Building Interpersonal Trust, Re-establishing trust after it has been broken, Trusting Appropriately, Trust and Friendship. Managing Anger- Nature of anger, Guidelines for managing anger constructively, dealing with an angry person- Managing Anxiety and Fear- Breathing, Progressive muscle relaxation, Building one's self esteem, Avoiding self-blame, Taking risks, Tolerating failure, Celebrating success.

**SUGGESTED BOOKS :**

1. Rajiv Mishra, Personality Development, Rupa & Co.
2. Elizabeth B. Hurlok, Personality Development, Tata McGraw Hill, New Delhi.
3. McGrath E.H., Basic Management Skills for All, Prentice Hall of India Pvt. Ltd.
4. Barun K. Mitra, Personality Development and Soft Skills, Oxford University Press
5. Sherfield, R.M., Montgomery, R.J., Moody, P.G., Developing Soft Skills, 4<sup>th</sup> Edition, Pearson, 2010.
6. Robbins, S.P., & Hunsaker, Phillip, L., Training in Interpersonal Skills, Tips for managing people at work, PHI, 5<sup>th</sup> edition.

**COURSE NO. SEC - 4 (a)****STARTUP MANAGEMENT****OBJECTIVE:**

It helps the students to acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas.

**UNIT – I: ENTREPRENEUR AND ENTREPRENEURSHIP :**

Evolution of the Concept of Entrepreneur. Characteristics of an Entrepreneur. Distinction Between an entrepreneur and a Manager. Functions of an Entrepreneur. Traits/ Qualities of Entrepreneurs: Types of Entrepreneurs. Role of Entrepreneurship in Economic Development. Growth of Entrepreneurship in India. Problems and Development of Rural Entrepreneurship.

**UNIT – II: ROLE OF SUPPORT INSTITUTIONS & MANAGEMENT OF SMALL ENTERPRISES:**

Entrepreneurship Development Programmes (EDPs) – Phases of EDP's and Evaluation of EDPs. Institutional Finance to Entrepreneurs like Commercial Banks–Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SISI, SIDCs, SIDBI, and EXIM Bank and venture capital firms. Role of Small Enterprises in Economic Development. Ownership Structures, MSME act.

**SUGGESTED BOOKS :**

1. Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", 2007, HPH, Millenium Edition.
2. S.S. Khanka, "Entrepreneurial Development", 2007, S. Chand & Co. Ltd.
3. Poornima. M Charantimath, "Entrepreneurial Development and Small Business Enterprises" 2006, Pearson Education.
4. David H. Hott, "Entrepreneurship New Venture Creation", 2004, PHI.
5. P. Narayana Reddy, "Entrepreneurship – Text and Cases", 2010, 1st Ed. Cengage Learning.
6. Longencker, Morge, Mitchell, "Managing Small Business", Sage South Asia Edition.

**COURSE NO. SEC- 4 (b)**

**BUSINESS INTELLIGENCE & DATA VISUALIZATION**

**OBJECTIVES:**

The aim of this course is to provide a basic understanding of Business Intelligence and its appreciation through Data Visualization.

**UNIT - I: INTRODUCTION:**

Definition – History and Evolution – Elements of Business Intelligence – Benefits and limitations of Business Intelligence – Real time Business Intelligence – Architecture of Business Intelligence.

**UNIT - II : DATA VISUALIZATION:**

Definition – Importance of Data Visualization – Tools of Data Visualization (Brief discussion on Power BI, Tableau), GIS, GPS, GIS Vs GPS.

**SUGGESTED BOOKS :**

1. Business Intelligence – A Managerial Approach – by Turban, Sharada, Delen, King - Pearson – Second Edition - 2014
2. Decision Support and Business Intelligence Systems – Turban, Aaronson, Liang, Sharada – Pearson, latest Edition
3. Successful Business Intelligence, Cindi Howson, McGraw Hill Education – Indian Edition.

**COURSE NO. DSC - 401**

**BUSINESS LAW & ETHICS**

**OBJECTIVES :**

It helps the students to understand importance of contracts companies act & ethics.  
It focuses on legal aspects of contracts.

**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 it's relevance in Management.

**SUGGESTED BOOKS :**

1. N.D. Kapoor, “Elements of Mercantile Law”, 2015, Sultan Chand & Co.
2. K.R. Bulchandani, “Business Law for Management”, 2018, HPH.
3. PPS Gogna, “A Text Book of Company Law”, 2006, S. Chand
4. Marianne moody Jennings, “The Legal, Ethical and Global Environment of Business”, 2009, South western Cengage learning, New Delhi.
5. Richard Schaffer, Agusti& Earle.
6. V. Ramakrishna Raju, “Business Laws and Economic Legislations”, 2005, HPH.

**COURSE NO. DSC - 402**

**MARKETING RESEARCH**

**OBJECTIVE:**

To provide an exposure to the students pertaining to the nature and Scope of marketing research, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of marketing research.

**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 the 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 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 Thurstone, 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. Green E. Paul, Tull S.Donald & Albaum, Gerald: “Research for Marketing Decisions”, 2018, PHI.
2. Tull and Hawckins, “Marketing Research”, 2000, 4th Ed. Tata McGraw Hill.
3. Cooper & Schindler: Business Research Methods McGraw-Hill Education.
4. Martin callingam, “Market intelligence”, 2009, Kogan Page Publishers.
5. G.C. Beri, “Marketing Research”, 2008, 8th Ed, Tata McGraw Hill.
6. Malhotra, K. Naresh, “Marketing Research- And applied orientation”, 2014.
7. Kumar, Marketing Research, 2015, Sage Publication.



**COURSE NO. DSC - 403****MANAGEMENT SCIENCE****OBJECTIVE :**

The objective of this course is to provide the student with adequate knowledge regarding the basic manufacturing facilities & how service activities have attained significance and need managerial skills to address the problems.

**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" 5<sup>th</sup> Edition, Tata-McGraw – Hill Publishing Company Ltd.
2. N.G. Nair, "Production and Operation Management", 2<sup>nd</sup> Edition, Tata-McGraw – Hill Publishing Company Ltd.
3. Kanishka Bedi, "Production and Operations Management", 2007, 3<sup>rd</sup> Edition, Oxford University Press.
4. N.D. Vohra, "Quantitative Techniques in Management", 2010, 4<sup>th</sup> Edition, Tata-McGraw – Hill Publishing Company Ltd.
5. J.K. Sharma, "Operations Research Theory and Applications 2009, 4<sup>th</sup> Edition, Macmillan.

**V SEMESTER**

**COURSE NO. GE -1****MOBILE COMMERCE****OBJECTIVE:**

The objective of the course is to provide the students with the Mobile Commerce concepts, environment and customer value.

**UNIT – 1: INTRODUCTION TO MOBILE COMMERCE**

Definition, Scope of Mobile Commerce, Benefits & Limitations of M- Commerce, M-Commerce Framework, M-commerce business models, E-commerce Vs M-Commerce. Impact of M-Commerce

**UNIT – 2: MOBILE 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 – 3: WIRELESS COMMUNICATIONS TECHNOLOGY:**

Wireless wide area network (WWAN) technology: cellular systems 2G (CDMA, TDMA, GSM), 2.5G (GPRS, EDGE), 3G (WCDMA/UMTS, CDMA2000), 4G, 5G. Wireless local area network (WLAN) technology (wi-fi), Wireless metropolitan area network (WMAN) technology (WIMAX) Wireless personal area network (WPAN) technology (Bluetooth).

**UNIT – 4 : M-COMMERCE APPLICATIONS :**

Mobile financial services, Mobile advertising, Mobile Payment, Mobile Ticketing, Mobile product location and shopping, Mobile business services, Mobile auction, Mobile entertainment, Mobile office, Mobile distance education.

**SUGGESTED READINGS :**

1. Mobile Commerce, Karabi Bandyopadhyay, PHI Learning Pvt. Limited, EEE, 2013.
2. Mobile Commerce: Technology, Theory and Applications, E.Brian Mennecke, J.Troy Strader, Idea Group Inc., IRM press, 2003.
3. The Economics of Electronic Commerce, Choi, S. Y., D. O., Stahl, and A. B. Whinston, Macmillan Technical Pub., 1997.
4. Mobile Commerce: Opportunities, Applications, and Technologies of Wireless Business, Paul May, Cambridge University Press March 2001.
5. M-Commerce Crash Course, P. J. Louis, McGraw- Hill Companies.
6. The Definitive Guide, 5th ed., Musciano, C, and B. Kennedy, HTML & XHTML, O'Reilly Media, 2002.

**COURSE NO. DSC - 501 (a)**

**FINANCIAL MARKETS AND SERVICES (F)**

**OBJECTIVE :**

To explain the structure of Indian Financial System.  
To understand leasing, hire purchase and Mutual funds.

**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, e-Prospectus; 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, 2015, Financial Institutes and Markets, 2<sup>nd</sup> edition , Oxford University Press, South Asia Edition .
2. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing House, 2018
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. DSC – 501 (b)**

**BRAND MANAGMENT (M)**

**OBJECTIVE :**

To provide an understanding of Different Types of Brand Awareness, Equity.

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

Concept of Branding – Definition – 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 – AIDA 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. Brand Management - Gulnar sharma, Karan Singh Khundia - Himalaya Publishing House
2. Brand Management: Principles and Practices - Kirti Dutta - Oxford University Press.
3. Brand Management: The Indian Context - YLR Moorthi - Vikas Publishing House

**COURSE NO. DSC – 501 (c)**

**ORGANIZATION DEVELOPMENT (HR)**

**OBJECTIVE:**

This course offers an exploration of the field of OD through it's human and social process and address new management and OD paradigms in rapidly changing context of Globalization and Organizational Change.

**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, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, "Organization Development", 2006, Pearson Education.
3. Thomas G. Cummings, Christopher G Worley, "Organization Development and Change", 2007, Thomson, 8th Ed.
4. S. Ramanarayan, T.V. Rao, Kuldeep Singh, "Organization Development-Intervention and Strategies", 2006, Response Books.
5. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.

**ANALYSIS OF INVESTMENT IN FINANCIAL ASSETS (F)**

**OBJECTIVES:**

The objective of the course is to provide the students with a basic view of valuation and investment in financial assets.

To explain the basic concepts of risk and return and various methods of analysis.

To explain the concept of portfolio and the various portfolio theories and evaluation methods.

**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. Risk-return trade-off. Behavioural aspects of investing. An overview of approaches to security analysis - Fundamental Analysis; Technical Analysis and Efficient Market Hypothesis.

**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. Bond price theorems.

**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<sup>rd</sup> Ed.
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. DSC - 502 (b)**

**RETAIL MANAGEMENT (M)**

**OBJECTIVE :**

This course introduces the role of retailing and various formats and theories. It focuses on distribution management.

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



**COURSE NO. DSC – 502 (c)**

**PERFORMANCE APPRAISAL AND COUNSELLING (HR)**

**OBJECTIVE:**

This course offers an understanding of employee performance and measures to improve through HRD.

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

**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. DSC – 503 (a)****INSURANCE (F)****OBJECTIVES :**

The course helps the students to know about insurance.

It focuses on latest trends in insurance.

**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 imane, Group Insurance Types – Health, Accident, Motor, fire insurance masine 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, 2010.
2. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2<sup>nd</sup> Edition.
3. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
4. Insurance – Principles and Practice, M.N.Mishra and S.B.Mishra, S.Chand, 16<sup>th</sup> Edition

**COURSE NO. DSC – 503 (b)**

**CUSTOMER RELATIONSHIP MANAGEMENT (M)**

**OBJECTIVES :**

To know the importance of customer involvement and relations with corporations making the student know and build beneficial relations.

**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. Jagdish N. Sheth, Atul Parvatiyar & G Shainesh, “Customer Relationship Management”, Emerging Concepts, Tools and Application”, TMH
2. Francis Buttle, “CRM: Concept and Technologies”, Elsevier, a division of Read Elseview India Pvt. Ltd.
3. Dilip Soman & Sara N – Marandi, “Managing Customer Value” Cambridge.
4. Alok Kumar Rai, “Customer Relationship Management: Concepts and Cases”, PHI.
5. Ken Burnett, the Handbook of Key “Customer Relationship Management”, Pearson Education.
6. Mukesh Chaturvedi, Abinav Chaturvedi, “Customer Relationship Management – An Indian Perspective”, Excel Books
7. K Govind Bhat, “Customer Relationship Management”, (2018), HPH.

**COURSE NO. DSC - 503 (c)****COMPENSATION MANAGEMENT (HR)****OBJECTIVE :**

To impart techniques and methods for competing employer – employee negotiations for arriving at optimal compensation system.

**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 : COMPENSATION AND EMPLOYEE BEHAVIOUR :**

Bases For Traditional Pay System and Modern Pay System–Establishing Pay Plans–Aligning Compensation Strategy with HR Strategy and Business Strategy-Seniority and Longevity pay-Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay–Team Based Pay.

**UNIT – III : DESIGNING COMPENSATION SYSTEM :**

Building internally consistent Compensation System-Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys–Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure-Designing Pay for Knowledge Program.

**UNIT – IV : EMPLOYEE BENEFITS MANAGEMENT :**

Components-Legally required Benefits–Benefits Administration–Employee Benefits and Employee Services–Components of Discretionary Core Fringe Compensation-Designing and Planning Benefit Program–Totally Integrated Employee Benefit Program.

**UNIT – V : CONTEMPORARY STRATEGIC COMPENSATION CHALLENGES :**

International Compensation and Competitive Strategies-Executive Compensation Packages–Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules–Strategic Issues and Choices in Using Contingent and Flexible Workers.

**SUGGESTED READINGS :**

1. Handerson, “Compensation Management in a Knowledge Based World”, 2007, Pearson Ed. 9<sup>th</sup> Ed.
2. Joseph J.Martocchio, “Strategic Compensation”, 2006, Pearson Ed Richard I 3<sup>rd</sup> Ed.
3. Milkovich & Newman, “Compensation”, 2005, Tata McGraw –Hill, New Delhi.
4. Dr. Kanchan Bhatia, “Compensation Management”, 2009, Himalaya Publishing House.
5. Tapomoy Deb, “Compensation Management”, 2009, Excel Books, New Delhi.
6. Dipak Kumar Bhattacharyya, “Compensation Management”, 2009, Oxford University Press.

**VI SEMESTER**

**COURSE NO. GE -2**

**BASIC BUSINESS ANALYTICS (GE-II)**

**OBJECTIVE:**

The course aims to provide an understanding of basics concepts related to Business Analytics and practical approach using MS-EXCEL and simple programming concepts in R.

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

Definition, Types of Analytics-Descriptive, Predictive and Prescriptive, Business Analytics Applications in Different Areas (BA in Practice), Big Data.

**UNIT – II: DESCRIPTIVE ANALYTICS 1 :**

Types of Data- Population and Sample Data, Quantitative and Categorical Data, Cross-Sectional and Time Series Data, Sources of data, Descriptive Statistics- Measures of Location (central Tendency)-Mean, Median and Mode and relationship between them – Problems.

**UNIT – III: DESCRIPTIVE ANALYTICS 2 :**

Measures of Variability-Range, Variance, Standard deviation, Coefficient of Variation, Percentiles, Quartiles, Analyzing Distributions – Empirical Rule, Identifying Outliers, Box Plots, Measures of Association -Scatter Charts, Covariance, Correlation Coefficient – Problems.

**UNIT – IV: PREDICTIVE ANALYTICS :**

Trend Analysis, Regression Analysis- Least Square Method, Assessing the Fit of Simple Linear Regression, Coefficient of Determination, Introduction to Data Mining- Definition, Methods of Data Mining, Applications of Data Mining.

**SUGGESTED BOOKS :**

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- Essentials of Business Analytics, Cengage Learning.
2. James Evans, Business Analytics, Pearson, Second Edition, 2017.
3. Albright Winston, Business Analytics- Data Analysis-Data Analysis and Decision Making, Cengage Learning, Reprint 2016.
4. Sahil Raj, Business Analytics, Cengage Learning.

**COURSE NO. DSC – 601 (a)****BANKING (F)****OBJECTIVES :**

The course helps the students to know about banking and its regulations.  
It focuses on latest trends in banking.

**UNIT - I : INTRODUCTION TO BANKING :**

Evolution of Commercial Banking in India, Definition of Banker, Customer, Functions of Reserve Bank and Commercial Bank. Emerging role of bankers and Role of Banks in Economic development, Reforms in banking sector, Global financial crisis & Indian banking sector.

**UNIT - II : RBI AND TYPES OF BANKS :**

RBI, Constitution, Organizational sheet Management, Objectives, Functions, monetary Policy. Dist Cooperative Central Bank, RRB, NABARD, IDBI, SIDBI, Development Banks.

**UNIT - III : NEGOTIABLE INSTRUMENTS :**

Description - their Special features. Duties, Reprioritizes of paying, collecting banker. Circumstances under which banker and refuses payment of cheques. Consequences of wrongful distionous, pre cautions while advancing loans against securities, Good real estate, Insurance polities collateral securities.

**UNIT - IV : CUSTOMER RELATIONSHIP IN BANKS :**

Banking Customers Relationship, Procedure for opening account difference types of loans, advances, operation of banking cheques crossing, endorsements. Types and rules of wrong principles of sound lending.

**UNIT - V : REGULATION AND INNOVATON IN BANKING SYSTEM :**

Commercial Bank, credit allocation policies, Types of banks, Branch banking, Unit banking, Group banking, RRB, Co operative banks, micro, NABARD, IDBI.  
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, 2009.
2. Banking and Insurance, O.P.Agarwal, Himalaya Publishing, 2010.
3. Bank Financial Management, IIBF, Macmillan 2010.
4. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2<sup>nd</sup> Edition.
5. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
6. Insurance – Principles and Practice, M.N.Mishra and S.B.Mishra, S.Chand, 16<sup>th</sup> Edition

**COURSE NO. DSC – 601 (b)**

**BUYER BEHAVIOUR (M)**

**OBJECTIVE :**

To understand the depth concept & theories of Consumer buying Behaviour

To Focus on Learning theories

To Know the impact of culture on Buyer Behaviour

**UNIT – I : INTRODUCTION TO BUYER BEHAVIOUR :**

Understanding basics of Buyer Behaviour, Factors effecting Buyer Behaviour, Concept and theories of motivation, Personality and Attitudes. Perception and its implications. Role of behavioural factors in framing Marketing Strategies.

**UNIT – II : THEORIES OF BUYER BEHAVIOUR :**

Learning principles; Concepts of conditioning, important aspects of information processing theory. Promotional tools as source of information; encoding and Information Retention, Retrieval of information.

**UNIT – III : IMPACT OF CULTURE ON BUYER BEHAVIOUR :**

Social and Cultural Settings: Social Class, Indian Socio – Cultural frames; Culture, elements of culture, Sub-culture and Cross culture and Cross cultural marketing practices. Family Life Cycle- Changing aspects of family size.

**UNIT – IV : BUYER BEHAVIOUR DECISION :**

Buyer decision making: Information Search, sources of information, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Buyer action and disposal of products.

**UNIT – V : MODELS OF BUYER BEHAVIOUR :**

Basic Model of Buyer Behaviour: Generic Model of Buyer Behaviour, Howard Sheth Model, Engels Consumer Theory, Consumerism, Buyer rights – Protection of Buyer rights in India.

**SUGGESTED BOOKS :**

1. Schiffman and Kannik, “Consumer Behavior”, 2018, Pearson Education / PHI.
2. Dinesh Kumar Consumer Behavior Consumer Behaviour, 2014, oxford University Press
3. Gary Lilien, “Marketing Models”, 2018, PHI.
4. Suja R. Nair, “Consumer Behaviour in Indian perspective”, 2010, HPH.
5. Sheth and Mittal, “Consumer Behavior”, 2004, Thomson Learning.
6. Stish Batra, “Consumer Behavior”, 2009, Excel Books New Delhi.



**COURSE NO. DSC – 601 (c)**

**LEADERSHIP AND CHANGE MANAGEMENT (HR)**

**OBJECTIVE:**

This course offers an understanding into Leadership Activities and its influence on the Management of change in the organizations.

**UNIT – I : INTRODUCTION :**

Leadership: Concept, Characteristics, roles, motives, skills and functions. Leadership Vs Management. Effective leadership behaviours and attitudes. Impact of Leadership on organizational 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. 3<sup>rd</sup> Edition
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, 3<sup>rd</sup> Edition.
4. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
5. Adrain thornhill, Phil Lewis, Mike Millmore, Mark Saunders, "Managing Change – A Human Resource Strategy Approach", Pearson Education, 2006.
6. Nilakant V and Ramnarayan, "Managing Organizational Change", Response Books, 2006.

**COURSE OBJECTIVE :**

This course enables the students to understand the Risk associated with Financial Institutions and helps to manage risk effectively.

**UNIT - I: INTRODUCTION :**

Risk Vs Uncertain , Risk Management, objectives and tools of Risk Management. Principles of Risk Management and Risk Management process.

Risks associated with Financial services firm – Types of Risks, Product and Capital Market Risk. Risk Reporting: Internal and External reporting.

**UNIT – II : MEASUREMENT & MANAGEMENT OF FINANCIAL RISK :**

Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR. Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer. Asset-Liability Management (ALM): evolution & concept, RBI guidelines. Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

**UNIT – III : FORWARD AND FUTURES CONTRACTS TO MANAGE RISK :**

The concept of Derivatives and types of derivatives. The role and significance of derivative's in managing risk. Participants in Derivative Markets: Individuals, speculators, Hedgers and Arbitrageurs.

Forward contracts. Definition features, their utility is risk management. Limitations of Forward contracts. Futures contracts: Definition, features and their utility in Risk management limitations. Clearing House initial & Daily Margins and Marking to the market. Differences between Forward and Futures contracts.

**UNIT – IV : SWAPS AND OPTIONS TO MANAGE RISK:**

Swaps, Concept of Swap. Types of Swaps: Interest Rate and Currency Swaps. The process of Managing Risk using Swaps.

**Options :** Definition, terminology, types of options : call, put, American and European options.

Options in the money, out of money and at the money. Black and Scholes option pricing model: Assumptions and limitations.

**UNIT – V : FINANCIAL ENGINEERING :**

Concept, scope of financial engineering. Factors contributing to growth of Financial Engineering: Environment and intra firm factors. Tools of Financial Engineer: New product development and New Product Strategy.

**SUGGESTED BOOKS :**

1. Dun and Bradstreet, “Financial Risk Management”, 2007, TMH, Delhi.
2. Ravi Kumar, “Asset Liability Management”, Vision Books Pvt. Ltd.
3. “Theory and Practice of Treasury and Risk Management in Banks”, Indian Institute of Banking and Finance, March 2006, Taxmann
4. Jayanth Rama Varma, “Derivatives and Risk Management”, TMH.
5. John. F. Marshall & Vipul.K.Bansal, “Financial Engineering: A Complete guide innovation”, PHI.

**COURSE NO. DSC – 602 (b)**

**ADVERTISING AND SALES PROMOTION (M)**

**OBJECTIVE :**

It helps the students to understand the important of advertisements for promotion of products.  
It focuses on media planning, personal selling and sales promotion.

**UNIT – I : INTRODUCTION :**

Introduction a promotion mix, Elements of Promotion mix, types of promotion budget, promotion Strategies – Push Strategy and Pull Strategy.

**UNIT – II : CREATION OF ADVERTISEMENT :**

Model of mortally Communication decision process. Advertisement, Types of Advertisements. Concept of creativity. Creative Approaches and Execution styles.  
Advertisement Appeals – Emotion and Rational Appeals.

**UNIT – III : MEDIA PLANNING :**

Media planning, Types of Media, Media Vehicles, Media Concentration V/s Media Disruption.  
Media scheduling.

**UNIT – IV : PERSONAL SELLING :**

Introduction to personal selling, Role and Importance of Personal Selling, Theories of Personal Selling. Personal Selling process. Personal Selling in Service Industry.

**UNIT – V : SALES PROMOTION :**

Sales Promotion – Objectives Types of Sales Promotion – Trade oriented Sales Promotion and Consumer Oriented Sales Promotion.  
Consumer Sales Promotion Tools : Off – Self Offers, Price Promotions, Premium Promotions.

**SUGGESTED BOOKS :**

1. David Aaker, “Advertisement Management”, 2018, HPH
2. Belch & Belch, “Advertising and Promotion”, TMH.
3. Aaker, Kumar, “Advertising Management”, PHI.
4. S.A. Chunawalla, “Advertising Management”, HPH.
5. Still Rechard, Sales Management, Latest Edition, 2018, Prentice Hall

**COURSE NO. DSC – 602 (c)**

**TALENT AND KNOWLEDGE MANAGEMENT (HR)**

**OBJECTIVE :**

The main objective of the course is to offer knowledge on various approaches to talent and knowledge management in business organizations. The course also facilitate discussion on a variety of institutional strategies and models for dealing with talent and knowledge management.

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

Talent Management – Meaning, Importance, Evolution, Talent Management System, Talent Reservoir – Components . Institutional Strategies for dealing with Talent Management.

**UNIT – II : SUCCESSION AND CAREER PLANNING :**

Succession Planning, Talent Acquisition, Talent Identification, Talent Development, Training Coaching, Talent management Strategies. Role of leaders in Talent Management.

**UNIT – III : KNOWLEDGE MANAGEMENT :**

Concepts, Forces driving knowledge management, knowledge systems, knowledge strategies, technologies for knowledge management, factories influencing knowledge management

**UNIT – IV : NATURE OF KNOWLEDGE :**

Data information knowledge Wisdom, use of knowledge, types of knowledge, knowledge management solutions , mechanism and systems knowledge infrastructure.

**UNIT – V : KNOWLEDGE FRAME MANAGEMENT :**

Knowledge management frame Handsnon – earl’s sever schools of knowledge management. Alvesson & Karreman’s knowledge management approaches, knowledge management approaches. Knowledge management infrastructure organizational. Impact of knowledge management on people process, products on organizational performance knowledge discovery systems.

**SUGGESTED BOOKS :**

1. Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook”, 2004, Tata McGraw Hill edition.
2. Ed by Larry Israelite, “Talent Management”, ASTD Press.
3. Sajjad M Jasmuddin, “Knowledge Management”, 1<sup>st</sup> ed, 2009, Cambridge.
4. Stuart Barnes, “Knowledge Management Systems”, Ed, Cengage Learning
5. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, 2009, Pearson Education Inc.
6. Donald Hislop, “Knowledge management in Organizations”, 2009, Oxford University Press, Second edition.
7. Sudhir Warier, “Knowledge Management”, Vikas Publishing House Pvt. Ltd.
8. Thorne & Pellant, “The Essential Guide to Managing”, Viva Books.
9. Stuart Barnes(Ed) “Knowledge Management Systems”. Cengage Learning.

**COURSE NO. DSC – 603 (a)****INTERNATIONAL FINANCE (F)****OBJECTIVE :**

The objective of this course to provide inputs on globalisation, exchange Risk Management, Financing of International Trade etc.

**UNIT - I : INTRODUCTION :**

Globalisation and MNCs Nature and scope of international finance, Globalisation and multinational firm, MNCs: the key participant in international financial functions, Factors leading to Fast strides in International financial functions, International trade, Challenges of international finance, Globalization and emerging trends of trade.

**UNIT –II : RISK AND EXPOSURE :**

Nature of Exposure of Risk, Defining Exposure and Risk Classification of Foreign Exchange Exposure and risk, Risk Management and Wealth Maximization, Classification of foreign Exchange Exposure and risk, Measuring Exposure and Risk

**UNIT – III : BALANCE OF PAYMENTS :**

Features of BOP, components of BOP the global economy, balance of payments, economy of a country, exchange rates and BOP exchange of national currencies, basics of foreign exchange markets, Interpretation of exchange rates theories, currency convertibility and the strength of the rupee Financial or speculative, Price risk and exchange rate financial instruments like derivatives

**UNIT - IV : FINANCING INTERNATIONAL TRADE AND MONETARY FUND :**

Market instruments, Cash-in-advance, Modes of financing in international trade. World Bank: EXIM Bank. Functions and responsibilities of the Bank and its changing role, Primary responsibility of International Monetary Fund, Exchange rates and international payments, Special rights of the IMF, resources, Operations and current challenges, Multilateral institutions, International Bank for Reconstruction and Development, International Finance Corporation and Bank for International Settlements.

**UNIT – V: INTERNATIONAL TRADE PRACTICES:**

General Agreement on Tariff and Trade (GATT), Consensus on international trade practices, Journey of GATT, WTO: Global Financial Regulations: Global financial crisis in 2007, New global rules and regulations Volcker Rule, Dodd Frank Act, Basel III Accord, Solvency II rules for the insurance sector, Role of international financial institutions and their role in global regulations.

**SUGGESTED BOOKS:**

1. Eun C.S., Resnick B.G., “International Financial Management”, 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. Levi M., “International Finance”, 2009, 5th Ed. Routledge, Taylor & Francis Group.
3. Shailaja G, “International Finance”, 2011, 2nd Ed. Orient Blackswan.
4. Hendrik Van den Berg, “International Finance and Open Economy Macro Economics”, 2009, 1st Ed. Cambridge.
5. Sharan V., “International Financial Management”, 2009, 5th Ed. PHI, EEE.
6. Madura J., “International Financial Management”, 2010, 4th Ed. Cengage Learning.
7. Apte P.G., “International Finance”, 2008, 2nd Ed. McGraw Hill.
8. “Risk Management, 2006 Indian Institute of Banking & Finance, Macmillan.
9. Madhu Vij, “International Financial Management”, 2010, 3rd Ed. Excel Books.
10. Jain, Peyrard and Yadav “ International Financial Management,” Trinity Press, 2010.

**COURSE NO. DSC – 603 (b)**

**RURAL MARKETING (M)**

**OBJECTIVE :**

The objective of the course is to introduce rural market dynamics to the students so that they can learn about rural behavior and factor that differs from urban market.

**UNIT – I : RURAL ECONOMY & DEVELOPMENT :**

Rural Economy – Rural – Urban disparities – policy interventions required – Rural face to Reforms – The Development in the last few decades.

**UNIT – II : RURAL MARKETING & RURAL BUYING DECISION PROCESS :**

Rural Marketing – Concept and Scope – Nature of Rural Markets – Attractiveness of Rural Markets – Rural Vs Urban Marketing - Characteristics of Rural Consumers – Buying Decision Process – Potential and Size of the Rural Markets.

**UNIT – III : PRODUCT MIX DECISIONS :**

Product Strategy – Product Mix Decisions – Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions. New Product Development, Product Life Cycle, Competitive product strategies for Rural Markets.

**UNIT – IV : PRICING & PROMOTION STRATEGY :**

Pricing Strategy – Pricing Policies – Innovative pricing methods for Rural Markets – Promotion Strategy – Appropriate Media – Designing Right Promotion Mix – Promotional Campaigns.

**UNIT – V : RURAL DISTRIBUTION :**

Distribution – Problems encountered – Selection of appropriate channels – New approaches to reach out rural markets – Electronic applications. Rural Marketing Information System.

**SUGGESTED BOOKS :**

1. Balaam Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, Tata McGraw Hill Publishing Company, New Delhi.
2. CSG Krishnamachary & Lalitha Ramakrishna, Rural Marketing, Pearson Education, Asia
3. A K Singh & S Pandey, Rural Marketing, Indian Perspective, New Age International Publishers
4. Philip Kotler, Marketing Management, Prentice –Hall India Ltd, New Delhi
5. Ruddar Dust Sundaram, Indian Economy, Tata McGraw Hill Publishers, New Delhi

**COURSE NO. DSC – 603 (c)****EMPLOYEE RELATIONS (HR)****OBJECTIVE:**

The main aim of this course is to introduce students to the theories and practices of Industrial Relations. The module examines the relationship existing between employer and employee.

**UNIT – I : INDUSTRIAL RELATIONS :**

Concept, Definition, Objectives, Scope, Approaches, Principles. Factors affecting employee stability. Employee Relations at Workplace, Culture.

**UNIT – II : INDUSTRIAL CONFLICT :**

Causes of Industrial Disputes, Machinery for settling of disputes – Negotiation, Conciliation, Mediation, Arbitration and Adjudication. Grievance Handling: Causes of grievances – Guidelines for grievance handling – Grievances Redressal procedures. Employee Discipline: Causes of indiscipline – Code of discipline – Disciplinary procedure – Code of conduct. Collective Bargaining.

**UNIT – III : EMPLOYEE RELATIONS :**

Changing concept of management and labour relations; Laws, development of the idea of social justice, limitation of management prerogatives, increasing labour responsibility in productivity. Joint consultation in India. The employment relationship, Employee relations, Managing employee relations, Employee voice.

**UNIT – IV : TRADE UNIONISM AND INDUSTRIAL RELATIONS :**

Labour movement: Trade union movement, Functions and problems of trade unions. International Labour Movement: International Confederation of Free Trade Unions (ICFTU), World Federation of Trade Unions (WFTU), International Labor Organization's (ILO). Worker's Participation in Management – Forms.

**UNIT –V : WAGE LEGISLATION AND ADMINISTRATION :**

Wage Legislation and Administration: The need for wage legislation, payment of wages Act-1936, The minimum wages Act-1948, The payment of Bonus Act- 1965, Equal remuneration Act-1976. Managing the work environment, Health and safety management.

**SUGGESTED BOOKS :**

1. Mamoria C.B and Sathish Mamoria, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 1998.
2. P.N. Singh and Neeraj Kumar, "Employee Relations Management", 2010, Pearson Education, New Delhi.
3. Pylee. M.V and Simon George, "Industrial Relations and Personnel Management" ,Vikas Publishing House (P) Ltd., New Delhi,1995
4. Michael Armstrong, "Essential Human Resource Management Practice" Kogan Page Limited, 2010
5. Srivastava, "Industrial Relations and Labour Laws", Vikas, 4TH edition, 2000.

**COURSE NO. DSC - 604**

**PROJECT REPORT AND VIVA-VOCE**

Student should choose a topic based on his elective chosen in the final year and make a study and prepare a report which will be evaluated through a viva-voce.



**MODEL PAPER FOR BBA (CBCS)**

**Code No.**

**FACULTY OF MANAGEMENT**

**AECC & SKILL ENHANCEMENT COURSE**

**III & IV SEMESTER (NEW) EXAMINATION, 2019**

**Internal Exam**

**( Max Marks – 10 )**

- a) 10 bits Multiple Choice Question 10 x ½ = 5 Marks
- b) Fill in the blank 10x ½ = 5 Marks

**Externals Exam (University Examination)** ( Max Marks – 40 )

**PART – A**

**Answer all questions (Short Answer Type) (5x 2 =10 Marks)**

1. a)  
b)

**PART – B**

**Essay Answer Type (15x2 =30 Marks)**

2. a)

**OR**

- b)

3. a)

**OR**

- b)

**MODEL PAPER FOR BBA (CBCS)**

**Code No.**

**FACULTY OF MANAGEMENT**

**I, II, III & IV SEMESTER (NEW) EXAMINATION, 2019**

**INTERNAL EXAM**

**( Max Marks – 15 )**

- |  |                         |
|--|-------------------------|
| <b>I) 10 bits Multiple Choice Question</b> | <b>10 x ½ = 5 Marks</b> |
| <b>II) Fill in the blank</b>               | <b>10x ½ = 5 Marks</b>  |
| <b>III) Short Answer Question</b>          | <b>5x1 = 5 Marks</b>    |

**MODEL PAPER FOR BBA (CBCS)**

**FACULTY OF MANAGEMENT**

**I, II, & III YEAR (NEW) EXAMINATION, 2019**

**Time: 3 Hours**

**( Max Marks – 80 )**

**Answer any five questions**

**SECTION – A**

**( 5X 4 = 20 Marks)**

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

**SECTION – B**

**( 5 x 12 = 60 Marks)**

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

**OR**

**OR**

**OR**

**OR**

**OR**