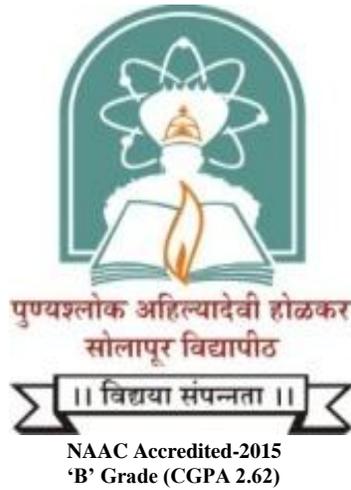


Punyashlok Ahilyadevi Holkar Solapur University, Solapur



Name of the Faculty: Commerce & Management

Choice Based Credit System

Syllabus: Master of Business Administration (MBA)

(w. e. f. June 2020)

**MASTER OF BUSINESS ADMINISTRATION
(M. B. A. Part I Sem. - I and II) Semester Pattern
(Choice Based Credit System) June 2020**

1. Introduction:

Considering the current requirement and present scenario of globalization and emerging trends in the Industry, Information Technology, there is need to make students aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

2. A. Basic objectives

The basic objectives of an M.B.A. course are-

1. To provide competent young men and women with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business.
2. To impart the students latest and relevant knowledge from the field of management theory and practice.
3. To provide opportunities to the students for developing necessary managerial skills.
4. To impart/ develop the right kind of values and attitude to function effectively in Managerial/ administrative positions.
5. The course is conducted with semester system which includes Four semesters with following purposes:
 - a. **Hard core** subjects provide Foundation of Management.
 - b. **Soft core** subjects focus on preliminary knowledge to enhance specific skills and a student gets an opportunity to choose amongst the group of subjects.
 - c. **Skill core** subjects focus on in-depth knowledge and practical approach with the subjects. It aims to nurturing student's proficiency and skills.
 - d. **Open Elective** A subject elective course chosen generally, with an intention to seek cross-functional exposures is called Open Elective.

B. Program Educational Outcomes

At the end of MBA program student should take of either of following.

1. Managerial decision making through the application of knowledge of management discipline
2. Set up business enterprise and manage diversified growth of entrepreneurship.

C. Program Outcomes:

At the end of MBA program students should be with following abilities.

1. Recognize the functioning of business opportunities involvement of business enterprises
2. and exploring the entrepreneurial opportunities.
3. Develop skills on analyzing the business data application of relevant analysis and problem solving.
4. Demonstrate a global outlook with the ability to identify aspects of the global business and cross cultural understanding
5. Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
6. Develop effective and oral communication especially in business applications, with the use of appropriate technology.

3. Eligibility for Admission

1. Candidate should have passed with minimum 50% marks in aggregate (45% marks in case of Backward class candidates from Maharashtra State only) in any full time Bachelor's Degree of Minimum 3 years duration in any discipline recognized by Association of Indian Universities.
2. Obtained score in one of the following CET examinations conducted by the Competent Authority. CET conducted by the Competent Authority, MBA/MMS CET by Maharashtra State Competent Authority, Common Admission Test conducted by Indian Institute of Management (CAT) and Common Management Aptitude Test Conducted by All India Council for Technical Education (CMAT) or Any other CET exams conducted by National level Agencies / institutes and as notified by State CET Cell and DTE to be eligible for Admission to MBA/MMS in the state.
3. Candidate should have completed the admission related process as prescribed by the Competent Authority for Common Admission Process (CAP) in the state.

4. Choice Based Credit System

With the view to ensure worldwide recognition, acceptability, horizontal as well as vertical mobility for students completing post graduate degree, the Solapur University is implementing **Choice Based Credit System** (CBCS) of Evaluation at Postgraduate level.

CBCS offers wide ranging choice for students to offer courses based on their aptitude and their career goals. CBCS works on the fundamental premise where students are matured individuals capable of making their own decisions.

Credit is a numerical value that indicates student's work load (Lectures, Seminars, Assignments, Group Exercises, seminars, mini projects etc.) to complete a course unit. In most of the universities 15 contact hours constitute one credit. The contact hours are transformed into Credits. As per present norms, there are 4 contact hours per paper (subject) per week which works out to be 60 contact hours per paper (subject) per semester.

In PAH Solapur University, for M.B.A-I, there are 8 subjects for each semester and each subject has 4 contact hours per week. Therefore, total contact hours per week are 32 for each class. The evaluation process includes an 80 + 20 pattern wherein the candidate has to appear for University Evaluation for 80 marks and a Continuous Internal Evaluation of 20 marks. This format is applicable for theory as well as practical subjects.

1. MBA Course Structure:

**MBA COURSE STRUCTURE FOR COLLEGE & UNIVERSITY CAMPUS
Choice Based Credit System w.e.f. 2020-21**

First Semester

Paper Code	Title of the Paper	Semester Exam			No. of weekly lectures	Credits
		UP	IA	Total		
Hard Core						
101	Principles of Management	80	20	100	4	4
102	Financial Accounting	80	20	100	4	4
103	Managerial Economics	80	20	100	4	4
104	Organizational Behaviour	80	20	100	4	4
105	Business Statistics	80	20	100	4	4
Soft Core (Select Any Two Subjects)						
106	Computer Operations And Management	80	20	100	4	4
107	Business Law.	80	20	100	4	4
108	Disaster Management	80	20	100	4	4
109	Banking Operations & Services	80	20	100	4	4
Skill Core						
110	Enhancing Business Communication Skills	80	20	100	4	4

Hard Core and Skill core subjects are compulsory subjects while students can choose **Any Two** subjects **From Soft Core**.

Second Semester

Paper Code	Title of the Paper	Semester Exam			No. of weekly lectures	Credits
		UP	IA	Total		
Hard Core						
111	Marketing Management	80	20	100	4	4
112	Financial Management	80	20	100	4	4
113	Human Resource Management	80	20	100	4	4
114	Production Management and Operational Research	80	20	100	4	4
115	Research Methodology	80	20	100	4	4
Soft Core (Select Any One Subjects)						
116	Event Management	80	20	100	4	4
117	Hospitality & Tourism Management	80	20	100	4	4
118	Logistics and Supply Chain Management	80	20	100	4	4
Skill Core						
119	Employability Skills	80	20	100	4	4
Open Elective						
120	Digital Business	80	20	100	4	4

Hard Core, Skill core and open Elective subjects are compulsory subjects where as students can choose **Any One** subject **from Soft Core**.

Third Semester

Paper Code	Title of the Paper	Semester Exam			No. of weekly lectures	Credits
		UP	IA	Total		
Hard Core						
121	Strategic Management	80	20	100	4	4
122	Management Accounting	80	20	100	4	4
123	Project Report	50	50	100	4	4
Elective Core						
124	Elective Subject I (Paper – I)	80	20	100	4	4
125	Elective Subject I (Paper – II)	80	20	100	4	4
126	Elective Subject II (Paper – I)	80	20	100	4	4
127	Elective Subject II (Paper – II)	80	20	100	4	4
Open Elective						
128	Entrepreneurship Development	80	20	100	4	4

Fourth Semester

Paper Code	Title of the Paper	Semester Exam			No. of weekly lectures	Credits
		UP	IA	Total		
Hard Core						
129	Business Ethics & Corporate Governance	80	20	100	4	4
130	Total Quality Management	80	20	100	4	4
Elective Core						
131	Elective Subject I (Paper – III)	80	20	100	4	4
132	Elective Subject I (Paper – IV)	80	20	100	4	4
133	Elective Subject I (Paper – V)	80	20	100	4	4
134	Elective Subject II (Paper – III)	80	20	100	4	4
135	Elective Subject II (Paper – IV)	80	20	100	4	4
136	Elective Subject II (Paper – V)	80	20	100	4	4

Dual Specialization Groups.

- **Elective Specializations:** The University offers Dual specialization. Student has to select **ANY TWO** of the Three Groups **A, B, C** and **ANY ONE** specialization subject from a selected group

Group	Elective Specialization
A	<ul style="list-style-type: none">• Marketing Management
B	<ul style="list-style-type: none">• Financial Management• Tourism and Hospitality Management• Production and Materials Management
C	<ul style="list-style-type: none">• Human Resource Management• International Business Management• Banking Management• Systems Management• Agriculture & Co-operative Management

- **Elective Specializations:** Student has to select **ANY TWO** of the Three Groups A, B, C and **ANY ONE** Specialization from the selected groups.

Elective Specialization Groups with Subjects Papers:

Group	Specialization	Paper	Subject
A	Marketing Management	I	Brand Management
		II	Sales and Distribution Management
		III	Integrated Marketing Communications & Digital Marketing
		IV	Services and Retail Marketing
		V	International Marketing
B	Financial Management	I	Corporate Tax Management
		II	Financial Decision Analysis
		III	Financial System of India, Markets & Service.
		IV	Investment Management
		V	International Finance
	Tourism and Hospitality Management	I	Fundamentals of Hospitality Management
		II	Tourism and Travel Management
		III	Accommodation Management
		IV	Facility and Security Management
		V	Hospitality and tourism Marketing.
	Production and Materials Management	I	Purchasing and Inventory Management
		II	Logistics and Supply Chain Management
		III	Industrial Engineering
		IV	Quality Management
		V	World Class Manufacturing
C	Human Resource Management	I	Strategic Human Resource Management
		II	Human Resource Initiatives
		III	Industrial Relations and Labour Laws
		IV	Competence based HRM.
		V	International Human Resource Management
	International Business Management	I	International Business Environment
		II	Export Policy, Procedures and Documents
		III	International Marketing
		IV	EXIM Management
		V	International Logistics
	Banking Management	I	Banking Operations Management
		II	Indian Banking Structure
		III	E-Banking
		IV	Marketing of Financial Services
		V	Retail & Universal Banking

Group	Specialization	Paper	Subject
C	Systems Management	I	Management Information System
		II	ERP and SPD
		III	Relational Database Management System
		IV	Security And Control Information System
		V	Programming Concepts and Practices
	Agriculture & Co-operative Management	I	Fundamentals of Agriculture & Co-Operative Management
		II	Agricultural Marketing
		III	Agricultural Production Management
		IV	Agro- Processing Industries & Rural Industrialization
		V	International Trade And Agriculture

2. Schedule of Teaching and Examination:

This is full time, Masters Degree program. The curriculum of the course is of Two years divided into Four semesters. The teaching for Semester I will start from 1st August and III should be conducted from 20th July to 20th November and teaching for Semester II and IV should be conducted from 1st January to 20th April. There will be an End of Semester University Examination in December and May for all Semesters. In addition there will be internal assessment for each paper conducted by the respective institute.

3. Internal Evaluation

The internal evaluation will be undertaken on continuous basis for 30 marks and will consist of following heads scaled down to mentioned weight-age of marks

Elements for Continuous Internal Evaluation	Marks
MCQ Online Test (MOOC) (2 Test of 25 marks each)	05
Assignments (Minimum 2) (Open Book/ Class/ Home)	05
Seminar / Group Exercises (Minimum 2)	05
Case Studies (Minimum 3)/ Industry Analysis/ Computer Lab Exercise.	05
Total	20 Marks

The internal evaluation should be done by the institute accordingly throughout the semester and internal marks shall be send to the university through Online Portal before the End of Semester Examination

4. Passing Criteria and ATKT Rules:

- Every student must secure a minimum of 40% marks for each subject in End of Semester University Examination and Continuous Internal Evaluation separately for passing in the respective subject.
- The student has to secure a minimum of 4.0 grade points (Grade C) in each paper. A student who secures less than 4.0 grade point (39% or less marks, Grade FC/FR) will be declared 'Fail' in that paper (subject) and shall be required to reappear for respective paper.
- A student who fails in University Examination (Theory) & passed in Continuous Internal Evaluation of the same paper (subject) shall be given FC Grade. Such student will have to reappear for University Examination Only.
- A student who fails in Continuous Internal Evaluation and passed in University examination (Theory) shall be given FR Grade. Such student will have to re-appear for both University examination as well as Continuous Internal Evaluation.

The M.B.A. examination will be held in four semesters. The student will eligible to appear for the examination with a minimum attendance of 75%.

- a. A candidate failing in any number of subjects of Semester I, may be allowed to keep the term for Semester-II
- b. A candidate seeking admission to Semester III shall not have failed in more than five subjects of Semester I & Semester II put together.
- c. A candidate failing in any number of subjects of Semester III may be allowed to keep the term for Semester IV.
- d. A candidate will not be awarded degree unless he/she has passed all subjects of all the semester examinations.

5. Conversion of Marks into Grades:

A table for the conversion of the marks obtained by students in each paper (out of 100) to grade and grade points is given below:

Sr. No.	Range of Marks	Grade	Grade Points
1	80 – 100	O	10
2	70 – 79	A +	9
3	60 – 69	A	8
4	55 – 59	B +	7
5	50 – 54	B	6
6	45 – 49	C +	5
7	40 – 44	C	4
8	<=39	FC	0 - Failed in Semester Exam
9	<=39	FR	0 - Failed in Internal Assessment

6. Conversion of Average Grade Points into grades:

The student's performance of course will be evaluated by assigning a letter grade on ten points scale as given below:

CGPA / CBCS / FGPA / SGPA	Letter Grade
9.5 – 10	O
8.5 – 9.4	A +
7.5 – 8.4	A
6.5 – 7.4	B +
5.5 – 6.4	B
4.5 – 5.4	C +
4.0 – 4.4	C
< =3.9	FC
< =3.9	FR

7. Additional Specialization:-

A student who has passed the M.B.A. Examination of this University with any two electives may be allowed to appear for the M.B.A. examination again, in any other one elective, by keeping terms for the third and fourth semester for that special group i.e. for papers comprising of 500 marks, by paying (40%) of the Tuition Fees for that academic year.

8. Improvement in Marks:

A student who has passed the MBA examination of this university and has secured less percentage in the last year may be allowed for class improvement in any of the two subjects of last year.

9. Degree Completion:

In case a student fails to complete the degree within the stipulated period of 4 years, such a student will be declared INCOMPLETE EXIT and in such a case the student can seek a fresh admission as per the admission rules prevailing at that time.

University Question Paper Pattern:

Punyashlok Ahilyadevi Holkar Solapur University, Solapur	
Nature of Question Paper for	
M.B.A. Semester Pattern Model Question Paper	
(w.e.f. June 2019)	
Time: 2.30 hrs.	Total Marks : 80
Q. No. 1: Multiple Choice Questions.	16
<i>(four alternatives should be given)</i>	
1. _____	
(a)	(b)
(c)	(d)
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	
15.	
16.	
Q. No. 2: Answer the following (short answers / Short problem)	16
(A) 8 marks	
(B) 8 marks	
Q. No. 3: Answer the following (short answers/ Short problem)	16
(A) 8 marks	
(B) 8 marks	
Q. No. 4: Answer the following Long answers	16
(A)	
OR	
(B)	
Q. No. 5: Answer the following (Long problem/ Case Study)	16

Semester – I

Semester : I	Hard Core	Semester Exam			L	Credits
Code: 101	Principles & Practices of Management	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To introduce the functions of management in the workplace. 2. To develop holistic approach to management. 3. To makes students as effective manager. 					
Course Outcomes	<ul style="list-style-type: none"> • Better understanding of management and link them to organizational contexts • Developing students regarding skills of management • Better decision making ability 					
Module 1	Introduction					
<p>Concept, definitions and levels, basic managerial roles, skills and functions, Evolution of management thought- F.W. Taylor & Henry Fayol contribution, modern management- Bottom of Pyramid- Prof. C.K. Pralahad, Characteristics of 21st century executives, Social responsibility of managers.</p>						
Module 2	Business Environment and Planning					
<p>Concept of environment, factors of environment and changing Indian business environment, meaning, definition importance and nature of planning, steps and levels in planning process; kinds of organizational plans- strategic, tactical and operational. Objectives – management by objectives (MBO) method. Decision making-types, decision making conditions and steps in decision making</p>						
Module 3	Organizing and Staffing					
<p>Definition, basic elements of organizing and types of organizations, Departmentalization, basis for departmentalization, reporting relationships and authority distribution. Forms of organization structure -functional, flat, project & matrix etc. work from home, outsourcing, virtual organizations, and boundary less organizations, Concept, elements, functions of staffing, advantages of proper staffing, Concept, elements, functions of staffing, advantages of proper staffing.</p> <p>Staffing: - Meaning, Principles in Staffing, Staffing Functions</p>						

Module 4	Directing
Concept and importance, concept of motivation, Theories of motivation –Maslow theory of human needs, Herzberg’s theory of motivation, Stacy Adam’s Equity theory, McGregor’s theory X & theory Y, William Ouchi- Theory Z and Edwin A. Locke	
Module 5	Leadership, Creativity and Innovation
Leadership-traits, styles, behavior – Likert’s four systems, Managerial Grid, Hersey-Blanchard’s Situational Model, Leadership styles in Indian organizations, Transactional and transformational theory Creativity, creative thinking, characteristics of creative people, stimulating innovation in organizations.	
Module 6	Controlling
Concept, importance of controlling, controlling process, types of control, factors influencing control effectiveness.	
Recommended Books	<ol style="list-style-type: none"> 1. Management Text and Cases - V S P Rao, Excel Books (ISBN : 978-81-7446-317-3) 2. Principles of Management - P C Tripathi and P N Reddy, Himalaya Publishing House (ISBN-10: 978-00-7133-333-9; ISBN-13: 978-00-7133-333-7) 978-93-5260-535-4 3. Principles and Practice of Management - L M Prasad, S. Chand and Sons (ISBN : 978-93-5161-050-2) 4. Principles of Management - T. Ramaswamy, McGraw Hill Education - (ISBN-10: 818-48-8871-6, ISBN-13:978-81-8488-87-1) 5. Principles of Management - Knootz & O’Donell, Tata McGraw Hill (ISBN-10:0070581924, ISBN-13:978-00-7058-192-)0 6. Principles of Management - Meena Sharma, Himalaya Publishing House (ISBN-10: 93-5202-192-4, ISBN-13: 978-93-5202-192-5)

Semester : I	Hard Core	Semester Exam			L	Credits
Code: 102	Financial Accounting	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To make the students understand the Accounting Concepts and process of Accounting from Journal Entry to Final Accounts. 2. To make students capable of implementing accounting process practically with any business activities 3. To make students understand the features and benefits of Computerised Accounting. 4. To make students capable of using Accounting Package Tally in real business environment and generate various reports from the software. 					
Course Outcomes:	<ul style="list-style-type: none"> • At the end of this course, the students will be able to do practical accounting for any business in books as well as using Accounting Software and extract various reports useful for the organisation. 					
Module 1	Introduction to Financial Accounting					
	<ul style="list-style-type: none"> • Meaning of Book-keeping and Accountancy • Objectives of Accountancy • Branches of Accounting • Users of Accounting information • Accounting Principles – Concepts and Conventions • Basic Accounting Terminologies 					
Module 2	Accounting Cycle – Process & System					
	<ul style="list-style-type: none"> • Concept of Accounting Process and stages • Double entry system • Classification of Accounts, Golden rules of accounting. • Recording the business transactions in Journal • Single, Two and Triple Column Cash Book • Maintaining different Ledger Account 					

Module 3	Capital & Revenue income and Expenses
	<ul style="list-style-type: none"> • Classification of Capital & Revenue Income & Expenses • Meaning and effect of Deferred Expenses • Preparation of Trial Balance.
Module 4	Preparation of Final Accounts
	<ul style="list-style-type: none"> • Introduction to different Financial Statements • Preparation of Final Accounts including adjustments
Module 5	Computerized Accounting Package
	<ul style="list-style-type: none"> • Working of Tally - Features, – Accounting, Taxation, Payroll and Financial MIS. • Company creation, Company features and configuration, • Financial accounting using tally: Creation of Ledgers, Ledger Groups, Voucher Types, Voucher entry, Day book and ledgers, Final Accounts Reports. Display, Printing.
Module 6	Depreciation Accounting
	<ul style="list-style-type: none"> • Meaning of Depreciation • Causes of depreciation. • Different methods of depreciation • Problems on Straight Line Method, Written Down Value Method.
Recommended Books	<ol style="list-style-type: none"> 1. Financial Accounting – Dr. K. A. Sontakke – Himalaya Publishing House (ISBN : 978-83-5142-201-3) 2. Financial Accounting & Analysis – Dr. Prashanta Athma – Himalaya Publishing House (ISBN : 978-93-5051-483-2) 3. Simple Tally 9 – Asok K. Nadhani – BPB Publications (ISBN : 978-81-8333-244-8) 4. Tally ERP 9.0 in Simple Steps – DT Editorial Services – Dreamtech Press (ISBN : 978-93-5004-053-9) 5. Financial Accounting - V. Rajasekaran and R. Laitha, Pearson Publication (ISBN 10: 8131731804 / ISBN 13: 978-81-3173-180-2.) 6. Accounting For Management - S. N. Maheshwari, Vikas Publishing (ISBN: 9325956195, 978-93-2595-619-3)

Semester :I	Hard Core	Semester Exam			L	Credits
Code: 103	Managerial Economics	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To expose students to basic managerial economic concepts. 2. To apply economic analysis in formulation of business policies. 3. To use economic reasoning to problems of business. 					
Course Outcomes:	<ul style="list-style-type: none"> • Students will be prepared to apply both micro and macro economic concepts in business environment. • Students will develop analytical and problem solving skills by learning the subject through case based approach. • The fundamentals of business economics shall provide practical orientation to be applied in corporate industries. 					
Section-I : Micro Economics						
Module 1	Managerial Economics					
Meaning, Nature, scope and significance of Managerial Economics, Importance of managerial economics in decision making of an organization, The Indifference Curve Analysis, Demand analysis, Demand Forecasting, Methods of demand Forecasting, Elasticity of demand. Types of elasticity of demand.						
Module 2	Revenue concepts					
Total revenue, Marginal revenue Average revenue and their relationships. Supply analysis: Supply function, Law of supply, Elasticity of supply. Cost Analysis: Short run cost analysis Fixed, Variable and Total cost curves, Average and Marginal Cost curves Long run cost analysis Long run average and Marginal cost curves. Economies and diseconomies of scale						
Module 3	Market structures and concept of market equilibrium					
Characteristics of different market structures, Concept of Market equilibrium Price determination and firms equilibrium under monopolistic competition, Monopoly and Perfect Competition Price discrimination, International price discrimination and dumping, pricing Methods.						

Section –II : Macro Economics	
Module 4	Indian Economy and Basic Concepts of Business Economics
Introduction, composition importance of Indian Economy, Major problems of Indian Economy Industrial Growth, Planning and Development. New Economic Policy and reforms in Indian economy, Liberalization, Privatization and Globalization concept of GDP & GNP, National Income and methods of measuring national income, Inflation & deflation- types, causes, effects remedial measures	
Module 5	Trade Policies and Banking Reforms
Monetary Policy and fiscal policy, Public economies- public revenue, public expenditure and public debt, Budget and types of budgets. Central bank of India, Commercial Banks - types, functions, Role in Economic Development , Banking reforms in India, Role of RBI in banking reforms	
Module 6	Foreign Trade
Introduction, India's Import –Export policy, Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade, Role of MNCs and FDI in India's foreign trade. Balance of Payment-equilibrium and disequilibrium in the BOP, measures to correct India's adverse Balance of payment	
Recommended Books	<ol style="list-style-type: none"> 1. Managerial Economics - Theory and Applications, Dr. D.M Mithani, Himalaya Publishing House (ISBN Number : 978-93-5262-330-3) 2. Managerial Economics - D.N.Dwidevi, Vikas Publishing House Pvt. Ltd (ISBN : 8125923470, 978-81-2592-347-3) 3. Managerial Economics - P. L. Mehta, S. Chand & Sons, New Delhi (ISBN 10: 8180549607 / ISBN 13: 978-81-8054-960-1) 4. Indian Economy - Ruddar Datt and K.P.M Sundharam, S. Chand & Sons (ISBN : 97893525312955.) 5. Indian Economy - S.K. Mishra and V.K. Puri, Himalaya Publishing House (ISBN-10: 9352731727, ISBN-13: 978-93-5273-172-5) 6. Managerial Economics - H. L Ahuja, S. Chand & Sons, 2011 (ISBN:978-93-5253-518-7) 7. International Business (Text and Cases)-P. Subba Rao, Himalaya Publishing House. (ISBN Number : 978-93-5367-011-5)

Semester : I	Hard Core	Semester Exam			L	Credits
Code: 104	Organizational Behaviour	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	1. To impart basic knowledge into Organisation Behaviour. 2. To provide insights into Individual & Group Behaviour and its implications in modern Organizations. 3. To deliver basic knowledge of Organisation Culture and its role in Management.					
Course Outcomes:	<ul style="list-style-type: none"> • Understand the determinants and various theories of personality development. • Understand the concept of attitude, perception and the process. • Understand the various strategies for managing conflicts in organization. • Understand the concept of organizational culture, organizational change and Development. 					
Module 1	Introduction to Organisational Behaviour					
	<ul style="list-style-type: none"> • Meaning and Definition • Levels of OB • Approaches to OB • Factors affecting individual behavior- Environmental factors, Personal Factors 					
Module 2	Individual Behaviour					
	<ul style="list-style-type: none"> • Attitude <ul style="list-style-type: none"> ○ Types of attitudes ○ Cognitive dissonance theory • Learning <ul style="list-style-type: none"> ○ Meaning and definition ○ Learning theories – classical & operant conditioning. • Perception <ul style="list-style-type: none"> ○ Meaning and Definition ○ Perceptual Process ○ Factors influencing perception • Personality: <ul style="list-style-type: none"> ○ Meaning ○ Traits of personality ○ Big five ○ Myers-Briggs Type Indication 					

Module 3	Group Behaviour and Group Decision Making
<ul style="list-style-type: none"> • Group Behaviour: <ul style="list-style-type: none"> ○ Definition and Classification of Groups ○ Group dynamics - Group cohesiveness ○ Stages of group development • Group Decision Making <ul style="list-style-type: none"> ○ Group decision making process ○ Strategies to improve group decision making 	
Module 4	Teams and Culture
<ul style="list-style-type: none"> • Teams – Definition. • Teams vs. groups, Types of teams. • Culture – Definition, characteristics of culture. • Cultural Dimensions. • How culture is created. 	
Module 5	Organisational Change
<ul style="list-style-type: none"> • Meaning, Definition, Levels of change. • Forces for change – External & Internal forces. • Change Process – Unfreezing, changing, refreezing. • Resistance to change – Individual & Organisation resistance. • Managing resistance to change. 	
Module 6	Organizational conflict and stress
<ul style="list-style-type: none"> • Organisational Conflict <ul style="list-style-type: none"> ○ Meaning and concept ○ Functional and dysfunctional conflicts ○ Levels of conflicts • Stress <ul style="list-style-type: none"> ○ Meaning and Importance ○ Sources of stress and its consequences ○ Managing Stress 	

Recommended Books	<ol style="list-style-type: none">1. Organizational Behavior – Stephen Robbins. Prentice-Hall of India (ISBN-10: 8120328752, ISBN-13: 978-81-2032-875-4).2. Organisational Behaviour – K. Ashwathappa, Himalaya Publishing (ISBN: 8183188346, 978-81-8318-834-0)3. Organizational Behaviour – P.G.Aquinas, Excel Books. (ISBN-10: 8174464743, ISBN-13: 978-81-7446-474-3)4. Organisational Behaviour – Rao & Narayana. Konark Publishers. (ISBN : 8122000274, 978-81-2200-027-6)5. Organisational Behaviour – Dr. S. S. Khanka, S.Chand (ISBN:978-81-2192-014-8)6. Organisational Behaviour – Suja R.Nair, Himalaya Publishing (ISBN: 8178667509, 978-81-7866-750-8)
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Semester : I	Hard Core	Semester Exam			L	Credits
Code: 105	Business Statistics	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To educate different statistical methods. 2. To teach data presentation techniques. 3. To apply different statistical techniques in business/real-life conditions. 4. To develop the knowledge on descriptive & inferential statistics. 					
Course Outcomes:	<ul style="list-style-type: none"> • Understanding different statistical methods for data analysis and presentation. • Applying different statistical techniques in business/real-life conditions. • Solving statistical problems. 					
Module 1	Introduction					
Definition of Statistics – Importance and scope of Statistics, Statistical Data: Primary and Secondary Data – Sources of Data –Classification of Data - Frequency Distribution: Discrete or Ungrouped Frequency Distribution, Grouped Frequency Distribution, Continuous Frequency Distribution. – Diagrammatic and Graphic Representation: Line Diagram, Bar Diagram, Rectangle Diagram, and Pie Diagram -Choice of a Suitable Diagram Presentation of data to convey meaning - Tables, Graphs. Graphs : Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives.						
Module 2	Measures of Central Tendency					
Mean, Combined Mean, Median and Mode and their implications, Missing frequency problems.						
Module 3	Measures of Dispersion					
Range, Mean deviation, Quartiles, Quartile Deviation, Standard deviation and Combined Standard Deviation, Variance-Coefficient of Variation						
Module 4	Correlation & Regression					
Concept, Scatter Diagram, Karl Pearson's coefficient of Correlation, Spearman's Rank Correlation, Introduction to Multiple Correlation.						
Module 5	Index Numbers & Time Series Analysis					
Meaning, Types of index numbers, Uses of index numbers, Construction of Price, Quantity and Volume indices, Fixed base and Chain base methods, Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation						

Module 6	Association of Attributes
Introduction, Yule's coefficient of Association & Coefficient of colligation calculations.	
Recommended Books	<ol style="list-style-type: none">1. Statistical Methods - S. P. Gupta, S. Chand & Sons (ISBN 8180548627, 978-81-8054-862-8)2. Statistics for Management - Richard I Levin & David S. Rubin, PHI Learning (ISBN-10: 9332581185, ISBN-13: 978-93-3258-118-0)3. Statistics for Management - P. N. Arora & S. Arora, S Chand & Sons (ISBN:978-81-2192-285-2)4. Business Statistics - S. C. Gupta & Indra Gupta, Himalaya Publishing House (ISBN-13:978-93-5097-407-0)5. Statistics for Management - T N Srivastava & Shailaja Rego, Tata McGraw Hill (ISBN, 0070660298, 978-00-7066-029-8)

Semester : I	Soft Core	Semester Exam			L	Credits
Code: 106	Computer Operations & Management	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To make the students Understand Computer system and its importance in an Organisation. 2. To make students capable of organizing of computers and effectively using software tools that are mostly required to complete office activities viz., Documentation, Data computation and presentation. 3. To make students capable of using internet services securely and efficiently. 4. To provide conceptual knowledge of use of computer system for information procession and decision making through knowledge of MIS. 					
Course Outcomes:	<ul style="list-style-type: none"> • At the end of this course, the students will understand computer system better and handle the most used tools of word processing, spreadsheet, presentation and internet well organized, effectively and efficiently. 					
Module 1	Introduction to IT					
	<ul style="list-style-type: none"> • Concept of IT, IT Application in Management, Components of IT • IT Infrastructure: Hardware Components (Input/output Devices, Memory, Secondary Storage Devices, Processing, Networking. • Software System, Application, Packaged, Programming • Networking : Types – LAN; MAN; WAN; Protocols. Concept of Web Technology, Internet, Intranet, Extranet application, Cloud computing -Meaning, benefit and model. 					
Module 2	Computer Organisation using MS Windows					
	<ul style="list-style-type: none"> • Meaning & Functions of Operating System • Organization of Elements in Computers, Folders, Files, Shortcuts – Creating, Relocating, Replicating, Deleting, restoring. Concept of Window, Path, Addresses and Locations. Searching • Elements of Windows OS Interface – Desktop, My Computer, My Documents, Network places, Start Menu, Quick launch bar, Recycle Bin, Control Panel – Display, Taskbar, Date & Time, Mouse, Regional & Language, Programs & Features settings. 					

Module 3	Word Processing using MS Word
	<ul style="list-style-type: none"> • Concept of Word Processing, Overview of MS Word. • Creating, Editing, spell & Grammar check, Text & Paragraph Formatting, Tabs spacing. • Tools : Find – Replace, Header and Footer, Autocorrect, • Working with Pages - Page Setup, Margins, Mirror Margins, • Inserting Hyperlink, Book Marks, Table of Contents, Saving in different formats. • Working with Tables – Rows Columns, Insert, Merging, Splitting, Delete, Borders, Alignments, Sorting, Simple Formulae, Convert to Text. • Mail merge • Printing Documents.
Module 4	Spreadsheets using MS Excel
	<ul style="list-style-type: none"> • Concept of Spreadsheet, Working with spreadsheet using MS excel, Formatting Cells, Concept of cell address, creating well formatted tables, Manipulating in respect of Cells, rows, columns, sheets. Freeze Panes, • Formulas and Functions: Cell referencing – Absolute & relative, Math & Trig , Statistical, database, text, date functions. (Sum, Average, Max, Min, Count, Countif, If, Dget, Proper, Left, Right, Concatenate, Len, , Today) • Conditional Formatting, Sorting and Filtering Data. • Charts & Graphs, Data Security – Cell Level, Sheet Level, Book Level. • Printing Spreadsheets
Module 5	Presentations using MS PowerPoint
	<ul style="list-style-type: none"> • Concept of Presentation, Overview of MS Power Point • Elements of PowerPoint presentation, Slides, Layouts, Adding Content, rearranging, Duplicating and reusing slides, applying themes, shapes, text, charts, • Animation: Using Animation for entry, exit, motion and emphasis, Custom Animation, Transition of Slide, Rehearse timings. • Printing Presentations.

Module 6	Management Information System:
	<ul style="list-style-type: none"> • Concept of Information System, Components , Uses, of information System, Major roles of information systems, Types of Information Systems – TPS, MIS, OAS, DSS, ESS, ES, KWS, Relationship between different Information systems.
Recommended Books	<ol style="list-style-type: none"> 1. Computer Fundamentals – Pradeep K. Sinha, Priti Sinha, BPB Publications (978-81-765-6752-7) 2. Microsoft Office 2016 All-in-one for Dummies – Peter Weverka – Wiley India Pvt. Ltd. (ISBN : 978-81-265-5903-4) 3. Microsoft Office – Laurie Ann Ulrich, McGraw Hill Osborne (ISBN : 0-07-222937-3) 4. Information Technology for Management – Ramesh Behl, Tata McGraw Hill Education (ISBN - 13: 978-1-25-900479-7 / ISBN-10 : 1-25-900479-1) 5. Management Information Systems – Text & Cases – Waman S. Jawdekar, Tata McGraw Hill Education Pvt. Ltd. (ISBN: 978-12-590-2669-0) 6. Management Information System – Nitin C. Kamat, Jyotindra Zaveri, Himalaya Publishing House (ISBN: 978-93-505-1385-9)

Semester : I	Soft Core	Semester Exam			L	Credits
		Theory	I A	Total		
Code: 107	Business Law	80	20	100	4	4
Subject Title						
Course Objectives	1. To learn about the important provisions of some of the important, newly Introduced & amended business laws.					
Course Outcomes:	<ol style="list-style-type: none"> 1. Understanding Summarize The Key Legal Provisions Of Each Act. 2. Understand Legal Aspects Of Business With Respect To Indian Economy. 3. Relate Various Legal Provisions To Relevant Business Aspects And Situations. 4. Applying Illustrate the Use of the Acts in Common Business Situations. 5. Analysing Outline the Various Facets of Basic Case Laws of Each Act from a Legal and Managerial Perspective. 					
Module 1	Indian Contract Act 1872					
Indian Contract Act 1872, Essential Elements of A Contract, Performance And Discharge of A Contract, Offer And Acceptance, Consideration, Legality of Object, Capacity To Contract, Free Consent, Modes of Discharge, Breach And Remedies, Quasi Contracts.						
Module 2	Sale of Goods Act 1930					
Sale of Goods Act 1930. Formation of A Contract of Sales And Its Features, Conditions And Warranties, Rights of An Unpaid Seller, Types of Goods, Distinction Between Sale And Agreement To Sell, Performance of Contract.						
Module 3	Companies Act 1956 & Companies Act, 2013					
Comparative Study Of The Companies Act, 1956 And The Companies Act, 2013 On the Basis of The Following Kinds of Companies, Formation Of A Company, Memorandum of Association (M/A), Articles Of Association (A/A), Prospectus, Meetings, Appointment And Removal of Directors, Shares, Types Of Shares and Dividends. Income Tax and GST.						
Module 4	Consumer Protection Act, 1986.					
Introduction, Consumer And Consumer Disputes, Definitions Of Consumer, Complainant, Goods, Service - Meaning Of Consumer Dispute Complaint-Unfair Trade Practices – Restrictive Trade Practices Rights Of Consumers, Consumer Disputes Redressal Agencies, Consumer Protection Councils, Objectives And Need Of The Competition Act, 2002.						

Module 5	Introduction To IPR Laws
<p>A) The Copy Right Act, 1957</p> <p>B) The Patents Act, 1970</p> <p>C) The Trade Marks Act, 1999</p>	
Module 6	Security Issues in E-Commerce
<p>Security Risks of E-Commerce-Types and Sources Of Threats; Protecting Electronic Commerce Assets And Intellectual Property; Firewalls; Client Server Network Security; Data And Message Security; Security Tools; Digital Identity And Electronic Signature; Encryption Approach To E-Commerce Security. Salient Provisions For Security And Privacy; Legal And Regulatory Environment For E-Commerce, Cyber Laws In India And Their Limitations.</p>	
Recommended Books	<ol style="list-style-type: none"> 1. Business Law/Mercantile Law, M.C.Kucchal, Vikas Publishing.House. 2. Elements Of Mercantile Law, N. D. Kapoor 3. Law Relating To Intellectual Property, Dr. B. L Wghera, Universal Law Publication 4. Cyber Crime In India, Dr. M. Dasgupta 5. Law Of Arbitration And Conciliation, Avtar Singh 6. Business Laws, Lee Reach, Oxford University Press, UK. 7. Business Legislation For Management, M.C.Kucchal & Vivek Kucchal, Vikas Publishing House (P) Ltd. 8. Electronic Commerce – A Managerial Perspective, Efraim Turban , David King, Jae Lee 9. Cyber Law- Text & Cases, 3rd Edition, Gerald Ferrera, Jeffrey M, Aresty, Cengage Learning.

Semester : I	Soft Core	Semester Exam			L	Credits
Code: 108	Disaster Management	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To understand basic concepts in Disaster Management 2. To understand elements of Disaster Management. 3. To understand Types and Categories of Disasters 4. To understand the Challenges posed by Disasters 					
Course Outcomes	<ul style="list-style-type: none"> • The application of Disaster Concepts to Management • Analyzing Relationship between Development and Disasters. • Ability to understand Categories of Disasters and • Realization of the responsibilities to society 					
Module 1	Introduction					
Concepts and definitions, disaster, hazard, vulnerability, risks severity, frequency and details, capacity, impact, prevention, mitigation).						
Module 2	Disasters					
Disasters classification; natural disasters (floods, draught, cyclones, volcanoes, earthquakes, tsunami, landslides, coastal erosion, soil erosion, forest fires etc.); manmade disasters (industrial pollution, artificial flooding in urban areas, nuclear radiation, chemical spills, transportation accidents, terrorist strikes, etc.); hazard and vulnerability profile of India, mountain and coastal areas, ecological fragility.						
Module 3	Disaster Impacts					
Disaster impacts (environmental, physical, social, ecological, economic, political, etc.); health, psycho-social issues; demographic aspects (gender, age, special needs); hazard locations; global and national disaster trends; climate change and urban disasters.						

Module 4	Disaster Risk Reduction (DRR)
<p>Disaster management cycle – its phases; prevention, mitigation, preparedness, relief and recovery; structural and non-structural measures; risk analysis, vulnerability and capacity assessment; early warning systems, Post disaster environmental response (water, sanitation, food safety, waste management, disease control, security, communications); Roles and responsibilities of government, community, Business Organisations, local institutions, NGOs and other stakeholders; Policies and legislation for disaster risk reduction, DRR programs in India and the activities of National Disaster Management Authority.</p>	
Module 5	Disasters, Environment and Development
<p>Factors affecting vulnerability such as impact of developmental projects and environmental modifications (including of dams, land use changes, urbanization etc.), sustainable and environmental friendly recovery; reconstruction and development methods.</p>	
Recommended Books	<ol style="list-style-type: none"> 1. Pradeep Sahni, Disaster Risk Reduction in South Asia, Prentice Hall. 2. Singh B.K., Handbook of Disaster Management: Techniques & Guidelines, Rajat Publication. 3. Ghosh G.K., Disaster Management, APH Publishing Corporation 4. Disaster Medical Systems Guidelines. Emergency Medical Services Authority, State of California, EMSA no.214, June 2003 5. Inter Agency Standing Committee (IASC) (Feb. 2007). IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings. Geneva: IASC 6. http://ndma.gov.in/ (Home page of National Disaster Management Authority) 7. http://www.ndmindia.nic.in/ (National Disaster management in India, Ministry of Home Affairs).

Semester : I	Soft Core	Semester Exam			L	Credits
Code: 109	Banking Operations & Services	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To make the student understand the banking sector 2. To make the student knowledgeable in respect of products and services of banking 3. To make student known to various modes of operations with the bank 4. To make the student understand the relationship with banker and grievance mechanism of banking industry 					
Course Outcomes:	<ul style="list-style-type: none"> • At the end of the course, student will be oriented with the knowledge of banking sector and its relationship with its customers. 					
Module 1	Banking Sector in India					
	<ul style="list-style-type: none"> • Concept of Banking, Development of Banking in India • Functions of Bank, Structure of Indian Banking System, types of banks, Banking Sector in India, Banking Sector Reforms • Introduction to NBFC, Difference between Bank and NBFC, Different Types of NBFC. 					
Module 2	Deposits and Advances					
	<ul style="list-style-type: none"> • Types of Deposits, Process of Opening Bank Account • Types of Consumer Loans, Loan Procedure on consumer loan • Principles of Sound Lending, Evaluating Consumer Loans, Credit Analysis, Credit Scoring a Consumer Loan • Priority Sector Lending, NPA, Categories of NPA, Causes 					
Module 3	Electronic Banking					
	<ul style="list-style-type: none"> • Meaning of E-banking, Automated Teller Machine, Internet Banking, Telephone Banking, Electronic Clearing Service • Electronic Funds Transfer (EFT), NEFT and RTGS • Credit Cards, Smart cards (Credit cards, Debit cards) • Risks in E-banking, Introduction to M-Banking, IMPS 					

Module 4	Banking Rates
	<ul style="list-style-type: none"> • Introduction to Bank Rate, CRR, SLR, REPO RATE, REVERSE REPO RATE, CALL RATE, BASE RATE, MARGINAL STANDING FACILITY RATE (MSF), MARGINAL COST OF FUND LENDING RATE (MCFL)
Module 5	Banker & Customer Relationship
	<ul style="list-style-type: none"> • Relationship between banker & customer, Obligation to Honour cheques, Modes of charging security – Lien, Pledge, Mortgage, Assignment, Hypothecation. Banker’s Right of Lien, Banker’s duty to maintain customer account secrecy, Bankers right to claim incidental charges
Module 6	Customer Service in Bank
	<ul style="list-style-type: none"> • Expectations of a Customer, Rights of the customer, Areas of Concern, Customer Charter, Grievance Redressal Machinery, Establishment of banking ombudsman, powers & duties of banking ombudsman
Recommended Books	<ol style="list-style-type: none"> 1. Elements of Banking and Insurance - Jyotsa Sethi and Nishwan Bhatia, PHI Learning Pvt. Ltd. (ISBN : 978-81-203-3316-1) 2. Banking Theory Law and Practice - Gordon and Natarajan Himalaya Publishing House 3. Principles & Practice of Banking and Insurance - O.P. Agarwal, Himalaya Publishing House (ISBN : 4. Banking Lokpal – Shyam Lal Gaur – Himalaya Publishing House (ISBN : 81-7866-420-8) 5. Management of Indian Financial Institutions - R.M. Srivastava and Divya Nigam, Himalaya Publishing House 6. Indian Financial System - Phatak, Pearson Education India 7. Indian Financial System - M.Y. Khan, Tata McGraw Hill. 8. Banking Theory & Practice Dr. P. K. Srivastava, Himalaya Publishing House

Semester : I	Skill Core	Semester Exam			L	Credits
		Theory	I A	Total		
Code: 110	Enhancing Business Communication Skills	80	20	100	4	4
Subject Title						
Course Objectives	<ol style="list-style-type: none"> To enlighten the students about the fundamentals of Business Communication and enhance their skills necessary for day-today communication To give practical knowledge in order to prepare for effective presentation, business writing, reporting, presenting during job interviews, etc. To focus on competence and project them positive in terms of overall personality and grooming. 					
Course Outcomes:	<ul style="list-style-type: none"> This course will help students to learn the effective techniques of business communication. The course will help students learn to communicate professionally both in writing as well as oral. The course will help gain more competence than existing and enhance the personality. 					
Module 1	Business Communication					
Meaning; Process of communication; Channels of Communication - Concept, Medias; Barriers to communication; Guidelines to overcome communication barriers.						
Module 2	Basics of Communication					
<ol style="list-style-type: none"> Effective Listening: Process of listening; Types of listening; Listening Comprehension; Listening to structured Talks; Guidelines for effective listening. Effective Conversation: Concept, Social Conversation; Conversation Control; Transactional Analysis (TA); Applications of Conversational Control Non Verbal Communication: Concept; Use of Non-verbal communication; Sign Language; Body language; Paralanguage (Concept and its components) 						
Module 3	Employment Communication					
Presentation: Process of making a business presentation- Planning the presentation; Preparing the Presentation; Organizing the Presentation; Rehearsing the presentation; Improving delivery of presentation.						

Module 4	Managerial Writing
Principles of Effective Writing; Parts & Style of Business Letters; Business Letters:- Enquiry letter, Quotation; Letters placing Orders, Complaint Letter, Adjustment Letters, Sales letter, Collection letters; Reports: Concept - Types of reports , Parts of Reports; Report Drafting.	
Module 5	CVs, Personal Interviews and Group Discussions
Writing CV/ Resume, Guidelines for preparing good CV; Interviews- Types of Interview, areas of assessment in Job Interview, Focus of Job Interviews, Group Discussion- Participation in a Group Discussion	
Module 6	Communication Technology
Email (Mailing List & News Groups), Teleconference & Videoconferencing (Like Skype, etc); Fax; Social Media; Chat Rooms & Forums; Web (Concept, Features, Advantages and Disadvantages)	
Recommended Books	<ol style="list-style-type: none"> 1. Effective Technical Communication - M Ashraf Rizvi, Tata McGraw Hill (ISBN:1259082512, 978-12-5908-251-1) 2. Managerial Communication – Urmila Rai and S. M.Rai, Himalaya Publishing House (ISBN-10: 9350247992, ISBN-13: 978-93-5024-799-0) 3. Business Communication : Skills, Concepts and Applications – P. D. Chaturvedi, Mukesh Chaturvedi, Pearson Education (ISBN: 978-81-3171-872-8, 8131718727) 4. Communication – C. S. Rayudu, Himalaya Publishing House (ISBN Number : 978-93-5051-953-0)

Semester – II

Semester : II	Hard Core	Semester Exam			L	Credits
Code: 111	Marketing Management	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To create an understanding of the fundamental concepts of marketing & the environment in which marketing system operates. 2. To explain key bases for segment marketing, target marketing, and market positioning. 3. To familiarise with basic elements of the marketing mix and make students to analyze the motives influencing buying behaviour. 					
Course Outcomes:	<ul style="list-style-type: none"> • It increases knowledge of marketing management concepts and practices. • It gives an understanding of tools and techniques used in marketing management. • It enables a student to become aware about challenges required for effective Marketing Management. 					
Module 1	Introduction					
Marketing Management and its evolution, Holistic Marketing, Scope, Core concepts, Marketing environment – macro and micro environments, Competition Analysis, Concept of market potential and market share.						
Module 2	Market Analysis					
Segmentation: Meaning, Need, Basis for segmentation, Effective segmentation criteria, Segmentation of Consumer/ Industrial markets; Targeting: Basis for identifying target customer, Evaluating & Selecting Target Markets, Target Market Strategies; Positioning: Meaning, Positioning strategies.						
Module 3	Marketing Research and Consumer Behavior					
Marketing Research: Meaning and scope of marketing research; Marketing research process, Modern Marketing Information System. Introduction to Consumer behavior and its importance; factors influencing Consumer behavior - economic, socio-cultural and psychological factors; comparing industrial and Consumer buying behavior; Consumer decision making process.						

Module 4	Product and Pricing decisions
<p>Meaning and classification of products; New product development; product line and product mix decisions; branding decisions; packaging decisions; concept of product life cycle - implications on marketing strategy, Pricing decisions: Role of pricing in marketing; pricing objectives; different approaches to establish prices.</p>	
Module 5	Integrated Marketing Communication and Promotion
<p>Concept of communication mix, communication objectives, Marketing Communication Model; Promotion Mix - factors influencing promotion mix, an introduction to different promotion tools - Advertising, Sales Promotion, Public Relations, Personal Selling , New Trends- Social Marketing , E-Marketing; Digital Marketing, Green marketing.</p>	
Module 6	Distribution decisions
<p>Factors influencing channel decisions, Major types of Distribution channels - channels for consumer and industrial products; channel design and channel modification decisions; Retailing, Wholesaling and Logistics Management.</p>	
Recommended Books	<ol style="list-style-type: none"> 1. Marketing Management: A South Asian Perspective - Philip Kotler, Keller, Koshy & Jha-, Pearson 13th Edition 2. Marketing Management - Analysis, Planning and Control - Philip Kotler, PrenticeHall, New Delhi. 3. Marketing Management, Philip Kotler, Kevin Keller -15th Edition 4. Principles of Marketing, Philip Kotler , Gary Armstrong – 15th Edition 5. Fundamentals of Marketing – William J Stanton -McGraw- Hill, New Delhi. 6. Fundamentals of Marketing - Cundiff EW, Still RR and Govani NAP - Prentice Hall 7. Marketing management - Arun Kumar and N Meenakshi – Vikas publishing House 8. Marketing Management: Text and Cases- Rajagopal – Vikas Publishing House.

Semester : II	Hard Core	Semester Exam			L	Credits
		Theory	I A	Total		
Code: 112	Financial Management	80	20	100	4	4
Subject Title						
Course Objectives	<ol style="list-style-type: none"> To understand the basic concepts and fundamentals used in financial accounting. To learn all the intricacies of corporate financial statements. 					
Course Outcomes:	<ul style="list-style-type: none"> At the end of this course, the students will be able to do practical Financial Management for any business. 					
Module 1	Introduction to Financial Management					
	<ul style="list-style-type: none"> Meaning of Financial Management Objectives of Financial Management Scope of Financial Management Modern approaches to Financial Management Finance and related Disciplines Financial Planning – Principles and Steps in Financial Planning. 					
Module 2	Time Value of Money					
	<ul style="list-style-type: none"> Time Value of Money Concept Rationale of Time Value of Money Concept of Compounding, discounting, simple interest and Compound interest Future Value- Future Value of Single Cash flow, Future Value of Annuity Present Value- Present Value of Single Cash flow, Present Value of Annuity Equated Monthly Instalment Concept & Simple Calculations 					
Module 3	Capital Budgeting					
	<ul style="list-style-type: none"> Meaning of Capital Budgeting Importance of & difficulties in Capital Budgeting Decisions Classification of Project Techniques of Capital Budgeting- PBP, ARR, NPV, PI, IRR and Discounted PBP 					
Module 4	Working Capital Management					
	<ul style="list-style-type: none"> Nature and Scope Components of Working Capital Operating Cycle Types of Working Capital Factors affecting Working Capital Estimation of Working Capital Requirement. 					

Module 5	Financial Statement Analysis
	<ul style="list-style-type: none"> • Introduction • Techniques of Financial Statement Analysis • Introduction to Ratio Analysis • Advantages and Disadvantages of Ratio Analysis • Classification of Ratio- –Liquidity Ratios, Leverage Ratios, Activity Ratios, • Profitability Ratios • Computation and comparison of ratios
Module 6	Sources of Finance
	<ul style="list-style-type: none"> • Long Term Sources of Finance - Equity Shares, Preference Shares, Debentures/Bonds, Term Loans, Venture Capital, Leasing Financing, Hire Purchasing • Working Capital Financing /Short term Source of Finance - Trade Credit, Commercial Papers, Public Deposits, Commercial Bank- Loans, Overdraft, Cash Credit, Discounting of Bill
	<p>Practical Problems should be covered on:</p> <ul style="list-style-type: none"> • Simple problems on calculation of Future Value- Future Value of Single Cash flow, Future Value of Annuity • Simple problems on calculation of Present Value- Present Value of Single Cash flow, Present Value of Annuity • Capital Budgeting- PBP, ARR, NPV, PI, IRR and Discounted PBP • Estimation of Working Capital requirement. • Ratio Analysis simple problems and Construction of Balance Sheet problems
Recommended Books	<ol style="list-style-type: none"> 1 Financial Management- Text Problems & Cases - M.Y. Khan and P.K.Jain, McGraw Hill 2 Financial Management - P.V. Kulkarni & B.G. Satyaprasad, Himalaya Publishing House 3 Financial Management Principles & Practices - G.Sudarsana Reddy, Himalaya publishing House 4 Financial Management - I.M. Pandey, Vikas Publications 5 Financial Management - Prasanna Chandra, Tata McGraw Hill 6 Financial Management - S.C.Kuchal , Chitanya Publishing House 7 Financial Management & Policy - R.M.Shrivastava, Himalaya Publishing House 8 Financial Management – Bhalla, S.Chand 9 Financial Management Theory and Practice - Prasanna Chandra, McGraw Hill.

Semester : II	Hard Core	Semester Exam			L	Credits
Code: 113	Human Resource Management	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> To prepare a student for a career in industry and services. To facilitate learning in modern concepts, techniques and practices in the management of human resources. To expose the student to different functional areas of Human Resource Management to enhance the effectiveness. 					
Course Outcomes:	<ul style="list-style-type: none"> Understand the concept, objectives and changing role of HRM Understand procurement process that includes; HRP, factors affecting Recruitment sources, selection process and placement Differentiate training and development and understand methods of training Analyze the need and problems of performance appraisal 					
Module 1	Introduction to HRM					
Introduction to Human Resource Management - Definition, Objectives, Importance, Functions of HRM- Managerial & operative. Personnel Management Vs. Human Resource Management, HRM and HRD, Human Resource Development: Concept, Objectives, Significance, Benefits, Subsystems, HRD Process.						
Module 2	Job analysis & Human Resource Planning					
Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification. Human Resources Planning-Objectives, Importance, HRP Process.						
Module 3	Recruitment and Selection					
Recruitment-Sources of Recruitment-Selection Process-Placement and Induction-Retention of Employees. Selection: Definition and Selection Procedure. Placement: Meaning, Induction/Orientation.						
Module 4	Training and Development					
Training and Development- Objectives and Needs-Training Process-Methods of Training –Tools and Aids. Difference between training and Development, Evaluation of Training Programs.						

Module 5	Performance appraisal and Career Planning
	<ul style="list-style-type: none"> • Performance Appraisal: Meaning, Need, Problems of Performance Appraisal, Process of Performance Appraisal, Methods to performance appraisal – Traditional and Modern methods. • Career Planning: - Meaning, use of career planning, Mobility of employees: - Internal and External, Succession Planning.
Module 6	New Trends in HR.
	HR in Virtual organisation, HR Accounting and Auditing, HRIS, Flexi time, Dual career, Glass ceiling of employees. Moonlighting of employees, International HRM and Cross Culture. Emerging concepts like Employee Engagement & Employer Branding. Green HRM, HR Capital, Talent Management, HR Metrics, HR Balance Scorecard, Competency Mapping.
Recommended Books	<ol style="list-style-type: none"> 1. Human Resource Management - Gary Dessler., Prentice Hall India. 2. Human Resource Management- Text and Cases. K. Aswathappa, (HPH) 3. Human Resource Management. P.Subba Rao Himalaya Publishing House (HPH). 4. Personnel Management – C.B Mamoria. 5. Human Resource Management: Text and Cases - VSP Rao. 6. Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India.

Semester : II	Hard Core	Semester Exam			L	Credits
Code: 114	Production Management And Operations Research	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To understand the functional area of Production Management 2. To appreciate the scientific basis for business decision making 3. To understand optimizing decision making techniques in different business situations 					
Course Outcomes:	<ul style="list-style-type: none"> • At the end of this course, the students will be understand the role of production management in a manufacturing unit and will also be able to use scientific, quantitative techniques for efficient decision making to optimize utility of resources. 					
Module 1	Production Management and Layouts					
	<ul style="list-style-type: none"> • Concept, Nature, Scope Activities of Production Management • Plant Location, Factors affecting plant location selection. • Concept and objectives of good plant Layouts, Basic layouts - , Process Product, Fixed Location • Concept and Types of Production Process 					
Module 2	Production Planning & Control					
	<ul style="list-style-type: none"> • Functions of PPC • Flexible Manufacturing System, Lean Manufacturing System • Supply Chain Management, Maintenance Management • Inventory Techniques ABC, VED 					
Module 3	Operation Research & Linear Programming					
	<ul style="list-style-type: none"> • Operations Research : Concept, Characteristics, Necessity, Scope in Management, Limitations, Applications in business and Industry • LPP : Formulation, Graphical Solution, Maximization and Minimization Problems. 					
Module 4	Transportation Model					
	<ul style="list-style-type: none"> • Initial Basic Feasible Solution – North West Corner Method, Least Cost Method, Vogel’s Approximation Method • Degeneracy, Unbalanced Problems, Maximization Problems • Optimization by MODI Method. 					

Module 5	Assignment Model
	<ul style="list-style-type: none"> • Hungarian Method, Minimization and Maximization Problems, Unbalanced Problems • Problems with Restrictions, Travelling Salesman Problems.
Module 6	Decision Theory
	<p>Decision Making environments:</p> <ul style="list-style-type: none"> • Under Certainty (concept) • Under Uncertainty – Numerical on Maximax, Maximin, Minimax, Hurwicz Alpha Criterion, Laplace Criterion, Regret Criterion • Under Risk – Numerical on Expected Monetary, Value (EMV) and Expected Value of Perfect Information (EVPI)
Recommended Books	<ol style="list-style-type: none"> 1. Production and Operations Management – S.A. Chunawala and D. R. Patel, Himalaya Publishing House (ISBN: 2. Production and Operations Management – K. Ashwathappa and K. Shridhar Bhat, Himalaya Publishing House (ISBN : 978-93-5097-188-8) 3. Industrial Engineering and Management – O. P. Khanna, Dhanpat Rai Publications (ISBN : 4. Operations Research – Er. P.K. Gupta and Dr. D.S. Hira, S. Chand & Co. 5. Operations Research – Prof. K. Shridhar Bhat, Himalaya Publishing House (ISBN : 978-93-5024-735-8) 6. Quantitative Techniques - L.C. Jhamb (Vol. I & II), Everest Publishing House 7. Statistical and Quantitative Methods - M. G. Dhayagude, Everest Publishing House 8. Operations Research – S. Kalavathy, Vikas Publishing House Pvt. Limited

Semester : II	Hard Core	Semester Exam			L	Credits
Code: 115	Research Methodology	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> To understand the basic components of research design. To familiarize students with research process, conducting of research through projects. To equip students with various research analytical tools used in business research. To familiarize the students with preparing the research report. 					
Course Outcomes:	<ul style="list-style-type: none"> Better understanding of importance of Research Methodology. Preparing the students to application of research techniques. Better decision making by using research techniques. 					
Module 1	Introduction & Problem Definition					
Meaning, Objectives, Types, Research Process, Features of good research study, problems encountered by researcher in India. Management problem, defining the research problem, formulating the research Hypothesis and types						
Module 2	Types of Data					
Primary and Secondary data Primary data collection methods – Secondary data -Sources – advantages and disadvantages.						
Module 3	Research Design					
Meaning, Need and Types- <ul style="list-style-type: none"> Exploratory Research: Meaning, purpose, methods –secondary resource analysis, comprehensive case methods, expert opinion survey, focus group discussions.- Descriptive Research - Meaning, Types – cross sectional studies and longitudinal studies. Experimental Research Design – Meaning and types 						
Module 4	Sampling					
Concepts- Census Vs Sampling, Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response, Characteristics of a good sample. Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgmental sampling, snowball sampling- quota sampling – Errors in sampling						

Module 5	Questionnaire Design and Measurement Scaling
Meaning - process of designing questionnaire, Pilot test, Validity and Reliability of questionnaire. Basic measurement scales- Nominal scale, Ordinal scale, Interval scale, Ratio scale. Classification of Scales – Single Item v/s Multi Item Scales, Criteria for Good Measurement	
Module 6	Data Analysis and Report Preparation
Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis & Bi-variate Analysis (Chi-Square only), Validation Analysis and Interpretation. Parametric and Non Parametric Test: T-Test, Z Test, F-Test, U-Test, and K-W Test (Theory Only), Structure of Research report, Report writing and Presentation	
Recommended Books	<ol style="list-style-type: none"> 1. Research Methodology - C R Kothari, Vishwa Prakashan 2. Business Research Methods - Naval Bajpai, Pearson Education 3. Business Research Methodology - J K Sachdeva, Himalaya Publishing House. 4. Marketing Research - Naresh K Malhotra & Satyabhushan Dash, Pearson Education 5. Marketing Research - G. C. Beri, Tata McGraw Hill 6. Business Research Methods - Donald Cooper & Pamela Schindler, Tata McGraw Hill.

Semester : II	Soft Core	Semester Exam			L	Credits
		Theory	I A	Total		
Code: 116	Event Management					
Subject Title		80	20	100	4	4
Course Objectives	<ol style="list-style-type: none"> To understand different types of events and scope. To know various procedures, licenses and permissions required for events To familiarize students with various opportunities in Event Management industry. 					
Course Outcomes:	<ul style="list-style-type: none"> At the end of the course, students shall understand and get overview of Event Management, thereby take interest and can find employment and business opportunities in this attractive industry. 					
Module 1	Introduction to Event Management					
Event – Meaning – Why Event Management? – Analysis of Event, Scope of Event, Decision Makers – Event Manager, Technical Staff – Establishing of Policies and Procedure – Developing Record Keeping Systems.						
Module 2	Event Management Procedure					
Factors for successful conduct, General Details, Permissions – Policies, Government and Local Authorities – Phonographic Performance, License, Utilities – Fire Brigade, Ambulance, Catering, Electricity, Water, Taxes.						
Module 3	Conduct of an Event					
Preparing a Planning Schedule, Organizing and Staffing, Assigning Responsibility, Communication and Budget of Event – Checklist, Computer Aided Event Management, Roles and Responsibilities of Event Managers for Different Events.						
Module 4	Public Relations					
Introduction to Public Relations – Concept – Nature – Importance – Limitations – Media – Types of Media – Media Management, Public Relation Strategy and Planning. Brainstorming Sessions – Writings for Public Relations.						
Module 5	Corporate Events					
Planning of Corporate Event, Job Responsibility of Corporate Events Organizer, Arrangements, Budgeting, Safety of Guests and Participants, Creating Blueprint, Need for Entertainment in Corporate Events.						

Module 6	Career Opportunities in Event Management
Job Opportunities, Various Roles and Responsibilities.	
<p>Students are supposed to carry out activities like –</p> <ol style="list-style-type: none"> Preparation of Event Plan for Wedding, Annual General Body Meeting of an MNC. Preparation of Budget for Conduct of National Level Intercollegiate Sports Events. Preparation of Event Plan for College Day Celebrations. Preparation of Budget for Conducting Intercollegiate Commerce Fest Event Plan for small events like Birthdays, Get together, Family function etc. 	
Recommended Books	<ol style="list-style-type: none"> Principles of Event Management – Annie Stephen & Hariharan, Himalaya Publishing House Event Management – Annie Stephen & Hariharan, Himalaya Publishing House Event Marketing and Management – Sanja Singh Gaur & Sanjay V. Saggere, Vikas Publications Event Management – Lynn Van Der Wagen & Brenda R. Carlos, Pearson Higher Education Event Management- Principles & Practice – Razaq Raj, Paul Walters, Tahir Rashid, SAGE Publications Ltd

Semester : II	Soft Core	Semester Exam			L	Credits
Code: 117	Hospitality and Tourism Management	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To understand Hospitality and Tourism industry 2. To identify various components of Hospitality and Tourism industry 3. To familiarize students with various opportunities in Hospitality and Tourism industry. 					
Course Outcomes:	<ul style="list-style-type: none"> • At the end of the course, students shall understand and get overview of Hospitality and Tourism industry, thereby take interest in these and can find employment and business opportunities in this emerging sector. 					
Module 1	Hospitality Management/Industry					
Introduction of the Hospitality Industry. Nature, Evolution and Growth of Hospitality Industry, Hospitality Industry in Today's Scenario, Importance of Hospitality Management, Training for Hospitality Management.						
Module 2	Hotel Management Overview of the Accommodation Industry					
<p>Hotel Organization Structure. Classification of Hotels, Departments of Hotel, Hotel Categories – Star Rating, Types of Hotel Rooms, Plans & Rates. Front Office & its Co-ordination with Other Departments.</p> <p>Food & Beverages, Housekeeping - Responsibilities & Duties of House Keeping Staff, Service Equipments: Linen, Furniture, Chinaware, Glassware, Tableware, Briefing, Banquets, Alcoholic & Non Alcoholic Beverages, Conference & Convention Management</p>						
Module 3	Tourism					
Definition of Tourism, Evolution of Tourism Industry, Components of Tourism, Concept of Domestic & International Tourism, Basic Travel Regulation, Significance & Impacts of Tourism: Socio-Cultural, Economic & Environmental.						
Module 4	Tourist Transportation					
<ul style="list-style-type: none"> • Air transportation: The airline industry presents policies, practices. • Surface Transport: Rent-a-car Scheme and Coach-Bus Tour, Transport & Insurance documents, All-India Permits • Rail Transport: Major Railway Systems, General information about Indian Railways, Types of rail tours in India: Palace-on-Wheels and Royal Orient, Deccan Odessa, Toy Trains. • Water Transport: Historical past, cruise ships, ferries, hovercrafts, river and canal boats, Fly-cruise. 						

Module 5	Types and Forms of Tourism
Inter-regional and intra-regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, senior tourism, special interest tourism like culture or nature oriented, rural, ethnic or roots tourism Eco Tourism	
Module 6	Laws & Guidelines
Recognition of Travel Agency, Tour Operator and Travel Guide License & Permits required for Hotels National & International Organization: IATA, PATA, ICAO, WTO, UFTAA, FHRAI, TAAI.	
Recommended Books	<ol style="list-style-type: none"> 1. Hospitality Operations. A System Approach - Stephen Ball, Jones Peter, Kirk David and Lockwood Andrew –(Cengage Learning) 2. Hotel Front Office Management - James A Bardi – (Wiley). 3. Hotel House Keeping - G. Raghubalan, Smritee Raghubalan – (Oxford University Press) 4. Hotel House Keeping Training Manual - Sudhir Andrews – (Tata Mc Graw Hill, 1st Ed.) 5. Hotel and Tourism Laws - Negi Jagmohan – (Frank Brothers) 6. Marketing for Hospitality and Tourism - Kotler Philip, Bowen John and Makens James – (Pearson Education, 3rd Ed.) 7. Tourism Development and Principles & Practices - Bhatia A.K.(2012) Sterling Publishers. 8. Strategic Management for Hospitality and Tourism - Okumus, F., Altinay, L., & Chathoth, P. (2010). (1st ed.). Butterworth-Heinemann. 9. Hospitality Strategic Management: Concepts and Cases - Enz, C. A. (2009). (2nd ed.). Wiley. 10. The Business Of Travel Agency Operations and Administration.- Foster Dennis L., (1993) Macmillan/ McGraw, Singapore 11. Tourism Operations and Management - Sunetra Roday, Archana Biwal & Vandana Joshi, Oxford University Press

Semester : II	Soft Core	Semester Exam			L	Credits
Code: 118	Logistics and Supply Chain Management	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To introduce students with basic concepts of Logistics and supply chain Management 2. To teach students practical application of the subject for enhancing business efficiency. 3. To expose students to contemporary business concepts. 					
Course Outcomes:	<ul style="list-style-type: none"> • Students will learn regarding effective support of logistics and supply chain in industry. • Students will develop analytical and problem solving skills to manage business in cost effective Manner. • The fundamental application of the subject shall provide value addition to corporate industries. 					
Module 1	Introduction to Logistics Management					
Definition of Logistics and Logistics Management, Types of Logistic Activities, Importance of Logistics Management, Integrated Logistics and its Support, Determinants of Designing Logistical System, Transportation, Warehousing, Packaging						
Module 2	Customer Service and outsourcing					
Introduction, Objectives, Attributes of customer service, Different phases of customer services, Customer Service for Competitiveness, Value-Added Logistical Service Concept of Logistics Outsourcing, Benefits of logistics outsourcing, Issues in logistics outsourcing, Third-Party Logistics, Fourth-Party Logistics, Selection of Logistics Service Provider, Outsourcing-Value Proposition						
Module 3	E-Commerce Logistics					
Introduction, Objectives, Concept of E-Commerce, Requirements of Logistics in E-Commerce, E-Logistics Structure and Operation, Logistic Resource Management (LRM) Concept of Logistics Information System (LIS), Importance of LIS, Principles of designing LIS.						
Module 4	Basics of Supply Chain Management					
Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions						

Module 5	Coordination In Supply Chain
Importance of Coordination in Supply Chain, Bullwhip Effect, Effect of lack of Coordination on performance, Obstacles to Coordination, Strategies to achieve coordination, Building Strategic Partnership and Trust In Supply Chain	
Module 6	Recent Trends in Supply Chain Management
Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management	
Recommended Books	<ol style="list-style-type: none"> 1. Supply Chain Logistics Management - Bowersox, Closs & Cooper – McGraw-Hill, 2nd Indian Ed. 2. Global Supply Chain Management SpringerVerlag New York, LLC 3. Alan Branch Global Supply Chain Management in International Logistics Routledge 2007 4. Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic. 5. Handbook of Logistics and Distribution Management – John Gattorna 6. Strategic Logistics Management – P. Fawcett, R. McLeish and I Ogden 7. Strategic Logistics Management – D.M. Lambert & J R Stock, Richard D Irwin Inc.

Semester : II	Skill Core	Semester Exam			L	Credits
		Theory	I A	Total		
Code: 119	Employability Skills	80	20	100	4	4
Subject Title						
Course Objectives	1. The objective of the course is to train the students with the essential skills required for enhancing employability prospects in the Job Market					
Course Outcomes:	<ul style="list-style-type: none"> To understand the soft skills Develop professional etiquettes and manners Develop effective communication skills 					
Module 1	Self Awareness					
Introduction, Importance of knowing yourself, Process of knowing yourself, SWOT Analysis – Benefits, SWOT analysis grid.						
Module 2	Critical thinking Skills					
Introduction, Definition, importance of critical thinking, Critical thinking process- identification, research, identifying biases, inference, determining relevance, curiosity, Critical thinking habits, How to improve critical thinking skills						
Module 3	Time Management, Goal Setting, Negotiation Skills					
Introduction, The 80:20 rule, Time Management Matrix, Steps to successful time management, Difficulties in time management, Time wasters and Time savers .Goal Setting -Difference between wishes, dreams& goals, types of goals, benefits & areas of goals, SMART goals. Exercise on goal setting. Concept, Types of Negotiation, Need for Negotiation, Factors Affecting Negotiation, Stages in Negotiation, Negotiation Strategies.						
Module 4	Etiquettes & Manners					
<p>Etiquettes –Introduction, modern etiquette, benefits of etiquette, classification of etiquette, accompanying woman.</p> <p>Manners – Introduction, reasons to practice good manners, Driving manners, manners in the flight. Corporate grooming tips.</p>						
Module 5	Industry Awareness					
BPO, KPO, ITES, on shore, offshore, near shore, captive & virtual BPO, Scope of BPO, Importance & requirement of 24 / 7 work environment, Accounts Payable (AP), Accounts Receivable (AR), procurement ,Supply Chain Management (SCM) , Analytics, technical support, IT help desk.						

Module 6	Business Proposals
Meaning, Types of proposals, long proposals, steps in writing effective proposals.	
Recommended Books	<ol style="list-style-type: none"> 1. Soft Skills: Know Yourself And Know the World, Dr. K Alex , S. Chand & Company Pvt. Ltd., New Delhi 2. Managing Soft Skills for Personality Development, B.N. Ghosh, McGraw Hill Education (India) Pvt. Ltd. New Delhi 3. Skills for All – Dr. R.B. Rao & Dr. S. Subbarao – Satyam Publishers & Distributors, Jaipur 4. Essential Communication Skills, Shalini Aggarwal, Ane Books Pvt .Ltd. 5. Business Communication (Skills, Concept and Application) Third Edition, P.D. Chaturvedi, Mukesh Chaturvedi – Pearson India Education Services Pvt. Ltd. 6. NASSCOM - Global Business Foundation (Students Handbook) powered by Accenture, Convergys, Dell, Deloitte, IBM, Foundation Books., Cambridge University Press India Pvt. Ltd., New Delhi 7. Microsoft Excel by Microsoft Press 8. Comdex Book on Excel 9. Personality Development & Soft Skills, Barun K Mitra, Oxford University Press 10. Communication :Skills and Soft Skills Avani Sharma, Yking Books, Jaipur 2017 11. Linguistics and the process of communication, , Dr. Vipul V. Makodia

Semester : II	Open Elective	Semester Exam			L	Credits
		Theory	I A	Total		
		Digital Business				
Code: 120		80	20	100	4	4
Subject Title						
Course Objectives	<ol style="list-style-type: none"> 1. To make students to understand the important concepts related to Digital Business. 2. To acquaint the students with the latest techniques of Digital Business. 3. To familiarize the students with the applications of e-commerce. 					
Course Outcomes:	<ul style="list-style-type: none"> • It increases overall knowledge of digital business concepts and practices. • It prepares the students to understand and apply the tools and techniques used in Digital Business. • It details the various types of digital business models and their benefits and limitations. 					
Module 1	Overview of Electronic Commerce and Social Commerce					
<p>Definition and Major EC Concepts, Electronic Markets and Networks, The Electronic Commerce Field: Growth, Content, Classification, and A Brief History of EC, The Content and Framework of E-Commerce, Classification of EC by the Nature of the Transactions and the Relationships Among Participants, Drivers and Benefits of E-Commerce, Web 2.0, The Major Tools of Web 2.0, Social Media, Social Networks and Social Network Services, Enterprise Social Networks, Social Commerce, The Digital Economy, The Digital Enterprise, The Social Business, EC Business Models, Impacts, and the Future of E-Commerce.</p>						
Module 2	E-Commerce Major Applications: Retailing in Electronic Commerce					
<p>Products and Services; Internet Marketing and B2C Electronic Retailing, Overview of Electronic Retailing, Size and Growth of the B2C Market, Characteristics and Advantages of Successful E-Tailing, E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services, Other B2C Models and Special Retailing, B2C Social Shopping, Online Travel and Tourism (Hospitality) Services, Characteristics of Online Travel, Online Banking and Personal Finance, E-Banking, Online Banking Capabilities, Pure Virtual Banks, Shopping Portals.</p> <p>Business-to-Business E-Commerce: Basic B2B Concepts and Process, The Basic Types of B2B Transactions and Activities, The Basic Types of B2B E-Marketplaces and Services, Service Industries Online in B2B, The Benefits and Limitations of B2B.</p>						

Module 3	Mobile Commerce and the Internet of Things
Mobile Commerce: Concepts, Landscape, Attributes, Drivers, Applications, and Benefits, Mobile Financial Applications, Mobile Enterprise Solutions: From Supporting the Workforce to Improving Internal Operations, Mobile Entertainment, Consumer Services, and Mobile Marketing. The Internet of Things; The Essentials of IoT, The Structure of IoT Applications, The Major Benefits of IoT, The Drivers of IoT, How the IoT Works, Illustrative Examples of Applications, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets	
Module 4	E-Commerce
Mechanisms, Platforms, and Tools and Electronic Commerce Payment Systems: Electronic Commerce Mechanisms: An Overview, E-Marketplaces, Customer Shopping Mechanisms: Web stores, Malls, and Portals, The Future: Web 3.0, Web 4.0, and Web 5.0, Changing Retail Landscape, Using Payment Cards Online, Using Payment Cards Online, EC Micropayments, PayPal and Other Third-Party Payment Gateways, Mobile Payments, Digital and Virtual Currencies	
Module 5	Innovative EC Systems
E-Learning, E-Training, and E-Books, An Overview of Knowledge Management, Knowledge Management Types and Activities, Knowledge Sharing, KM and Social Networks, E-Health; Definition, Electronic Medical Record Systems, Doctors' System, Patients Services, Medical Devices and Patients Surveillance, Medical Research.	
Module 6	EC Supportive Services and E-Commerce Security Issues
Marketing and Advertising in E-Commerce; Learning About Online Consumer Behavior, Personalization and Behavioral Marketing, Web Advertising, Online Advertising Methods: From E-Mail to SEO and Video Ads, Mobile Marketing and Advertising, The Information Security Problem, Basic E-Commerce Security Issues and Landscape, Technical Malware Attack Methods: From Viruses to Denial of Service, Nontechnical Methods: From Phishing to Spam and Fraud, Consumer and Seller Protection from Online Fraud	
Recommended Books	<ol style="list-style-type: none"> 1. Introduction to E Commerce & Social Commerce, Turban E , Whiteside J , King D, Outland J Springer 2. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education. 3. Krishnamurthy S, E-Commerce Management: Text and Cases, Cengage South-Western, 2006. 4. Kenneth C. Laudon and Carol GuercioTraver, E Commerce: Business, Technology, Society, Pearson Education, 3rd Ed.