



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

**BBA (2018-21 Batch)**  
**Course Outline (Sem-I to VI)**

This document contains Course Outlines of BBA (2018-21 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 (2018-21 Batch)

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

S. No.	Course Code	Course Title	Credits
<b>Year 1 Semester I</b>			
1	GN13	Foundation of Management	3
2	AC04	Financial Accounting	3
3	QT04	Fundamentals of Statistics	3
4	EC09	Business Economics	3
5	HR24	Personal Leadership	3
6	CCT101	The Power of Storytelling	3
<b>Year 1 Semester II</b>			
7	AC17	Cost Accounting Principles and Practice	3
8	HR17	Introduction to Organizational Behavior	3
9	QT09	Fundamentals of Mathematics	3
10	IT10	Computer Applications in Business	3
11	GN12	Environmental Studies	3
12	CCT201	Fundamentals of Critical Thinking	2
13	CCT202	Articulation & Elocution	0
14	GN41	Capstone- I	2
<b>Year 2 Semester III</b>			
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	QT06	Business Statistics	3
20	IM311	Basic Course in Entrepreneurship	3
21	CC1103	Perspectives on Contemporary Issues	2
<b>Year 2 Semester IV</b>			
22	IT12	Information System Fundamentals	3
23	FN08	Business Finance	3
24	QT11	Market Research	3
25	MK09	Advertising and Sales Management	3
26	IM411	Advance Course in Entrepreneurship	3
27	OM08	Operations Management	3
28	CC1104	Communication and Identity	2
29	ID304	Intelligent Automation	2
30	GN42	Capstone-II	2

Year 3 Semester V			
31	GN19	Company and Other Laws	3
32	MK10	Understanding Consumer Behaviour	3
33	OM09	Quality Management	3
34	HR13	Ethics & Human Values	1
35	CC1105	Understanding and Managing Conflict	2
36	GN24	Summer Internship Project	3
<b>Electives</b>			
37 (a)	AC07	Direct Tax Laws & Practice	3
37 (b)	FN30	Fintech in Retail Banking and Insurance	3
Year 3 Semester VI			
38	EC05	Indian Economy	3
39	HR14	Organizational Change	3
40	FN09	Indian Financial System	3
41	AC21	GST: Principles and Practices	3
42	MK11	Brand Management	3
43	CC1106	Critical Thinking for Decisions at Workplace	2
44	GN40	Sprints	2
45	GN43	Capstone-III	2

## CREDIT ARITHMETICS

SEMESTER	CREDITS	YEAR	CREDITS	TOTAL CREDITS
Semester I	18	Year I	37	120
Semester II	19			
Semester III	20	Year II	44	
Semester IV	24			
Semester V	18	Year III	39	
Semester VI	21			

## 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 2018-19)

## 1. Foundation of Management

Course Code: GN13

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Koushik Dutta

### Course Description:

This course 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, industry analysis, organizational structure and effective control mechanisms.

### Course Objectives:

To enable the students to:

- Develop a sense of business history.
- Understand the role of the firm in the context of industry, society and the environment.
- Develop an understanding of organizations and their internal environments.
- Develop an understanding of the marketplace, competition, and strategies.
- Apply theories and concepts to a business situation through a group project.

### Course Learning Outcomes:

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

- Outline the historical evolution of management theories.
- Explain how corporate culture and the environment of an organization affect management.
- Relate the concepts of social responsibility and managerial ethics.
- Explain how decisions are made within an organization and how those decisions are communicated to the various stakeholders.
- Relate the basic concepts of planning: the importance of planning, strategic planning, and the types of objectives and plans developed by organizations.
- Describe the various forms of structure available to an organization.
- Describe the control process including: the importance of control, tools for measuring organizational performance, and managerial actions.

### Tentative Session Plan:

Session No.	Topics
1	Nature and Functions of Management

2 – 3	Historical Development of Management Thought
4 – 5	The External Environment
6 – 9	The Concept of Industry
10 – 15	Structures, Systems, and Processes
16 – 20	The Soft Side of the Organisation
21 – 24	Organisational Strategy
25 - 26	Business and Society
27 – 30	Presentation of Project Groups

## Reading Materials:

- Tripathy, P.C. and Reddy, P. N. (2017). *Principles of Management*, 6e. New Delhi: McGraw Hill.
- Stoner, James A. F. and Freeman, R Edward (1989). *Management*, 6e. New Delhi: Prentice Hall of India.
- Thompson Jr. , Arthur A., Strickland III, A.J., Gamble, John E. and Jain, Arun K. (2017), *Crafting and Executing Strategy*, 21e., Tata McGraw Hill

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
Continuous Assessment	20%
Group Project	20%
Mid-term Examination*	20%
End-term Examination	40%
<b>Grand Total</b>	<b>100%</b>

\*There will be only one mid-term examination conducted in the present course, and this will be held on the day earmarked for Mid-Term II in the academic calendar.



## 2. Financial Accounting

Course Code: AC04

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Lokanath Mishra

### Course Description:

Financial Accounting is a core course offered to the students of Management 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 decision 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		<b>Class Test/Quiz/presentation-1</b>
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		<b>Class Test/Quiz/presentation-2</b>
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		<b>REVIEW and RECAP Before MID TERM EXAM</b>

	S19-S20		MID TERM EXAMINATION
	S21		Discussing the Mid- term Paper and student performance
C5	S22	T	<b>Workshop on Understanding Banks Ledger Balances, Types of Accounts, and other Loan products</b>
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		<b>Class Test/Quiz/presentation-3</b>
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	<b>FINAL REVIEW AND RECAP</b>

## Reading Materials :

- 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 Matrix:

Assessment Criteria	Percentage
Continuous Assessment	20%
Mid-term Examination-II	40%
End-term Examination	40%
<b>Grand Total:</b>	<b>100%</b>

## 3. Fundamentals of Statistics

Course Code: QT04

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Ashwini Sharma

### Course Description:

Statistics play a vital role in nearly all businesses and forms the backbone for all future development strategies. Every business organization generates a lot of facts and figures and managers need to draw inferences from these for decision making. The study of Statistics aids in scientific decision making and hence its role in business decision-making can never be overemphasized. The objective of this course is to expose the students to the basics of statistics with a focus on practical and applied statistics. It is aimed at building a foundation in preparing the students to apply and interpret various statistical tools for decision making.

### Course Learning Outcomes:

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

### Topics to be Covered:

- Introduction to Statistics: Importance
- Data Classification and Presentation
- Frequency Distribution
- Measures of Central Tendency
- Mathematical Averages (Arithmetic Mean, Geometric Mean, Harmonic Mean), Positional Averages (Median and Mode), Partition Values (quartiles, deciles, percentiles)
- Dispersion and its measures, Properties of a good measure
- Range, Interquartile range, standard deviation, variance, coefficient of variation
- Measures of skewness and kurtosis
- Exploratory Data Analysis
- Correlation and Regression Analysis
- Statistics using MS-Excel

### Reading Materials :

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

- Sharma, J.K. (2014). *Fundamentals of Business Statistics*, 2/e. New Delhi: Vikas Publications
  - Bajpai, N. (2013). *Business Statistics*, 2/e. New Delhi: Pearson
- Note: Latest edition of the readings will be used.

## Assessment Matrix:

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

## 4. Business Economics

Course Code: EC09

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. Microeconomics focuses on the individual decision making units such as the customer and producer, which constitute two forces of supply and demand in the market. Macroeconomics, in contrast, is the study of the working and performance of the economy as whole. The world economies are becoming increasing market oriented and has faced many economic issues and financial crises in the last decades. Thus, economics is both a preparation for taking day-to-day decisions in a firm or other organization, and training in the analysis of many of 'big issues' of our time. This course equips the students with the knowledge of the basic concepts of microeconomics and macroeconomics, and enables them to understand the recent trends and tendencies in business environment and help them in efficient decision making.

### 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 equip them with some basic concepts of macroeconomic analysis and their interplay for understanding the macroeconomic environment.
- To give insights of the major macroeconomic issues as economic growth, inflation, unemployment, exchange rate and business cycle etc.

### 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.
- Formulate the sales, output, pricing and market strategies against the dynamic business environment in different market structures.
- Develops understanding about the various macroeconomic variables and their interdependence and interrelation with each other.
- Enables the students to apply their understanding to contemporary economics issues and become familiar with some major economic debates.

## Topics to be Covered:

- Business Economics and Fundamental Concepts
- Cardinal and Ordinal Concepts of Utility
- Laws of Demand and Supply and Market Equilibrium
- Elasticity of demand, its measurements and application
- Production Function and its Laws
- Concepts of Costs and Cost Functions
- Concepts of Revenue and Breakeven Analysis
- Price and output determination in different market structures
- Circular Flow
- National Income
- Consumption, Saving and Investment function
- Business cycles
- Inflation and unemployment
- Foreign Exchange Rate
- Balance of Payment

## Reading Materials :

- 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 Matrix:

Assessment Criteria	Percentage
Mid Term Exams (II)	20%
End Term Exams	40%
Continuous Evaluation (Assignments, Presentations and Class Participation)	20 %
Project	20%
Grand Total	100%

## 5. Personal Leadership

Course Code: HR24

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Upasana Singh

### Course Description:

The overarching goal of this course is to help students understand their own potential to become the leader they would like to be and own responsibilities in achieving their goal. The course focus on making life choices i.e. what work excites learners, as well as understanding one's passions and responsibilities. The emphasis is less about being entitled to be a leader and more about how students can become leaders in their own life to achieve success. The activities and exercises will help students explore their behaviors, motivations, values, influences, and character in an effort to increase self-awareness, think critically and also understand their responsibility towards society. The learnings from the course hold relevance in present and future development of the students.

### Course Objectives:

To enable Students to

- Clearly define their particular personal strengths and the activities they need to continue or eliminate to become who they want to be.
- Claim ownership over their actions and decisions by studying theories and internalizing methods of being proactive, managing their time, embracing empathy and practicing mindfulness.
- Identify their personal brand and understand the importance of personal brand management.
- Create Personal Leadership Development Plans to guide them throughout their lives.
- Acknowledge and internalize the debt they owe to society and embrace the importance of giving back to their community.

### Course Learning Outcomes:

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

- More aware of their own passions and personal motivations that shape and inform their preferred leadership behavior and choices.
- Understand what is motivating them, both extrinsically and intrinsically, and to make life choices that engage them and draw on their own intrinsic drivers.
- Better equipped to make decisions about their life choices and personal goals.

- Articulate awareness and insights about their strengths and development drivers in managing their own development.
- Demonstrate awareness and application of key societal responsibilities relating to pro-social behavior, leading positive change and developing others.

## Topics to be Covered

- Introduction and Getting to know yourself
- Passion and Purpose
- Engaged Leadership Intrinsic motivations and leadership
- Leading Positively How do emotions align with strengths, life goals and leadership style?
- Supporting your leadership: Managing stress and your mind
- Mindful Leadership Mindfulness tools to enhance your decision making
- Leading Personal Change, Appreciative Inquiry, Storytelling and improving your personal leadership.
- The debt you owe to society

## Reading Materials:

- George, B. with Sims, P. True North: Discover Your Authentic Leadership.
- George, B.; McLean, A. and Craig, N. Finding Your True North: A Personal Guide
- George, B. Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
Assignments	30%
Class Participation	20%
Attendance	10%
Presentation	20%
End Term	20%
Grand Total	100%

Note: The Mid-term examination will not be conducted in the present course.

## 6. The Power of Storytelling

Course Code: CCT101

Credit: 3

L-T-P: 2-1-0

Course Instructor: Ms. Shradha Bhartiya

### Course Description:

This course gets students started on the journey of storytelling by observing the world and themselves and weaving a narrative. At the end of this course the students will be able to observe, think, create and narrate their stories in an effective manner

### Syllabus:

Concept of a Story- Build common understanding about the course, Introduction of the course and the concept of stories; How Stories Begin- Source of stories in our lives; Story Mapping- Introduction of Story Mapping ,Elements of Story Mapping, Use of elements in creating stories; Story Boarding- Introduction of Story Boarding, How story Boarding is used, Use of Story Boarding in creating stories; Identifying Different Narratives- Everyone and everything has a story, How different stories impact us; Power of Observation - Introduction of sensorium, How sensorium help us to create a story; The Art of Listening- Why listening, Active and passive listening, Be an active listener ; Creating Stories- Detailed practice of different importance components of storytelling- i. Delivery – Overcome stage fear, work on body language, ii. Content – Create story, Edit, iii. Voice - Voice modulation, enunciation, pronunciation

### References for Reading:

- *Unleash the Power of Storytelling: Win Hearts, Change Minds, Get Results*, Author: Rob Biesenbach , Publisher: Eastlawn Media (19 February 2018)
- *Story worthy: Engage, Teach, Persuade, and Change Your Life through the Power of Storytelling*, Author: Mathew Dicks, Publisher: New World Library (15 May 2018)

Note: Latest edition of the readings will be used.

### Assessment Matrix:

Assessment Criteria	Percentage
Attendance	10
Assignment	70
Class Participation	20
Total	100

## Semester II (Academic Year 2018-19)

## 7. Cost Accounting Principles and Practice

Course Code: AC17

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Lokanath Mishra

### Course Description:

Cost Accounting 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.
- Synthesize cost data in business decision making process.

### Topics to be Covered:

- **Introduction to Costing:** Introduction to costing, Definition, Meaning, Scope and Objective of Cost Accounting, Costing as an Aid to Management, Importance, advantages, limitation of cost accounting, Comparing Financial Accounting, Cost Accounting and Management Accounting.
- **Costing Methods & Techniques:** Introduction to cost centre, cost unit, type of costs, cost and expenses, Element of cost, classification of cost, Need for Classification Introduction to Method of costing, Batch costing, process costing, contract costing Job Costing, Various techniques of recording costing data
- **Cost Sheet Preparation:** Preparation of Cost Sheet, format and practical exercise to calculate the cost per unit and total cost

- **Material Cost:** Material Accounting, Purchase Function, Centralized and Decentralized Purchase System, Purchase Procedure, Storing of materials; ABC Analysis, VED Analysis, EOQ, Perpetual Inventory System, JIT Inventory Practical on fixation of various levels of material, calculation of EOQ, Valuation of Issue of material, LIFO, FIFO, Average Method
- **Labour Cost:** Labor Cost Management: Types labor, accounting treatment of labor cost, Ideal time, overtime, adjustment, Labor turnover, cause of labor turnover, Time study, motion study, fixation of standard time, Remuneration and incentive plans, labour bonus system Practical on calculation of labour cost, under time rate, piece rate, and other bonus plan system
- **Overhead Cost:** Overhead cost Management: Introduction to overhead components in cost structure, types of overheads, Overhead cost allocation, apportionment and absorption of factory overheads. Accounting treatment of under and over absorption of overheads, Primary and Secondary Distribution summary of overhead costs Machine hour rate method of calculating overhead cost

## Reading Materials :

- Bhattacharya, Ashish K. (2012). Principles and Practice of Cost Accounting. Third Edition. New Delhi: PHI Learning Pvt. Ltd.
- Arora, M.N. and Katyal Priyanka (2016). A Text Book of Cost and Management Accounting. Third Edition. New Delhi: Vikas Publication.
- Jain, S.P. and Narang, K.L. (2017). Cost Accounting. New Delhi: Kalyani Publishers.
- Pillai, R.S.N. and Bagavathi, V. (2018). Cost Accounting. New Delhi: S. Chand and Company Ltd.
- Banerjee, Bhabtosh (2014). Cost Accounting -Theory and Practice. Twelfth Edition. New Delhi: PHI Learning Pvt. Ltd.

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
Mid Term I	20%
Mid Term II	20%
End Term	40%
Continuous Evaluation (Internal Marks) Assignment, Case Study, Project Work	20%
<b>Total</b>	<b>100%</b>

## 8. Introduction to Organizational Behavior

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 Learning Outcomes:

After completing this course, students should be able to:

- Thoughtfully thinking through the practical implications of each topic covered.
- Design the solutions to the organizational people related issues.
- Demonstrate proficiency in communicating ideas and work in teams.

### Topics to be Covered:

- Eras in OB
- Perception
- Introduction to personality.
- Motivation
- Stress
- Concept of groups
- Conflict
- Introduction to decision making
- Power and politics
- Organizational change and development.

### Reading Materials:

- Singh, K. (2015). *Organizational Behaviour: Text and Cases*. New Delhi: Pearson Education Pvt. Ltd.



- Luthans, F. (2011). *Organizational Behavior: An Evidence-Based Approach 12<sup>th</sup> edition*. McGraw-Hill Education (India).
- Robbins, S. P. Judge, T.A., Vohra, N. (2013). *Organizational behavior, 15<sup>th</sup> edition*. Pearson Education India

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
Continuous Assessment <ul style="list-style-type: none"><li>• Class participation - 10%</li><li>• Assignments - 20%</li><li>• Project Presentation – 10%</li></ul>	40%
Mid- term-I Examination	NIL
Mid-term-II Examination	20%
End-term Examination	40%
<b>Grand Total:</b>	<b>100%</b>

## 9. Fundamentals of Mathematics

Course Code: QT09

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Jaya Gupta

### 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 essential mathematical concepts and methods that are required almost everywhere in their course. 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 enable students to use these mathematical methods to solve some important aptitude problems
- 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

- Solve basic matrix and determinant problems and apply the techniques in solving related business problems.
- Solve basic set problems and apply the concepts of set theory in business problems
- Identify and analyze different mathematical functions and draw their graphs
- Calculate derivatives of different functions and use the concept of rate of change in various applications.
- Solve basic problems in progressions and sequences.
- Compute permutation – combinations and calculate the probabilities of events.

## Tentative Session Plan:

Session No.	Topic
1	Introduction to business mathematics: syllabus, evaluation and its application to Business administration.
2-3	Matrices : introduction, types of matrices, matrix operations.
4-6	Determinants, minors, cofactors, inverse of a matrix
7-9	representation of system of linear equations in matrix form, solution of system of linear equations using matrix method and Cramer's rule
10	Revision
11	Quiz 1
12-14	Set Theory : sets, union, intersection
15-17	introduction to functions, inverse functions, linear, quadratic, logarithmic, exponential , Graphs of some basic functions
18-19	Logarithms and logarithmic calculation.
20	Revision
21-22	Limits and continuity of functions
23-25	Introduction of differentiation, differentiation of some basic functions
26-27	concept of rate of change and instantaneous rate of change, second order derivatives
28	Revision
29	Quiz 2
30-32	Progressions – AP and GP
33-34	Sequence and Series-simple aptitude problems
35-37	Permutation and Combination
38-39	Probability – simple probability problems
40	Revision
	END TERM EXAM

## Reading Materials :

- 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 Matrix:

Assessment Criteria	Percentage
Mid Term I	20
Mid Term II	20
Assignments	10
Class participation	10
End Term	40
<b>Total</b>	<b>100</b>

## 10. Computer Applications in Business

Course Code: IT10

Credit: 3

L-T-P: 1-0-2

Course Instructor: Dr. Ashwini Sharma

### Course Description:

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. 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.

### 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	MS-Power Point: Creating Slide Shows, Adding audio-video clips and

(16-21)	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)	<b>FINAL REVIEW AND RECAP</b>

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

## Reading Materials:

- 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.

The first title shall be used as the Text book. Links of supplementary readings and exercises shall be made available during the classes.

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Weightage
<b>Continuous Assessment</b>	<b>40 %</b>
Attendance & Participation (10%)	10%
Quiz, Assignments, Presentations (10%)	10%
Hands-On Skill Test (20%)	20%
<b>Mid Term Examination</b>	<b>20 %</b>
<b>End Term Examination</b>	<b>40 %</b>
<b>Total</b>	<b>100 %</b>

## 11. Environmental Studies

Course Code: GN12

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Kirti Jainani

### Course Description:

This course is mandatory for all BBA II semester students. This course is very important for students to develop the problem solving skills by applying knowledge of environment scanning tools/techniques and analyzing the impact of economic policies/reforms/organizations on business.

### Course Objectives:

The aim of the course is:

- To strengthen the analytical and critical thinking skills of students and enhance skills to predict business disputes and enable them to shape the real world business decisions.
- To analyze the role of various economic policies and economic organizations in maximizing the business opportunities.
- To analyze the social, cultural, legal, global challenges in business environment.
- To find out the ways of reducing environmental threats for sustainability and growth.

### Course Learning Outcomes:

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

- Analyze the applications of various economic policies/organizations/reforms and their impact on business environment.
- Analyze the external environment opportunities and threats; correlate them with internal strength and weakness of business/industry/company for effective and efficient decision making.
- Prepare plans for reducing the external environmental, threats/issues and ways of maximizing the strength of the organization/business/firm with the purpose achieving sustainability development goals under CSR.

### Topics to be Covered:

- Business & Environment Introduction
- Liberalization, Globalization and Privatization

- Economic Policies
- Economic Organizations
- Environmental Challenges and Issues
- Environment Pollution
- Corporate Social Responsibility

## Reading Materials:

- 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 Matrix:

Assessment Criteria	Percentage
Mid Term I	20%
Project	20%
Internal Assignments	10%
Class Presentation /Participation	10%
End Term Exam	40%
<b>Total</b>	<b>100%</b>



## 12. Fundamentals of Critical Thinking

Course Code: CCT201

Credit: 2

L-T-P: 2-0-0

Course Instructor: Ms. Shraddha Bharatiya

### Course Description:

This course will train students to observe and think from multiple perspectives, examine information and knowledge critically, analyze skillfully, evaluate and take a well-reasoned position.

### Course Learning Outcomes:

Students will be able to

- Formulate intelligent questions
- Evaluate information and evidence for correctness, consistency, and relevance
- Compose well-structured and well-reasoned arguments
- Evaluate an argument for consistency, logical validity, coherence, breadth and width, and relevance.

### Topics to be Covered:

- **Importance of questioning**-The key to critical thinking is the ability to formulate intelligent questions. Students will be able to create, improve and prioritize their questions. They will be able to use different types of question by using Bloom's taxonomy to understand the root of any situation, problem or subject.
- **Examine data critically**-Students will be able to filter information, separate fact from opinion, identify cognitive biases and become aware of the ladder of inference. They will also be taught to conduct responsible research and basics of bibliography and citation.
- **Construct and reconstruct argument**- Students will be taught to construct arguments with sound reasoning. They will be able to support their claims and opinions with compelling data and facts, and present well-informed arguments.
- **Application of Critical Thinking**- Students will learn to use critical thinking in workplace and business scenarios, case studies and write with a critical voice. They will learn to critique the information they gather.

### Reading Materials :

- Fisher, A. (2011). *Critical thinking: An introduction*. Cambridge University Press.

- Fisher, A., & Scriven, M. (1997). *Critical thinking its definition and assessment*. Centre for research in Critical Thinking.
- Dobelli, R. (2013). *The art of thinking clearly: better thinking, better decisions*. Hachette UK.
- Budden, L. (2007). Critical Thinking Skills: Developing Effective Analysis and Argument. *Contemporary Nurse*, 25(1-2), 174-175.

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
Attendance	10
Assignments (4)	35
Class Participation	10
Theory Exam	25
Report-1	10
Project -1	10
<b>Total</b>	<b>100</b>

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

		<p>connectives, etc.</p> <ul style="list-style-type: none"> <li>To explain various strategies for the organization of ideas such as introduction, development, transition, conclusion, emphasis, explanation and anticipation.</li> </ul>
5	Vocabulary Building	<ul style="list-style-type: none"> <li>Introducing Idioms, Proverbs, Phrasal verbs and asking them to use the same.</li> <li>Connotative and denotative meaning of the words.</li> <li>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 &amp; synonym.</li> </ul>
6	Collecting and Analyzing Information	<ul style="list-style-type: none"> <li>Assigning students to read books, newspapers, magazines and stories to learn from, assess and improve analytical ability.</li> <li>Allotment will be done before the class.</li> </ul>

## Reading Materials :

- 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 Matrix:

Assessment Criteria	Percentage
Attendance	10
Assignment(s)	30
Class Participation	10
Quiz	10
Project-I	15
Lab Evaluation-I	25
<b>Total</b>	<b>100</b>

## 14. Capstone-I

Course Code: GN41

Credit: 2

### Overview

Capstones are multifaceted and comprehensive assignments intended to serve as capping academic and intellectual experience for students. These are academically and intellectually challenging assignments filled with demanding but stimulating learning experiences. Generally conducted at the end of the term/program, these are based on the learnings integrated during the preceding term/s. A capstone project may take a wide variety of form, such as a thesis, long-term investigative project, comprehensive case study that culminates into a final product, presentation, or performance. For instance, students may be asked to select a topic, or may be given a complex problem/Case study to conduct research on the area, maintain a portfolio of findings, create a final product demonstrating their learning, and give an oral presentation on the project to a panel of experts who then collectively evaluate its quality.

The design of capstone projects is such that it encourages students to think critically, solve challenging problems, and develop skills such as oral communication, research, media literacy, teamwork, planning etc. In other words, it will help prepare them for higher studies, careers and life-long learning. In majority of cases, these capstone projects are also multidisciplinary in the sense that they require students to apply skills or research issues across many different domains of knowledge.

The educational goals of capstone projects are as under:

- Increasing student's motivation and engagement through increased academic rigor.
- Enhancing a student's educational and career aspirations.
- Boosting student's confidence, self-perception and self-esteem.
- Providing a platform for demonstrating learning and proficiency in the acquisition of knowledge and skills.

### Assessment

There will be three capstone exams during the program, the first Capstone exam would be conducted at the end of Semester 2 that will cover the full syllabus taught during the preceding year. The evaluation will be situation based and problem solving oriented.

## Semester III (Academic Year 2019-20)

## 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

### Reading Materials:

- 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 Matrix:

Assessment Criteria	Percentage
Continuous Assessment ( Quizzes/ Assignments/ Class Participation)	40%
Mid-term Examination	20%
End-term Examination	40%
<b>Grand Total:</b>	<b>100%</b>



## 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.

## Reading Materials :

- 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 Matrix:

Assessment Criteria	Percentage
Continuous Assessment	20%
Mid-term Examination- I	20%
Mid-term Examination- II	20%
End-term Examination	40%
<b>Grand Total:</b>	<b>100%</b>

## 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

### Reading Materials :

- 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 Matrix:

Assessment Criteria	Percentage
Mid-term I/ 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.

## Reading Materials :

- Goel Rajiv and Goel Ishaan.(2019). Concept Building Approach to Management Accounting. New Delhi: Cengage Learning India Private Limited
- Pandey IM.(2018). Management Accounting,3/e. New Delhi: Vikash Publication House Pvt Ltd.
- Paresh Shah (2015) Management Accounting.2/e New Delhi: Oxford Publication
- Ambrish Gupta (2009). Financial Accounting for Management – An Analytical Perspective. Pearson.
- Anthony N. Robert, David F. Hawkins, Kenneth A. Merchant, (2010). Accounting Text and Cases, 12e. Tata McGraw Hill.
- S.K. Bhattacharyya and John Dearden (2009). Accounting for Management – Text & Cases. New Delhi: Vikas Publishing.
- Shashi K.Gupta, R.K.Sharma (2013). Management Accounting- Principles and Practices. Kalyani Publishers.

Note: Latest edition of the readings will be used.

## Assessment Matrix:

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

## 19. 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

### Reading Materials:

- 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 Matrix:

Assessment Criteria	Percentage
Continuous Assessment (Quizzes/ Assignments/ Class Participation)	40%
Mid-term Examination	20%
End-term Examination	40%
<b>Grand Total:</b>	<b>100%</b>

## 20. Basic Course in Entrepreneurship

Course Code: IM311

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Sheetal Mundra

### 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
- Support (Business Regulation)
- Project

## Reading Materials :

- *LearnWISE™* (It is a leading digital learning platform provided by Wadhwani 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

## Assessment Matrix:

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

## 21. Perspectives on Contemporary Issues

Course Code: CC1103

Credit: 2

L-T-P: 2-0-1

Course Instructor: Ms. Shraddha Bharatiya

### Course Description:

In an era of globalization, there is an increasing need for the youth to be able to empathize with others, value diverse perspectives and cultures and understand how events around the world are intertwined. Global issues revolve around social, economic and environmental factors which ultimately add to the interconnectedness of countries. In this course, students will employ key critical thinking concepts to analyze contemporary issues from multiple perspectives. They will explore the impact at micro and macro levels.

### Course Learning Outcomes:

The students will be able to:

- Identify different perspectives objectively.
- Explain interconnectedness of the issues and their impact at micro and macro levels.
- Recognize their own beliefs, biases, claims and assumptions.
- Evaluate sources, argue and defend effectively.

### Topics to be Covered:

- **Introduction to contemporary perspective**
- **Research, analysis & evaluation of a topic from local, national and global perspectives on:**
- **Climate Change and Sustainability**  
Understanding the magnitude of the issue, its impact and future challenges.  
How we can meet our current needs without diminishing the quality of the environment or reducing the capacity of future generations to meet their own needs.
- **Globalization**  
With increasing development throughout the world, the focus of this theme will be on the impact of globalization in India.
- **Nationalist Movement**  
There is a sense that excesses of globalization have created an identity crisis across the world, facilitating the rise of nationalist movements. Rising nationalism is seen everywhere, from the election of Donald Trump to Brexit, the success of far-right parties in Italian, German and Austrian elections in 2017 and 2018,

nationalism appears to be on rise globally. We will look at its reasons and implication.

- **Technology**

Impact of unprecedented technological growth, challenges and opportunities.

- **Social justice and human rights**

An understanding of the impact of inequality and discrimination, the importance of standing up for our own rights and our responsibility to respect the rights of others

## Reading Materials :

- Harari, Y. N. (2019). *21 Lessons for the 21st century*. Toronto: CELA.
- Guha, R. (2019). *India After Gandhi: the history of the world's largest democracy*. NEW YORK: ECCO.
- Rosling, H., Rosling, O., & Rönnlund Anna Rosling. (2019). *Factfulness: ten reasons were wrong about the world - and why things are better than you think*. London: Sceptre.
- Kolbert, E. (2015). *The Sixth Extinction: An unnatural History*. Bloomsbury

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
Assignment	20
Class Participation	20
Theory Exam II	15
Theory Exam III	25
Report	20
<b>Total (100)</b>	<b>100</b>

## Semester IV (Academic Year 2019-20)

## 22. 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 Outcomes:

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

### Reading Materials:

- 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 Matrix:

Assessment Criteria	Percentage
Continuous Assessment Attendance & Participation (10%) Quizzes, Assignments, Presentations (30%)	40 %
Mid Term Examination	20 %
End Term Examination	40 %
<b>TOTAL</b>	<b>100 %</b>



## 23. 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 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 Objectives:

This course would help students to

- Understand the basic concepts and terms in Finance.
- Have a seamless transfer from Accounting to Finance Role.
- Learn the role of finance manager in view of other functional area managers.
- Learn the techniques associated with time value of money and their application in various aspects of financial management.
- Understand the costs, structure, risks, allocations, sources and use of finance.

### 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.
- Acquire and exhibit an understanding to utilize TVM in different financial decisions.
- Critically analyze viability of different projects of capital nature.
- Critically evaluate different sources of capital and to develop understanding of the cost involved in financing alternatives.
- Analyze dividend distribution pattern of companies and role of dividend to enhance shareholder's wealth.

## Tentative Session Plan:

Session No.	Topics to be covered
1-4	Business Finance-An overview: Financial Decisions, Goals of Financial Management, Profit Maximization vs. Wealth Maximization, Role of CFO. Organization of Finance Function, Relationship of Finance to Economics and Accounting
5-9	Fundamental Valuation Concept- Time value of Money: Concept and Rationale, Compounding and Discounting of cash flows. Annuity, Perpetuity & Amortization of Loans.
10-15	Capital Budgeting: Capital budgeting process, Non-Discounting cash flow techniques, Discounting cash flow techniques, Accept Reject Rules.
16-18	Financing Decision-Cost of Capital: Meaning & Concept of cost of capital, Determination of various source of capital, WACC.
19-22	Financing Decision-Leverage: Operating, Financial and Combined Leverage. Trading on equity.
23-25	Financing Decision- Meaning & Concept of Capital Structure, Optimum capital structure, Factors affecting capital structure of a firm.
26-28	Dividend Policy: Objectives, Determinants of Dividend policy, Practical consideration in Dividend Policy, Theories of Dividend Policy, Types of Dividend and Dividend Policy.
29-30	Working Capital Management: Principles and Concepts of Working Capital, Operating Cycle, Determinants of Working Capital, Assessment of Working Capital Requirement.

## Reading Materials :

- 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 Matrix:

Assessment Criteria	Percentage
Class Participation, Assignment Report, Presentation Quiz & Viva voce	20%
Mid-term Examination I	20%
Mid-term Examination II	20%
End-term Examination	40%
<b>Grand Total:</b>	<b>100%</b>

## 24. Market Research

Course Code: QT11

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Sameer Mittal

### Course Description:

Market research (MR) is an organized way of collecting information regarding the target market or customers. The MR provides inputs for new product development and improving the existing product. This course introduces students to the steps while conducting market research.

### Course Objectives:

The course has following objectives:

- To facilitate students in understanding the fundamental concepts of MR.
- To make students aware regarding how organizations have successfully employed the MR tools.
- To make students aware regarding how market research is conducted.

### Course Learning Outcomes:

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

- Identify and use various marketing research tools.
- Understand various stages of marketing research process.
- Design a survey questionnaire for marketing research.
- Analyze and report the results of market research.

### Tentative Session Plan:

Session No.	Topics to be covered
1-4	<b>Introduction-</b> Definition, applied & basic marketing research, scientific method, orientation, managerial value, need of marketing research, marketing research in 21 <sup>st</sup> century, valuable information, types of marketing research, stages in research process, deceptions in research designs, rights and obligations of researcher/client.
5-12	<b>Designing-</b> Qualitative and quantitative research, exploratory research, secondary data research, sales forecasting, nature of surveys, errors in survey research, reducing survey errors, increasing survey response rates, selecting the appropriate survey research design, observations in

	marketing research, errors in marketing research, issues of experimental design, issues of experimental validity.
13-20	<b>Measurement-</b> What to measure, levels of scale measurement, criteria for good measurement, attitudes in marketing research, techniques for measuring attitudes, questionnaire quality and design, what should be asked, how should questions be phrased, the art of asking questions, best question sequence, internet questionnaire, pretesting and revising questionnaires.
21-22	<b>Sampling and Statistical theory-</b> Sampling terminology, why sample, practical sampling concepts, sampling frame, sampling units, random sampling, probability and nonprobability sampling, appropriate sampling design, internet sampling, statistical theory, random error & sample size.
23-30	<b>Analysis and Reporting-</b> Tabulation, cross-tabulation, data transformation, charts and graphs, hypothesis testing, choosing appropriate techniques, difference between groups and relationships among variables.

## Reading Materials :

- Babin, B. J., & Zikmund, W. G. (2015). *Essentials of marketing research*. Nelson Education.
- Field, A. P., Miles, J., & Field, Z. (2012). *Discovering statistics using R/Andy Field, Jeremy Miles, Zoë Field*.
- Malhotra, N., Hall, J., Shaw, M., & Oppenheim, P. (2006). *Marketing research: An applied orientation*. Pearson Education Australia.
- Bradley, N. (2007). *Marketing research: tools & techniques*. Oxford University Press, USA.

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
Mid-term exam	20%
End-term exam	30%
Minor Project	15%
Major Project	25%
Class participation	10%
<b>Total</b>	<b>100%</b>

**Note:**

- Class notes will be provided in the form of slides and pdf.
- Extra reading material will be shared and will be included in the quiz/exams.
- Exams will have subjective and objective questions and may involve cases as well.
- Exams will be open book and open notes and objective in nature.
- Students are expected to bring their calculators in the class.
- The students can meet instructor via appointment by email.
- Both minor and major project will be done individually. Students will be asked to present/prepare a report for both the projects.
- During some lecture one (or more) individual or group will be asked to present a case in the class.
- Emails should be sent to the instructor in the format SemNo. \_Surname\_Name\_Reason. For example: - SemIV\_Mittal\_Sameer\_Appointment.

## 25. 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 Outcomes:

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.

## Reading Materials :

- 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 Matrix:

Assessment Criteria	Percentage
Continuous Assessment	20%
Mid-term Examination- I	20%
Mid-term Examination- II	20%
End-term Examination	40%
<b>Grand Total:</b>	<b>100%</b>



## 26. Advance Course in Entrepreneurship

**Course Code:** IM411

**Credit:** 3

**L-T-P:** 3-0-0

**Course Instructor:** Dr. Sheetal Mundra

### **Course Description:**

This course is the second of a two-part entrepreneurship development curriculum from Wadhvani Foundation. The first part i.e. Basic Course in Entrepreneurship is the prerequisite for this course. In this course, students will learn how to achieve sustainable growth by pivoting, refining business models, and business planning. This course is supported by Wadhvani Foundation and facilitated through Learnwise.

### **Course Objectives:**

This course aims to teach the students the necessary skills to develop ventures beyond the idea/prototype stage.

### **Course Learning Outcomes:**

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

- Refine business models and expand customer segments.
- Design business plan for the venture.
- Explore and develop the strategies to grow revenue and market.
- Understand funding process and what investor look for.
- Learn to build an A- Team.
- Develop brand strategy and channel strategy for customer outreach.
- Understand the key metrics to measure & track the venture progress.
- Select the right type of legal form of the venture and understand the legal issues related to it.

### **Topics to be Covered:**

- Recap and Review the Fundamentals
- Refining the Business Model and Product/Service
- Business Planning
- Exploring Ways to Increase Revenue
- Funding the Growth
- Building the A-Team
- Creating a Branding and Channel Strategy
- Leveraging Technologies and Available Platforms
- Measuring Your Progress
- Legal Matters

- Seeking Support
- Final Project Presentation

## Reading Materials :

- *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

## Assessment Matrix:

Assessment Criteria	Percentage
Continuous Assessment (Presentations, Assignments, Activities and Quiz)	40 %
Project	20%
End Term Exams	40%
<b>Total</b>	<b>100%</b>

## 27. Operations Management

Course Code: OM08

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Sameer Mittal

### Course Description:

Operations management (OM) is regarding how business activities are performed to achieve highest level of efficiency within an organization. It is concerned with an efficient transformation of materials and labor into goods and services and maximize the profit of an organization. This course will introduce students to various operations performed in manufacturing and service industries.

### Course Objectives:

The course has following objectives:

- To facilitate students in understanding the fundamental concepts of OM.
- To facilitate students in learning how various business functions are related with OM.
- To make students aware regarding how organizations have successfully employed qualitative and quantitative OM tools.
- To show students how technology is changing the way OM was perceived in the organizations.

### Course Learning Outcomes:

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

- Learn operations management vocabulary.
- Learn various tools and methods used in operations management.
- Develop an aptitude to present their views and discuss a topic.
- Prepare themselves for objective questions, job interviews and discussion.

### Tentative Session Plan:

Session No.	Topics to be Covered
1-2	Introduction to operations management
3-4	Quality and quality management
5-7	Process capability and statistical process control
8-11	Capacity and facilities planning
12-14	Project management
15-17	Supply chain design and procurement
18-20	Forecasting

21-24	Inventory management
25-27	Aggregate planning
28-30	Scheduling

## Reading Materials :

- Russell, R. S., & Taylor-III, 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 Matrix:

Assessment Criteria	Percentage
Quiz & Assignments	30%
Mid-term exam	20%
End-term exam	40%
Class participation	10%
<b>Total</b>	<b>100%</b>

## Note:

- Class notes will refer to a chapter of the text book.
- Extra reading material will be shared/ discussed in the class and will be included in the quiz/exams.
- Points from the best five quizzes will be considered for final evaluation.
- 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.
- Exams will be open book and open notes in nature.
- Students are expected to bring their calculators during all the lectures.
- In some classes one (or more group) will be asked to present a case in the class and submit their report for the case.
- The students can meet instructor via appointment by email.
- Projects will be done in groups. Students will be required to submit a report of a paper/ present the findings of the field activities.

## 28. Communication and Identity

Course Code: CC1104

Credit: 2

L-T-P: 2-0-1

Course Instructor: Ms. Anushree Dixit

### 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:

- Analyze 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:

- Self- identity
- Personal Statement
- Internal confidence or “principle centered living”
- External and internal locus of Identity
- Steps to build Personal Identity
- Online presence
- Elevator Pitch, Cover Letter

### Reading Materials:

- 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 Matrix:

Assessment Criteria	Percentage
Assignment	30
Class Participation	30
Continuous Evaluation)	25
End- Term Exam (Evaluation Based on MOOCs Course Completed)	15
<b>Total</b>	<b>100</b>

## 29. Intelligent Automation

Course Code: ID304

Credit: 2

L-T-P: 1-0-2

Course Instructor: Dr. Gireesh Kaushik

### Course Description:

This course introduces an understanding of the fundamental concepts of robotic process automation. Robotic Process Automation (RPA) for automating business processes using UiPath studio. Focus of this course would be on implementation of various use cases in business aspects. The course will be delivered through theory lectures, use cases and hands-on labs.

### Course Learning Outcomes:

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

- Discuss insightfully role of artificial intelligence and robotics in automation.
- Use and understand the various functionalities and features of UiPath Studio.
- Design, implement, and use robotic process automation activities.
- Explore various data extraction techniques.
- Implement Email Automation
- Identify processes which can be automated.
- Apply best practices in RPA use cases.

### Topics to be Covered:

- **Unit-1:** Introduction to Basic Programming: Data types, loops statements, conditional statements, switch case. Introduction to artificial intelligence and its application with respect to robotic process automation.
- **Unit-2:** Introduction to RPA: scopes and techniques of automation, RPA components and various RPA platforms, Introduction to UiPath as RPA platform, Applications and Benefits of RPA, Introduction to UiPath Studio, UiPath robot, types of robots, and UiPath Orchestrator. Setup, configuration, and introduction of components of UiPath Studio.
- **Unit-3:** Types of Projects in RPA: Sequence, Flowcharts, and State machines; Variables, Arguments, Data Types and Control flow: flow chart activities and sequences activities. Data Manipulation.
- **Unit-4:** Recording Overview: Definition, what can be recorded, Components, Automatic & Manual Recording Activities, Basic, Desktop & Web Recording. Advanced UI Interaction.

- **Unit-5:** Selectors: Selectors, Defining and Assessing Selectors, Dynamic Selectors, Partial Selectors, Word automation, PDF and Email automation.

## Reading Materials :

- Tripathi, Alok Mani. Learning Robotic Process Automation: Create Software robots and automate business processes with the leading RPA tool–UiPath. Packt Publishing Ltd, 2018
- Murdoch, Richard. "Robotic Process Automation: Guide to Building Software Robots, Automate Repetitive Tasks & Become An RPA Consultant." Middletown, DE. Omakustanne 2018
- Abhinav Sabharwal, "Introduction To RPA", Independently Published Kindle Edition on Amazon Asia-Pacific Holdings Private Limited, 2018
- Gerardus Blokdyk, "Rpa Robotic Process Automation", 5 Starcook, Second Edition, 2018
- Kelly Wibbenmeyer, "The Simple Implementation Guide to Robotic Process Automation (RPA): How to Best Implement Rpa in an Organization" Paperback, iUniverse, 2018
- Willcocks, Leslie P., Mary Lacity, and Andrew Craig. "The IT function and robotic process automation." 2015.

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
Assignments	20%
Quiz	30%
Lab Evaluation –I	20%
Lab Evaluation –II	30%
<b>Total</b>	<b>100%</b>

Assessment Scheme for Retest		
1	Theory Exam-III	20
2	Lab Evaluation-II	20
	<b>Total</b>	<b>40</b>



## 30. Capstone-II

Course Code: GN42

Credit: 2

### Overview

Capstones are multifaceted and comprehensive assignments intended to serve as capping academic and intellectual experience for students. These are academically and intellectually challenging assignments filled with demanding but stimulating learning experiences. Generally conducted at the end of the term/programme, these are based on the learnings integrated during the preceding term/s. A capstone project may take a wide variety of form, such as a thesis, long-term investigative project, comprehensive case study that culminates into a final product, presentation, or performance. For instance, students may be asked to select a topic, or may be given a complex-problem/Case study to conduct research on the area, maintain a portfolio of findings, create a final product demonstrating their learning, and give an oral presentation on the project to a panel of experts who then collectively evaluate its quality.

The design of capstone projects is such that it encourages students to think critically, solve challenging problems, and develop skills such as oral communication, research, media literacy, teamwork, planning etc. In other words, it will help prepare them for higher studies, careers and life-long learning. In majority of cases, these capstone projects are also multidisciplinary in the sense that they require students to apply skills or research issues across many different domains of knowledge.

The educational goals of capstone projects are as under:

- Increasing student's motivation and engagement through increased academic rigor.
- Enhancing a student's educational and career aspirations.
- Boosting student's confidence, self-perception and self-esteem.
- Providing a platform for demonstrating learning and proficiency.

### Assessment

There will be three capstone exams during the program, the second Capstone exam would be conducted at the end of Semester 4 that will cover the full syllabus taught during the preceding year. The evaluation will be situation based and problem solving oriented.

# Semester V (Academic Year 2020-21)

## 31. Company and Other Laws

Course Code: GN19

Credit: 3

L-T-P: 3-0-0

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:

1. To familiarize the students with company and other related laws to business environment.
2. To equip them with drafting company documents, statutory records and compliance with various Government agencies.
3. 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 fo 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.

## Reading Materials :

- Albuquerque (2018), Legal Aspects of Business, New Delhi, Oxford Publications.
- Sheth Tejpal (2018). Business Law.3/e.New Delhi, Pearson Education
- Frank B. Cross (2012). *Legal Environment of Business*. New York: South Western.
- Roger LeRoy Miller (2010). Business Law Today. Boton: Stanford Edition.
- Jane P. Mallor, A. James Barnes, L. Thomas Bowers, Arlen W Langvardt (2011). *Business Law: The Ethical, Global, and E-Commerce Environment*. NJ: McGraw-Hill/Irwin

Note: Latest edition of the readings will be used.

## Assessment Matrix:

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

## 32. Understanding Consumer Behaviour

Course Code: MK10

Credit: 3

L-T-P: 3-0-0

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 Objectives:

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.

## Reading Materials :

- 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.
- MOOCs Course “Market Research and Consumer Behavior”, Offered by: IE Business School on Coursera Platform.

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
Continuous Assessment	20%
Mid-term Examination	20%
Project	10%
MOOCs Course Assessment	10%
End-term Examination	40%
<b>Grand Total:</b>	<b>100%</b>

## 33. Quality Management

Course Code: OM09

Credit: 3

L-T-P: 3-0-0

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.

### Tentative Session Plan:

Lectures	Topics to be covered
2	Introduction to quality and total quality management
3	Quality control tools
5	Process capability and statistical process control
3	Six-Sigma Methodology
3	Management tools
3	Philosophies by gurus of total quality management
3	Continuous process improvement
4	Taguchi's quality engineering
2	Kano model and 5S



2	Total productive maintenance
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## Reading Materials :

- Besterfield, D. H., Besterfield-Michna, C., Besterfield-Sacre, M., Besterfield, G. H., & Urdhwarsh, H. (2011). *Total Quality Management*. Pearson Education India.
- Russell, R. S., & Taylor-III, 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 Matrix:

Assessment Criteria	Percentage
Mid-term-I	15%
Mid-term-II	15%
Presentation	45%
Report	5%
End-term exam	15%
Class Participation	5%

## 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.
- 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.

## 34. Ethics and Human Values

Course Code: HR13

Credit: 1

L-T-P: 1-0-0

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.

### Course 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.

### Topics to be Covered:

- **Introduction to the concept of ethics and values.:** Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial Values.
- **Theories of ethics:** Theories of Ethics- Teleological, Deontological, Virtue Ethics, Conduct Ethics, Rights based, Utilitarianism, Hedonism, Egoism
- **Concept of Moral reasoning:** Development of Moral Reasoning: Lawrence Kohlberg: Kohlberg's Levels and Stages of Morality
- **Formation of value:** Role of family-society-educational institutions in inculcating values, ethics and private and public relationships.
- **Identifying personal values:** Assessing and identifying personal values with the help of tests.

### Reading Materials :

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

### Website:

2. [mrunal.org/ethics](http://mrunal.org/ethics)

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
Assignments	30%
Class Participation	10%
Quiz	20%
Group Discussions	20%
End Term / Viva	20%
Total	100%

## 35. Understanding and Managing Conflict

Course Code: CC1105

Credit: 2

L-T-P: 2-0-1

Course Instructor: Dr. Richa Mishra

### Course Description

In today's increasingly complex and fragmented world, it is important to be able to resolve conflicts and build healthy relationships. Interpersonal and Group Dynamics is a course designed to prepare students to identify conflicts, manage emotions, analyze the situation and characters, and practice different frameworks to deal with conflicts.

### Course Learning Outcomes:

The students will be able to:

- Define a group and explain the stages of group development
- Describe conflict and explain types and causes of conflict
- Use inquiry and advocacy to engage with groups
- Give and receive feedback effectively
- Identify sources of conflict and manage them using difference conflict handling styles

### Topics to be Covered:

- Introduction to the stages of group development
- Introduction to Personality, Perception and Learning as source of differences in individual and groups
- Nature, Types and sources of Conflict
- Conflict Resolution Strategies
- Emotional Intelligence
- Empathy and Feedback
- Inquiry & Advocacy – Concept of silence (Masking, Avoiding, Withdrawing) and violence (Controlling, Labeling, Attacking)

### Reading Materials :

- Fisher, R., & Ury, W. (2011). Getting to yes: Negotiating agreement without giving in. Toronto, ON: Penguin Random House.
- Harper, G. (2004). The joy of conflict resolution: Transforming victims, villains and heroes in the workplace and at home. Gabriola Island, BC: New Society Publishers.

- Miles, E. W. (2013). Developing strategies for asking questions in negotiation. *Negotiation Journal*, 29(4): 383–412. doi: 10.1111/nejo.12034.
- Morrison, E. W., & Rothman, N. B. (2009). Silence and the dynamics of power. In J. Greenberg and M. S. Edwards (eds.), *Voice and silence in organizations*, pp. 111-133. Bingley, UK: Emerald Group Publishing.
- MOOCs Course “Conflict Management Specialization”, Offered by: University of California, Irvine on Coursera Platform.

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
Class Participation	20
Assignment	30
Quiz	20
End Term Exam	30
<b>Total</b>	<b>100</b>

## 36. Summer Internship Project

Course Code: GN24

Credit: 3

### 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 Matrix:

Assessment Criteria	Percentage
Faculty Assessment	20 %
Industry Guide Feedback	20%
Presentation	40%
Coursera Course Certificate	20%

## 37 (a). Direct Tax Laws and Practice

Course Code: AC07

Credit: 3

L-T-P: 3-0-0

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

1. Understand the basic concepts and terms of Indian Income Taxation.
2. Distinguish between direct taxes and indirect tax.
3. Distinguish various sources of income and their tax applicability.
4. 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:

1. Understand and differentiate basic terms under the Income Tax Act, 1961 and to determine residential status of an assessee.
2. Compute Gross Total Income (GTI) and Taxable Income of an individual assessee under different heads of income of Income Tax Act, 1961.
3. 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

## Tentative Session Plan:

Session No.	Topics to be covered
1-2	Overview of Indian Tax System, Introduction to Indian Income Tax Act 1961, Distinction between direct & indirect tax
3-5	Basic concepts & definitions i.e. Assessment year, Previous year, Persons, Assessee, Income, Gross total income, Total income & tax liability, Exemption vs. Deduction, Capital receipts vs. Revenue receipts, Capital expenditure vs. Revenue expenditure, Exempted Income, Agricultural income- Explained with numeric examples
6-8	Residential status and tax incidence: Determination of Residential status. Ascertainment of GTI for ordinary, Non-ordinary and NRIs
9-13	Computation of Gross & Taxable Income under the Salary Head: Computation of Basic Pay, DA, HRA, Pensions, Gratuity, Encashment of Leave, Provident Fund, Specific Allowances, Determining tax liability under salary.
14-17	Computation of Gross & Taxable Income under the Income from House Property Head: Basis of charge, Concept of Fair rent, Municipal rent, Standard rent and Actual rent, Determination of Gross, Net annual value, Adjustment of Unrealized rent and Interest on borrowed capital for house construction, Determining tax liability under income from HP and preceding one.
17-20	Computation of Gross & Taxable Income under the Income from Profit & gains of business of profession: Basis of charge- Method of accounting: Mercantile or cash system, Adjustment of admissible, inadmissible, business expenses, past year losses, carried forward depreciation, Determining net taxable income and tax liability under PGBP and preceding one.
21-23	Computation of Gross & Taxable Income under the Income from capital gain: Concept of capital assets in numeric terms, Basis of charge, Positive & Negative list of capital assets, computation of indexed cost of acquisition and improvement of capital asset, short term and long term capital gain, adjustment of security transaction tax, expenditure on transfer, Exemptions, Determining net taxable income and tax liability under capital gain and preceding one.
24-26	Computation of Gross & Taxable Income under the Income from other sources: Basis of charge, Adjustment of dividend, winning from lotteries etc., interest on securities, KVP, FD, NSC, Gifts, receipts in lieu of inadequate consideration, Deductions, Determining net taxable income and tax liability under income from other sources and preceding one.



27	Chargeability of Tax: Clubbing of income, deductions from total income u/s 80CCC to 80U, calculation of income tax of an individual keeping provision of surcharge, education cess and rebate u/s 87A. (Through detailed case)
28-30	Return of income & assessment: payment of tax, advance payment of tax, PAN, TDS

## Reading Materials :

- 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 Matrix:

Assessment Criteria	Percentage
Mid Term I	20%
Mid Term II	20%
End Term	40%
Continuous Evaluation (Internal Marks)	20%

## 37 (b). Fintech in Retail Banking and Insurance

Course Code: FN40

Credit: 3

L-T-P: 3-0-0

Course Instructor: Mr. Praveen Arora

### Course Description:

The course provides overview of how Fintech is transforming retail banking and insurance in India. It provides an overview of various retail banking products (liabilities, 3<sup>rd</sup> party sales, assets) and insurance products covering in brief product features, sales channels and associates risks. The course will help prepare students for career in retail financial services industry.

### Course Learning Outcomes:

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

- Understand the concept of retail banking & its various facets
- Understand insurance and its various facets
- Understand , how Fintech is transforming functions across insurance and retail banking and opportunities ahead

### Topics to be Covered:

- Chapter 1: History of banking and evolution of retail banking
- Chapter 2: History of Insurance and introduction to Insurance business
- Chapter 3: Evolution of Fintech and introduction to Fintech
- Chapter 4: Retail liability products
- Chapter 5: Third party products
- Chapter 6: Loan calculator
- Chapter 7: Retail asset products
- Chapter 8: Credit Bureau
- Chapter 9: Life insurance products & roadmap
- Chapter 10: General insurance products and roadmap
- Chapter 11: Fintech... payment gateways
- Chapter 12: Fintech... lending
- Chapter 13: Fintech... third party products brokerage, insurance, mutual funds

### Reading Material:

- Retail Banking by Indian Institute of Banking by McMillan Education (2018 edition)
- India Fintech Report 2020

## Assessment Matrix:

Assessment Criteria	Percentage
Mid Term Quiz	10%
Minor Projects (5, 10% each)	50%
End Term Exam	40%

# Semester VI (Academic Year 2020-21)

## 38. 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.
- Analyze 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

## Reading Materials :

- 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 Matrix:

Assessment Criteria	Percentage
Mid Term Exams	20%
End Term Exams	30%
Article Writing	20%
Presentations	10%
Project	20%

## 39. Organizational Change

Course Code: HR14

Credit: 3

L-T-P: 3-0-0

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 analyze 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, analyze 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

## Reading Materials :

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

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
<b>Continuous Assessment</b> <ul style="list-style-type: none"> <li>• Assignments - 10%</li> <li>• Project Presentation – 20%</li> <li>• Personal Change Plan-10%</li> </ul>	40%
Mid- term-I Examination	NIL
Mid-term-II Examination	20%
End-term Examination	40%
<b>Grand Total:</b>	<b>100%</b>



## 40. Indian Financial System

Course Code: FN09

Credit: 3

L-T-P: 3-0-0

Course Instructor: Dr. Sarita Gupta

### Course Description:

The financial system consists of many institutions, instruments, markets & services. Financial institutions range from moneylenders to banks, pension funds, insurance companies, brokerage houses, investment trusts and stock exchanges. Financial instruments ranges 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: An overview

- **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, 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.
- **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.

## Reading Materials :

- 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 Matrix:

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

## 41. GST: Principles and Practices

Course Code: AC21

Credit: 3

L-T-P: 3-0-0

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 them 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

## Reading Materials :

- 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. Mumbai: The Write Place, India.

Note: Latest edition of the readings will be used.

## Assessment Matrix:

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

## 42. Brand Management

Course Code: MK11

Credit: 3

L-T-P: 3-0-0

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

## Reading Materials :

- 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.
- MOOCs Course “Brand and Product Management”, Offered by: IE Business School on Coursera Platform

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
Continuous Assessment	20%
Viva (MOOCs Course Assessment)	10%
Project	10%
Mid-term Examination- II	20%
End-term Examination	40%
<b>Grand Total:</b>	<b>100%</b>

## 43. 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 analyze organizational problems through positive inquiry
- Describe and analyze 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

### Reading Materials :

- 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

Note: Latest edition of the readings will be used.

## Assessment Matrix:

Assessment Criteria	Percentage
Assignment	20
Class Participation	10
Presentation	20
Mid-Term Examination	20
End-Term Examination	30
<b>Grand Total:</b>	<b>100</b>



## 44. Sprints

Course Code: GN40

Credit: 2

L-T-P: 2-0-0

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.

### Corse 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 Matrix:

Assessment Criteria	Percentage
<b>Continuous Assessment</b>	
• Class participation	30
• Assignments	30
• Project Presentation	40
<b>Grand Total:</b>	<b>100</b>

## 45. Capstone-III

Course Code: GN43

Credit: 2

### Overview

Capstones are multifaceted and comprehensive assignments intended to serve as capping academic and intellectual experience for students. These are academically and intellectually challenging assignments filled with demanding but stimulating learning experiences. Generally conducted at the end of the term/programme, these are based on the learnings integrated during the preceding term/s. A capstone project may take a wide variety of form, such as a thesis, long-term investigative project, comprehensive case study that culminates into a final product, presentation, or performance. For instance, students may be asked to select a topic, or may be given a complex-problem/Case study to conduct research on the area, maintain a portfolio of findings, create a final product demonstrating their learning, and give an oral presentation on the project to a panel of experts who then collectively evaluate its quality.

The design of capstone projects is such that it encourages students to think critically, solve challenging problems, and develop skills such as oral communication, research, media literacy, teamwork, planning etc. In other words, it will help prepare them for higher studies, careers and life-long learning. In majority of cases, these capstone projects are also multidisciplinary in the sense that they require students to apply skills or research issues across many different domains of knowledge.

The educational goals of capstone projects are as under:

- Increasing student's motivation and engagement through increased academic rigor.
- Enhancing a student's educational and career aspirations.
- Boosting student's confidence, self-perception and self-esteem.
- Providing a platform for demonstrating learning and proficiency in the acquisition of knowledge and skills.

### Assessment

There will be three capstone exams during the program, the third Capstone exam would be conducted at the end of Semester 6 that will cover the full syllabus taught during the preceding year. The evaluation will be situation based and problem solving oriented.