



**JK LAKSHMIPAT UNIVERSITY, JAIPUR
INSTITUTE OF MANAGEMENT**

BBA (2017-20 Batch)
Course Outline (Sem-I to VI)

This document contains Course Outlines of BBA (2017-20 Batch) for various courses. The document is strictly for internal circulation only and is subject to change by Competent Authorities.

Proposed Curriculum for BBA Programme (2017-20 Batch)

The detailed course curriculum and syllabi subject to change as per the requirement.

S. No.	Course Code	Course Title	Credits
Year 1 Semester I			
1	GN13	Foundation of Management	3
2	AC04	Financial Accounting	3
3	QT04	Fundamentals of Statistics	3
4	LS02	English Language Skills	3
5	EC03	Micro Economics	3
6	HR10	Introduction to Social Psychology	3
7	GN29	Comprehensive Viva (CV)	1
Year 1 Semester II			
8	AC17	Cost Accounting Principles and Practice	3
9	HR17	Introduction to Organization Behaviour	3
10	QT09	Fundamentals of Mathematics	3
11	IT10	Computer Applications in Business	3
12	EC04	Macro Economics	3
13	GN12	Environmental Studies	3
14	GN30	Comprehensive Viva (CV)	1
Year 2 Semester III			
15	IT13	Excel for Business Decisions	3
16	MK16	Principles of Marketing	3
17	HR11	Managing Human Resources	3
18	AC06	Management Accounting	3
19	CCT306	Effective Communication Design	3
Electives			
20 (a)	QT06	Business Statistics	3
20 (b)	FN27	Banking & Capital Marketing Fundamentals	3
20 (c)	OM08	Introduction to Operations Management	3
Open Electives			
21	EP13	Basic Entrepreneurship	3
22	MK25	Digital Marketing	3
Year 2 Semester IV			
23	IT12	Information System Fundamentals	3
24	FN08	Business Finance	3
25	QT07	Research Methods	3
26	CCT401	Advanced Communication & Interpersonal Dynamics	2
27	ID304	Intelligent Automation	2
28	CCT202	Articulation & Elocution	0
Electives			
29 (a)	EC05	Indian Economy	3

29 (b)	FN18	Financial Planning and Wealth Management	3
29 (c)	OM15	Supply Chain Concepts and Planning	3
30 (a)	MK09	Advertising and Sales Management	3
30 (b)	FN19	Investment Planning	3
30 (c)	OM19	Material & Inventory Management	3
Year 3 Semester V			
31	GN19	Company and Other Laws	4
32	HR13	Ethics and Human Values	2
33	AC07	Direct Tax Laws and Practice	4
34	CC1104	Communication & Identity	2
35	GN24	Summer Internship Project	4
Electives			
36 (a)	MK10	Understanding Consumer Behaviour	4
36 (b)	FN28	Banking Services & Operations	4
36 (c)	OM12	Supply Chain Management	4
Year 3 Semester VI			
37	EP01	Entrepreneurship Development	4
38	HR14	Organizational Change	4
39	AC21	GST: Principles and Practices	4
40	CC1106	Critical Thinking for Decisions at Workplace	2
41	GN40	Sprints	3
Electives			
42 (a)	FN09	Indian Financial System	4
42 (b)	FN29	Financial Derivatives	4
43 (a)	MK11	Brand Management	4
43 (b)	AC16	Financial Reporting and Analysis	4
43 (c)	OM09	Quality Management	4

CREDIT ARITHMETICS

SEMESTER	CREDITS	YEAR	CREDITS	TOTAL CREDITS
Semester I	19	Year I	38	120-126
Semester II	19			
Semester III	18-24	Year II	37- 43	
Semester IV	19			
Semester V	20	Year III	45	
Semester VI	25			

STRUCTURE OF QUESTION PAPER / EXAM

Depending on the Practical Content of the Paper, Faculty may go in for Theory/Numerical/Case based Pen-Paper Exam, Lab based Practical Exam, Open Book Exam, etc.

In case of the Pen-Paper Exam, the question paper will have theoretical or application oriented Questions / Case Study / Practical problems.

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Semester I

(Academic Year 2017-18)

1. Foundation of Management

Course Code: GN13

Credit: 3

L-T-P: 3-0-0

Course instructor: Dr. Kirti Jainani

Course Description:

Fundamentals of Management, provides the student with a conceptual framework for understanding the basic theories of management. Emphasis is placed on the internal and external environment, ethics, planning, goal setting, decision making, organizational structure and effective control mechanisms.

Course Objectives:

The main objectives of this course are:

- To enable the students to understand the managerial actions of Planning, organizing and controlling.
- To understand the global prospect that may impact management of an organization.
- To understand the management principles so that these can be applied as management practices.
- Assess managerial practices and choices relative to ethical principles and standards.

Course Learning Outcomes:

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

- Outline the historical evolution of management theories.
- Explain how corporate culture and the environments of an organization affect management.
- Relate the concepts of social responsibility and managerial ethics.
- Understand the various forms of structure available to an organization.

Topics to be Covered:

- Business organization and service organization. Role of Business. Business Model
- Nature of Business. Profit, Employment, Incomes, Innovation, Entrepreneurship and Risk.
- Functions and responsibilities of managers. Fayol's principles of management, management thought, Approaches to Management.
- Nature and Purpose of Planning, the planning process, principles of planning, types of planning, advantages and limitations of planning. Concept and types of objectives.

- Nature and purpose of organizing, process of organizing span of Management, Determinants of span of management, principles of organizing, departmentalization, delegation and decentralization.
- Direction, Concept, meaning, characteristics, requirements of effective direction, giving orders.
- Motivation. Nature of leadership. Leadership and management.
- Concept and process of Control. Need for control. Types of control methods.
- Essentials of effective control, benefits and problems in the control system.

References for Readings:

- Prasad, L. M. (2016). *Principles and Practices of Management*. New Delhi: Sultan Chand & Sons.
- Bateman, T. S., & Snell, S. A. (2009). *Management: Leading and Collaborating in a Competitive World*, 8/e. New Delhi: McGraw Hill.
- Daft, R. L. (2009). *Principles of Management*. New Delhi: Cengage Learning.
- Koontz, H., & Weihrich, H. (2011). *Management*, 9/e. New York: McGraw Hill.
- Schermerhorn, J. R. (2009). *Introduction to Management*, 10/e. New Delhi: Wiley India.
- Stoner, J. A. F., & Freeman, R. E. (2015). *Management*, 6/e. New Delhi: Prentice Hall of India.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Mid Term Exams	20%
End Term Exams	50%
Quiz and Assignment	10%
Class Presentations	10%
Class Participation and Case Study Discussion	10%
Grand Total	100%

2. Financial Accounting

Course Code: AC04

Credit: 3

L-T-P: 3-0-0

Course instructor: Prof. Lokanath Mishra

Course Description:

Financial Accounting is a core course offered to the students of Management and Commerce stream, to equip the students with the basic skills of preparing, analyzing and interpreting accounting statements. Students of business expected to have knowledge in the subjects like accounting, because business is built on a foundation of numbers - Revenues, cost ratios, valuations, performance measures etc. These numbers are the science behind the art of making crucial business decisions that would determine the current and future health of a company. Accounting relates to each functional activity due to its measurability in numbers and primacy of profit in a business organization. The financial health of an organization is determined by its Profit & Loss Account and the Balance Sheet. Although these statements are well defined and fact based, their analysis yields crucial information and knowledge. Moreover, at the operational level, every employee in the organization comes across financial terms and figures in his/her day to day working. Therefore, it is imperative for every individual to understand the basic financial statements and concepts to perform well in their personal as well as professional life.

Course Objectives:

This Course would help student to

- Understand the mechanism for recording and summarizing business transactions.
- Understand the use & Preparation of Balance Sheet & Income Statement and how amounts that appears in these statements are changed to reflect events that affect an organization's resources.
- Develop competency in using various tools & techniques for financial statement analysis and its useful interpretation.

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

- Deal with Vouchers, and able to enter the financial transactions in various books of accounts.
- Prepare various financial statements such as Balance sheet, Income Statement and Cash Flow Statement etc.
- Analyze and interpret the accounting facts and figures for various business decisions making.

Tentative Session Plan:

Chapter/Session/ Theory or Practical			TOPIC
C1	S1	T	The financial Accounting Framework The Need for Information and Users of Accounting Information, Accounting and its relation with other subjects
C1	S2	T	Basis, Function, Branches, Uses or Advantages of Accounting
C2	S3	T	Basic Assumptions, GAAP, Concepts, Conventions, and Accounting Standard in India
C2	S4	T	Accounting Process, Rules of debit and credit, Principles of Double Entry System of Accounting
C3	S5	P	Objectively verifiable Evidence, Receipts, Payment Vouchers, Journal Voucher
C4	S6	T	Recording in the Books of Journal
C3	S7		Trial Balance and Errors, Methods of Preparing Trail Balance
	S8		Review of Practical Assignment
	S9		Class Test/Quiz/presentation-1
C3	S10	T	Introducing and Preparing Subsidiary Books
C3	S11	P	Case Discussion & Review Assignment
C6	S12	T	Introducing Cash Books and preparing Cash books
C6	S12	P	Review of Practical Assignment
	S13		Class Test/Quiz/presentation-2
C5	S14	P	Review of Practical Assignment
C5	S15	P	Bank Re-Conciliation Statement, Cause of disagreement between cash book and pass book
C5	S16	P	Preparation of BRS with favorable and unfavorable balance of cash book and pass book
	S17	P	Review of Practical Assignment
	S18		REVIEW and RECAP Before MID TERM EXAM

	S19-S20		MID TERM EXAMINATION
	S21		Discussing the Mid- term Paper and student performance
C5	S22	T	Workshop on Understanding Banks Ledger Balances, Types of Accounts, and other Loan products
C5	S23	P	Depreciation- Reserve and Provisions
	S24		Meaning, Causes, Need, and methods of providing Depreciation
	S25		Practical aspects of Depreciation Accounting
C7	S26	T	Final Account of Non-Trading Concerns
C7	S27	P	Preparation of Income and Expenditure Account
C7	S28	P	Preparation of Receipt and Payment Accounts
	S29		Practical Assignments
C8	S30	T	Final Account of Trading Concerns
C8	S31	T	Revenue Expenditure and Capital Expenditure
	S32		Class Test/Quiz/presentation-3
C8	S33	P	Preparation of Trading Accounts
C8	S34	P	Preparation of Profit & Loss Account
C8	S35	P	Preparation of Balance Sheet
C8	S36	P	Practical aspects of Preparation of Final Accounts
C8	S37	P	Final Accounts with adjustments
C8	S38	P	Final Accounts with adjustments
	S39	P	Discussion on Learning Outcomes from the Course
	S40	P	FINAL REVIEW AND RECAP

T= Theory session in Lecturer Mode through PPT.

P= Practical sessions meant for Case analysis, exercises, class test, class presentation, Assignment Check and review of progress.

References for Readings:

- Goyal, V.K. & Goyal, Ruchi. (2016). *Financial Accounting, 4/e*, New Delhi: PHI Learning Pvt. Ltd.[ISBN.-978-81-203-4626-0]

- Khatri K. Dhanesh. (2011). *Financial Accounting*, 1/e. New Delhi: Mc Graw Hill Education Pvt. Ltd.
- Gabriel, John, S. and Marcus A. (2014). *Financial Accounting*, 3/e. New Delhi: Mc Graw Hill Education Pvt. Ltd.
- Rajasekaran V. and Lalitha R. (2010). *Financial Accounting*, 1/e. New Delhi: Derling Kindersey (India) Pvt. Ltd, Licensees of Pearson Education in South Asia.
- Ambrish, Gupta (2014). *Financial accounting for management: An analytical perspective*, 2/e. New Delhi: Pearson Education.
- Tulsian, P.C. (2014). *Financial accounting*, 4/e. New Delhi: Pearson Education.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment	30%
Class Participation and Class Attendance	10%
Assignment Report and Presentation	10%
Quiz and Class Test	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

3. Fundamentals of Statistics

Course Code: QT04

Credit: 3

L-T-P: 3-0-0

Course instructor: Dr. Ganesh Dash

Course Description:

In the ancient times Statistics was regarded only as the science of statecraft and was used to collect information relating to crimes, military strength, population, wealth, etc., for devising military and fiscal policies. But today, Statistics is not merely a by-product of the administrative set-up of the State but it embrace all science-social, physical and is finding numerous application in various diversified fields such as agriculture industry, sociology, biometry, planning, economics, business, management, insurance and aiding, and so on. Statistics (theory and methods) is used extensively by the government business or management, organizations in planning future programmers and formulating policy decision. It is rather impossible to think of any sphere of human activity where Statistics dose not creep in. In fact, to a very striking degree, the modern culture has become a statistical culture and there is no ground for misgivings regarding the practical radical realization of the dream of H.G. Wells, "Statistical thinking will one day be as necessary for effective citizenship as the ability to read and write". The subject of Statistics has acquired tremendous progress in the recent past so much so that an elementary knowledge of Statistical methods has become a part of the general education in the curricula of many academic and professional courses.

Course Objectives:

To enable students to

- Understand the basics of statistics
- Understand the calculation of descriptive statistics
- Understand the various measures of central tendency and dispersion
- Understand and have clarity on correlation and regression.

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

- Understand the importance of statistics for managers,
- Present data in various forms,
- Compute various statistics and draw inferences from them,
- Use MS-Excel/ SPSS for performing statistical data analysis.

Tentative Session Plan:

Session No.	Topic
1	Introduction to Statistics: Importance
2-3	Scales of Data, Data Classification and Presentation
4	Frequency Distribution
5	Measures of Central Tendency: Measures and Applications, Prerequisites for an ideal measure
6-9	Mathematical Averages (Arithmetic Mean, Geometric Mean, Harmonic Mean), Positional Averages (Median and Mode), Partition Values (quartiles, deciles, percentiles)
10	Recapitulation of concepts covered so far and numerical examples (Practice on SPSS/ Excel)
11	Dispersion and its measures, Properties of a good measure
12-15	Range, Interquartile range, standard deviation, variance, coefficient of variation
16	Measures of skewness and kurtosis
17	Exploratory Data Analysis: Five-number summary
18-19	Box plots, Descriptive Statistics
20	Recapitulation of concepts covered so far and numerical examples (Practice on SPSS/ Excel)
21-22	Index Numbers: Concept, Types, Unweighted and Weighted Aggregates Index
23-24	Average of Relatives Method, Quantity and Value Indices
25	Linear Correlation and Regression Analysis
25	Scatter Plot, Covariance
26-28	Pearson's Correlation Coefficient, Spearman's rank correlation
29-32	Fitting line to sample data, Sum of squares, Regression assumptions, Test model reliability
33-38	Recapitulation of concepts covered so far and numerical examples (Extensive Practice on SPSS/ Excel)
39-40	Group Presentation/ Live Project

References for Readings:

- Gupta, S.C. (2016). *Fundamentals of Statistics*. Mumbai: Himalaya Publication House.

- Sharma, J.K. (2014). *Fundamentals of Business Statistics*, 2/e. New Delhi: Vikas
- Bajpai, N. (2013). *Business Statistics*, 2/e. New Delhi: Pearson

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment	30%
Class Participation and Attendance	10%
Assignment Report and Presentation	10%
Quiz and Subject Awareness	10%
Mid-term Examination	20%
End-term Examination	50%
Total:	100%

4. English Language Skills

Course Code: LS02

Credit: 3

L-T-P: 3-0-0

Course instructor: Dr. Poonam Vyas

Course Description:

This is a core course mandatory for all the management students. It will help the students to communicate in English with ease and confidence by developing their four macro skills of language learning such as Listening, Speaking, Reading and Writing. Apart from this, various sub- skills of language such as vocabulary building, grammar will also be developed in students by giving them rigorous training to build their overall communication skills.

Course Objective:

Overall objective of this course is to help the students to communicate in English and make them ready to face the challenges of professional world in terms of both oral and written communication. The other objectives are:

- To improve students' vocabulary, grammar, and reading skills through in-class learning activities and self-study.
- To sharpen students' essay writing skills and train them to write clearly, coherently, and cohesively.
- To understand paragraph writing process, practice different rhetorical modes, and review grammar and sentence patterns.
- To improve students' oral communication skills.

Course Learning Outcomes:

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

- To improve the language proficiency in English.
- To strengthen the skills required to speak with confidence
- To read with comprehension, and to write with clarity and precision.

Tentative Session Plan:

Session No.	Topic/Sub Topic
1-5	Communication: An overview; Importance, Types and Barriers.
6 -8	Vocabulary Extension: Roots, Prefixes and Suffixes, Synonyms, Antonyms, Homophones, one word substitution, learning words through situations.
9 - 11	Basics of English Grammar: Noun, Pronouns, Verbs, Adverbs, Adjectives,

	Conjunctions, Prepositions, Articles.
12-16	Applied Grammar and Usage: Tense, Voice, Narration, Non-Finite Verbs, Moods of Verbs, Clauses, Tag Questions.
17-18	Common Errors: Maintaining Subject-Verb Concord and Placing Dangling Modifiers Appropriately, Parallelism.
19- 20	Indian English vs Standard English Usage
21-22	Listening Skills: Listening/hearing, types of listening, effective listening
23-26	Phonetics and Spoken English: Sounds of English, Word Stress, Weak Forms, Sentence Stress, and Intonation.
27-29	Reading Comprehension: Skimming, Scanning, Intensive, Extensive Reading Skills, Informative Passages, Analytical Passages, Point of View Passages, Narrative Passages, Abstract Passages, and Literary Passages.
30-32	Paragraph Writing: Definition, Expansion, Emphasis, Comparison and Contrast

References for Readings:

- Kumar, S. & Lata, P. (2015). *Communication Skills*. New Delhi: OUP.
- Raman, M., & Sharma, S. (2011). *Technical Communication: Principles and Practice*, 2/e. New Delhi: OUP.
- Mohan, K., & Raman, M. (2000). *Effective English Communication*. New Delhi: Tata-McGraw Hill.
- Raman, M., & Singh, N.P. (2014). *Speaking English Effectively*. New Delhi: Macmillan.
- Sasikumar, V., & Dhamija, P.V. (2007). *Spoken English: A Self-learning Guide to Conversation Practice*. New Delhi: Tata-McGraw Hill.
- Kaul, A. (2010). *Business Communication*, 2/e. New Delhi: PHI.
- Thorpe, E., & Thorpe, S. (2008). *Objective English*, 2/e. New Delhi: Pearson Education.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Mid Term Exams	20%
End Term Exams	50%
Quiz and Assignment	10%
Class Presentations	10%
Class Participation and Case Study Discussion	10%

5. Micro Economics

Course Code: EC03

Credit: 3

L-T-P: 3-0-0

Course instructor: Dr. Sheetal Mundra

Course Description:

Economics is the study of the way people and societies use limited resources in decision making. Economics as a subject is traditionally branched into microeconomics and macroeconomics based on unit of decision making. Micro economics focuses on the individual decision making units such as the customer and producer, which constitute two forces of supply and demand in the market. The world economies are becoming increasing market oriented and has faced many financial crises in the last decades. Thus, understanding about the truths of economics has become even vital in the affairs of people and nations. This course equips the students with the knowledge of the basic concepts of micro economics and enables them to understand the recent trends and tendencies in business environment at micro level and help them in efficient decision making. A microeconomics course has several common objectives that contribute to a student's learning in a business, finance or economics program.

Course Objectives:

- To familiarize the students with economics concepts, theories and their application in the solution to management problems and the economic problems in their day to day life.
- To make them understand the two market forces, demand side and supply side of the market and determination of market equilibrium.
- To familiarize the students with the theory of production, theory of cost and, price and output determination in different market structures.
- To enable them in to apply their understanding to contemporary economics issues and become familiar with some major economic debates.

Course Learning Outcomes:

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

- Understand the fundamental economic concepts, tools and techniques of economic analysis and its applications in business world.
- Recognize and interpret a Demand Curve and a Supply Curve in the market, and should be able to identify the underlying determinants of each.
- Develop understanding about various production functions, cost concepts, revenue concepts and determination of break-even quantity.
- Understand the correlation between business costs, pricing and profit.

- Formulate the sales, output, pricing and market strategies against the dynamic business environment in different market structures.

Tentative Session Plan:

Session	Topics
1	Definition of Business Economics, and Fundamental Concepts, Definition of Business Economics, Difference between Business Economics and Economics
2	Contribution and Application of Business Economics to Business, Some fundamentals concepts used in Business Decision.
3	Cardinal Utility Approach
4	Diminishing Marginal Utility
5	Assignment and Presentation
6	Law of Equi-Marginal Utility
7	Ordinal Utility Approach
8-9	Marginal Rate of Substitution, Budget Line and Consumer Equilibrium,
10	Concept of Consumer Surplus
11	Assignment and Presentation
12	Theory of Demand, Determinants of Demand
13	Law of Demand
14	Change in Quantity Demanded Vs Change in Demand,
15	Elasticity of Demand
16	Types and Measurements of Elasticity of demands
17	Factors Affecting Elasticity of Demand, Importance of the Elasticity of Demand
18	Law of Supply, Determinants of Supply
19	Market Equilibrium.
20	Assignment and Presentation
21	Meaning and Concept of Production, Factors of Production and Production Function, Fixed and Variable Factors
22-23	Law of Variable Proportion
24	Law of Returns to Scale
25	Economics and Diseconomies of Scale
26	Assignment and Presentation
27	Cost Concepts
28-29	Cost Function, Short Run and Long Run Cost Functions
30-31	Concepts of Revenue, Relationship of AR, MR and Price Elasticity
32	Break even Analysis
33	Assignment and Presentation

34	Price Determination under Perfect Competition
35	Pricing Under Monopoly
36	Price Discrimination
37	Pricing Under Monopolistic Competition
38	Pricing Under Oligopoly
39-40	Wrap-up

References for Readings:

- Dwivedi, D. N. (2015). *Essentials of Business Economics*. New Delhi: Vikas Publishing House Pvt. Ltd.
- Dominick, S. (2011). *Micro Economics: Theory and Application*. Oxford (Schaum Series).
- Ahuja, H.L. (2014). *Principles of Economics*. New Delhi: S. Chand & Company Pvt. Ltd.
- Chrystal, L. (2011). *Economics, Eleventh Edition*. New Delhi: Oxford University Press.
- Paul, A. S., & William, D. N. (2009). *Economics, 18e..* New Delhi: McGraw Hill Education.
- Mankiw (2012). *Principles of Micro Economics*. New Delhi: CENGAGE Learning

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Mid Term Exams	20%
End Term Exams	50%
Economics' Dictionary and Assignments on course topic	10%
Quiz/ test and presentations on current economic trends and event (Group Activity)	10%
Participation in class discussion and regularity in class	10%
Total	100%

6. Introduction to Social Psychology

Course Code: HR10

Credit: 3

L-T-P: 3-0-0

Course instructor: Dr. Upasana Singh

Course Description:

This introduction to social psychology will provide an overview of many of the fascinating topics that social psychologists study, including attitudes, aggression, altruism, attraction, authority, attachment, advertising, anonymity, and attributions, as well as some topics that start with other letters of the alphabet, such as conformity, persuasion, interdependence, stereotypes, gender roles, prejudice, cognitive biases, and peace.

Course Objectives:

- To provide a basic understanding of how social psychologists think about and study human behavior;
- To provide the tools to understand and critically examine psychological research;
- To provide an introduction to and general survey of many of the theories and principles that underlies social psychology.
- To encourage reflection about the application of social psychological research and how it might be used to solve real-world problems and even help understand situations we actually encounter in everyday life.

Course Learning Outcomes:

By the end of the course:

- The student should be able to understand how feelings influence many aspects of cognition and how cognition shape moods and feelings.
- He/she should be able to draw how basic mechanisms influence the formulation of social judgments.
- He/she should be able to understand how to determine the causes of other's behaviours by inferring from other's traits, motives and intentions by observing their behavior.

Tentative Session Plan:

Session No.	Topics to be covered in the course
Week 1 (S1-3)	Introduction to Social Psychology Concept and theories of Social Psychology. Social Psychology and Human Values.

Week 2 (S4-6)	Self-concept: Self-schemas, Self-reference effect, Self-esteem, Perceived Self Control
Week-3 (S7-9)	Perceiving ,Judging and explaining Social world: Attribution Theory, Constructing Our Social Worlds
Week-4 (S10-12)	Behavior and Attitudes: Psychological functions of Attitudes, Cognitive dissonance theory, Self-perception theory, Theory of Planned Behavior.
Week-5 (S13-14)	Genes, culture and gender: Social Norms and rule breaking, Social role theory.
Week-5 (S15)	QUIZ
Week-6 (S16-17)	Conformity and Obedience: Sherif's studies of norm formation, Asch's studies of group pressure, Milgram's obedience experiments, Factors leading to conformity
Week-6 (S-18)	REVIEW AND RECAP
	MID TERM EXAM
Week- 7 (S19-21)	Persuasion and Group Influences: Meaning, Central and Peripheral route to persuasion, The Elements of Persuasion, Resistance to persuasion, Social Facilitation, Social Loafing, Group Polarization, Group Think
Week-8 (S22-24)	Prejudice and Aggression: The Nature, Power and sources of Prejudice, Theories of Aggression, Influences of Aggression, Catharsis.
Week -9 (S25-27)	Attraction and Intimacy: Liking and Loving Others ,Theories of interpersonal attraction, Love and attachments, detachment process
Week-10 (S28-30)	Prosocial Behavior: Helping others/Altruism, Social Exchange and Social Norms, Traits of helper
Week-11 (S31-33)	Conflict and peacemaking: Nature and causes of conflict, Social Dilemmas, Resolving Social Dilemmas, Factors leading to peace.
Week-12 (S34-36)	<ul style="list-style-type: none"> Applying Social Psychology: Job Satisfaction, OCB, Leadership influence in group setting
Week-13 (S37)	QUIZ-II
Week 13-14 (38-40)	Presentation, Discussion and Q&A

References for Readings:

- Robert, A. B. & Byrne, D. (2015). *Social Psychology*. New Delhi: Pearson.

- Aronson, E., Wilson, T. D., & Akert, R. M. (2015). *Social Psychology*, 7/e. Upper Saddle River, NJ: Prentice Hall.
- Baumeister, R. F., & Bushman, B. J. (2015). *Social Psychology and Human Nature*, 2/e. Belmont, CA: Thomson/Wadsworth.
- Crisp, R. J., & Turner, R. N. (2014). *Essential Social Psychology*, 2/e. Thousand Oaks, CA: Sage Publications.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Assignment and Class Presentation	20%
Quiz	10%
Midterm examination	20%
End term examination	50 %
Total	100%

7. Comprehensive Viva

Course Code: GN29

Credit: 1

The first Comprehensive Viva exam would be conducted at the end of Semester 1 and will cover the full syllabus taught during the semester. The evaluation is to be done situation based and problem solving oriented. A student appearing for Comprehensive Viva can be presented with a situation requiring managerial intervention (from the areas he/she has studied in the semester) and his/her response evaluated.

Semester II

(Academic Year 2017-18)

8. Cost Accounting Principles and Practice**Course Code: AC17****Credit: 3****L-T-P: 3-0-0****Course instructor: Prof. Lokanath Mishra****Course Description:**

Cost Accounting is a mandatory course for the student of B.Com (H), aimed to equip students on various aspects of cost ascertainment and cost control techniques. The subject explains the concept and role of cost accounting in the business management of manufacturing and service sector companies. The subject helps the students in defining cost and their impact on the value creation in the firm.

Course Objectives:

This Course would help student to

- State and evaluate choices between alternative product costing systems and methods in a cost-benefit context.
- To develop an understanding of students to utilize cost data in planning and control.

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

- Calculate cost unit/batch/ process/ product/ segment wise.
- Select the cost according to their impact on business.
- Use various cost control techniques to minimize the material, labor and overhead costs.

Tentative Session Plan:

Chapter/Session/ Theory or Practical			TOPIC
C1	S1	T	Introduction to costing, Definition, Meaning, Scope and Objective of Cost Accounting, Costing as an Aid to Management
C1	S2	T	Importance, advantages, limitation of cost accounting, Comparing Financial Accounting, Cost Accounting and Management Accounting.
C2	S3	T	Introduction to cost centre, cost unit, type of costs, cost and expenses, Element of cost, classification of cost, Need for Classification

C2	S4	T	Introduction to Method of costing, Batch costing, process costing, contract costing Job Costing, Various techniques of recording costing data
C3	S5	T	Preparation of Cost Sheet, format and practical exercise to calculate the cost per unit and total cost
C4	S6	P	Discussion of Practical Assignment
C3	S7	P	Material Accounting, Purchase Function, Centralized and Decentralized Purchase System, Purchase Procedure,
	S8	P	Storing of materials; ABC Analysis, VED Analysis, EOQ, Perpetual Inventory System, JIT Inventory
	S9		Class Test/Quiz/presentation-1
C3	S10	T	Practical on fixation of various levels of material, calculation of EOQ,
C3	S11	T	Valuation of Issue of material , LIFO, FIFO, Average Method
C6	S12	P	Review of Practical Assignment
C6	S12	P	Labor Cost Management: Types labor, accounting treatment of labor cost, Ideal time, overtime, adjustment,
	S13		Class Test/Quiz/presentation-2
C5	S14	P	Labor turnover, cause of labor turnover, Time study, motion study, fixation of standard time
C5	S15	P	Remuneration and incentive plans, labour bonus system
C5	S16	T	Practical on calculation of labour cost, under time rate, piece rate, and other bonus plan system
	S17	T	Review of Practical Assignment
	S18		REVIEW and RECAP Before MID TERM EXAM
	S19-S20		MID TERM EXAMINATION
	S21		Discussing the Mid- term Paper and student performance
C5	S22	T	Field Study/ Project on contemporary labor payment practice (Group wise projects)
C5	S23	P	Project Report Presentation- Group wise
	S24	P	Overhead cost Management: Introduction to overhead components in cost structure, types of overheads,

	S25	P	Overhead cost allocation, apportionment and absorption of factory overheads. Accounting treatment of under and over absorption of overheads
C7	S26	T	Primary and Secondary Distribution summary of overhead costs
C7	S27	P	Machine hour rate method of calculating overhead cost
C7	S28	P	Review of Practical assignment on overhead
	S29	P	Review of Practical assignment on overhead
C8	S30	P	Case Study
C8	S31	P	Case Study
	S32		Class Test/Quiz/presentation-3
C8	S33	P	<u>Reconciliation and Integration:</u> Introduction, Reconciliation of Financial and Cost Accounts, Integrated Accounts.
C8	S34	P	practical's and case study on reconciliation of accounts
C8	S35	P	Activity Based Costing and Cost Control and Tool and Techniques of Cost Reduction.
C8	S36	P	Practical on Activity Based Costing
C8	S37	P	Uniform Costing and Inter-firm Comparison: Introduction, Uniform Costing, Inter-firm Comparison
C8	S38	P	Problems and Practice of Uniform Costing
	S39	P	Discussion on Learning Outcomes from the Course
	S40	P	FINAL REVIEW AND RECAP

T= Theory session in Lecturer Mode through PPT.

P= Practical sessions meant for Case analysis, exercises, class test, class presentation, Assignment Check and review of progress.

References for Readings:

- Bhattacharya, Ashish K. (2016). *Principles and practice of cost accounting, 3/e*. New Delhi: PHI Learning Pvt. Ltd.
- Khan, M Y & Jain, P.K.(2015). *Cost Accounting*. New Delhi: Tata McGraw Hill Publication.
- Arora, M.N. (2014). *A text book of cost and management accounting, 8/e*. New Delhi: Vikas Publication.

- Jain, S.P., & Narang, K.L. (2014). *Cost accounting*. New Delhi: Kalyani Publishers.
- Pillai, R.S.N., & Bagavathi, V. (2009). *Cost accounting*. New Delhi: S. Chand and Company Ltd.
- Banerjee, Bhabtosh (2013). *Cost accounting: Theory and practice, 12/e..* New Delhi, PHI Learning Pvt. Ltd.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Percentage
Continuous Assessment	30%
Class Participation and Class Attendance	10%
Assignment Report and Presentation	10%
Quiz and Class Test	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

9. Introduction to Organization Behaviour

Course Code: HR17

Credit: 3

L-T-P: 3-0-0

Course instructor: Dr. Upasana Singh

Course Description:

People in organizations don't always behave the way we think they will. As a result, our ability to understand, explain, and predict human behavior within organizations is a rare and valuable skill whether you are a new employee, a middle manager, or a top level executive. This course is designed to expose students to important theories and conceptual models for analyzing, understanding, and managing human behavior within organizations. In this paper, students will study a wide range of organizational situations and examples of human behavior, and connect them to foundational theories and effective practical management methods.

Course Objectives:

The major objective of this course is to provide students with a better understanding of behavioral processes and thereby enable them to function more effectively in their present or future roles as managers of human resources. Specific learning objectives for this course are as follows:

- To provide a basic knowledge of main ideas and key theories relating to organizational behavior.
- To develop an understanding of these and of related ideas and concepts.
- To develop skills in diagnosis and problem solving by applying the learned material to given situations.

Course Learning Outcomes:

After completing this course, students should be able to:

- Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.
- Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.
- Understand the organizational system, including organizational structures, culture, human resources, and change.

Tentative Session Plan:

Session No.	Topics to be covered in the course
Week 1 (S1-3)	<ul style="list-style-type: none"> • Eras of Organization Behavior (Pre Scientific, Behavioral, classical and modern) • Emerging Issues in OB • Roles of Managers
Week 2 (S4-6)	<ul style="list-style-type: none"> • Perception-Introduction and importance of understanding perception. • Perceptual process • Perceptual Organization • Attribution process
Week-3 (S7-9)	<ul style="list-style-type: none"> • Introduction to personality • Psychological Contract • Formation of personality • Theories of personality (Catell's 16 PF, Big five, Jungian Framework)
Week-4 (S10-12)	<ul style="list-style-type: none"> • Various approaches to the concept of learning • Individual difference in learning abilities on the basis of behavioral style • Reinforcements and their impact on the learning
Week-5 (S13-14)	<ul style="list-style-type: none"> • Meaning and type of Motivation • Theories of work motivation (Maslow, Herzberg, Mc Gregor, Vroom and Porter Lawler)
Week-5 (S15)	QUIZ-1
Week-6 (S16-17)	<ul style="list-style-type: none"> • Meaning and concept of stress. • GAS (Hans Syle) • Constructive and Destructive Stress • Life stressors, Organizational Factors environmental stressors • Individual coping strategies. • Organizational Coping Strategies
Week-6 (S-18)	REVIEW AND RECAP
	MID TERM EXAM

Week- 7 (S19-21)	<ul style="list-style-type: none"> • Concept of group • Types of Group • Functions of group • Models of group Development • Group dynamics(group norms, group roles and group cohesiveness) • Threats of group effectiveness
Week-8 (S22-24)	<ul style="list-style-type: none"> • Meaning of leadership • Difference between leadership and management • Perspective on leadership (Trait, Behavioral) • Difference between transactional and transformational leadership
Week -9 (S25-27)	<ul style="list-style-type: none"> • Concept of conflict • Stages of conflict • Types of conflict(Intrapersonal, Interpersonal, Intergroup, Intragroup, Inter organizational) • Sources of Conflict • Strategies for Managing Conflict
Week-10 (S28-30)	<ul style="list-style-type: none"> • Introduction to Decision Making • Steps and types of Managerial Decision Making • Models of Decision Making • Individuals and group Decision Making
Week-11 (S31-33)	<ul style="list-style-type: none"> • Convergent Thinking –Divergent Thinking and Generation of Creative Ideas? • Role of creativity and innovation in organizations • Dynamics that underlie creative thinking • Convergent Thinking –Divergent Thinking and Generation of Creative Ideas • Innovation Circle • Techniques of Creative Problem Solving, •
Week-12 (S34-35)	<ul style="list-style-type: none"> • Six Thinking Hats(Edward De Bono) • Organizational factors contributing in creativity and innovation • Revision of the concepts
Week-12 (S36)	QUIZ-II
Week 13 (37-40)	PRESENTATIONS

References for Readings:

- Singh, K. (2015). *Organizational Behaviour: Text and Cases*. New Delhi: Pearson Education Pvt. Ltd.
- Luthans, F. (2011). *Organizational Behavior : An Evidence-Based Approach 12th edition*. McGraw-Hill Education (India).
- Robbins, S. P. Judge, T.A., Vohra, N. (2013). *Organizational behavior, 15th edition*. Pearson Education India.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Percentage
Continuous Assessment	30%
Class Participation and Attendance	10%
Assignment Report and Presentation	10%
Quiz and Subject Awareness	10%
Mid-term Examination	20%
End-term Examination	50%
Grand Total:	100%

10. Fundamentals of Mathematics

Course Code: QT09

Credit: 3

L-T-P: 3-0-0

Course instructor: Dr. Kirti Jainani

Course Description:

Fundamentals of Mathematics is a compulsory course for BBA students. Mathematics is useful for deeper understanding of various functional areas of management and it plays a significant role in solving practical business problems. Keeping this in mind, this course is designed to equip the students with the essential skills that are required for thorough understanding of various applications of mathematics in business. Students are expected to understand and apply these mathematical skills in the context of solving business problems.

Course Objectives:

The course aims to achieve the following objectives:

- To familiarize the students with the basic mathematical concepts
- To demonstrate the relevance of mathematics in various functional areas of management
- To help students understand the role of mathematics in solving practical business problems
- To highlight some important business applications of mathematics
- To enable students to apply their knowledge of mathematics to find solutions to business problems

Course Learning Outcomes:

After completion of the course, the student will be able to

- Demonstrate an understanding of basic mathematical skills
- Assess the role and significance of mathematics in solving practical business problems
- Outline the applications of mathematics in various functional areas of management
- Specify the key applications of mathematics in business
- Apply the knowledge of mathematics to solve the problems of the practical world of business.

Tentative Session Plan:

Session No.	Topic
1-2	Role and significance of mathematics in solving business problems
3-4	Pre-requisite: basics of mathematics
5-7	Progressions
8-11	Sets
12	Revision
13	Quiz 1
14-16	Functions and graphs
17-19	Limits and continuity of functions
20	Revision
	MID TERM EXAM
21-24	Differentiation concepts
25-28	Applications of derivatives
29	Integration
30	Applications of integration
31	Revision
32	Quiz 2
33-37	Determinants and matrices
38-39	Project presentations
40	Revision

References for Readings:

- Hoy, M., Livernois, J., McKenna C., & Stengos, T. (2011). *Mathematics for Economics*, 3e, Prentice Hall, New Delhi.
- Sharma, J.K. (2011). *Mathematics for Management and Computer Applications*, 3/e. New Delhi: Galgotia Publication
- Ghosh, R. K., & Saha, S. (2007). *Business Mathematics and Statistics*, 9/e. Central Book Agency, Kolkata.
- Saha, S. (2000). *Business Mathematics and Quantitative Techniques*. Central Book Agency, Kolkata.
- Bradley, T., & Patton, P. (2010). *Essential Mathematics for Economics and Business*, 2/e. Wiley Publication.
- Mittal, P.K., Sathyaprasad, B.K., & Rao, M.K. (2009). *Mathematics & Statistics for Management*. Himalaya Publishing House.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Percentage
Class Participation	10%
Quizzes	10%
Project	10%
Mid-term Examination	20%
End term Examination	50%
Total	100%

11. Computer Applications in Business

Course Code: IT10

Credit: 3

L-T-P: 3-0-0

Course instructor: Dr. Ashwini Sharma

Course Description:

Computer proficiency and use of other information technology (IT) tools have become an integral part of a business manager's toolkit in present times. Irrespective of the nature of business or functional area, a manager is expected to understand and develop proficiency in utilizing these technologies for enhancing workplace effectiveness and efficiency. The present course provides foundation concepts of computers and IT and at the same time develops hands-on skills in using basic workplace automation software, such as word processors, spreadsheets and presentation software. Students will be able to learn about the important aspects relating to information technology work environment, communication and teamwork. They will be exposed to the basics of computer hardware components, operating systems and peripheral devices and then move on to see how all these come into play when they begin to work with various office automation software. After successfully completing the course, they will be able to create professional documents and presentations using MS-Word, MS-Excel, and MS-Power Point software. Developing business relevant spreadsheet skills will remain one of the thrust areas of the course. The course flow will be guided by a tentative session plan which will always remain open to modifications as the class proceeds.

Course Objectives:

- Help students understand basic taxonomy of computers and other peripherals.
- Enable students to learn and use office automation software to create professional text documents, spreadsheets and presentations.
- Develop basic data analysis and charting skills using spreadsheet software.
- Understand business applications of contemporary information technologies.

Course Learning Outcomes:

Upon successful completion, the student should be able to:

- Understand the basic taxonomy of computers and its associated peripherals.
- Work with basic computer software like MS-Windows, MS-Office and create professional documents under these applications.
- Understand the use of Internet services from a business perspective.
- Be aware of contemporary information technologies and their business applications.

Tentative Session Plan:

Week/ Session	Topic
Week 1 (1-3)	Computer Fundamentals: Hardware & Software; Programming Languages and Language Processors
Week 2 (4-6)	Evolution of Computers; Operating System Fundamentals: Classification and Functions of Operating Systems, Introduction to popular operating systems
Week 3 (7-9)	MS-Word: Ribbon Layout, Creating, Editing and Formatting Text Documents, Spelling & Grammar Check, Page Setup
Week 4-5 (10-15)	Working with Tables and Pictures in Word Documents, Headers & Footers, Table of Contents, Document Review, Mail Merging
Week 6-7 (16-21)	MS-Power Point: Creating Slide Shows, Adding audio-video clips and animation, importing objects, creating slide masters, using narration, Slide Handouts, Presentation design guidelines and pitfalls
Week 8-9 (22-27)	MS Excel (Creating, Formatting & linking spreadsheets)
Week 10-12 (28-36)	MS Excel (Using Formulas & Mathematical/ Statistical/Financial Functions, Charting, Data Validation and Data Analysis, Conditional Formatting, Goal Seek Analysis, Lookup Functions, Pivot Tables and Pivot Charts)
Week 13 (37-39)	Computer Networks and Internet Fundamentals, Contemporary IT tools and their applications in Business
Week 14 (40)	FINAL REVIEW AND RECAP

Note: Session Plan is tentative and may require adjustments depending on the progress of class.

References for Readings:

- Leon, A. and Leon, M. (2015). *Fundamentals of Information Technology*. New Delhi, Vikas Publishing.
- Saxena, S. (2015). *A First Course in Computers (Based on Windows 8 and MS Office 2013)*. New Delhi, Vikas Publishing.

Note: Latest edition of the readings will be used.

Assessment Matrix:

Assessment Component	Weightage
Continuous Assessment	30 %
Attendance & Participation	10%
Quiz, Assignments, Presentations	10%
Hands-On Skill Test	10%
Mid Term Examination	20 %
End Term Examination	50 %
Total	100 %

12. Macro Economics

Course Code: EC04

Credit: 3

L-T-P: 3-0-0

Course instructor: Dr. Sheetal Mundra

Course Description:

Economics is the study of the way people and societies use limited resources in decision making. Economics as a subject is traditionally branched into microeconomics and macroeconomics based on unit of decision making. The basic objectives of the course entitled Introduction of Macro Economics is to introduce and equip the students with some basic concepts used in Macro Economic analysis, also gives the students an overview of major macroeconomics issues that constitutes the subject matter of Macro Economics. The importance of macroeconomics as a subject of study has increased immensely over the past two decades due to the persistence of macroeconomics problems such as achieving and maintaining a reasonably high growth rate, preventing growth of unemployment and promotion of employment, restricting inflation to a desirable rate, and stabilizing the financial market. This course helps the students in understanding the regular uptrend and downturn in the economy and enables them to do appropriate business decision.

Course Objectives:

- To equip them with some basic concepts of macroeconomic analysis and their interplay for understanding the macroeconomic environment like Aggregate Demand and Aggregate Supply, Consumption, Saving, Investment, Money, MEC and Multiplier.
- To provide students an understanding of circular flow of national income and the theories of Income determination in simple economy model.
- To give insights of the major macroeconomic issues as economic growth, monetary theory, government debt, inflation, unemployment, exchange rate and business cycle etc.
- To provide an understanding that how government policies, such as change in interest rate and bank rate affects the consumption and saving behavior of the people and the economy as a whole and how it will affect the industries.
- To enable the students to do appropriate business decision regarding the current and future business environment.

Course Learning Outcomes:

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

- The student should be able to understand the different concepts, tools and techniques of macroeconomic analysis.
- Develops understanding about the various macroeconomic variables and their interdependence and interrelation with each other like income, saving, consumption, investment, rate of interest, MEC and multiplier etc.
- Enables the students to understand the basic problems of an economy which have been faced by the countries and policy makers over time like achieving high rate of growth, controlling inflation, preventing business cycles and solving problems of unemployment and poverty.
- Enable the students to do appropriate business decision regarding the current and future business environment and creating safeguards against any unfavorable conditions in business.

Tentative Session Plan:

Session	Topic
1-1	Meaning, Micro Economics Vs Macro Economics, Significance, limitations, Few Concepts used in Macro Economics
2-2	Circular Flow of Income and Expenditure in Two sector economy.
3-3	Circular Flow of Income and Expenditure in Three and Four sector economy.
4-4	Presentation on Major withdrawals and injections in Indian economy.
5-6	National Income, Concepts and Definition, Methods of Measurement of National Income,
7-7	Numerical on National income & Discussion on the different concepts of National income in India and their relevance
8-9	Classical Model of Income Determination
10-11	Keynesian Theory of Income Determination-A Simple Economy Model
12-12	Presentations and discussion on the last one year major macroeconomic issues based on the assignment of collection the news from the newspaper and magazines.
13-13	Income Determination in Closed Economy and open economy
14-15	Multiplier , types and significance, The Paradox of Thrift and the Multiplier
16-16	Presentation on importance of the Foreign Direct investment in Indian economy

17-17	Money, kinds of Money and Functions of Money
18-18	Prepare an assignment on the different forms of currency in Indian economy and its future
19-19	Supply of Money
20-20	Demand for Money
21-22	The Classical Theory of Money and Interest(Cambridge's)
23-23	Theory of Money and Interest(Keynesian)
24-24	Comparison between Keynesian and Cambridge's Theory of Interest and Money.
25-26	Introduction of IS-LM Model in Two Sector Model , Derivation of IS and LM curve
27-27	General Equilibrium Determination with the help of IS-LM Curve , Shifts in IS-LM Curve,
28-29	Inflation; Meaning, Measures, Control Measures
30-30	Presentation and discussion on the present inflationary trends in India
31-32	Monetary and Fiscal policy-Objectives and Instruments.
33	Presentation on the current Monetary and Fiscal measures taken by Gov. and their effects in Indian economy
34-34	Inflation and rate of Employment, Kinds of unemployment, Phillips Curve
35-36	Balance of Payment, Meaning, Accounts of BOP, Disequilibrium of BOP
37-38	Exchange Rate-Fixed and Flexible , Determination of Exchange Rate, Purchasing Power Parity
39-39	Presentation on the current trade deficit and exchange reserve in India and impact of it on Indian Growth
40-40	Wrap up

References for Readings:

- Dwivedi, D. N. (2015). *Macroeconomics: Theory and Policy*. New Delhi: Vikas Publishing House Pvt. Ltd.
- Mankiw, G. N. (2012). *Principles of Macro Economics*. New Delhi: CENGAGE Learning
- Ahuja, H.L. (2015). *Principles of Economics*. New Delhi: S. Chand & Company Pvt. Ltd.
- Chrystal, L. (2015). *Economics*. New Delhi: Oxford University Press.
- Shapiro, E. (2013). *Macroeconomic Analysis*. New Delhi: Galgotia Publications.

- Jain, T. R. (2015). *Macroeconomics: for BBA*. New Delhi: V K Publications.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Mid Term Exams	20%
End Term Exams	50%
Economics' Dictionary and Assignments on course topic	10%
Quiz/ test and presentations on current economic trends and event (Group Activity)	10%
Participation in class discussion and regularity in class	10%
Total	100%

13. Environmental Studies

Course Code: GN12

Credit: 3

L-T-P: 3-0-0

Course instructor: Dr. Kirti Jainani

Course Description:

The importance of environmental science and environmental studies cannot be disputed. The need for sustainable development is a key to the future of mankind. Continuing problems of pollution, loss of forest, solid waste disposal, degradation of environment, issues like economic productivity and national security, Global warming, the depletion of ozone layer and loss of biodiversity have made everyone aware of environmental issues. The United Nations Conference on Environment and Development held in Rio de Janeiro in 1992 and world Summit on Sustainable Development at Johannesburg in 2002 have drawn the attention of people around the globe to the deteriorating condition of our environment. It is clear that no citizen of the earth can afford to be ignorant of environment issues. Environmental management has captured the attention of health care managers. Managing environmental hazards has become very important.

In spite of the deteriorating status of the environment, study of environment have so far not received adequate attention in our academic programmes. Recognizing this, the Hon'ble Supreme Court directed the UGC to introduce a basic course on environment at every level in college education. Accordingly, the matter was considered by UGC and it was decided that a six months compulsory core module course in environmental studies may be prepared and compulsorily implemented in all the University/Colleges of India. The experts committee appointed by the UGC has looked into all the pertinent questions, issues and other relevant matters. This was followed by framing of the core module syllabus for environmental studies for undergraduate courses of all branches of Higher Education. We are deeply conscious that there are bound to be gaps between the ideal and real. Genuine endeavour is required to minimize the gaps by intellectual and material inputs. The success of this course will depend on the initiative and drive of the teachers and the receptive students.

Course Objectives:

To enable students

- To understand Multidisciplinary nature of environmental studies
- To understand the concept of Natural Resources : Renewable and non-renewable resources
- To understand Biodiversity and its conservation

- To have clarity on Environmental Pollution.
- To have a better idea on the concept of Social Issues and the Environment.

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

- Acquire awareness about one's well-being in the context of social and natural environment.
- Understand individual role in pollution prevention and its importance
- Explores important aspects of one's socio-civic environment and comprehends their working.
- Understands and interprets the spatial and interactive relationship between man and his environment.

Tentative Session Plan):

Session No.	Topic
1	Multidisciplinary nature of environmental studies
2-5	Definition, scope and importance, Need for public awareness.
6	Natural Resources
7-12	Renewable and non-renewable resources, Natural resources and associated problems, Water resources, Mineral resources, Food resources, Energy resources
13	Ecosystems
14-17	Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Ecological succession, Food chains, food webs and ecological pyramids.
18-20	Recapitulation of concepts covered so far and field work
21	Environmental Pollution
22-29	Definition, Cause, effects and control measures of Air pollution, Water pollution, Soil pollution, Noise pollution, Thermal pollution, Solid waste Management: Causes, effects and control measures of urban and industrial wastes.
30	Social Issues and the Environment
31-35	From Unsustainable to Sustainable development, urban problems related to energy, Water conservation, Resettlement and rehabilitation of people; its problems and concerns, Climate change, global warming, acid rain, ozone layer depletion
36-38	Recapitulation of concepts covered so far and field work
39	Group Presentation/ Live Project

40	Group Presentation/ Live Project
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References for Readings:

- Erach, B. (2013). *Text Book of Environmental Studies for Undergraduate Courses (2/e)*. New Delhi: University Press India (Pvt.) Ltd. (TB)
- Rajagopalan R. (2016). *Environmental Studies*, 3/e , New Delhi, OUP
- Agarwal, K.C. (2010). *Environmental Biology*. Bikaner: Nidi Publ. Ltd.
- Sharma B.K. (2001). *Environmental Chemistry*. Meerut: Goel Publ. House.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Continuous Assessment	30%
Class Participation and Attendance	10%
Assignment Report and Presentation	10%
Quiz and Subject Awareness	10%
Mid-term Examination	20%
End-term Examination	50%
Total	100%

14. Comprehensive Viva

Course Code: GN30

Credit: 1

The second Comprehensive Viva exam would be conducted at the end of Semester 2 and will cover the full syllabus taught during the semester. The evaluation is to be done situation based and problem solving oriented. A student appearing for CV can be presented with a situation requiring managerial intervention (from the areas he/she has studied in the semester) and his/her response evaluated.

Semester III (Academic Year 2018-19)

15. Excel for Business Decisions

Course Code: IT13

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Ashwini Sharma

Course Description:

Spreadsheet skills are an integral part of a business manager's toolkit in present times. Irrespective of the area of specialization, a manager is expected to be proficient in using spreadsheet software, such as Excel, to analyze business data/ solve business problems. The present course is aimed at taking Excel skills of participants to the next level and at the same time helping them in developing their analytical and problem solving skills.

Course Learning Outcomes:

- Ability to use Excel for creating user-friendly and professional worksheets.
- Understand the use of Excel in analyzing real-life business data.
- Appreciate the use of spreadsheet skills in different functional areas, such as Accounting and Finance, Sales and Marketing etc.
- Understand the business applications of Excel Add-ins

Topics to be Covered:

- Customizing Excel Environment
- Professional Charting in Excel
- Working with Pivot Tables/Charts, Lookup Functions, Conditional Formatting, Goal-seek Analysis, What-if Scenarios, Formula Auditing
- Mathematical Modelling in Excel
- Solving Prediction and Forecasting Problems
- Simple and Compound Interest Calculations, Annuity, Calculations involving Time Value of Money, Cost of Mortgage, Amortization

References for Readings:

- Saxena, Sanjay (2015). A First Course in Computers (Based on Windows 8 and MS Office 2013). New Delhi, Vikas Publishing.
- Davis & Pecar (Latest Edition). Business Statistics using Excel. South Asia Edition, UK: Oxford University Press.
- Carlberg, C. (Latest Edition). Statistical Analysis: Microsoft Excel 2013, New Delhi: Pearson.

The above references are indicative only. Due to the nature of the course, majority of course readings and other material shall be used from online resources. Links of supplementary readings and other such resources shall be made available during the classes.

Assessment Scheme:

Assessment Component	Weightage
Continuous Assessment (Quizzes/ Assignments/Class Participation)	40%
Mid-term Examination	20%
End-term Examination	40%
Grand Total:	100%

16. Principles of Marketing

Course Code: MK16

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Punam Mishra

Course Description:

This course is designed to provide students with an understanding of the principles of Marketing. There will be a focus on the management of the marketing activities and how marketing relates to overall organizational functioning, including the management of exchange processes between business units and consumers and between firms. It will include topics such as environmental analysis, industry and competitor analysis, objective setting, marketing strategies, market mix components, and finally implementation and control mechanisms. Additionally, the course will provide opportunities for the practical implementation of the concepts covered and the development of problem solving skills by means of various case studies and practical assignments.

Course Learning Outcomes:

- To introduce the key elements in developing a marketing strategy and planning a marketing program.
- To enhance the problem solving skills in marketing by offering a set of analytical tools (frameworks, concepts, models, and techniques).
- To provide understanding of elements of marketing mix.

Topics to be Covered:

- **Defining Marketing and Marketing Process:** Creating and Capturing Value, Company and Marketing strategy: Partnering to build Customer Relationship.
- **Understanding the Market Place and Consumers:** Analyzing the Marketing Environment, Consumer Markets and Consumer Buyer Behavior, Business Markets and Business Buyer Behavior.
- **Designing a Customer Driven Strategy and Marketing Mix:** Customer Driven Marketing strategy, products, services and brands, New product development and product life cycle strategies, understanding and capturing customer value, Pricing strategies, Marketing Channels and Promotion mix.

References for Readings:

- Armstrong, G. and Kotler, P. (2017). *Marketing: An Introduction*. New Delhi: Pearson Education.
- Ramaswamy, V. S., & Namakumari, S. (2013). *Marketing Management: Global Perspective, Indian Context*. New Delhi: Macmillan (India) Limited.
- Saxena, R. (2014). *Marketing Management*. New Delhi: McGraw-Hill Education.
- Shahjahan, S. (2011). *Applied Case Studies in Marketing*. New Delhi: Primus Books.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Continuous Assessment	20%
Mid-term Examination- I	20%
Mid-term Examination- II	20%
End-term Examination	40%
Total	100%

17. Managing Human Resources

Course Code: HR11

Credis: 3

L-T-P: 3-0-0

Course Instructor: Dr. Upasana Singh

Course Description:

The aim of this course is to introduce students to the principles and practice of contemporary human resource management with a specific focus on the strategic role that it plays in helping organizations build and maintain competitive advantage. The course will explore the theory and practice of human resource management.

Course Learning Outcomes:

Upon successful completion of this course, the student should have the ability to:

- Explain the various functions of human resource management and identify their relationship to the workplace from the perspective of both employee and employer.
- Exhibit an understanding of the important role that human resources play in an organization.
- Analyze the training needs of an organization.
- Assess, design, access and implement various methods, techniques and sources of training.

Topics to be Covered:

- Strategic importance of human resources management
- Job analysis and job design
- Human resource planning
- Recruitment and Selection
- Training and Development
- Performance appraisal
- Employee benefits
- Human resource auditing

References for Readings:

- Rao, V.S.P. (2013). *Human Resource Management, Text and Cases*. New Delhi: Excel Books.
- Rao, P.S (2009). *Personnel and Human Resource Management Text and Cases*. Mumbai: Himalaya Publishing House.
- Aswathappa, K. (2008). *Human Resource Management Text and Cases*. New Delhi: Tata McGraw.
- Ivansevich, J. M. (2010). *Human Resource Management*. New Delhi: Tata McGraw

Hill.

- Bernardi. *Human Resource Management, 4e*. New Delhi: Tata McGraw Hill.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Mid-term I and Mid Term II	40%
Internal Components Assignment Class Participation	20%
End Term Examination	40%

18. Management Accounting

Course Code: AC06

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Lokanath Mishra

Course Description:

The large scale industrial production has resulted in widening the area of managerial supervision. The management has to depend upon accounting information for taking various strategic decisions. Management accounting, in the present day, has become an integral part of business. It helps management in planning, coordinating, communicating and controlling. The areas covered in this subject is very wide and includes the tools and techniques for analysis and interpretation of financial statements and also covers management reporting, effects of price level changes etc.

Course Objectives:

This Course would help student to

- Recognize the importance of management accounting in an organization and how it can be used within the context of the other functions of the company.
- Name the main tools and techniques specific to management accounting.
- Identify the characteristics and behavior of different types of costs and analyses decisions that influence these costs.
- Use cost/volume/profit analysis to determine the break-even point, the safety margin and potential profit in a given situation.
- Recognize the importance of activity-based costing in the evaluation of organizational performance.
- Have a clear mental picture of management control mechanisms and understand their importance and limits.
- Apply cash management after preparing and analyzing a cash budget.

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

- Analyze and interpret the financial statements for managerial decision making.
- Prepare Cash, sales and other functional budgets.
- Make cost, volume and profit analysis and suggest the breakeven points and managerial decision on the basis of contribution factors.
- Find and control cost through standard costing and variance analysis.

Topics to be Covered:

- **Nature & Scope of Management Accounting:** Meaning & Emergence of management accounting, characteristics or Nature of Management Accounting,

Scope, Objectives, Functions of Management Accounting. Relationship between Financial Accounting, Management Accounting and Cost Accounting, Need and Importance and Limitation of Management Accounting

- **Financial Statement Analysis:** External, Internal, Horizontal, Vertical Analysis, Methods or Devices of Financial Analysis: Comparative Statement, Common Size Statement, trend Analysis, Ratio Analysis, Interpretation of Ratios, Analysis of short term financial position, Analysis of Long term financial position, profitability Analysis and analysis of Capital structure or Leverage Ratios. Cash Flow Statement
- **Marginal Costing and Break even Analysis:** Marginal Cost and Costing, Marginal costing VS. Absorption Costing, Contribution, Marginal Cost Equation, Profit/Volume Ratios, C-V-P Analysis, Break even Analysis, Managerial Application of Marginal Costing, Decision Involving Alternative Choices.
- **Budgeting and Budgetary Control:** Meaning and nature of Budget and Budgetary Control, Objective, Characteristics, Requisites for a successful budgetary control system, Organization for Budgetary Control, Determination of Key factor, Classification and types of Budget, Operating budget, Financial Budget, Fixed and Flexible Budget, Sales Budget, Production Budget, Zero Based Budgeting, Standard Costing and Variance Analysis.

References for Readings:

- Gupta, S. K., & Sharma, R. K. (2016). *Management Accounting: Principles and Practice, 14/e*, New Delhi: Kalyani Publishers.
- Shah, P. (2014). *Management Accounting*. New Delhi: Oxford Publication
- Gupta, A. (2013). *Financial Accounting for Management: An Analytical Perspective*. New Delhi, Pearson.
- Robert, A. N., Hawkins, D. F., & Merchant, K. A. (2010). *Accounting: Text and Cases, 12/e*. New Delhi, Tata McGraw Hill.
- Bhattacharyya, S. K. & Dearden, J. (2009). *Accounting for Management: Text & Cases*. New Delhi: Vikas Publishing.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Mid Term I	20%
Mid Term II	20%
End Term	40%
Continuous Evaluation (Internal Marks) Assignment, Case Study, Project Work	20%

19. Effective Communication Design

Course Code: CCT306

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Upasana Singh

Course Description:

The course deals with written and verbal communication skills. Students will learn structuring their pieces of communication using various principles of effective communications. By the end of this course, the students will be able to articulate and present effective pieces of communication in the form of e-mails, monologues, presentations (small and long)

Course learning outcomes:

- Explain the principles of Effective Communication Design
- Apply the principles for structuring and designing written and oral communication.
- Reason and Prioritize the content of presentation and email
- Demonstrate improvement in speak-listen- feedback

Topics to be Covered:

Topics	Content
Introduction to principles of effective communication design	<ul style="list-style-type: none"> • Beginning-Middle-End • Pyramid Principle-Governing Thought • KISS Principle • Power of Three
E-mail writing	<ul style="list-style-type: none"> • E-mail etiquette • Analyzing good and bad examples of e-mails
Written Communication	<ul style="list-style-type: none"> • Practicing structure and summary • Applying principles of effective communication through various assignments
Flowchart and Mind Mapping	<ul style="list-style-type: none"> • Practicing putting thoughts in sequence • Speak-Listen-Feedback
Verbal Communication	<ul style="list-style-type: none"> • Important parameters to make oral presentation effective oral presentation. <p>a. Delivery and Body Language b. Delivery-Voice</p>

	c. Content <ul style="list-style-type: none"> • Audience analysis • Applying the principles of effective communication
Planning for presentation	<ul style="list-style-type: none"> • Essential elements of power point presentation • Common mistakes made in Power point presentation

References for Readings:

- Mitra, B.K. (2016). *Personality Development and Soft Skills*. New Delhi: Oxford University Press.
- Mukerjee, H. S. (2013). *Business Communication: Connecting at Work*. New Delhi: Oxford University Press.
- Raman, M., & Sharma, S. (2011). *Technical communication: Principles and practice*, 2/e. New Delhi: OUP.
- Mohan, K., & Raman, M. (2000). *Effective English communication*. New Delhi: Tata-McGraw Hill.
- Raman, M., & Singh, N.P. (1994). *Speaking English effectively*. New Delhi: Macmillan.
- Sasikumar, V., & Dhamija, P.V. (2007). *Spoken English: A self-learning guide to conversation practice*. New Delhi: Tata-McGraw Hill.
- Kaul, A. (2010). *Business communication*, 2/e. New Delhi: PHI.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Assignments	70%
Class Participation	20%
Attendance	10%
Total	100%

Note: The mid-term/End term examination will not be conducted in the present course as there will be regular assessment.

20 (a). Business Statistics

Course Code: QT06

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Ashwini Sharma

Course Description:

Business organizations are increasingly depending upon scientific analysis of their business data for effective decision-making. Thus, having a sound ability to statistically analyze business data and draw reasonable inferences from such analysis is vital for managerial success. The present course builds upon the introductory course on statistics and takes the data analytical techniques of students to the next level. The focus is on introducing the statistical concepts and techniques to the students from a business perspective and not to bog them down with complex statistical procedures.

Course Learning Outcomes:

- Understand that effective decisions with data can be market differentiators for all businesses
- Develop skills to apply statistical methods for decision making
- Appreciate the limitation of human reasoning with data

Topics to be Covered:

- Quantitative Reasoning & Its Fallacies
- Probability Distributions
- Sampling Distributions, Estimation and Hypothesis Testing
- Parametric and Non-Parametric Tests
- Introduction to Multivariate Data Analysis

References for Readings:

- Gupta, S.C. (2016). *Fundamentals of Statistics*, 7/e. Mumbai: Himalaya.
- Sharma, J.K. (2014). *Fundamentals of Business Statistics*, 2/e. New Delhi: Vikas.
- Bajpai, N. (2013). *Business Statistics*, 2/e. New Delhi: Pearson.
- Anderson, D.R., Sweeny, D.J., & Williams, T.A. (2015). *Statistics for Business and Economics*, 12/e. New Delhi: Cengage.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Continuous Assessment (Quizzes/ Assignments/ Class Participation)	40%
Mid-term Examination	20%
End-term Examination	40%
Total:	100%

20 (b). Banking & Capital Marketing Fundamentals

Course Code: FN27

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Lokanath Mishra

Course Description:

Indian banking system has a great history in various phases. Capital markets are also changing rapidly. Banks and financial service providers are offering various services to end customers to retain them in this cut throat era. The once staid banking and financial market has become highly dynamic and the study of banking and financial markets has become one of the most interesting topics. It starts with an overview of the genesis of the Indian Banking system, Growth & Development of Commercial Banks, and the nature of financial services offered. This provides students with an understanding of the various functions performed by banks; role played by commercial banks and the relevant regulations governing those functions. The second part of this course is designed to familiarize the students with the Capital Markets in India. It starts with an overview of the Indian financial system and covers in depth, the various types of financial markets, viz., the Money Market, Capital Markets, Primary and Secondary Markets, Topics covered in the course have both theoretical and practical significance and it is expected that students would take up projects and case studies in this area for a better understanding.

Course Objectives:

The course is designed to make students able to:

- Develop an understanding about Indian banking system, traditional and modern banking methods.
- Understand different types of products and instruments used in banks and its implications.
- To make the students aware about the different types of Capital Markets in India.
- To make the students understand the operating environment of the various types of Capital Markets in India.
- To keep abreast of the latest developments in the Capital Markets in India.

Course Learning Outcomes:

By the end of the course the student would be able to:

- A comprehensive understanding of structure of Indian Banks and conceptual knowledge of other concepts
- Usage of different banking products and instruments available

- Understand the types of financial markets and the linkages between them,
- Know and understand the various financial instruments used therein

Topics to be Covered:

- **Banking Fundamentals:** Banking institutions, Functions of Bank, Development of Banking in India, Scheduled Commercial Banks, Investment Banks, Reform in the banking sector
- **Capital Market Overview:** Function, Primary and secondary Markets, Equity Trading in India, Capital Market scams, Reforms in the capital market.
- **Primary Capital Market:** Intermediaries to an issue, Free pricing regime, Book building mechanism, Green Shoe option, Online IPOs, Right Issues, ASBA Process, Indian Depository Receipts, Private Placement, Preferential Issues, Offer for Sale, Institutions Placements,
- **The Secondary Capital Market:** Functions, Regulations, organization, Management and membership of stock exchanges, De-mutualization, Listing of securities, Trading Rules and Regulation, Circuit breakers, Dematerialization and Depositories, Types of Deals- Bulk, Block, Negotiated, Rolling Settlement, Internet Trading, Stock Market Indices,
- **Stock Exchanges:** NSE, BSE, OTCEI, ICSE, USE and Regional Stock Exchanges, Global Stock exchanges.

References for Readings:

- Muraleedharan D.(2014). *Modern Banking Theory and Practice*,2/e. New Delhi: PHI Publications
- Pathak V.Bharati,(2018) *The Indian Financial System*. New Delhi : Pearson Education
- Bhole L M, Mahakud Jitendra,(2012) *Financial Institutions & Markets*. New Delhi: Mc Graw Hill
- Guruswamy S,(2014) *Financial Service & System*. New Delhi: Tata Mc Graw Hill

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Mid Term I	20%
Mid Term II	20%
End Term	40%
Continuous Evaluation (Internal Marks) Assignment, Case Study, Project Work	20%

20 (C). Introduction to Operations Management

Course Code: OM08

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Yugal Nohria

Course Description:

The objective of this course is to facilitate students in understanding the fundamental concepts of Operations Management (OM) and its role in attaining better supply chain performance across sectors. The course will cover major topics of OM from various dimensions. This introductory course will also help students to understand the point of view of an entrepreneur and their operations related challenges through case studies, videos and field visit.

Course Learning Objectives:

The course has following objectives:

- To facilitate students in understanding the fundamental concepts of OM
- To develop analysis of issues related to OM
- To relate to the important concepts of OM across supply chains

Topics to be covered:

- Introduction to OM
- Operations Strategy and Competitiveness
- Lean Consumption, Lean Production
- Deep Change
- Services vs efficiency
- Superefficient Companies
- Case Studies – on Toyota Production System, Oberoi Hotels.

References for Readings:

- Bedi, K. (2013). *Production and Operations Management*. New Delhi: Oxford University Press.
- Stevenson, W.J. (2015). *Operations Management, 11e*. New Delhi: Mc Graw Hill.
- Russell, R.S. & Taylor, B.W. (2012). *Operations Management, 9e*. New Delhi: Wiley.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Continuous Assessment	70%
End-term Examination	30%
Total	100%

21. Basic Entrepreneurship

Course Code: EP13

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Sheetal Mundra/ Dr. Umesh Gupta

Course Description:

This is a compulsory course for all the II Year management students and open course for III Year Engineering Students. It is one of the fastest growing subjects in colleges and universities across the world. It has been identified as one of the major trends shaping business, economy and even society. This course is about creating, managing and leading an entrepreneurial organisation. It would enable students to start dreaming big, visualizing and working towards the realization of their dreams. The programme imparts essential knowledge of how to start one's own business venture and the various facets that influence successful set up and operations. The teaching/ learning of entrepreneurship require greater focus on experiential learning. Engagements such as interactive sessions, cases, games, exercise, role plays, films, projects, assignments, simulation and group activities play a vital role in teaching this course. This course is supported by Wadhwani Foundation and facilitated through Learnwise.

Course Objectives:

- To empower students with entrepreneurial traits and build leadership capabilities leading to success in entrepreneurship or superior job opportunities.
- To make them recognize the importance of entrepreneurship and their role in economic growth.
- To encourage students to think creatively and develop innovative ideas/products for commercial exploitation.
- To develop the skills of students in crafting the value proposition and developing the basic frame of Business Model and building an MVP.
- To equip students with knowledge of the Cost, revenue, pricing, financing, marketing and sales of a new business enterprise.
- To aware students about the Business Regulations.

Course Learning Outcomes:

Upon completion of the course, the student is expected to:

- Develop the entrepreneurial skills and confidence to come up with startup venture.
- To apply a working knowledge of the principles of entrepreneurship to analysis and problem solving.

- Able to prepare platform for identifying, scanning and exploiting the opportunities.
- Understand the real facts of starting business ventures, key success and failure reasons.
- Develop understanding about the intricacies of business and majorly its financial, operational and marketing aspects.
- Develop the skills like business plan formulation, implementation, funding, legal issues etc.

Topics to be Covered:

- Overview of Entrepreneur and Entrepreneurship
- Get Started (Discover Yourself)
- Identification of Idea/ Problem
- Identify Customer and Craft Value Proposition
- Business Model
- Validation
- Money (Revenue, Costs, Pricing and Financing)
- Team Building
- Marketing and Sales
- Support (Business Regulation)
- Project

References for Readings:

- *LearnWISE™* (It is a leading digital learning platform provided by Wadhvani Foundation)
- Robert D Hisrich, Michael P Peters, Dean A Shepherd (2017). *Entrepreneurship/10e..* New Delhi; Tata McGraw-Hill.
- Poornima M Charantimath (2012). *Entrepreneurship Development Small Business Enterprises.* New Delhi: Pearson.
- Rajeev Roy (2011). *Entrepreneurship.* New Delhi: Oxford
- Arya Kumar (2015). *Entrepreneurship: Creating and Leading an Entrepreneurial Organisation.* New Delhi: Pearson.
- Vasant Desai (2016). *Dynamics of Entrepreneurial Development and Management.* Himalaya Publishing House.

Note: Latest edition of the readings will be used

Evaluation Scheme:

Assessment Component	Weightage
Mid Term Exams (II)	20%
End Term Exams	30%
Continuous Evaluation (Assignments, Presentations and Class Participation)	30 %
Project	20%

22. Digital Marketing

Course Code: MK25

Credit: 3

Module: 3

Course Instructor: Mr. Sundeep Tibrewal

Course Description:

The marketing paradigm has transformed with the rise of digital technologies, Companies today face a constant proliferation of social media channels, the growing power of connected customers, and an explosion of new digital tools.

Course Objectives:

To succeed, marketers must be able to plan, implement, and measure the impact of digital strategies that are suited to today's customers and integrated with their traditional marketing and business goals. This program focuses on how marketers can reach digitally savvy audiences, build deep customer relationships, and influence the digital path to purchase.

Topics to be Covered:

- Digital marketing Trends, common metrics in digital marketing, Google Analytics
- Blogs
- Search Engine Optimization
- SEM - Google AdWords
- Social media & E-mail marketing
- Affiliate and Mobile marketing
- E commerce

Evaluation Component:

Assessment Components	Weightage
Mid Term Presentation	20 %
Final Presentation	20%
Class Participation	10%
Certification	20%
End Term Assessment	30%

Semester IV (Academic Year 2018-19)

23. Information System Fundamentals

Course Code: IT12

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Ashwini Sharma

Course Description:

The present course is aimed at understanding what information systems are and how they fit in the current organizational setup. It begins with an introduction to the conceptual framework of information systems and then highlights the support provided by information systems in managerial functions. It also acquaints the participants to the strategic role information systems play in present day business organizations. At the end, managerial challenges in successfully implementing information systems in organizations are discussed from a problem solving perspective.

Course Learning Objectives:

Upon successful completion, the student should be able to:

- Trace the evolving nature of information systems
- Compare and contrast between different type of information systems
- Explain various types of decisions and explore opportunities to derive information system support for each type
- Critically evaluate standard business processes and identify opportunities to automate and/or reengineer them
- Describe information technologies essential for implementing CBIS
- Compare IS development models
- Discuss IS implementation issues in business organizations

Topics to be Covered:

- Foundation Concepts
- Information Technologies
- Business Applications
- Development Process
- Management Challenges

References for Readings:

- Goyal, D.P. (Latest Edition). Management Information Systems: Managerial Perspectives. Noida: Vikas Publishing.

- O'Brien, J.A. (Latest Edition). Introduction to Information Systems. New Delhi: McGraw Hill Education.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Continuous Assessment Attendance & Participation (10%) Quizzes, Assignments, Presentations (30%)	40 %
Mid Term Examination	20 %
End Term Examination	40 %
Total	100 %

24. Business Finance

Course Code: FN08

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Sarita Gupta

Course Description:

This course is a rigorous introduction to the study of the basic principles of finance and their application to the useful financial issues and decision making of business enterprises. Business Finance is a basic course offered to the students of Management and Commerce stream, to equip the students with the basic understanding of the financial concepts and identifying its role in the business organizations. Finance is considered as life blood of any organization. Thus, understanding the basic behind financial decision making is necessary for any concerned students. A financial manager negotiates loans from financial intermediaries, raises resources in the financial markets and invests surplus funds in financial instruments. Therefore, it is imperative for every individual to understand the basic financial terms and concepts to grasp the nuances of the financial world.

Course Learning Outcomes:

At the end of this course, a student should be able to:

- Acquire and exhibit an understanding of finance and the role that finance plays within an organization.
- Attain managerial perspective to understand different type of markets, institutions and individuals that are involved in the financial environment.
- Critically analyze viability of different projects with huge initial investment .
- Critically evaluate different sources of capital and to develop understanding of the cost involved in financing alternatives.
- Acquire and exhibit an understanding of how to calculate different computations that provide valuable financial information such as time value of money, ratio etc.
- Analyze dividend distribution pattern of domestic and international companies and role of dividend to enhance shareholder's wealth.

Topics to be Covered:

- Business Finance-An overview
- Fundamental Valuation Concepts: TVM
- Investment Decision: Capital Budgeting Decisions
- Investment Decision: Working Capital Management
- Financing Decisions: Capital Structure, Cost of Capital, Leverages

- Dividend Decisions: Policies, Theories, types and Models

References for Readings:

- Chandra, P. (2016). *Fundamentals of Financial Management*. 6/e. New Delhi: McGraw Hill Education (India) Private Limited.
- Pandey, I. M. (2015). *Financial Management*, 11/e. New Delhi: Vikas Publishing Private Limited.
- Khan, M.Y., & Jain, P.K. (2014). *Financial Management: Text, Problems and Cases*. 7/e. McGraw Hill Education (India) Private Limited.
- Horne, J. C. V. & Dhamija, S. (2012). *Financial Management & Policy*, 12/e. New Delhi: Pearson Education.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Percentage
Class Participation and Class Attendance Assignment Report and Presentation Quiz	20%
Mid-term Examination I	20%
Mid-term Examination II	20%
End-term Examination	40%
Grand Total:	100%

25. Research Methods

Course Code: QT07

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Kirti Jainani

Course Description:

Research methods course is designed for all BBA forth semester students for developing problem solving skills and decision making skills with the efficient use of data sets and methodology.

Course Objectives:

On successful completion of the course students will be able to achieve following objectives to undertake a research project.

- To analyze the research contributions for taking effective business decisions.
- To identify the research gap, define problem area and prepare research proposals.
- To apply appropriate tools and techniques of data collection and analysis for achieving research objectives.
- Identify and Frame managerial implications of their research work.
- To write a research report.

Course Learning Outcomes:

After completion of the course, the students will be able to

- Define the problem / identify the research gap and formulate research objectives for developing a research proposal.
- Design questionnaire for data collection in sink with research objectives.
- Apply appropriate tools/techniques of data analysis and interpret the results.
- Articulate the findings with its managerial implications and prepare a research report.

Topics to be Covered:

- Introduction of Business Research
- Business Research Design
- Hypothesis
- Data Collection
- Sampling
- Data Collection
- Measurement and Scales
- Statistical Analysis and Interpretation
- Research Report and Proposal Writing

References for Readings:

- Gupta S. L & Gupta H (2014). *Business Research Methods*. New Delhi: McGraw Hill Education
- Cooper, D.R., Schindler, P.S., & Sharma, J.K. (2012). *Business Research Methods, 11/e*. New Delhi: Tata McGraw-Hill.
- Zikmund, W.G., Babin, B.J., Carr, J.C., & Griffin, M. (2012), *Business Research Methods, 8/e*. New Delhi: Cengage Learning South Western.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Mid-term Examination I	20%
Research Proposal Submission	10%
Final Research Report Presentation	20%
Attendance/ Class Participation	10%
End-term Examination	40%
Total	100%

26. Advanced Communication & Interpersonal Dynamics**Course Code: CCT401****Credit: 2****L-T-P: 2-0-0****Course Instructor: Dr. Richa Mishra****Course Description:**

In this course student will be able to prepare for various group settings, manage difficult conversations, identify individual differences and opinions. This course will enable students to resolve interpersonal conflict by identifying possible sources of conflict and by using a range of techniques to bring about a solution.

Course Learning Outcomes:

The students will be able to:

- Formulate effective questions, differentiate facts from opinions.
- Identify reasons for individual differences and their impact on the group dynamics.
- Use inquiry and advocacy to engage with groups.
- Identify possible sources of conflict and by using a range of techniques to bring about a solution.
- Use and compare different problem-solving techniques to produce the best possible outcome from the group.

Topics to be Covered:

- **Introduction to Critical Thinking** - Critical thinking is the ability to think for one's self and reliably and responsibly make those decisions that affect one's life. Students will practice the formulating open-ended, inquiring questions, using available information differentiating facts from opinions, backing their claims with reasons, and thinking from many perspectives
- **Introduction to Personality, Perception and Learning as source of differences in individual and groups** -Students will be able to understand the relevance of personality, perceptions and learning in a group and their impact on the group dynamics. Introduction to the stages of group development (forming, norming, storming and performing).
- **Emotional Intelligence and Conflict Resolution Techniques** - Four quadrants of EI- Self-aware, manage their reaction, understand social dynamics and manage Relationships will be discussed. Through the Thomas Killman Conflict Mode Instrument, students will learn about the process of conflict resolution. Techniques for managing conflict. Deep listening will be covered in this module for effective use of the techniques.

- **Difficult Conversation using Inquiry & Advocacy** – Concept of silence (Masking, Avoiding, Withdrawing) and violence (Controlling, Labeling, Attacking) . Students will be able to use techniques of inquiry and advocacy to engage with groups. They will be able to gain leverage for improving conversations by paying attention to advocacy and inquiry. They will be exposed to effects of high-low advocacy and inquiry.
- **Empathy & Feedback-** Concept of empathy will be discussed. The requirements/prerequisites for Empathy ((Open-mindedness, imagination, Knowing and accepting yourself). Introduction to the concept of Giving & Receiving Feedback.
- **Problem solving techniques in a Group-** Concept of brainstorming, nominal group technique, interacting group and how it can be used to generate solution to conflict. Active & deep listening as a tool for problem solving.

References for Readings:

Reading Material will be provided by the facilitator to the students. Students can refer the following links for better understanding of the concepts.

Web links:

- http://apppm.man.dtu.dk/index.php/Group_Dynamics_and_Personality_Typ
- <https://www.managementstudyguide.com/types-of-personality.htm>
- <https://www.hrpersonality.com/resources/conflict-management-techniques>
- <https://thesystemsthinker.com/productive-conversations-using-advocacy-and-inquiry-effectively/>
- <https://www.improveyoursocialskills.com/empathy>
- <https://hazelhq.com/blog/want-to-give-better-feedback>
- <http://open.lib.umn.edu/communication/chapter/14-3-problem-solving-and-decision-making-in-groups/>

Assessment Scheme:

Assessment Component	Weightage
Attendance	10
Assignment(s)	30
Class Participation	10
Theory Exam	25
Project -1	10
Project -2	15
Total	100

27. Intelligent Automation**Course Code: ID304****Credit: 2****L-T-P: 2-0-0****Course Instructor: Dr. Sonal Jain****Course Description**

This course introduces an understanding of the fundamental concepts of Artificial Intelligence and Machine Learning, Internet of Things and Robotics. Focus of this course would be on discussion of case studies on various aspects.

Course Learning Outcomes:

On successful completion of this course students will be able to:

- Discuss insightfully role of artificial intelligence, IoT, robotics and data science in automation.
- Propose & Evaluate use-cases involving Intelligent Automation
- Analyze Case Studies pertaining to application of intelligence in Automation
- Understand Role of IoT in Data Acquisition for Applying intelligence for automation
- Appreciate Standards related to Intelligent Machines
- Evaluate basic philosophical, ethical and Sustainability issues related to the development of Intelligent Machines

Course Outline:

Case Studies on Various Domains including Smart City, Health Care, Customer Service, Sales and Marketing, Human Resource Management, Operations, Finance and Accounts, Auditing, Trading, Production, Manufacturing, Fake News Detection, Fraud Detection, Education, Law Case Analysis, Legal Proceedings, Automation of Patenting, Urban Analytics, Social Impact of AI.

Assessment Scheme:

Assessment Component	Weightage
Attendance	10
Class Participation	10
Quiz (4)	40
Project -1 (One Case Study Evaluated in three stages)	40
Total	100

28. Articulation and Elocution

Course Code: CCT202

Credit: Audit Course

Total Number of Contact Hours: 6 Hrs.

Course Instructor: Ms. Shraddha Bharatiya

Course Learning Outcomes:

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

- Use richer vocabulary in their communication appropriate to the context.
- Use appropriate grammar, vocabulary and style which are essential to professional-level reading, writing, speaking, listening, and editing.
- Apply various strategies to make the speeches/ conversation interesting and captivating.
- Using the sentence structure effectively and connect ideas logically within a paragraph.
- Write descriptions on various objects and topics.

Tentative Session Plan:

Sessions	Content	Activities
1	Listening	<ul style="list-style-type: none"> • To inculcate the skills of content prediction, inference and discourse coherence. • Acquire proficiency in Prosodic Features (Pronunciation, enunciation, pitch, intonation/voice modulation)
2	Ideation and Expression	<ul style="list-style-type: none"> • Proving situation/context to trigger thinking process • Just Minutes • Role Play/ Situational Dialogues • (Oral Narration) Describing people, places, events and things
3	Reading	<ul style="list-style-type: none"> • Distinguishing the main idea and supporting ideas • Transcoding information to diagrammatic display, recognizing indicators in discourse, understanding conceptual meaning and summarizing. • Reading and writing skills will be targeted simultaneously.
4.	Writing	<ul style="list-style-type: none"> • To throw some light on the features of the connected speech/ composition such as use transitional words, connectives, etc.

		<ul style="list-style-type: none"> To explain various strategies for the organization of ideas such as introduction, development, transition, conclusion, emphasis, explanation and anticipation.
5	Vocabulary Building	<ul style="list-style-type: none"> Introducing Idioms, Proverbs, Phrasal verbs and asking them to use the same. Connotative and denotative meaning of the words. To familiarize the students with the ways in which words are actually used in a particular context, especially with regard to their meanings, roots, prefixes suffixes, antonym & synonym.
6	Collecting and Analyzing Information	<ul style="list-style-type: none"> Assigning students to read books, newspapers, magazines and stories to learn from, assess and improve analytical ability. Allotment will be done before the class.

References for Readings:

- Sanjay Kumar & Pushp Lata "Communication Skills". New Delhi: Oxford University Press, 2011.
- M Ashraf Rizvi "Effective Technical Communication". Chennai, McGraw Hill Education, 2018

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Attendance	10
Assignment(s)	30
Class Participation	10
Quiz	10
Project-I	15
Lab Evaluation-I	25
Total	100

29 (a). Indian Economy**Course Code: EC05****Credit: 3****L-T-P: 3-0-0****Course Instructor: Dr. Sheetal Mundra****Course Description:**

The course begins with an introduction to India's economic structure and frameworks of India's economic development. This course presents the major issues in the Indian economy as they are related to economic development of India over a period of time. Our present economic ailments, poverty; inequality; unemployment; infrastructural bottlenecks; demographic issues, are those associated with or arising directly from the problems of economic growth. It is highly important that the Indian students at the undergraduate level understand and appreciate these problems. Using appropriate analytical frameworks, this course reviews major trends in economic indicators and policy debates in India in the post-Independence period, with particular emphasis on paradigm shifts and turning points.

Course Learning Outcomes:

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

- Explain the features and structure of Indian Economy and its development over a period of time.
- Interpret various data about Indian Economy.
- Reason out the issues and problems faced by Indian Economy and the impact of policy changes to address them.
- Analyse achievements and turning points over a period of time of Indian economy.
- Design prospects and development in future.

Topics to be Covered:

- Economic Growth, Development and Underdevelopment
- Human Development Index
- Nature of Indian Economy
- Population and Economic Development
- Workforce Participation and Changes in Occupational Structure in India
- Employment and Unemployment
- Problems in Indian Economy
- Public and Private sector in Indian Economy
- Privatisation and Disinvestment
- Impact of New Economic Policy on Indian Industry

- Indian Economy & Foreign Trade
- Foreign Capital and Aid
- Foreign Exchange Reserve
- Globalization
- Economic Planning and Economic Development

Reference for Reading:

- K.P.M Sundharam, Gaurav Datt, Ashwani Mahajan (2013). Indian Economy. New Delhi: Sultan Chand

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Mid Term Exams	20%
End Term Exams	30%
Article Writing	20%
Presentations	10%
Project	20%

29 (b). Financial Planning and Wealth Management**Course Code: FN18****Credit: 3****L-T-P: 3-0-0****Course Instructor: Dr. Sarita Gupta****Course Description:**

This course provides an introductory study of wealth management and contemporary financial planning. This course provide an overview of the major components of financial planning, namely consumption planning, tax planning, insurance planning, retirement planning and estate planning. This course is designed in such a way to enable students to respond to the challenges posed by the changing nature of the financial products landscape. Students here will be exposed not only to theoretical concepts but also their practical applications for becoming wealthy. This course is about the process of creating wealth, the methods and instruments involved as well as managing wealth.

Course Learning Outcomes:

At the end of this course, a student should be able to:

- Acquire understanding of Financial Planning Profession and the role of a financial planning advisor.
- Analyze and evaluate basic investment avenues (including investment types, risk & return, passive vs. active management) and specific investment strategies necessary to allow clients a mechanism to achieve realistic goals.
- Apply knowledge of basic tax planning fundamentals for individuals and how taxes affect investment, retirement and estate decisions aimed towards SELF financial planning and wealth management.

Topics to be Covered:

- Financial Planning & Wealth Management: An overview
- Standard Life Cycle Hypothesis
- Investment planning
- Retirement Planning
- Tax planning
- Estate Planning

References for Readings:

- Mittra, S., Rai, K.S., Sahu, P.A., and Jr.S.H. (2015). *Financial Planning Theory and Practice*. Sage publishing House.
- Dunn & Bradstreet (2010). *Wealth Management, Finance Essentials Series*. New Delhi: Tata McGraw Hill Publications.

- Jhabak, V.P. (2016). *Wealth Management*. Himalaya Publishing House.
- Rao, B. (2015). *Wealth Management and Financial Planning: Concepts & Practices*. ISBN: e book 978-1-4828-5654-5

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Class Participation and Class Attendance Assignment Report and Presentation Quiz	20%
Mid-term Examination I	20%
Mid-term Examination II	20%
End-term Examination	40%
Total:	100%

29 (C). Supply Chain Concepts and Planning

Course Code: OM15

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Lokesh Vijayvargy

Course Description:

This course provides an understanding of fundamental concepts of supply chain management. All functional areas of supply chain management are explored in an integrated view of procurement, manufacturing and operations management, transportation and logistics, production planning and inventory control, order fulfillment and supply chain coordination.

Course Learning Outcomes:

At the end of the course, the students should be able to:

- Explain the fundamental supply chain management concepts.
- Apply knowledge to manage a supply chain effectively.
- Analyze critical dimensions of logistics and distribution in a supply chain to make significant contribution to overall business results.
- Analyze areas in which SCM processes can be improved to gain competitive advantage in the marketplace.

Topics to be Covered:

- What is SCM
- Practices in SCM
- Features and importance of SCM
- Case studies on 7' Eleven, Zara, IKEA, Walmart, H&M.
- Integrated SCM and its issues
- Sourcing in Supply Chain Management
- Distribution and Logistics Network in Supply Chain Management.
- Demand Forecasting and Aggregate Planning.
- Sales and Operations Planning.
- Sustaining Competitive Advantage.
- Best practices in SCM
- Warehousing Management in SCM

References for Readings:

- Sunil Chopra, Peter Meindl. D. V. Kalra (2016). *Supply Chain Management: Strategy, Planning, and Operations*. 5th Edition. New Delhi, Pearson.

- D. S. Levi, P. Kaminsky, E. S. Levi, R. Shankar (2011), *Designing & managing the Supply Chain – Concepts, Strategies & Case Studies, 3rd edition*, Tata McGraw Hill
- Janat Shah (2016), *Supply Chain Management: Text and Cases*, Pearson New Delhi.
- R. B. Chase, R. Shankar, F. R. Jacobs, N. J. Aquilano (2010), *Operations & Supply Management, 12th edition*, McGraw Hills
- V. V. Sople. (2010). *Logistics Management*. 2nd Edition. Noida. Pearson Education.
- D. K. Agrawal. (2010). *Supply Chain Management: Strategy, Cases and Best Practices*. 1st edition. New Delhi. Macmillan Publishers India Ltd.
- D. J. Bowersox, D. J. Closs, M. B. Cooper. (2010). *Supply Chain Logistics Management*. 2nd edition. New Delhi. Tata McGraw Hill Education Pvt. Ltd.

Online resources

- <http://www.scdigest.com/>
- <http://www.scmr.com/>
- <http://www.logisticsworld.com/>

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Class Participation	10%
Quizzes	20%
Assignment	10%
Project Presentation	20%
End-term Examination	40%
Total:	100%

30 (a). Advertising and Sales Management

Course Code: MK09

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Punam Mishra

Course Description:

Promotion and Sales are most often intended to be supporting components in a marketing mix. Promotion and Sales decisions must be integrated and coordinated with the rest of the marketing mix, particularly product/brand decisions, so that they may effectively support an entire marketing mix strategy. The course is designed to provide an understanding of various promotional tools used in the communication mix and modern sales management concepts, tools, and techniques. The course focuses on developing advertisement and sales management skills as required in the today's competitive industry.

Course Learning Objectives:

The course is designed to make students able to:

- Explain the concept of marketing communication mix and sales management in theory and practice.
- Analyze the role and configuration of the marketing communication mix and explains the main characteristics associated with the principal tools and media.
- Interpret the fundamental principle of 'place' in the marketing mix and to management decisions concerning distribution channels, channel members, logistics management, retailing and wholesaling.
- Create marketing strategy to achieve the long-term objectives for a firm in a competitive market situation.

Topics to be Covered:

- **Integrated Marketing Communications Strategy:** The Promotion mix, Integrated Marketing Communications, Steps in Developing Effective Marketing Communication, Promotion Budget and Mix, Advertising and Public Relations, Sales Promotion, Direct and Online Marketing.
- **Sales Management:** The Role of the Sales Force, Personal Selling, Designing Sales Force Strategy and Structure, Recruiting and Selecting Sales People, Training Salespeople, Sales Force Compensation, Supervising and Motivating Sales People, Evaluating Salespeople and Sales-Force Performance.

- **Marketing Channels:** Supply Chains and the Value Delivery Network, the Nature and Importance of Marketing Channels, Channel Behavior and Organization, Channel Design Decisions, Channel Management Decisions, Marketing Logistics, Retailing and Wholesaling
- **Extending Marketing:** Creating Competitive Advantage, the Global Marketplace, Sustainable Marketing.

References for Readings:

- Armstrong, G. and Kotler, P. (2017). *Marketing: An Introduction*. New Delhi: Pearson Education.
- Chunawala, S. A., & Sethia, K. C.(2011). *Advertising, Sales and Promotion Management*. New Delhi: Himalaya Publication.
- Lamb, W. C., Hair, F. J., Sharam, D., & McDaniel, C. (2012). *MKTG A South-Asian Perspective*. New Delhi: Cengage Learning Pvt. Ltd.
- Ramaswamy, V. S., & Namakumari, S. (2013). *Marketing Management: Global Perspective, Indian Context*. New Delhi: Macmillan (India) Limited.
- Saxena, R. (2014). *Marketing Management*. New Delhi: McGraw-Hill Education.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Class Participation	5%
Continuous Assessment	15%
Mid-term Examination- I	20%
Mid-term Examination- II	20%
End-term Examination	40%
Grand Total:	100%

30 (b). Investment Planning

Course Code: FN19

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Sarita Gupta

Course Description:

This course cover the critical knowledge of different asset classes and interplay amongst them, the products constituting such classes and their investment risk profile to enable the management of a client's finances towards achieving various financial goals. The development of vital understanding of basic risk profile of the client so as to astutely recommend appropriate asset allocation is a crucial area requiring mastery. Another aspect that needs sharp skills is the measurement of investment risk and returns, their analysis in portfolio evaluation and alignment to suit the financial goals.

Course Learning Outcomes:

At the end of this course, a student should be able to:

- Analyze assets classes and factor affecting them, the interplay between asset classes, product constituting those asset classes and their complexity and riskiness.
- Evaluate investment choices in the context of client's financial planning needs.
- Determine the tax implication of the investment choices made, measure investment risk and the risk adjusted return in the strategy adopted.
- Recommend appropriate strategy to model a portfolio comprising varied investment products in tune with a well established asset allocation suited to achieve the client's financial goals.

Topics to be Covered:

- Investment Environment
- Investment Product Universe
- Regulatory framework: SEBI, Major Stock Exchange, Depositories
- Risk & Return Relationship
- Investment strategy-active & passive
- Portfolio Management: Creation, Analysis and Revision
- Derivative Instruments

References for Readings:

- Geoffrey, A.H., Stanley, B. B. And Somnath, B (2006). *Investment Planning For Financial Professionals*. The McGraw Hill Publications.

- Bodie, Z., Kane, A., and Marcus, J.A. (2010) *Investments* (10th edition). The McGraw Hill Education.
- Chandra P. (2012). *Investment Analysis and Portfolio Management* (4th edition). McGraw Hill Education (India) Pvt. Ltd.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Continuous Assessment Class Participation and Class Attendance, Assignment Report and Presentation. Quiz	20%
Mid-term I Examination	20%
Mid -term II Examination	20%
End-term Examination	40%
Grand Total:	100%

30 (C). Material & Inventory Management**Course Code: OM19****Credit: 3****L-T-P: 3-0-0****Course Instructor: Dr. Lokesh Vijayvargy****Course Description:**

Materials and Inventory Management is one of the key support functions in Business Operations, which has direct impact on the bottom line of the business. Materials cost generally accounts for 60-70 percent of the cost of the product. In a competitive business environment, while enhancing revenue through sales is becoming increasingly difficult, enhancing profitability by optimizing materials cost through effective management of inventory is relatively easier. In this context, Materials Management function assumes greater importance. Sourcing of Supplies and Management of Inventories are two important Drivers of Supply Chain, which can be effectively leveraged to generate substantial surplus in overall Supply Chain Management. Business Managers irrespective of their functional domain, need to familiarize with techniques and practices used in industry for effective management of Sourcing / Procurement/ Warehousing and Inventory control.

Course Learning Outcomes:

At the end of the course, the students should be able to:

- Describe integrated materials management system in a business organization.
- Apply Tools and Techniques for effective Inventory Management.
- Evaluate vendors through a Vendor Rating System
- Develop a global and an effective inventory management system.

Topics to be Covered:

- **Unit 1: Principles of Materials Management:** Integrated Materials Mgmt. System, 5-R Principle of Materials, Planning and Procurement, Key Influencing Factors in Materials Planning, Codification, Standardization and Variety Reduction, Value Analysis Technique for Materials Cost Reduction.
- **Unit 2: Inventory Management Techniques and Practices:** Single Period Inventory System, Elements of Inventory Costs and concept of EOQ, Numerical Examples on computation of EOQ with and without Discounts, P and Q- Systems of Inventory Replenishment, Need and importance of Safety Stock, Impact of Safety Stock on Supplier Selection, Risk Pooling, Selective Inventory Control: ABC, VED, FSN, XYZ, SDE Analysis, Interactive 3-D Approach in Inventory Control, Just-in-Time /Lean Inventory System, Optimizing Operating Cost through Lead Time Reduction / Materials Handling and Transport Cost Reduction

- **Unit 3: Procurement:** Procurement & Outsourcing Strategies, E-Procurement & Reverse Auction, Vendor Selection and Performance Evaluation, Familiarization with Two -Bid Tendering / E-Tendering and Auctioning Procedures and Practices for Procurement, Tender Evaluation, Landed Cost Computation and Selection of Suppliers for award of Purchase Contract, Supply Contracts
- **Unit 4: Warehousing and Ethical Materials Management:** Warehouse Management, Stock Valuation and Verification, Ethics in Materials Management

References for Readings:

- P Gopalkrishnan, Purchasing and Materials Management, 36th reprint 2015, McGraw Hill Education (India) Private Limited Publication
- A.K. Chitle & R.C. Gupta, Materials Management Text and Cases, PHI Publication
- Chatterjee S, Applied Materials Management
- D M Dan, Principles of Purchasing
- Monczka. Trent.Handfield, Purchasing: An Integrated Supply Chain Approach Cengage Publication
- N K Nair, Purchasing and Materials Management, Vikash Publication

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Class Participation	10%
Quizzes / Class Test	20%
Assignment	10%
Project Presentation	20%
End-term Examination	40%
Total:	100%

Semester V (Academic Year 2019-20)

31. Company and Other Laws

Course Code: GN19

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Lokanath Mishra

Course Description:

The course introduces the concepts, requirements and procedures of company law to participants, with particular emphasis on the application and operation of the law. With increasing complications in business, the managers must have basic knowledge of law being applied on the industry as well as awareness of different laws to deal any type of stakeholders and situation. This course is broadly covers Company Act 2013: Types of Companies and Its Characteristics: Definition of a Company, Characteristics, Lifting of Corporate Veil, Illegal Association, Different types of Companies, Public Companies, Private Companies, Foreign Company, Government Company, Limited, Unlimited, Holding and Subsidiary Companies, Memorandum of Association, Articles of Association and Prospectus its clauses, contents and procedure of Issues, Alterations etc, Share Capital, Company Meetings, management of the Companies, Composition of Board of Directors their appointment, duties, responsibilities and remunerations.

Course Objectives:

To gain an expert knowledge of corporate functions in the context of Companies Act and related corporate Laws. To be able to assess whether strategies and the organization is in compliance with established regulatory framework and corporate governance.

The other objectives are:

- To familiarize the students with company and other related laws to business environment.
- To equip them with drafting company documents, statutory records and compliance with various Government agencies.
- To strengthen the analytical and critical thinking skills of students and provide skills to predict the disputes, which may arise in business in context of law and thereafter shaping real world business decisions.

Course Learning Outcomes:

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

- Comprehend the principles of corporate laws relevant for compliance and decision making
- Acquaint with company registration process, forms and procedures.

- Analyze and interpret the impact of Listing agreement and SEBI Laws and regulations.

Topics to be Covered:

- **Company Formation and Conversion:** Incorporation private companies, public companies, companies limited by guarantee and unlimited companies, Nidhi companies, OPC, Producer Companies and other companies, Formation of Not for profit making companies, procedure related to foreign companies carrying on Business in India.
- **Board of Directors and Managerial Personnel:** Directors and managerial personnel- appointment, Reappointment, resignation and removal, payment of remuneration to Directors and Managerial personnel and disclosure, Powers and Board of Directors and Restrictions on the Power of Directors, Obtaining DIN, Compensation for Loss of office
- **Board Meeting and Procedures:** Board meeting, minutes, Registers, Power of the Board, Corporate Governance and Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, CSR Committee, Duties and Liabilities of Directors
- **Compromise, Arrangement and Amalgamations:** Power to compromise or make arrangements with creditors and members, power of tribunal, merger and amalgamation of companies, prevention of oppression and mismanagement, Majority rules but minority protection
- **Corporate Winding up and Dissolution:** Modes of winding up, winding up by the Tribunal, voluntary winding up, provisions applicable to every mode of winding up, official Liquidators.
- **Insolvency & Bankruptcy Code, 2016:** Introduction, purpose and vision of the code, power of IBBI, Insolvency professional agencies, Insolvency professionals, information utility Adjudicating authorities and process.

References for Readings:

- Sheth, T. (2015). *Business Law*. New Delhi: Pearson Education
- Albuquerque, D. (2016). *Legal Aspects of Business*. New Delhi, Oxford Publications.
- Miller, R. L. (2012). *Business Law Today*. Boston: Stanford Edition.
- Mallor, J. P., Barnes, A. J., Bowers, L. T., Langvardt, A. W. (2011). *Business Law: The Ethical, Global, and E-Commerce Environment*. NJ: McGraw-Hill/Irwin
- Cross, F. B. (2012). *Legal Environment of Business*. New York: South Western
- Gulshan S. S. & Kapoor, G.K. (2012). *Business Law Including Company law*. New Age International Publishers: New Delhi
- Agarwal, R. (2011) *Mercantile & Commercial Law*, New Delhi: Tax Man

- Kalpoor, N.D. (2011) *Elements of Mercantile Law*, New Delhi: Sultan Chand & Sons
- Chandha, P.R. (2010) *Business Law*, New Delhi: Galgotia Publication
- Miller, R. L. (2010). *Business Law Today*. Boton: Stanford Edition.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Mid Term I	20%
Mid Term II	20%
End Term	40%
Continuous Evaluation (Internal Marks) Assignment, Case Study, Project Work, Class test	20%

32. Ethics and Human Values

Course Code: HR13

Credit: 2

L-T-P: 2-0-0

Course Instructor: Dr. Richa Mishra

Course Description:

Ethics and values are the guiding principles of our lives. They are essential for positive human behaviour and actions in our daily lives. They are formed on the basis of interests, choices, needs, desires and preferences. This course intends to make students understand the relevance of values and ethics at the individual and societal levels, which is critical when working across disciplines and contexts to achieve goals.

Learning Outcomes:

Upon completion of the course, students are expected to be able to:

- Analyze and assess the ethical and unethical approaches.
- Identify the relevance of values.
- Recognize challenges to ethical behavior.
- Explain personal values and its impact on response to ethical situations.

Course Content:

- Introduction to the concept of ethics and values.
- Theories of ethics
- Concept of Moral reasoning
- Formation of value
- Identifying personal values

Reference for Readings:

1. Venkatrao, V. (2014). Ethics and Values -A Text-book for Under Graduate Students. E –Book

Website:

2. mrunal.org/ethics

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Mid Term II	20%
Internal Components:	40%
Assignments	10%
Class Participation	10%
Viva	10%
Presentation	10%
End Term Examination	40%
Total	100%

33. Direct Tax Laws and Practice

Course Code: AC07

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Sarita Gupta

Course Description:

Direct Tax Laws and Practice is a basic core course offered to the students of Business stream, with an aim to equip the students with the basic understanding of the direct tax laws concepts and identify its role in the economy. The course aims to develop the issues related to income taxation in accordance with the legislative provisions. It also aims to introduce students to the methodology of estimating and calculating accounting information and tax liability.

Course Objectives:

This course would help students to

- Understand the basic concepts and terms of Indian Income Taxation.
- Distinguish between direct taxes and indirect tax.
- Distinguish various sources of income and their tax applicability.
- Calculate tax liability for Individual assessee of variant residential status and file tax return.

Course Learning Outcomes:

Upon completion of the course, students are expected to be able to:

- Understand and differentiate basic terms under the Income Tax Act, 1961 and to determine residential status of an assessee.
- Compute Gross Total Income (GTI) and Taxable Income of an individual assessee under different heads of income of Income Tax Act, 1961.
- Do planning and action for tax saving strategies for individual assessee.

Topics to be Covered:

- Basics of Direct Taxation
- Computation of Income Under the head of Salary
- Computation of Income Under the head of House Property
- Computation of Income Under the head of Business & Profession
- Computation of Income Under the head of Capital Gain
- Computation of Income Under the head of Other Sources
- Computation of GTI and Taxable Income

References for Readings:

- Singhanian & Singhanian (2019). Direct Taxes Laws & practice with special reference to tax planning. Taxmann Publications Pvt. Ltd.
- Singhanian & Singhanian (2019). Students Guide to Income Tax including GST, Problems & Solutions. Taxmann Publications Pvt. Ltd.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Mid Term I	20%
Mid Term II	20%
End Term	40%
Continuous Evaluation (Internal Marks)	20%

34. Communication & Identity

Course Code: CC1104

Credit: 2

L-T-P: 2-0-0

Course Instructor: Dr. Richa Mishra

Course Description

This course enables students to explore their personal and professional identities, to create their distinctive presence. It intends to help them gain an understanding of the basic purpose, benefits, and responsibilities of self-presence, and to begin the process of defining their values, strengths, and goals, which also helps them enhancing their professional readiness.

Course Learning Outcomes

The students will be able to:

- Analyse their personal identities, both private and social
- Identify their different values, strengths and areas of professional interest
- Articulate their personal statement and use it to craft an influential pitch
- Express themselves through various communication formats, on different platforms

Topics to be Covered:

Module	Topics	
Identifying Self	Factor that shape our identity	The 3 Types of Diversity that shape our identities. Three things: demographic diversity (our gender, race, sexual orientation, and so on), experiential diversity (our affinities, hobbies, and abilities), and cognitive diversity (how we approach problems and think about things).
	Internal confidence or “principle-centred living”	Living a principle-centred life is the key to excelling in all other areas of our living. A principle is based on the fundamental idea that there is learned behavior that governs human effectiveness.
	Personal Statement	Use of story map to create a personal statement.

Persuasive Communication	Steps to build a Personal Identity	Personal Identity through brand building exercise: meaning, importance and how to create and use it; the three Cs of personal branding
	Online presence	Creating an online presence for professional and personal branding through social media.(LinkedIn, Facebook etc.)
	Elevator Pitch, Cover Letter	Elevator Pitch: Meaning and use of an elevator pitch in interview and workplace; techniques to craft and improve their pitch Purpose of a cover letter, types of the cover letter, the structure of a cover letter and tips on the cover letter, to craft their cover letter to be used for placements
	Presence in Group Discussion and Personal Interviews	Practice different types of group discussions, dos and don'ts of group discussions and use of techniques to perform well in GDs

References for Reading:

- O'Brien, T. (2019). When your job is your identity, professional failure hurts more. *Harvard Business Review*.
- Anca, C., & Aragón, S. (2018). The 3 types of diversity that shape our identities. *Harvard Business Review*.
- Craig, N., & Snook, S. (2014). From purpose to impact. *Harvard business review*, 92(5), 104-111.
- Detert, J. R. (2018). Cultivating everyday courage. *Harvard Business Review*, 96(6), 128-135.
- Dutta, S. (2010). What's your personal social media strategy? *Harvard business review*, 88(11), 127-30.

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Component	Weightage
Assignments (oral and written)	40%
Class Participation	10%
Presentation	20%
End Term Exam	30%
Total	100%

35. Summer Internship Project**Course Code: GN24****Credit: 4****Course Description:**

The internship provides students with an opportunity to grow professionally, identify personal strengths and weaknesses, apply learned theory to practical situations, and gain an experience of the role, duties, and responsibilities of the work that the student has chosen as a career. Summer internship duration is about 6- 8 weeks commencing in the month of May. The Internship Completion Certificate (from Company) and the organization's Feedback Form are the pre-requisites for completion of the Summer Internship.

Course Objective:

The aim of the internship program is to provide the student (future professional) with a comprehensive practical experience in a real setting where they apply their theoretical knowledge in practice.

Course Learning Outcomes:

The expected outcomes achieved by the student at the end of the internship:

- Apply theoretical concept in live projects.
- Integrate theoretical knowledge with the application of technical and managerial skills involved in professional environment.
- Closely understand and participate in business operations and decision making process.
- Work under the guidance and support of industry mentors to become industry ready professionals.

Assessment Scheme:

Assessment Components	Weightage
Faculty Report Assessment	20 %
Industry Guide Feedback	30%
Presentation (External Examiner)	50%

36 (a). Understanding Consumer Behaviour**Course Code: MK10****Credit: 4****L-T-P: 4-0-0****Course Instructor: Dr. Punam Mishra****Course Description:**

This course examines the strategic implications of the internal, external and decision-making factors that impact consumer purchasing patterns with emphasis on managerial applications. This course introduces the theory of consumer behavior and relates it to the practice of marketing. It will present relevant material drawn from psychology, sociology and behavioral sciences within the framework of the consumer decision process and its main influencing factors. Students will be able to identify the dynamics of human behavior and the basic factors that influence the consumer decision process and will be able to demonstrate how concepts may be applied to marketing strategy.

Course Learning Outcomes:

To enable students

- to acquire a framework for analyzing consumer behavior problems
- to learn how consumer behavior can be affected by different marketing strategies
- to show how behavioral evidence can be used to evaluate alternative marketing strategies
- to learn about and use consumer behavior theories in marketing and social psychology

Topics to be Covered:

- **Consumer Behaviour: An Overview:** Introduction, Need for Understanding Consumer Behaviour, Consumer insights, Diversity of Indian Market, Changing Pattern of Indian Consumer Behaviour, Factors Influencing Consumer Decision Making.
- **Psychological Influences on Consumer Decision-Making :** Concept of Motivation, Role of Motives in Guiding Behaviour, Elements and Dynamics of Perception, Complexities in Consumer Perception, Consumer Beliefs, Consumer Feelings, Consumer Attitudes, Learning Theories, the Elaboration Likelihood Model (ELM), Nature & Theories of Personality, Brand Personality.
- **Sociological Influence on Consumer Decision-Making:** Effect of Life Cycle Stage, Occupation and Lifestyle on Consumer Behaviour, Social Class and their Behavioural Patterns, Role of Influence Groups, Effect of Reference Groups on Consumer Decision Making.

References for Readings:

- Majumdar, R. *Consumer Behaviour: Insights from Indian Markets*. New Delhi: PHI Learning Pvt. Ltd.
- Evans, M., Foxall, G., & Jamal, A. *Consumer Behaviour*. New Delhi: Wiley Indian Edition.
- Hawkins, D. I., Motherbaugh, D. L., & Mookerjee, A. *Consumer Behavior: Building Marketing Strategy*. New Delhi, McGraw-Hill Education.
- Loudon, D., & Bitta, A. D. *Consumer Behaviour*. New Delhi: McGraw Hill Education.
- Schiffman, L. G., Wisenblit, J., & Kumar, R. S. *Consumer Behaviour*. New Delhi: Pearson Education.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Class Participation	5%
Continuous Assessment	15%
Mid-term Examination- I	20%
Mid-term Examination- II	20%
End-term Examination	40%
Total:	100%

36 (b). Banking Services & Operations

Course Code: FN28

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Sarita Gupta

Course Description:

This course is a comprehensive introduction to how banks work. It discusses the role, operations, risks and remedial actions of managing risks of banking sector in the current era of globalization, privatization and liberalization. The financial sector constitutes one of the major components of the service sector and within the financial sector Banking has a significant role to play. There has been a manifold increase in the demand for banking services to cover various commercial and personal risks arising out of increasing complexities of modern life. Resultantly, these in turn have thrown up numerous opportunities as well as challenges for banking companies in India. This course intends to impart real life knowledge about organization, operation and regulation of banking sector in India and expects to increase conceptual and practical learning of students.

Course Objectives:

This course would help students to

- Acquire and exhibit an understanding of banking sector and its role in Indian and global economy.
- Learn about credit creation ability of Commercial banks.
- Attain professional perspective to assess various risks (special focus on credit risks) pertaining to banking and managing them.
- Critically evaluate the operational efficiency of commercial banks operating in India.

Course Learning Outcomes:

After completion of this course, students are expected to be able to:

- Understand and analyze the organizational structure, functioning and working of commercial banks in India.
- Critically evaluate impact of monetary policy of RBI on commercial bank's credit creation ability.
- Assimilate understanding of credit risk control mechanism of Indian commercial banks.
- Critically analyze capital adequacy of Indian banks in relation to global standards.

Topics to be Covered:

- Introduction to banking business
- Credit creation
- Commercial Banking in India
- E Banking
- Credit risk monitoring, Management and Recovery
- Capital Adequacy (Basel Norms)

References for Readings:

- Gordon & Natarajan (2008). *Banking Theory, Law and Practice*. Himalaya Publishing House.
- Prasad & Syan (2009). *Bank Lending*. Himalaya Publishing House.
- Vaidyanathan, K. (2013). *Credit Risk Management for Indian Banks*. Sage.
- Srivastava & Nigam (2014). *Management of Indian Financial Institutions*. Himalaya Publishing House.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Mid Term I	20%
Mid Term II	20%
End Term	40%
Continuous Evaluation (Internal Marks)	20%

36 (C). Supply Chain Management**Course Code: OM12****Credit: 4****L-T-P: 4-0-0****Course Instructor: Dr. Lokesh Vijayvargy****Course Description:**

SCM concepts are increasingly being used in business practice for initiating and sustaining organizational redesign within and across industrial sectors. Today's business world is characterized by proliferation of product variety, uncertain product volume requirements, product design changes, increasing customer expectations and shortening product and technology life cycles. Of late, Supply Chain Management has assumed a strategic perspective, as it affects the bottom line. The return on investment (ROI) of companies and, in turn, the business performance can be improved by meeting needs of customers through appropriate design of supply chains. The course on would enable students to understand the concepts and methods developed and applied by organizations in complex business environment.

Course Learning Outcomes:

At the end of the course, the students should be able to:

- Comprehend complexity and challenges of managing a supply chain.
- Manage SCM Drivers and obstacles for improving efficiency and effectiveness
- Apply the contemporary frameworks for improving supply chain performance

Topics to be Covered:

- Managing Supply Chain is managing Business, Contemporary Issues and Challenges
- Efficient Vs Responsive SCM (SC Strategy)
- Key Drivers and enablers in Supply Chain Management
- Comparison of Online and Store based supply chain Models
- Role of Distribution in SCM ; Factors influencing network decisions
- Type of Distribution Network in SCM
- Design of Distribution Network
- Role of Network in Supply Chain, Factors influencing network design decisions, Framework for Network Design decisions, Models for facility location and capacity allocation
- Integrated Approach of SCM and role of SCM Players
- Integrated Approach of SCM and Bull whip effect
- Inventory Management in SCM in certain market
- Inventory Management in SCM in uncertainty Market

- Make Vs Buy: The strategic approach (Sourcing/Outsourcing)
- Vendor development & Selection
- Impact of uncertainty on Network Design, Discounted Cash Flow Analysis, Representations of Uncertainty, Evaluating Network Decision using Decision Trees
- Postponement Strategy, Aggregation Strategy, Cross Docking Strategy, Risk Pooling
- Vendor Managed Inventory (VMI): A tool of Agile SCM
- Transportation Problems: Integrated Decision on Transportation considering both transportation and inventory costs

References for Readings:

- Sunil Chopra, Peter Meindl. D. V. Kalra (2016). *Supply Chain Management: Strategy, Planning, and Operations*. 5th Edition. New Delhi, Pearson.
- D. S. Levi, P. Kaminsky, E. S. Levi, R. Shankar (2011), *Designing & managing the Supply Chain Concepts, Strategies & Case Studies*, 3rd edition, Tata McGraw Hill
- Janat Shah (2016), *Supply Chain Management: Text and Cases*, Pearson New Delhi.
- R. B. Chase, R. Shankar, F. R. Jacobs, N. J. Aquilano (2010), *Operations & Supply Management*, 12th edition, McGraw Hills
- V. V. Sople. (2010). *Logistics Management*. 2nd Edition. Noida. Pearson Education.
- D. K. Agrawal. (2010). *Supply Chain Management: Strategy, Cases and Best Practices*. 1st edition. New Delhi. Macmillan Publishers India Ltd.
- D. J. Bowersox, D. J. Closs, M. B. Cooper. (2010). *Supply Chain Logistics Management*. 2nd edition. New Delhi. Tata McGraw Hill Education Pvt. Ltd.

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Component	Weightage
Two quizzes	20%
Discussion Forum / Assignment	15%
Project Report and Presentation	25%
End Term Examination	40%

Semester VI (Academic Year 2019-20)

37. Entrepreneurship Development

Course Code: EP01

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Sheetal Mundra

Course Description:

Entrepreneurship plays a vital role in industrial development. It is relatively new subject and one of the fastest growing subjects in colleges and universities across the world. It has been identified as one of the major trends shaping business, economy and even society. It has now emerged as profession. That like other profession, it can be developed and fostered through specific educational and training programme is well evidenced by behavioural studies and experiments conducted across the regions. This course is about creating, managing and leading an entrepreneurial organisation. It would enable students to start dreaming big, visualizing and working towards the realization of their dreams. This course will develop entrepreneurial skills among the students and encourage them to start their own.

Course Objectives:

- To promote entrepreneurship among the student community and to introduce them the traits of entrepreneurs.
- To encourage students to nurture their entrepreneurial traits and think creatively to develop innovative ideas/products for commercial exploitation.
- To develop the skills of students in developing the Value Proposition Canvas and Business Model.
- To provide them understanding about MVP and the tips for preparing their venture pitch deck.
- To aware students about the different sources of funding and support system available for a venture.
- To give insights about refining business model and preparing business plan.

Course Learning Outcomes:

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

- Describe the role and features of an entrepreneur and appreciate the role of entrepreneurship in the economic development of a nation.
- Identify their own entrepreneurial style.
- Identify problem worth solving through design thinking.
- Identify customer segment and craft Value Proposition Canvas.
- Create business model using Lean Canvas Template.
- Design and validate solution demo and MVP.

- Analyse cost, revenue, key channels and pricing model for the venture.
- Understand funding process and what investor look for.
- Refine business models and expand customer segments.
- Design business plan for the venture.
- Understand the key metrics to measure & track the venture progress.

Topics to be Covered:

- Overview of Entrepreneur and Entrepreneurship
- Self-Discovery
- Opportunity Discovery
- Identify Customer and Craft Value Proposition
- Business Model
- Validation
- Money (Revenue, Costs, Pricing)
- Marketing and Sales
- Pitching your Venture
- Funding your Venture
- Refining the Business Model and Product/Service
- Business Planning
- Creating a Branding and Channel Strategy
- Measuring Your Progress

References for Readings:

- Raj Shankar (2014), Entrepreneurship Theory and Practice. Noida: Tata McGraw Hill
- Arya Kumar (2015). *Entrepreneurship: Creating and Leading an Entrepreneurial Organisation*. New Delhi: Pearson.
- Poornima M Charantimath (2016). *Entrepreneurship Development Small Business Enterprises*. New Delhi: Pearson.
- Rajeev Roy (2014). *Entrepreneurship*. New Delhi: Oxford University Pr.
- Vasant Desai (2016). *Dynamics of Entrepreneurial Development and Management*. Himalaya Publishing House.
- Khanka, S. S. (2018). *Entrepreneurship development*. New Delhi: Sultan Chand and Sons.
- <http://entryindia.com/>
- <https://www.entrepreneur.com/in>
- <https://www.entrepreneur.com/magazine>

Note: Latest edition of the readings will be used

Assessment Scheme:

Assessment Components	Weightage
Continuous Assessment (Presentations, Assignments, Activities and Quiz)	40 %
Project	20%
End Term Exams	40%

38. Organizational Change

Course Code: HR14

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Upasana Singh

Course Description:

Organizations are continuously changing – those that do not plan for change and do not manage it strategically fall behind. It is almost certain that every business will be affected by a change initiative and almost certain that every. Change is everybody's responsibility and knowing how to plan for and implement change is a critical skill for every modern manager. This course is about identifying the need for change, assessing change options, planning for change and then implementing and managing change process through to successful outcomes. Important sub-topics we cover include: overcoming resistance to change; diagnosing organizational problems; being a change leader and equipping employees to work in changed environments. The course includes some important theoretical frameworks about change and will include case studies on organizations to help students identify 'real-life' applications of the theory.

Course Learning Outcomes:

After the successful completion of this course, the students will able to

- Assess what change management is and why it is important in the contemporary business environment.
- Examine different types of change process for different purposes and outcomes.
- Identify and analyse external and internal factors impacting businesses and their need to change.
- Assimilate and assess the evidences of resistance to change posed by the stakeholders of businesses.
- Map, analyse and represent various changes implemented by an organization in its lifecycle for survival.

Topics to be Covered:

- Business organization- The domain of change
- Concept of change
- Models of Change
- Organizational transformation
- Strategic Management of Change
- Role of change agents and leader
- Implementation of Change
- Organizational resistance to change

- Organizational development

References for Readings:

- Bhattacharyya, D.K. (2011). *Organizational Change and Development*, 2nd ed Oxford University Press, New Delhi.
- Singh, K. (2009). *Organizational Change and Development*, 2nd ed. Excel Books, New Delhi.
- Grievies, Jim. (2010). *Organizational Change-Themes & Issues*, Oxford, New York.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Continuous Assessment <ul style="list-style-type: none"> • Assignments - 10% • Project Presentation – 20% • Personal Change Plan-10% 	40%
Curated MOOC course on Managing Change	10%
Mid- term-I Examination	NIL
Mid-term-II Examination	20%
End-term Examination	30%
Grand Total:	100%

39. GST: Principles and Practices**Course Code: AC21****Credit: 4****L-T-P: 4-0-0****Course Instructor: Dr. Lokanath Mishra****Course Description:**

The objective of the course is to help students understand the law and application of newly introduced Goods and Services Tax in India. The course aims to build upon the concepts covered in GST Law. The course will apply the concepts to facilitate Indirect Tax Planning, and in particular with respect to highlighting on hand experience of calculating, filing of GST in connection to SGST, CGST and IGST.

Course Objectives:

- Analyze GST issues as they apply to businesses in India.
- Demonstrate knowledge of the fundamental principles of GST law, applicable to a wide variety of different business types in India such as companies, trusts, partnerships and sole proprietors.
- Evaluate and synthesize information and existing knowledge from a number of sources.
- Communicate ideas effectively in informal group discussions
- Demonstrate knowledge of some of the more topical taxation issues affecting businesses in India in today's economy.

Course Learning Outcomes:

At the end of this course student will be able to

- Acquaint with the Concepts of GST in India and acquaint themselves with its terminology.
- Comprehend the application to GST in various types of business and services.
- Calculate the GST in connection with SGST, CGST and IGST.
- Do GST return file.

Topics to be Covered:

- Fundamental of GST: Constitution Amendment Act, 2016, What is GST, Advantage, Need, Concept of One nation on tax, Dual GST model, Interstate Vs. Intra State Stock Transfers, GSTN, GST Council, Important Definitions.
- Levy and Collection of GST:
- Time and Value of Supply
- Input Tax Credit
- Registration under GST Law

- Payment of Tax and Return files of GST

References for Readings:

- Bansal, K.M. (2018). GST and Custom Law. New Delhi, Taxmann Publication.
- Meherotra H.C. and Agarwal V.P. (2019). Goods and Service Tax (G.S.T), 5/e, Agra: Sahitya bhawan Publications
- Ahuja Girish and Gupta Ravi. (2019). Systematic Approach to GST, 4/e, Gurugram: Wolters Kluwer India Pvt Ltd.
- Thoomkuzhy Joseph Thomas, Jacob M. Jaya and Chako, M. Chinnu. (2017). GST The essential of Goods and Service Tax. New Delhi. Himalayan Publishing House.
- Poddar Avinash. (2017). GST: Concepts for Layman. Mumabi: The Write Place, India.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Mid Term I	20%
Mid Term II	20%
End Term	40%
Continuous Evaluation (Internal Marks) Assignment, Case Study, Project Work	20%

40. Critical Thinking for Decisions at Workplace

Course Code: CC1106

Credit: 2

L-T-P: 2-0-0

Course Instructor: Dr. Vijaylashmi

Course Objective:

In today's world, the idea of right and wrong is being challenged by businesses, use of technology, economic conditions, and norms of societies. The relevance of a well-reasoned decision is crucial. This course intends to make students take better decisions keeping in mind purpose, context, and ethics.

Course Learning Outcomes:

The students will be able to:

- Apply techniques of Critical Thinking to analyse organisational problems through positive inquiry
- Describe and analyse appropriate problem-solving and ethical decision-making processes
- Choose the most effective and logical decision among multiple alternatives
- Evaluate solutions and anticipate likely risks based on purpose, context and ethics

Topics to be Covered:

- Decision Making: Definition and Type
- Barriers to Sound Reasoning
- Steps of Decision Making
- Ethics and Decisions
- Importance of purpose and context
- Problem analysis best practices
- Decision Implementation Techniques
- Comparing alternative solutions

References for Readings:

- Jonah Lehrer, 2009: How we Decide. Houghton Mifflin Harcourt, Boston, New York
- Chip Heath and Dan Heath, 2013. Decisive: How to Make Better Choices in Life and Work. Crown Business, ISBN 0307956393
- John S. Hammond, Howard Raiffa, Ralph L. Keeney, 2002. Smart Choices: A Practical Guide to Making Better Decisions. Crown Business, ISBN 0767908864
- Ramesh K. Arora, Ethics, Integrity and Values in Public Service. New Age International Publishers, New Delhi.

- Bradley H. Dowden, 1993. Logical Reasoning. Wadsworth Publishing Company, Belmont, California, ISBN 0534176887
- Cases and scenario will be shared in the class.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Attendance	10
Class Participation	10
Assignment	30
Presentation	20
Mid-Term Examination	15
Viva	15
Total:	100

41. Sprints

Course Code: GN40

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Upasana Singh/ Dr. Punam Mishra/ Dr. Lokanath Mishra

Course Description:

Sprints is an action encapsulated course designed for the students of final semester to refresh and strengthen the learnings congregated from all the completed semesters of their program specially in the area of marketing, human resource and finance. This course adopts the integrated problem oriented approach via the use of cases and simulation. It implies that complex business problems, in the form of cases and simulations require students to understand different dimensions of the problem and come up with holistic solutions. The course will help students to be abreast with trending management issues and at the same time apply the knowledge gained. It will induce students to understand trade-offs in decision making so that they are guided to improve from being a mere graduate to be a skillful workforce.

Course Learning Outcomes:

After the successful completion of this course, the students will able to

- Analyze multi-dimensional nature of present day organizations' challenges.
- Assess pitfalls in trying to resolve problems using a multi-functional approach.
- Highlight specific external and internal issues impacting businesses
- Integrate multiple dimensions of management lessons to solve business problems.

Topics to be Covered:

HR:

1. Business organization- Current challenges
2. Talent Management
 - Attracting talent
 - Recruitment and Selection
3. Training and development
4. Compensation and Benefits
5. Performance appraisal
6. Retaining Talent
7. Recent Trends Shaping HR.

Marketing:

1. Elements of Marketing Mix
2. Segmentation, Targeting and Positioning

3. Consumer Behavior
4. Product and Brand Management
5. Pricing Decision
6. Marketing Channel Management
7. Integrated Marketing Communication
8. Gaining Competitive Advantage

Finance:

1. Accounting Cycle
2. Financial Statement Analysis and Interpretation
3. Tools for Financial Decision Making
4. Cost Analysis and Cost Control
5. Financial Arithmetic's
6. Indian Financial System

Assessment Scheme:

Assessment Component	Weightage
Continuous Assessment	
• Class participation	30
• Assignments	30
• Project Presentation	40
Total:	100

42 (a). Indian Financial System**Course Code: FN09****Credit: 4****L-T-P: 4-0-0****Course Instructor: Dr. Sarita Gupta****Course Description:**

Financial institutions range from moneylenders to banks, pension funds, insurance companies, brokerage houses, investment trusts and stock exchanges. Financial instruments range from the common –coins, currency notes, mortgages, bonds, stocks to more exotic future and swap of high finance. Markets of these instruments may be organized formally or informally. The Indian financial system is passing through a period of reforms, structural adjustments and consolidation in the wake of economic liberalization. In this process, the financial system will not be widened but also be strategically planned to meet the growing needs of the economy. In view of the overwhelming significance of financial system, it is of indeed need to impart insights into the principles, operational policies and practices of the prominent financial pillars to the management students. This course is expected to give the students an opportunity to apply their knowledge of financial system to the practical world of financial institutions and services.

Course Learning Outcomes:

After completion of the course, the student will be able to

- Evaluate role and significance of financial system in economic development.
- Critically analyze capital adequacy of Indian commercial banks in relation to global standards.
- Practically understand the mechanism of new issue market and stock exchange.
- Assimilate practical aspects of foreign exchange operations.
- Learn and utilize knowledge of operating mechanism of several financial services in diverse decision making areas.

Topics to be Covered:

- **The Financial System: An Introduction:** Components of formal financial system, functions of a financial system, key elements of well-functioning financial system, Nature and role of financial institutions and markets, Savings & Investment, Financial system and economic growth, Reforms in Indian Financial System.
- **Financial Institutions:** Banking Institutions: Functions, Capital Adequacy, NPA, ALM, Banking Sector Reforms; Non- Banking Financial Institutions: Types, Growth, Regulation & Supervision

- **Financial Markets & Instruments:** Money Markets: Introduction, objective, functions, Money market instruments, Treasury bills, Commercial paper, Commercial bills, Certificate of deposits, Call/Notice money and tools for managing liquidity in the money market. Capital Market: Introduction, Objective, Functions, History of Indian Capital market, Capital market scams. New Issue Market/Primary Market: Free pricing regime, Book building mechanism, Green shoe options, On-Line IPOs, Primary Issues, Public Issues mechanism: Origination, Underwriting and Distribution.
- **Secondary Market:** Introduction, Functions, Organization, membership and management of stock exchanges, Listing of securities, Risk management, Trading arrangements, Dematerialization, Rolling settlements, Stock Market Index, Stock Exchanges, BSE, NSE, OTCEI, Regional stock exchange.
- **Foreign Exchange Market:** Foreign Exchange, Exchange Rate, Foreign Exchange Account-Nostro & Vostro, Measures for widening and deepening Forex Market in India, Exchange Control, Exchange Rate Management, ADR, GDR, FDI & FII.
- **Financial Services:** Concept, Fee Based & Fund Based, Merchant Banking, Depositories & Custodian, Credit Rating, Insurance, Factoring & Forfeiting, Venture Capital.

References for Readings:

- Pathak, B.V. (2011). The Indian Financial System. Third Edition. Pearsons India.
- Desai, V. (2001). The Indian Financial System and Development. Fourth Edition. Himalaya Publishing House.
- Khan, M.Y. (2016). Indian Financial System. Ninth Edition. MC Graw Hill Education.
- Gordon & Natarajan (2012). Financial Markets and Services. Seventh Revised Edition. Himalaya Publishing House.
- Sasidharan, K. & Mathews, A.K. (2008). Financial Services & System. Tata Mcgraw-Hill Publishing Company Limited.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Percentage
Class Participation and Class Attendance	
Assignment Report and Presentation and Quiz	20%
Mid-term Examination I	20%
Mid-term Examination II	20%
End-term Examination	40%
Total:	100%

42 (b). Financial Derivatives**Course Code: FN29****Credit: 4****L-T-P: 4-0-0****Course Instructor: Dr. Lokanath Mishra****Course Description:**

The phenomenal growth in the global markets for exchange-traded Options and Futures contracts on financial assets (foreign exchange, fixed income and equity securities, and stock indices) and on commodities has been accompanied by the growth in Over-the-Counter markets for swaps, related options, and other structured products. The exchange-traded products are traded by individuals and institutional investors, but the structured products are tailored to institutions. These derivative securities are used to meet a variety of objectives. The course defines the main kind of derivatives, shows how they are used to achieve various hedging and speculating objectives, introduces a framework for pricing derivatives, and studies several applications of derivative-pricing techniques outside derivative markets.

Course Objectives:

- To Understand the students about the concept of Derivatives and its types
- To acquaint the knowledge of Options and Futures and
- To know about Hedging and the development position of Derivatives in India.

Course Learning Outcomes:

- Acquaint with the various types of financial derivatives like forward, futures, options, Swaps, convertible, warrants, etc.
- Know about the mechanism of devising a hedging strategy, which includes (a) deciding on the futures contract, (b) which futures contract and (C) which contract month.
- Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.
- Demonstrate an understanding of pricing forwards, futures and options contracts

Topics to be Covered:

- Unit – I Derivatives – Features of a Financial Derivative – Types of Financial Derivatives – Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.

- Unit – II Options and Swaps – Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing – Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt-Equity Swap.
- Unit – III Futures – Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism - Specification of 2 the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts.
- Unit – IV Hedging and Stock Index Futures – Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio Management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.

References for Readings:

- Gupta S.L., *Financial Derivatives Theory, Concepts and Problems* PHI, Delhi
- Kumar S.S.S. *Financial Derivatives*, PHI, New Delhi
- Chance, Don M: *Derivatives and Risk Management Basics*, Cengage Learning, Delhi.
- Stulz M. Rene, *Risk Management & Derivatives*, Cengage Learning, New Delhi

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Mid Term I	20%
Mid Term II	20%
End Term	40%
Continuous Evaluation (Internal Marks) Assignment, Case Study, Project Work	20%

43 (a). Brand Management

Course Code: MK11

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Punam Mishra

Course Description:

In this course, students examine how a favorable brand and memorable brand experiences can influence a firm's ability to withstand competitive pressures and thrive in dynamic market conditions. They will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. Students will become acquainted with cutting-edge frameworks, concepts and tools that have been adopted across industries and around the globe to build lucrative brand franchises. Additionally, students will consider the role of marketing communication vehicles and platforms in effective brand management.

Course Learning Outcomes:

The course is designed to make students able to:

- Develop a consumer-centric approach in building, measuring and evaluating strategies that build brand equity for new and existing brands.
- Identify important issues related to planning and implementing brand strategies
- Learn how to identify brand meaning and to measure brand strength for any particular market offering.
- Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.

Topics to be Covered:

- Brands and brand management
- Customer-based branding equity
- Brand positioning
- Brand Resonance and the Brand Value Chain
- Choosing brand elements to build brand equity
- Designing marketing campaigns to build brand equity
- Integrating marketing communications to build brand equity
- Using secondary brand associations to build brand equity
- Designing and implementing branding strategies
- Introducing and Naming New Products and Brand Extensions
- Managing brands over time

References for Readings:

- Keller, K. L., Parameswaran, M. G., & Jacob, I. (2018). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, 4/e. New Delhi: Pearson Education India.
- Mathur, U. C. (2010). *Product and Brand Management*. New Delhi: Excel Books.
- Moorthi, Y. L. R. (2009). *Brand Management: The Indian Context*. New Delhi: Vikas Publishing House Pvt. Ltd.
- Rao, K. V. (2010). *Product and Brand Management*. New Delhi: Himalaya Publishing House.
- Verma, H. V. (2009). *Brand Management*. New Delhi: Excel Books.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Continuous Assessment	20%
Mid-term Examination- I	20%
Mid-term Examination- II	20%
End-term Examination	40%
Total:	100%

43 (b). Financial Reporting and Analysis

Course Code: AC16

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Sarita Gupta

Course Description:

The objective of this course is to familiarize the students the principles and practices of corporate financial reporting in India. This course is structured in such a way that develops an understanding of the financial statements and utility of the financial statement to various stakeholders among students. Students will be able to analyze financial statements for decision making and assess financial performance & position of organizations.

Course Objectives:

- To familiarize the students with the principles and practices of corporate financial reporting.
- To enable students to prepare the three financial statements of a corporate enterprise – the Statement of Income, the Cash Flow Statement, and the Balance Sheet.
- To account for various important elements in the above financial statements like Earning Per Share, Inventory & Long Lived Assets.
- To be able to interpret the financial statements using comparative, common-size & ratios of a corporate enterprise.
- To identify the accounting shenanigans and be aware about the accounting frauds.

Course Learning Outcomes:

After completion of this course student would be able to:

- Evaluate the role and significance of corporate financial reporting.
- Verify and ensure the uniformity and consistency in accounting policies & practices in accounting records.
- Collect the information required for preparation of financial statements, organize them and use for decision making.
- Apply various tools in the financial analysis of a business enterprise.

Topics to be Covered:

- Conceptual Framework for Financial Reporting: Concept, Objective, Characteristics of Accounting Information: Fundamental & Additional. Recognition, Measurement & Disclosure Concepts, Accounting principles &

Conventions. Disclosure Overload, Efficient Market Hypothesis and Financial Statements Analysis.

- Inventory Valuation & Income Measurement: Matching inventory cost with revenue, Effect of inventory error, Determining the physical inventory & Inventory costs. Inventory Valuation- LCM principle, Estimating inventory value- Retail inventory & Standard cost method. Financial analysis of inventories. Managing the operating cycle.
- Fixed Assets Valuation: Depreciation, Impairment and Amortization –Accounting treatment of fixed assets, Depreciation methods, Capital & Revenue Expenditure, Depreciation for income tax purpose, Myths about depreciation, Financial analysis of fixed assets.
- Analyzing Shareholder's Equity: Accounting for share capital, Buyback of shares and Treasury Stock, Bonus Share, Dividends, Statement of Changes in Equity, EPS
- Preparation of Financial Statements: Accounting Equation, Preparation of Corporate Income Statement, Corporate Balance Sheet and Cash Flow Statement
- Financial Statements Analysis Techniques: Multistep, Horizontal and Vertical Income Statement & Balance sheet, Common Sized Analysis, Trend Analysis, Analysis through Ratios: Liquidity, Solvency, Profitability, Efficiency, Market Value ratios, Du Pont Analysis, Analysis & Interpreting Cash Flow Statement.
- Analyzing Financial Statements of Banks: Legal Framework for Financial Statements, Balance Sheet, P&L, The Drivers of a Bank's Performance: Spread, NII, NIM, ROI, ROA, NPA Management, Capital Adequacy, Basel Accords, Off Balance Sheet Activities
- Emerging Dimensions in Voluntary Financial Reporting: Contemporary Analytical Techniques- Value Reporting, Human Resource Valuation, Value Added Statements, Brand Valuation, Economic Value Added Statements
- Global Financial Reporting: Concept, Objectives of Accounting Standards in Global Context, Differences between IAS, Indian GAAP and US-GAAP, GAAPs and IFRS, Corporate Financial Practices
- Quality of Financial Reporting: Emerging issues, Recent Scandals in Financial Reporting.

References for Readings:

- Wahlen, Baginski and Bradshaw (2015) *Financial Reporting, Financial Statement Analysis and Valuation: A Strategic Perspective*. The Dryden Press (Nelson).
- Rao, M.P. (2011). *Financial Statement Analysis and Reporting*. PHI Learning Pvt. Ltd. New Delhi.
- Young, D. and Cohen, J. (2013). *Corporate Financial Reporting and Analysis*. Sussex, John Wiley & Sons.

- Financial Accounting – A managerial perspective (6th edition) by R. Narayanaswamy (2014) PHI Learning Private Limited.
- Subramanyam, K.R. and John, J.W. (2014). Financial Statements Analysis. Tata McGraw Hill Publications.
- Gupta, A (2009). “Financial Accounting for Management-An Analytical Perspective.” Pearsons Education.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Component	Weightage
Class Participation and Class Attendance Assignment Report and Presentation Quiz	40%
Mid-term Examination I	20%
End-term Examination	40%
Total:	100%

43. (c) Quality Management

Course Code: OM09

Credit: 4

L-T-P: 4-0-0

Course Instructor: Dr. Sameer Mittal

Course Description:

Quality management (QM) is oriented towards achieving customer satisfaction on one hand and the continuous improvement of the organization on the other hand. Successful organizations consider quality as their top priority. This course introduces students to the various philosophies, tools and practices of QM.

Course Objectives:

The course has following objectives:

- To facilitate students in understanding the fundamental concepts of QM.
- To facilitate students in learning the application of various quantitative and qualitative tools of QM.
- To aware students regarding how organizations have successfully employed the quality philosophies, tools and practices.

Course Learning Outcomes:

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

- Learn quality management vocabulary.
- Learn and apply various practices and tools of quality management.
- Develop an aptitude to present their views and discuss a topic.
- Develop an aptitude for problem solving.
- Prepare themselves for objective questions, job interviews and discussion.

Topics to be Covered:

- Introduction to quality and total quality management
- Process capability and statistical process control
- Management tools
- Gurus of total quality management
- Obstacles and benefits of quality management
- Customer satisfaction
- Continuous process improvement
- Taguchi's quality engineering
- Performance measures
- Benchmarking

- Quality management systems
- Environment management systems
- Quality function deployment
- Failure mode & effect analysis
- Quality by design
- Management tools

References for Readings:

- Besterfield, D. H., Besterfield-Michna, C., Besterfield-Sacre, M., Besterfield, G. H., & Urdhwaresh, H. (2011). *Total Quality Management*. Pearson Education India.
- Russell, R. S., & Taylor-liv, B. W. (2008). *Operations management along the supply chain*. John Wiley & Sons.
- Heizer, J., Render, B., & Munson, C. (2017). *Operations management*. Pearson Education Limited.

Note: Latest edition of the readings will be used.

Assessment Scheme:

Assessment Components	Weightage
Mid-term exam	20%
End-term exam	40%
6 Quizzes	15%
Discussion/ Presentation/ Report	25%

Note:

- Class notes will be provided in the form of slides and pdf.
- Extra reading material will be shared and will be discussed in the class included in the quiz/exams.
- Each unit will also be assessed with the help of a quiz, a case or a presentation.
- Exams and quiz will have subjective and objective questions and may involve cases as well.
- Quiz will be of 15-20 mins. and may happen anytime during the lecture.
- Points from the best 5 quizzes will be considered.
- Exams will be open book and open notes in nature.
- Students are expected to bring their calculators during the lecture.
- The students can meet instructor via appointment by email.
- Emails should be sent to the instructor in the format SemNo. _Surname_Name_Reason. For example: - SemVI_Mittal_Sameer_Appointment.
- Students who miss any quiz or exam shall directly talk to the instructor for make-up.
- During lecture students may be asked to present a case in the class and submit their report for the case.