



YENEPOYA

(DEEMED TO BE UNIVERSITY)

Recognized under Sec 3(A) of the UGC Act 1956

Accredited by NAAC with 'A' Grade

YENEPOYA (DEEMED TO BE UNIVERSITY)

Deralakatte, Mangaluru -575018

REGULATIONS AND CURRICULUM GOVERNING

UNDERGRADUATE PROGRAM

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

**(ENTREPRENEURSHIP, INTERNATIONAL BUSINESS AND
BUSINESS ANALYTICS)**

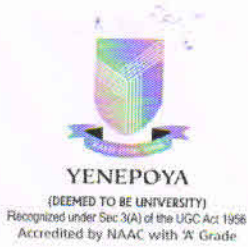
(CURRICULUM - EFFECTIVE FROM 2020-21)

Structure of the program clearly indicating courses, credits/Electives

[Click Here](#)

ATTESTED


**Dr. Gangadhara Somayaji K.S.
Registrar
Yenepoya (Deemed to be University)
University Road, Deralakatte
Mangalore-575 018, Karnataka**



Office of the Registrar
University Road
Deralakatte
Mangalore - 575018
Ph: 0824-2204667/68/69/71
Fax: 0824-2203943

NOTIFICATION – 37-ACM/05/2019 dtd. 31.12.2019

Sub: Starting of BBA courses under the Faculty of Yenepoya Institute of Arts, Science, Commerce & Management

Ref: Resolution of the Academic council at its 37th meeting held on 13.12.2019, vide agenda-13

The Academic Council at its 37th meeting and subsequently the Board of Management at its 48th meeting held on 13.12.2019 have resolved to approve the proposal to start the following 3 years BBA courses under the Yenepoya Institute of Arts, Science, Commerce & Management:-

1. BBA (Journalism, Events, Media and Communication with the annual intake 70.
2. BBA (Entrepreneurship, International Business and Business Analytics with the annual intake 140.
3. BBA (Logistics and Port Management) with the annual intake 140.

This notification issued for implementation with effect from the academic year 2020-21.

REGISTRAR

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To,
The Principal, Yenepoya Institute of Arts, Science, Commerce & Management

BBA (Entrepreneurship, International Business and Business Analytics)

The University Grants Commission, New Delhi in its tenth plan guidelines directed the Universities in the country to implement the credit based semester scheme in both undergraduate and post-graduate programmes. The Credit Based Semester Scheme makes the product of a University at par with the global practices in terms of academic standards and evaluation strategies. In the emerging scenario of Internationalization of Indian Higher Education, it is imperative that the Universities in India should follow this system so that the mobility of their products both within and across the geographical jurisdiction becomes possible. Hence the Yenepoya University is adopting the credit based semester scheme in its undergraduate degree programme of BBA (Entrepreneurship, International Business and Business analytics) effective from the academic year 2020-21.

Bachelor of Business Administration is very popular academic degree in all over the world. A combination of Business Administration, Business Analytics, International Business and Entrepreneurship are taking place in the degrees that we propose to offer. This sector is predicted to become the world's largest industry by the year 2020, generating enormous opportunities for well qualified individuals armed with credentials from an elite institute like Yenepoya University. These Graduates will be in great demand to assume exciting and rewarding positions anywhere in the World.

BBA degree holders will stand to gain in pursuing MBA. The added specializations like Business Analytics, International Business and Entrepreneurship would provide the students of Dakshina Kannada district ample chances to work in the Industry. The programme will aim to bring young entrepreneurs into contact with experienced business people, who through their networks can advise and support students during their studies. The students completing their degree programme would stand a better chance of getting employed in the retail, hospitality, import, export, global banks, MNCs, telecom, e-commerce, gaming, sports, energy, oil & gas, e-governance, manufacturing, financial services and more. Many foreign countries prefer hiring people from India to manage their most difficult asset – human resource. High earning jobs are spread in US, UK, Canada and Middle East markets, and our specializations would offer our students a better chance at gaining employment abroad.

Programme Outcomes

Yenepoya University proposes to conduct BBA (Entrepreneurship, International Business and Business Analytics) course with the following Goals;

- a. To provide a strong foundation and theoretical and practical skills of the functioning of commercial organizations.
- b. To provide the employability competencies required for job profiles of executive assistant to CEO, Business analyst, project manager, International Marketing Manager, Business consultant, Franchise operator.
- c. To develop competency in students to pursue higher level programmes such as MBA, PhD or other Master Programmes in Entrepreneurship, International Business and Business analytics.

Programme Specific Outcomes

The programme will aim to bring young entrepreneurs into contact with experienced business people, who through their networks can advise and support students during their studies.

- To enhance employability and to be able to take up challenging job assignments in service sector.
- To blend analytical, logical and managerial skills with the technical aspects to resolve real world issues.

- To demonstrate the capabilities required to apply cross-functional business knowledge and technologies in solving real-world business problems.
- To become employable in various IT companies and government jobs.

1. Duration of the Course

The duration of the course shall be three years. Each academic year shall be divided into two semesters. The first academic year shall comprise the first and second semesters, the second academic year, the third and fourth semesters, and the third academic year as the fifth and sixth semesters.

2. Eligibility

A candidate who has passed the two years Pre-University Examination conducted by the Pre-University Education Board in the State of Karnataka or any other examination considered as equivalent thereto by University is eligible for admission to these programmes.

3. Selection Process

Application forms will be available in the official website of Yenepoya University (www.yenepoya.edu.in) and the college office for the applicants. A merit list will be prepared of selected candidates based on the 12th class marks/PUC marks. Reservation of seats will be followed as per the university bye laws.

4. Total Intake of Students

140 students will be registered per year for the course.

5. Medium of Instruction

The medium of instruction and examination shall be English.

6. Attendance and Change of Subjects

A candidate shall be considered to have satisfied the requirement of attendance for a semester if he/she attends not less than 75% of the number of classes held in all subjects, including EC & CC.

A candidate who does not satisfy the requirement of attendance in more than two subjects in a semester shall not be permitted to take the whole (all papers/subjects) University examination of that semester and he/she shall seek re-admission to that semester in a subsequent year and fulfil the attendance requirements of all subjects.

A student having an attendance shortage in any two subjects (whatever may be the credits or type eg theory /practical) will not be allowed to write the examination of those two subjects, during that semester.

The student will enrol by paying a casual term fee of Rs. 7000 per subject and will undertake remedial classes held during the semester vacation (either summer or winter) and fulfil the attendance requirement and take the examination when offered according to odd or even semester.

A student seeking readmission due to shortage of attendance in 3 subjects and more per semester will not be permitted to carry forward the tuition fee. The student will pay the entire tuition fee of the semester.

A student having the required attendance percentage in all subjects and fails to pass the subject in a semester is permitted to carry over all subjects and will attempt the exam as offered during the odd or even semester as a resit candidate

Whenever a change in a subject is permitted the attendance in the changed subject shall be calculated by taking into consideration the attendance in the previous subject studied by the candidate.

If a candidate represents his/her Institution/University/ Karnataka State/ Nation in Sports/ NSS/ Cultural or any officially sponsored activities he/she may be permitted to claim attendance for

actual number of days participated, based on the recommendation of the Head of the Institution concerned. If a candidate is selected to participate in national level events such as Republic Day Parade etc., he/she may be permitted to claim attendance for actual number of days participation based on the recommendation of the head of the Institution concerned.

7. Teaching Learning Methodology

The instructors will choose the pedagogy according to the course content and its applications from the methods provided below.

Lectures, Class discussions, reading assignments, Discussion groups. Lecture-demonstration, Student Presentation, Panel discussion by student panels from the class. Student reports by individuals, Student-group reports. Debate (informal) on current issues by students Forums Bulletin boards, Small groups such as task oriented, discussion, Textbook assignment. Reading assignments in journals, monographs, Assignment to outline portions of the textbook, Assignment to outline certain supplementary readings, Debates (formal). Crossword puzzles Maintaining Portfolios / Diaries. Reports on published research studies, Library research on topics or problems. Written book reports by students, Interviews, Audio-tutorial lessons, Open textbook study, Committee projects-small groups, Individual projects, Quiz, Use of dramatization, skits, plays (street plays), Student construction of diagrams, charts, or graphs, making of posters by students, Problem solving or case studies. Use of flip chart board by instructor as aid in teaching, Use of diagrams, tables, graphs, and charts by instructor in teaching. Use of displays by instructor, Use of slides, Use of motion pictures, educational films, videotapes. Use of recordings (Ted-Talks). Roleplaying, peer teaching. Coaching: special assistance provided for students having difficulty in the course. VIVA, filling out forms (income tax, checks). Visit an "ethnic" locations or commercial establishments or community. On the job training, specialize in other countries and in India Visit an employment agency. Campaigning, Volunteering, Prepare mock newspaper on specific topic or era, an entrepreneurial activity. Writing reports or project proposals.

8. Examination Structure for Written exam

Examination/Assessment	Marks
Internal Assessment	25
Final Examination	75
Total	100

9. Internal Assessment (IA)

Internal Assessment for each course is continuous, and details for each test are notified well in advance. IA consists of the following

SN	Internal Assessment for 25 marks	Weightage
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/ Class Participation /Attitude	10
	Total	25

10. The Marks of the Internal assessment shall be published on the notice board of the college for information of the students.

11. Registration for Examinations

A candidate shall register for all the papers of a semester when he/she appears for the examination of that semester for the first time.

12. Conduct of Examinations

There shall be examinations at the end of each semester, ordinarily during November/December for odd semesters and during April/May for even semesters, as prescribed in the Scheme of Examinations.

13. Examination Scheme /Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	25 Questions x 1 Mark each	25 Marks
Section B	Short Answers or case	5 Questions x 5 Marks each	25 Marks
	Total		50 Marks

14. A) Examination Scheme / Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	25 Questions x 1 Mark each	25 Marks
Section B	Analytical Questions/Illustrations/case studies/essay type questions	5 Questions x 10 Marks each	50 Marks
	Total		75 Marks

B) Examination Scheme / Assessment Question Pattern for the end semester exam will be as below for

1	Constitution of India	MCQs
2	Human Rights, Gender Equity and Environmental Studies	MCQs
3	Intellectual Property Rights	MCQs

C) Marks for N.S.S., Sports and Games, Other Co-Curricular, Extra-Curricular activities and students who have received meritorious awards will be considered as per UGC regulations.

D) Continuous Internal Assessment (CIA):

Individual faculty will design the assessment for CIA. There will be no internal or final exam and the marks will be out of 100.

E)

Question paper pattern

Duration: 3 Hours

Max. Marks:75

Section A

Answer the following Questions

(1X25=25)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.
- 21.
- 22.
- 23.
- 24.
- 25.

Section B

Answer any FIVE of the Questions

(10X5=50)

- 26.
- 27.
- 28.
- 29.
- 30.
- 31.
- 32.

15. Minimum for a Pass

No candidate shall be declared to have passed the Semester Examination (except in Co-curricular and extracurricular activities) unless he/she obtains not less than 40% marks in the aggregate of written examination and internal assessment put together in each of the subjects. There is no minimum mark in Internal Assessment, but Candidate should get minimum 40% in external examination.

If a candidate fails in any subjects, he/she shall appear for that subject only at any subsequent regular examination, within the maximum 6 years from date of registration prescribed for completing the programme.

16. Evaluation/challenge evaluation

All theory examination papers will be evaluated by one examiner. There will be a scope for reevaluation of the papers, where the students can apply by submitting an application along with the necessary fee.

17. With Holding of Results

Results will be withheld when a student has not paid his/her dues or there is a case of disciplinary action pending against him/her.

18. Carry Over

A candidate who fails in a lower semester examination may go to the higher semester and take the examination.

19. Rejection of Results

A candidate may be permitted to reject the result of the whole examination of any semester. Rejection of result paper-wise/subject-wise shall not be permitted. A candidate who has rejected the result shall appear for the immediately following regular examination.

The rejection shall be exercised only once in each semester and the rejection once exercised cannot be revoked.

Application for rejection along with the payment of the prescribed fee shall be submitted together to the controller of examination of university through the College with the original statement of marks within 30 days from the date of publication of the result.

A candidate who rejects the result is eligible for only class and not for ranking.

20. Transfer of Admission

Transfer of admissions to other university is permissible only on mutual agreement with the other university. A candidate migrating from any other university may be permitted to join III/V Semester of the degree programme provided he/she has passed all the subjects of previous semesters/years as the case may be. Such candidates must satisfy all other conditions of eligibility stipulated in the regulations of Yenepoya University. Conditions for transfer of admission of students of other universities

He/she shall fulfil the attendance requirements as per the Yenepoya University Regulations.

His / Her transfer of admission shall be within the intake permitted to the college.

The candidate who is migrating from other universities is eligible for overall class and not for ranking. He / She shall complete the programme as per the regulation governing the maximum duration of completing the programme.

21. Grade Points - Choice Based Credit System (CBCS)

The CBCS provides an opportunity for the students to choose courses from the prescribed courses comprising core, elective/minor or skill-based courses. The courses are evaluated following the grading system, which is considered to be better than the conventional marks system. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations is followed as per the UGC formulated guidelines. The CBCS syllabus is framed with not more than 20 % deviation. at the maximum

The papers are marked in a conventional way for 100 marks. The marks obtained are converted to a 10 point scale (if it is 50 marks paper 5point scale).

Grade Point = Actual Marks scored out of 100/10.

Range of Marks:

Absent	Below 4	4 - 4.49	4.5 - 4.99	5 - 5.99	6 - 6.99	7 - 7.99	8 - 8.99	9 – 10
0	0	4	5	6	7	8	9	10

Grade Point Weightage(GPW): Grade points of each paper multiplied by credits assigned to the subject.

GPW = Grade point X Credits

The Semester Grade Point Average (SGPA) - is the sum of the product of the credits with the grade points scored in all subjects divided by the total credits in the semester.

SGPA = Σ Credits X Grade Points / Total Credits

Minimum SGPA for a pass is 4.

If a student has not passed in a subject or is absent then the SGPA is not assigned.

The Cumulative Grade Point Average (CGPA) - is the weighted average of all the subjects undergone by a student over all the six semesters of a course.

CGPA = Σ Total credits in the semester x SGPA / Total credits of the course. SGPA and CGPA will be rounded off to two decimal places. Interpretation of SGPA/ CGPA/ Classification of final result for a UG course.

Grade Point and Class Description:

Letter Grade	Grade Point	Range of mark
O (Outstanding)	10	9.00-10
A+ (Excellent)	9	8.00 - 8.99
A (Very Good)	8	7.00 -7.99
B+ (Good)	7	6.00 - 6.99
B (Above Average)	6	5.00 - 5.99
C (Average)	5	4.50 - 4.99
P (Pass)	4	4.00 - 4.49
F (Fail)	0	Below 4
Ab (Absent)	0	0

22. The Details of Course Structure and Assessment

BBA(Entrepreneurship, International Business and Business Analytics)

Semester – I								
Course Code	Course Name	Load Allocation			Marks Distribution		Total Marks	Credits
		L	T	P	Internal	External		
DC01BE-1C1	Principles of Entrepreneurship	5	1	0	25	75	100	6
DC01BE-1C1	Fundamentals of International Business	3	1	0	25	75	100	4
DC01BE-1C2	Fundamentals of Business Analytics	3	0	2	CIA		100	4
DC01BE-1C3	Business Communication and Personal Development	3	1	0	25	75	100	4
DC01BE-1A1	English	2	0	0	25	75	100	2
DC01BE-1A2	Hindi							
DC01BE-1A3	Kannada							
DC01BE-1C5	Constitution of India	2	0	0	25	75	100	2
	Total	18	3	2	125	375	600	22
Semester – II								
DC01BE-2C1	MSME & Family Business Management	5	1	0	25	75	100	6
DC01BE-2C2	International Business Environment	3	1	0	25	75	100	4
DC01BE-2C3	Data Mining	3	1	0	25	75	100	4
DC01BE-2C4	Principles of Management	3	1	0	25	75	100	4
DC01BE-2C5	Predictive Analytics and Decision Making	2	0	0	25	75	100	2
DC01BE-2C6	Human Rights, Gender and Environmental Studies	2	0	0	25	75	100	2
	Total	18	4	0	150	450	600	22
Semester - III								
DC01BE-3C1	Management Information System	5	1	0	25	75	100	6
DC01BE-3C2	Financial Management	3	1	0	25	75	100	4
DC01BE-3C3	Marketing Management	3	1	0	25	75	100	4
DC01BE-3C4	Financial Accounting	3	1	0	25	75	100	4
DC01BE-3C5	Managerial Economics	2	0	0	25	75	100	2
DC01BE-3O1	Research Methodology	2	0	0	25	75	100	2
DC01BE-3O2	Social Entrepreneurship							
DC01BE-3O3	Insurance Management							
	Total	18	4	0	150	450	600	22
Semester - IV								
DC01BE-4C1	Legal Framework of Business	5	1	0	25	75	100	6

DC01BE-4C2	Cost Accounting	3	1	0	25	75	100	4
DC01BE-4C3	E-Business Management	3	1	0	25	75	100	4
DC01BE-4C4	Income Tax - Laws and Practice	3	1	0	25	75	100	4
DC01BE-4P1	Tally	1	0	2	CIA		100	2
DC01BE-4O1	Strategic Management	2	0	0	25	75	100	2
DC01BE-4O2	Organizational Behaviour							
DC01BE-4O3	Principles & Practice of Banking							
	Total	17	4	2	125	375	600	22
Semester - V								
DC01BE-5C1	International Finance & Foreign Exchange Management	5	1	0	25	75	100	6
DC01BE-5C2	International Human Resource Management	5	1	0	25	75	100	6
DC01BE-5C3	Corporate strategy	3	1	0	25	75	100	4
DC01BE-5C4	Management Accounting	3	1	0	25	75	100	4
DC01BE-5O1	Logistics and Supply Chain Management	2	0	0	25	75	100	2
DC01BE-5O2	Sales and Distribution Management							
DC01BE-5O3	International Economics							
DC01BE-5C5	Internship Project Evaluation & Viva *	0	0	4	-	-	100	2
	Total	18	4	4	125	375	600	24
*BIB506- Internship (6 weeks) refer syllabus in Sem V								
Semester - VI								
DC01BE-6C1	Foreign Trade Procedure & Documentation	5	1	0	25	75	100	6
DC01BE-6C2	Project Management	5	1	0	25	75	100	6
DC01BE-6C3	Goods & Services Tax and Customs Duty	3	1	0	25	75	100	4
DC01BE-6C4	Corporate Governance & Business Ethics	3	1	0	25	75	100	4
DC01BE-6O1	Industrial Relations and Labour Laws	2	0	0	25	75	100	2
DC01BE-6O2	Cross Cultural Management							
DC01BE-6O3	Total Quality Management							
DC01BE-6C5	Intellectual Property Rights	2	0	0	25	75	100	2
	Total	20	4	0	150	450	600	24
Grand total Credits of I,II,III,IV,V and VI Semester					825	2475	3600	136

*SWAYAM courses may be undertaken as choice for any of the four and two credit modules.

23. SWAYAM COURSE GUIDELINES (For Students) Minimum 8 credits and a maximum of 20 credits of MOOC credits is permitted.)

Guidelines for opting MOOC subjects as elective or open elective (Any of the 4 credit or 2 credit subjects) Core 6 credit courses are not electives.

1. At the time of selecting any Elective or Open Elective, student can opt for a MOOC subject of same credit or one credit less.

2. Process for opting MOOC subject by the student:

Student identifies a MOOC subject on SWAYAM portal (<https://swayam.gov.in>).

Student informs Departmental Swayam Coordinator (DSC) about it.

DSC gives the code of the subject to the student.

Students will apply online through SMS or mobile app.

After the process the student enrolls/registers in the subject on SWAYAM portal (<https://swayam.gov.in>).

Student will inform DSC after registering and enrolling on SWAYAM portal.

3. After the completion of the subject, a copy of the certificate of completion with the marks obtained is to be submitted to the DSC.

4. Credit Conversion:

If credit for MOOC subject taken by the student matches with the credit of Departmental elective or Open elective, then no conversion is needed and same breakup for CA (online assignments) and ESE (Proctored exam) will be taken.

Conversion of 3 credit MOOC subject to 4 credit subject or 2 credits MOOC subject to 3 credit subjects:

End Semester Exam (ESE) 50 Marks	Continuous Assessment (CA) 50 Marks			
	Proctored Exam (as per MOOC mark sheet scaled to 50)	Online Assignments (as per MOOC mark sheet)	Presentation 1 (to be conducted by departmental committee)	Presentation 2 (to be conducted by departmental committee)
Marks distribution	50	25	10	15
Marks required to Pass	ESE (out of 50) + Online assignment (out of 25) =30 marks		P1+P2=11 marks	

DC01BE-1C1: Principles of Entrepreneurship

(Total hours: 90)

Goals: This course will enable the students to acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities. To develop the ability of analysing and understanding business situations in which entrepreneurs act and master the knowledge necessary to plan entrepreneurial activities.

Objectives: By the end of this course, a student will be able to

- Demonstrate the ability to communicate effectively both orally and in writing.
- Explain the legal and ethical environment impacting business organizations and exhibit an understanding and appreciation of the ethical implications of decisions.
- State the importance of the impact of globalization and diversity in modern organizations.
- Engage in critical thinking by analyzing situations and constructing and selecting viable solutions to solve problems.

Course content:

Unit I: Entrepreneurship

Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship.

Unit II: Entrepreneurship forms

Meaning, elements, determinants and importance of entrepreneurship and creative behaviour; Entrepreneurship and creative response to the society' problems and at work; Dimensions of entrepreneurship, tech-nopreneurship, cultural entrepreneurship, international entrepreneurship, ecopreneurship and social entrepreneurship

Unit III: Starting the Venture

Generating business idea – Sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.

Unit IV: Functional Plans

Marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, Performa income statement Performa cash flow, perform balance sheet, break even analysis.

Unit V: Entrepreneurial Development

Factors influencing entrepreneurial development and motivation. Role of culture in entrepreneurial development. Entrepreneurial development programme (EDP), Managing the problems faced by entrepreneurs. Development of women entrepreneurs with reference to SHGs Options available to entrepreneurs, acclimatization franchising and outsourcing. Cases on takeover, mergers and acquisitions in India and at global level.

Unit VI: Entrepreneurial Project Development

Idea generation - Sources and methods - Identification and classification of ideas. Environmental Scanning and SWOT analysis Preparation of project plan – points to be considered Components of an ideal business plan – market plan, financial plans, operational plan, and HR plan. Project

formulation – project report significance and contents Project appraisal – Aspects and methods:
(a) Economic oriented appraisal (b) Financial appraisal (c) Market oriented appraisal
Technological Feasibility Managerial competency.

Suggested Reading:

- Desai, Vasant. Dynamics of Entrepreneurial Development and Management. Mumbai, Himalaya Publishing House.
- Dollinger, Mare J. Entrepreneurship Strategies and Resources. Illinois, Irwin.
- Dr. G.K. Varshney, Fundamentals of Entrepreneurship, SahityaBhawan Publications.
- Holt, David H. Entrepreneurship New Venture Creation. Prentice-Hall of India, New Delhi.
- K Ramachandran, Entrepreneurship Development, McGraw-Hill Education
- Kuratko and Rao, Entrepreneurship A South Asian Perspective, Cengage Learning.
- Plsek, Paul E. Creativity, Innovation and Quality. (Eastern Economic Edition), New Delhi Prentice-Hall of India. ISBN-81-203-1690-8.
- Robert Hisrich, Michael Peters, Dean Shepherd, Entrepreneurship, McGraw- Hill Education
- S.S Khanka, Entrepreneurial Development, S. Chand & Co, Delhi.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

The Examination Scheme/Assessment is shown in point no. 8

Internal Assessment (IA)

Internal Assessment (IA) is shown in point no. 9

Examination Scheme / Assessment Question Pattern for the internal exam is shown in point no. 13.

Examination Scheme / Assessment Question Pattern for the end semester exam is shown in point no. 14.

DC01BE-1C2: Fundamentals of International Business

(Total Hours:60)

Goal: This paper aims at providing of a solid foundation of the political, economic, and cultural differences that exist among countries in the global marketplace and also to enhance students' understanding of cross-border trade and investment by providing an overview of international trade theory, foreign direct investment.

Objectives:By the end of this course, a student will be able to

- Understand the concepts of macro-economic in which a Business organization operates.
- Familiarise with the new idea about the policies of the government and assess their impact on business.
- Develop the analytical skills to assess the way in which international firms can expand into new markets.
- Understand the strategic issues and dilemmas that managers face in their efforts to expand and operate in the global market place.

Unit 1: Business Environment

Components and significance – Scope – Political, economic, social, technological, legal, cultural and labour environment – Trade unions – Quality circles – External factors influencing business environment – Dimensions of international business environment – Challenges.

Unit II: Structure of Indian Economy

Economic systems – Economic planning – Planning commission and NITI ayog – Public Sector – Changing Role – Relevance – Public sector reforms – Public private participation – Privatization and disinvestments – Fiscal policy – Monetary policy – Structure of union and state budgets – Sources of revenue – Management of public debt

Unit III: Profile of Indian Economy

New Economic and industrial policy – Economic reforms – Landreforms– Liberalization – Problems of growth – Unemployment – Poverty – Regional imbalances – SEZ –Social injustices – Inflation – Black money – Lack of technical knowledge and information – globalization various aspects – Consequences.

Unit IV: Foreign Direct Investment

Foreign direct investment and institutional investment forms – Policy - FDI in retail trade – Problems and consequences – FEMA – Multi-national corporations - Role and recent trends – Problems and consequences – Competition law.

Unit V: International Agreements – An Overview: WTO – WTO and India – Trade Related Intellectual Property Rights (TRIPS) – Trade related investment measures (TRIMS) – General Agreement on Trade in Services (GATS) – BRICS – GAAT – SAARC – ASEAN – OPEC – Intellectual property rights – Barriers to trade – Recent foreign trade policy.

Suggested Reading:

- M. Adhikari: Economic Environment of Business, Sulthan Chand and Sons, New Delhi.
- Ian Worthington, Chris Britton: Business Environment.
- Francis Cherunilam: Business Environment, Himalaya Publishing House, Mumbai.
- Claire Capon: Understanding the Business Environment.
- K. V. Sivayya and VBM Das: Indian Industrial Economy, Sulthan Chand Publications, Delhi.
- David Baron: Business and Its Environment.

- Panday G.N: Environmental Management, Vikas Publishing House.
- Raj Agarwal: Business Environment, Excel Publications, New Delhi.

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DC01BE-1C3: Fundamentals of Business Analytics

(Total hours: 60)

Goal: The aim of this paper is to acquaint the students with different IT tools, different aspects of Internet. Also to give hands on experience in working with MS Excel.

Objectives: By the end of this course the student will be able to

- Understand different elements of information technology
- Understand how internet is used for business advantage
- Perform basic operations in MS Excel

Course Content:

Unit I: Information Technology

Definition, Elements of IT – Computer System – Characteristics, Classification of Computers, Components of Computer – Input Devices, Output Devices, Types of Memories, Software – System Software, Application Software, Network Concept, Network Topologies, Types of Network – LAN, MAN, WAN, Internet, Intranet, Extranet.

Unit II: Internet in Business

Web 2.0 – An Overview, Search Engines, Social Networking, Blogs, Wikis, Virtual Communities, Video Sharing, Podcasting, Web 2.0 for Business advantage. Internet Security - Privacy Issues in Internet, Security Threats, Security Measures

Unit III: MS Excel

Uses of Excel, Working with MS Excel Workbook, Worksheet Management, Sorting, Filters, Conditional Formatting, Inserting Charts

Unit IV: Excel Range and Formulas

Range – Naming range, building basic formulas, creating advanced formulas, using range names in formulas, Troubleshooting formulas

Unit V: Working with Excel Functions

Text Functions, Logical and Information functions, Lookup functions, Date and time functions, Math and statistical functions, Database functions.

Suggested Reading:

- Mcfedries, P. (2013), Excel 2013 Formulas and Functions, New Delhi: Pearson Education.
- Curtin, D. P. (2012), Information Technology – The Breaking Wave, NewDelhi: Tata McGraw Hill.
- Hurt-Davis, G. (2012), How to do everything with Microsoft Office Excel, New Delhi: Tata McGraw Hill.
- Stewart, K. (2012), Microsoft Excel: A Professional Approach, New Delhi: Tata McGraw Hill.
- Jelen. B., & Alexendar, M. (2013), Excel 2013- PivotTable DataCrunching, New Delhi: Pearson Education.
- Computers Today, New Delhi

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

The Examination Scheme/Assessment is shown in point no. 8.

Internal Assessment (IA)

Internal Assessment (IA) is shown in point no. 9.

Examination Scheme / Assessment Question Pattern for the internal exam is shown in point no. 13.

Examination Scheme / Assessment Question Pattern for the end semester exam is shown in point no. 14.

DC01BE-1C4: Business Communication and Personal Development

(Total Hours 60)

Goal: This Course integrates spoken, written, visual and verbal communication situations and strategies - the way communication actually occurs in a dynamic workplace.

Objectives: By the end of this course, a student will be able to

- Engage in activities related to verbal and written communication that are required in a professional business environment.
- Participate in critical conversations and prepare, organize, and deliver their work to the public.

Course Content:

Unit I: Introduction

Theory of Communication, Types and modes of Communication Verbal and Non-verbal (Spoken and Written) Personal, Social and Business, Barriers and Strategies, Intra-personal, Inter-personal and Group communication.

Unit II: Speaking Skills

Monologue, Dialogue, Group Discussion, Effective Communication/Mis-Communication, Interview, Public Speech.

Unit III: Reading and Understanding

Close Reading Comprehension Summary Paraphrasing Analysis and Interpretation Translation (from Indian language to English and vice-versa) Literary/Knowledge Texts, Writing Skills Documenting Report Writing Making notes Letter writing,

Unit IV: Individual Speeches (Impact/ Oratory) and Presentations

- (a) Individual Speeches - Pathos / Logos / Ethos / Overcoming Fear / Formulae for Speeches/ People (Body Language) / Voice Skills / Audience
- (b) Creating and Making Individual Presentations - Using Software like PowerPoint / Prezi / On-line Zooming Editor / Mind-Mapping Software.
- (c) Using social media for communication. Conducting effective meetings. Professional Communication-Communicating yourself effectively and efficiently.

Unit V: Personnel Letters and Interviews

- (a) Interview Skills, Job Applications and Creating Online and Offline CVs, Using Job Boards, Web Researching,
- (b) References and Testimonials, Appointment, Promotion and Resignation letters, Office Orders and Notices, Memorandums.

Unit VI: Personality Development

SWOT Analysis, Inner Personality Development, Role of motivation & body language, Filling the GAP- Grooming, Attitude, Personality, Professional Etiquettes- How to behave, interact and react in a Professional Environment.

Suggested Reading

- Business Correspondence and Report Writing, R C Sharma, Krishna Mohan, Tata
- Business English, Pearson, 2008.
- Business Letters for Busy People, 4th Edition, John A Carey, Barnes and Noble
- Fluency in English - Part II, Oxford University Press, 2006.
- How to Write Reports and Proposals, 2nd Edition, Viva Books Pvt Ltd, 2010.
- Language through Literature (forthcoming) ed. Dr. Gauri Mishra, DrRanjanaKaul, DrBratiBiswas.
- Language, Literature and Creativity, Orient Blackswan, 2013.
- Mastering Communication, 5th Edition, Nicky Stanton, Palgrave Macmillan, 2009.
- McGraw-Hill Education, 2010.
- Right Information Act, 2005 A Primer, Tata McGraw Hill, 2006

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

The Examination Scheme/Assessment is shown in point no. 8

Internal Assessment (IA)

Internal Assessment (IA) is shown in point no. 9

Examination Scheme / Assessment Question Pattern for the internal exam is shown in point no. 13

Examination Scheme / Assessment Question Pattern for the end semester exam is shown in point no. 14

DC01BE-1A1: English

(Total hours: 30)

Goal: Enable to read various types of texts independently, discuss them among peers and develop the ability to be well versed in English language.

Objectives: By the end of this course, a student will be able

- To master communication skills in English and speak the language with fluency and accuracy.
- To approach an issue from various points of view, and develop the habit of questioning varied views critically and objectively.
- To make academic presentations precisely, logically and effectively and master the skills of academic writing.
- To undertake journalistic activities like writing, editing and designing newspapers, video-graphing and anchoring news bulletins and television programmes, producing corporate films and documentaries.

Course Content:

Unit 1 Prose

- Toasted English R.K. Narayan
- The Need for Excellence Narayana Murthy

Unit 2 Grammar

- Precis writing
- Phonetics
- Correction of errors
- Comprehension
- Synonyms
- Antonyms
- Homonyms
- One-word substitutes
- Correction of spelling
- Email correspondence
- Memorandum, Agendas, Minutes of the meeting
- Essay writing
- Letter writing - Job Application with CV
- Movie Review
- Conversational Phraseology of the course

Suggested reading:

- David Green, Contemporary English Grammar: Structure and Composition, Macmillan, New Delhi, 2009.
- Raymond Murphy, Intermediate English Grammar, (Reference and Practice for South Asian Students) Cambridge University Press, 1994.
- A.J. Thomson and A.V. Martinet., A practical English Grammar, Oxford University Press, 1986.
- K.R. Sreenivasa Iyengar, *Indian Writing in English*: New Delhi, Sterling; 1984.
- A.K. Mehrotra, *A Concise History of Indian*: New Delhi, Permanent Literature English Black; 2008

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

The Examination Scheme/Assessment is shown in point no. 8

Internal Assessment (IA)

Internal Assessment (IA) is shown in point no. 9

Examination Scheme / Assessment Question Pattern for the internal exam is shown in point no. 13

Examination Scheme / Assessment Question Pattern for the end semester exam is shown in point no. 14

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UNIT I- sÉbÉÑMüÉurÉ

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UNIT II - MüWûÉÍÉi

1. NûÉâOûÉeÉÉSÕaÉU -
eÉrÉzÉÇMüUmÉëxÉÉS
2. DS MüÉirÉÉâWûÉU - mÉëâqÉcÉIS
3. pÉÉâsÉÉUÉqÉMüÉeÉÏuÉ -
WûËUzÉÇMüUmÉUxÉÉD
4. aÉæÇaÉëÏÉ - AÆÉârÉ

UNIT III - urÉÉMüUhé

1. xÉÇÆÉÉ - pÉâS
2. xÉuÉÏlÉÉqÉ - pÉâS
3. zÉoS - ïuÉMüÉUÏ-AïuÉMüÉUÏ
4. ÍsÉÇaÉ - (AlrÉÍsÉÇaÉËmÉÍsÉZÉlÉÉ)
5. uÉcÉlÉÉ - (uÉcÉlÉÉoÉSSÉlÉÉ)

UNIT IV - urÉÉMüUhé

1. ÌMürÉÉ - pÉâS
2. ÌMürÉÉÏuÉzÉâwÉhÉ - pÉâS
3. qÉÑWûÉuÉUâ
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iÉmÉxuÉÏsÉâZÉMüeÉaÉSÏzÉaÉÑmiÉ;
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AÉsÉâZÉMüëMüÉzÉlÉ, ÏSSÉÏ; 1981 and 2002
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lÉâzÉlÉsÉmÉÏosÉÍzÉÇaÉWûÉÉxÉ, ÏSSÉÏ; 2016

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

The Examination Scheme/Assessment is shown in point no. 8

Internal Assessment (IA)

Internal Assessment (IA) is shown in point no. 9

Examination Scheme / Assessment Question Pattern for the internal exam is shown in point no. 13.

Examination Scheme / Assessment Question Pattern for the end semester exam is shown in point no. 14.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

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Internal Assessment (IA)

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Examination Scheme / Assessment Question Pattern for the end semester exam is shown in point no. 14.

DC01BE-1C5: Constitution of India

(Total Hours 30)

Goal: This course is to keep the students abreast with the knowledge of the Constitution of India. To make the students understand the importance of human rights as citizens of India.

Objectives: By the end of this course, a student will be able to

- State and explain the constitution of India and its Constituent Assembly
- Explain fundamental rights and duties of citizen
- Identify union, state and federalism of India
- Knowledge of electoral process in India.
- State the basic concepts of Human Rights and its functions and authorities in society.

Course Content:

Unit I: Indian Constitution

Meaning and Importance of Constitution - Constituent Assembly – Preamble -Salient features.

Unit II: Fundamental Rights and Directive Principles

Meaning and Differences between Fundamental Rights and Directive Principles - Fundamental Rights - Rights Information Act Meaning, importance of RTI 2005.

Unit III: Union Government

President of India- Election, Powers and Position - Prime Minister and council of Ministers - Parliament – Lok Sabha, Rajya Sabha- Organisations and Powers.

Unit IV: State Government

The Governor - Chief Minister and Council of Ministers - State Legislature Vidhana Sabha - Vidhana Parishad – Organization and Powers.

Unit V: Federalism in India

Meaning Federal and Unitary Features

Unit VI: The Judiciary

The Supreme Court – Organization, Jurisdiction and Role - The High Court – Organization Jurisdiction and Role.

Unit VII: Electoral Process in India

Election Commission – Organization, Functions

Unit VIII: Local Governments

Rural and Urban – Organisation, Powers and Functions

Suggested Reading

- Basu, D.D , Constitution of India, New Delhi Himalaya Publication ; 2001
- Dinesh Shelton, David P Stuart, International Human Rights in Nutshell. Thomas Burgenthel, West Nutshell Publisher; London; 2005.
- Parvathy Appaiah, Constitution of India, Mangalore DivyaDeepa Publication ; 2005
- Parvathy Appaiah, Human Rights. DivyaDeepa Publication Mangalore ; 2016
- Raj Ram. M, Constitution of India Himalaya Publication, New Delhi ; 1999

Teaching Learning Methodology

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The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

The Examination Scheme/Assessment is shown in point no. 8

Internal Assessment (IA)

Internal Assessment (IA) is shown in point no. 9

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Examination Scheme / Assessment Question Pattern for the end semester exam is shown in point no. 14.

DC01BE-2C1: MSMEs and Family Business Management

(Total hours: 90)

Goals: The aim of this paper is to familiarize the students with the concept, importance and challenges of MSMEs and family business. Also to know the requirements needed to improve the capability of family business and MSMEs.

Objectives: By the end of this course, a student will be able

- To understand the context of MSMEs
- To study the impact of liberalization and globalization on MSMEs.
- To identify professionalism in family business.
- To know the importance of succession in family business.

Course Content:

Unit I: Introduction to MSMEs

Concept of MSMEs - Evolution of MSMEs - Characteristics of MSMEs - Advantages of MSMEs and their role and significance in economic development - Policies for MSMEs and Scope of MSMEs in India .

Unit II: Globalisation of MSMEs

Concept of Globalization and Liberalization - Impact of Liberalization and globalization on MSMEs - Some issues in the context of Vitalization of MSMEs for growth and development - Role of SSI/ MSMEs in a global economy - Future Growth of Global SMEs - Impact of WTO on MSMEs

Unit III: Growth and Development of MSMEs

Basic concepts of Growth - Pattern of Growth of MSMEs - Types of SMEs and the growth structure - MSME s as a driving force in economic development - Demand aspect for MSMEs - Promotion and Development of MSMEs - Sustaining the growth and development in the MSMEs - MSMEs in the Service Sector -Challenges and Opportunities of MSMEs in the current scenario.

Unit IV: Introduction to Family Business

Overview of the family business. Effective governance and the family business, Issue of ownership and conflict in family. Capital structure of closely held business and family business, cash, growth. Issues and challenges in family business and closely held family business.

Unit V: Developing Effective Governance

Understanding the relationships between family and business, management and ownership. Governance issues in family owned business, behavioral issues in closely held and family owned business & managed business. Conflict management and transition in family business

Unit VI: Growth Strategy and Succession Planning

Growth strategy for family owned business. Different models in family business. Developing sustainable family business organization structure, ownership, team of advisors, board of directors and corporate governance. Family succession, issues of succession in a family firm, preparing for succession planning. Legal norms of succession-succession acts, important provisions.

Unit VII: Future Prospects of Family Business

Involving non-family members, power struggles and issues of succession in a family firm, Valuation of the closely held firm, the changing role of family in the family business

Suggested Readings:

- Raj Shankar (2012), Entrepreneurship Theory and Practice, New Delhi: Tata McGraw Hill.
- Arya Kumar (2014), Entrepreneurship: Creating and Leading an Entrepreneurial Organization, New Delhi: Pearson Publications.
- S.Anil Kumar & S.C Purnima (2014), Entrepreneurship Development, New Delhi: New Age Publishers.
- A Shay and V Sharma (2012), Entrepreneurship and New Venture Creation, New Delhi: Excel Books.
- Vasant Desai (2012), Dynamics of Entrepreneurial Development and Management, New Delhi: Himalaya Publishing House.
- MadhurimaLall and ShikhaSahai (2012), Entrepreneurship, New Delhi: Excel Books.
- Poornima M. Charantimath (2012), Entrepreneurship Development – Small Business Enterprises, New Delhi:Pearson.

Teaching Learning Methodology

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The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

The Examination Scheme/Assessment is shown in point no. 8

Internal Assessment (IA)

Internal Assessment (IA) is shown in point no. 9

Examination Scheme / Assessment Question Pattern for the internal exam is shown in point no. 13.

Examination Scheme / Assessment Question Pattern for the end semester exam is shown in point no. 14.

DC01BE-2C2: International Business Environment

(Total hours: 30)

Goal: The course aims to give insights on how a business operates in a dynamic social, cultural and economical environment.

Objectives: By the end of this course, a student will be able

- To understand the environment in which business operates.
- To familiarize with the environmental policies.
- To study legal environment and other international policies.

Course Content:

Unit I: Introduction

Environmental adjustment needs – Analysing the international marketing environment – Vital importance of continuous monitoring, adopting to the changing environment.

Unit II: Physical Environment

The national physical endowment – Topography – Climate – The nature of Economic activity – Rostow's view. Infrastructure – Transportation. Energy – communication – Urbanisation – Tax structure, Inflation foreign investment.

Unit III: Cultural Environment

Cultural environment: Material culture – language – Aesthetics – design, colour, music, brand names – educational – religious – Attitudes and values – Eastern Vs Western Culture.

Unit IV: Legal Environment

Legal environment – Bases for legal system – Jurisdiction International Legal disputes – International dispute resolution crime, Corruption and law – Commercial law within countries – Impact on International law on Business of human Rights.

Unit V: Environmental Protection

Fundamentals of environmental protection and economics – Environmental problems, air, water pollution – forests – land use – Environmental policy : Basic approach – Regulation – Distributive effects – International policy – India's policy and the relevant constitutional provisions – law of environment – protection in India.

Suggested Readings:

- Business Environment - B NGhosh
- Business Environment -C B Gupta
- Understanding the Global Market: Navigating the International Business Environment - Bruce D. Keillor
- Business and Its Environment - David Baron
- Fundamentals of Business Environment - M B Shukla

Teaching Learning Methodology

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The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

The Examination Scheme/Assessment is shown in point no. 8

Internal Assessment (IA)

Internal Assessment (IA) is shown in point no. 9

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Examination Scheme / Assessment Question Pattern for the end semester exam is shown in point no. 14.

DC01BE-2C3: Data Mining

(Total Hours: 60)

Goal: This paper is to enable the students to understand master data mining techniques in various applications like social, scientific and business application context.

Objectives: By the end of this course, a student will be able to

- Be familiar with mathematical foundations of data mining tools.
- Understand and implement classical models and algorithms in data warehouses and data mining.
- Characterize the kinds of patterns that can be discovered by association rule mining, classification and clustering.
- Develop skill in selecting the appropriate data mining algorithm for solving practical problems.

Course Content:

Unit I: Data Warehouse

Introduction to Data Ware House, Differences between operational data base systems and data Ware House, Data Ware House characteristics, Data Ware House Architecture and its components, Extraction-Transformation-Loading, Logical (Multidimensional), Data Modeling, Schema Design, star and snow-Flake Schema, Dimension Table characteristics; Fact-Less-Facts, Dimension Table characteristics; OLAP cube, OLAP Operations, OLAP Server Architecture-ROLAP, MOLAP and HOLAP.

Unit II: Introduction to Data Mining

Introduction, What is Data Mining, Definition, KDD, Challenges, Data Mining Tasks, Data Preprocessing- Data Cleaning, Missing Data, Dimensionality Reduction, Feature Subset Selection, Discretization and Binaryzation, Data Transformation; Measures of similarity and dissimilarity-Basics.

Unit III: Association Rules

Problem Definition, Frequent Item Set Generation, The APRIORI Principle, Support and Confidence Measures, Association Rule Generation, APRIORI Algorithm, The Partition Algorithms, FP-Growth Algorithms, Compact Representation of Frequent Item Set-Maximal Frequent Item Set, Closed Frequent Item Set.

Unit IV: Classification

Problem definition, General Approaches to solving a classification problem, Evaluation of Classifiers, Classification techniques, Decision trees-Decision Tree Construction, Methods for expressing attribute test conditions, Measures for Selecting the Best split, Algorithm for Decision tree Induction, Naive-Bayes Classifier, Bayesian Belief Networks; K-nearest neighbour classification-Algorithm and characteristics.

Unit V: Clustering

Problem Definition, Clustering overview, Evaluation of clustering algorithms, Partitioning clustering K-Means Algorithm, K-Means Additional Issues, PAM Algorithm, Hierarchical Clustering-Algorithm- Agglomerative Methods and Divisive Methods, Basic Agglomerative Hierarchical Clustering Algorithm, Specific techniques, Key Issues in Hierarchical Clustering, Strengths and weakness, Outlier Detection

Suggested reading:

- Data Mining-Concepts and Techniques- Jiawei Han, MichelineKamber, Morgan Kaufmann Publishers, Elsevier, 2 Editions, 2006.
- Introduction to Data Mining, Pang-Ning Tan, Vipin Kumar, Michael Steinbanch, Pearson Education.
- Data Mining Techniques, Arun K Pujari, 3rd Edition, Universities Press.
- Data Ware Housing Fundamentals, PualrajPonnaiah, Wiley Student Edition.
- The Data Ware House Life Cycle Toolkit- Ralph Kimball, Wiley Student Edition.
- Data Mining, VikaramPudi, P Radha Krishna, Oxford University.

Teaching Learning Methodology

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Examination Scheme/Assessment (Written)

The Examination Scheme/Assessment is shown in point no. 8

Internal Assessment (IA)

Internal Assessment (IA) is shown in point no. 9

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DC01BE-2C5: Principles of Management

(Total Hours: 60)

Goals: Enabling the importance of planning and decision making techniques to apply the same. Illustrating leadership & motivation theories for developing managerial skills. Analyzing the business environment and through effective communication skills. Understanding of Pro – Active and its' importance before the deviation through control mechanisms.

Objectives: By the end of this course, a student will be able

- Discuss and communicate the management evolution and how it will affect future managers.
- Observe and evaluate the influence of historical forces on the current practice of management.
- Identify and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issues.
- Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment.
- Practice the process of management's four functions: planning, organizing, leading, and controlling.
- Evaluate leadership styles to anticipate the consequences of each leadership style.

Course Content:

Unit I: Functions of Management

Nature & Definition of Management, Management as a Science or Art, Evolution of Management Thought, Functions of Management, Role and function of Managers Contemporary Issues and Challenges in Management of 21st Century.

Unit II: Planning& types of business organisation

Nature and Definition of Planning, Importance and Steps in planning, Types of Plans, Forecasting and Decision Making, Decision making techniques. Organizing, Nature and purpose, Principles of Organization, Types of Organization, Authority and Responsibility.

Unit III: Organizing

Concept, nature, process and significance; Authority and Responsibility relationships; Centralization and Decentralization; Departmentation; Organisation Structure- forms and contingency factors

Unit IV: Leadership& Motivation

Directing-Principles, Theory X & Y, Motivation and Behaviour, Theories of Motivation, Leadership: Styles and Theories, Co-ordination, Cooperation, Techniques of Coordination, Control. Motivating and Leading people at work; Motivation concepts; Theories; - Maslow, Herzberg, McGregor, and Ouchy; Financial and Non-Financial incentives Concept and Leadership styles; Leadership Theories (Tannenbaum and Schmidt); Likert's System Management Communication- Nature, Process, Networks and Barriers, Effective Communication.

UnitV: Analysis & Directing

Macro and Micro environmental factors of business, SWOT analysis, Communication, Barriers of communication, Organisation Culture.

Unit VI: Controlling

Process of controlling, Types of control, Budgetary and Non-Budgetary control, Purchase Control, Cost Control, Quality Control, & Maintenance control, Planning Operations.

Unit VI: Management of Change

Concept, nature, process of planned change; Resistance to Change; emerging horizons of management in a changing Environment

Suggested Reading

- Ansoff H.I: Corporate Strategy; McGrawHill, New York
- Drucker Peter F: Management Challenges for 21 st Century; Butterworth Heinemann, Oxford
- Fred Luthans: Organizational Behaviour; McGraw Hill, New York
- Hampton, David R: Modern Management; McGraw Hill, New York
- Hersey Paul and Blanchard Kenneth: Management of Organization Behaviour- Utilizing the Human Resources; Prentice Hall of India, New Delhi
- Louis A. Allen: Management and Organization; McGraw Hill, Tokyo
- Maslow Abraham: Motivation and Personality; Harper and Row
- Stoner and Freeman: Management; Prentice Hall, New Delhi
- Wehrich and Koontz, et al: Essentials of Management; Tata McGraw Hill, New Delhi

Teaching Learning Methodology

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Examination Scheme/Assessment (Written)

The Examination Scheme/Assessment is shown in point no. 8

Internal Assessment (IA)

Internal Assessment (IA) is shown in point no. 9

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DC01BE-2C5: Predictive Analytics and Decision Making

(Total Hours 30)

Goal: This course is to facilitate the students to understand the fundamentals of Statistics and to enable students to apply statistical methods in business contexts and interpret and analyse data for decision making.

Objectives: By the end of this course the student will be able to

- Define various statistical tools
- Explain the role of statistical tools in decision making
- Apply the concepts of statistics in business decision making.

Course Content:

Unit I: Introduction

Meaning and definition-functions-scope-construct of statistics classification of data, tabulation of data. Measures of Central Tendency and Dispersion: Mean, Median, Mode, Harmonic mean, Geometric mean Standard Deviation and Coefficient of variation.

Unit II: Correlation & Regression

Karl Pearson's co-efficient of correlation & Spearman's correlation coefficient. Regression, Lines and equation, properties of regression co-efficient.

Unit III: Index Numbers

Meaning & definition, classification of index numbers. Simple index number using Arithmetic mean. Weighted indices: Laspeyres's method, Paasche's method and Fisher's method, Consumer price index.

Unit IV: Forecasting Trend

Introduction, Linear trend model, Exponential trend, Measurement of Seasonal effects – Method of Simple Average, Ratio-to-Trend Method, Ratio-to-Moving Average Method, Link Relative Method.

Suggested Readings:

- J. Joseph Francis (2015), Business statistics, New Delhi: Cengage Learning.
- Bruce L. Bowerman, Richard T.O'Connell, Emily S. Murphree (2015), Business Statistics in practice, New Delhi: McGraw Hill Education (India) Private Ltd.
- David M. Levine, David Stephan Timothy C. Krehbiel, Mark I Berenson (2015), Statistics for managers using Microsoft Excel, New Delhi: Prentice Hall India Pvt.
- Amir D. Aczel, Jayavel Sounderpandian (2015), Complete Business Statistics, New Delhi: Tata McGraw Hill.
- S.P. Gupta & M.P. Gupta (2015), Business Statistics, New Delhi: Sultan Chand & Sons.
- P R Vittal ; 2001 Business Statistics; Margham Publications
- M Ragavachary 2017 : Mathematics for Management; M C Graw Hill education.
- Sancheti & Kapoor 2014 Business Mathematics : New Delhi ; Sulthan Chand & Sons.
- B.N. Gupta, (2017) Business Statistics & Elementary Mathematics, 19th edn ; Agra ; SBPD Publication.

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DC01BE-2C6: Human Rights, Gender and Environmental Studies

(Total hours 30)

Goals This course is to familiarize the students with the key concepts from economic, political, and social analysis as they pertain to the design and evaluation of environmental policies and institutions. The course familiarises the students with the rights of citizens in general and the marginalized groups in particular, and assess the institutional and policy measures which have been taken in response to the demands of various movements.

Objectives: By the end of this course, a student will be able to

- Explain the rights of a citizen and various policies of gender equality
- Define and state the importance of the concepts of Environmental Studies to address complex environmental issues from a problem-oriented, interdisciplinary perspective.

Course content

Unit I: Understanding Social Inequality

Caste, Gender, Ethnicity and Class as distinct categories and their interconnection. Globalisation and its impact on workers, peasants, dalits, adivasis and women.

Unit II: Human Rights

Human Rights: Various Meanings - UN Declarations and Covenants - Human Rights and Citizenship Rights - Human Rights and the Indian Constitution - Human Rights, Laws and Institutions in India; the role of the National Human Rights Commission. Human Rights of Marginalized Groups: Dalits, Adivasis, Women, Minorities and Unorganized Workers. Consumer Rights: The Consumer Protection Act and grievance redressal mechanisms. Human Rights Movement in India.

Unit III: Gender

Analysing Structures of Patriarchy - Gender, Culture and History - Economic Development and The issue of Women's Political Participation and Representation in India - Laws, Institutions and Women's Rights in India - Women's Movements in India.

Unit IV: Environment

Environmental and Sustainable Development - UN Environment Programme: Rio, Johannesburg and after - Issues of Industrial Pollution, Global Warming and threats to Bio – diversity - Environment Policy in India - Environmental Movement in India

Unit V: Human Communities and the Environment

Human population growth Impacts on environment, human health and welfare. Resettlement and rehabilitation of project affected persons; case studies. Disaster management floods, earthquake, cyclones and landslides. Environmental movements Chipko, Silent valley, Bishnois of Rajasthan. Environmental ethics Role of Indian and other religions and cultures in environmental conservation. Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).

Suggested Reading

- Gadgil, M., & Guha, R. 1993. This Fissured Land an Ecological History of India. Univ. of California Press.
- Gleeson, B. and Low, N. (eds.) 1999. Global Ethics and Environment, London, Routledge.
- Gleick, P. H. 1993. Water in Crisis. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.
- Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll. Principles of Conservation Biology. Sunderland Sinauer Associates, 2006.
- Grumbine, R. Edward, and Pandit, M.K. 2013. Threats from India's Himalaya dams. Science, McCully, P. 1996. Rivers no more the environmental effects of dams (pp. 29-64). Zed Books.
- McNeill, John R. 2000. Something New Under the Sun An Environmental History of the Twentieth Century.
- Odum, E.P., Odum, H.T. & Andrews, J. 1971. Fundamentals of Ecology. Philadelphia Saunders.
- Pepper, I.L., Gerba, C.P. & Brusseau, M.L. 2011. Environmental and Pollution Science. Academic Press.

Teaching Learning Methodology

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DC01BE-3C1: Management Information System

(Total hours: 90)

Goal: The course provides a foundation in the theory and practical application of information systems within an organization. Managing, analysing, designing, and implementing an MIS will be the focus of the course. Strategic value, methodologies, quality, decision making, modelling, re-engineering, software, hardware, and ethics will all be included.

Objectives: By the end of this course, a student will be able to

- Recognize contemporary MIS theory and how information systems support business strategy, business processes, and practical applications in an organization.
- Interrelate how various support systems can be used for business decisions and to sustain competitive advantage.
- Describe how the Internet and World Wide Web provide a global platform for e-business, business mobility and communications, collaboration, and cloud computing.
- Express the proven value of, and relationship between business data, data management, and business intelligence.
- Analyze systems development and project management methodologies.
- Combine analytical thinking, creativity and business-problem-solving as applied to ongoing MIS challenges, future trends, and relevant case studies.
- Express ethical awareness and moral reasoning applied to a MIS problem, issue or case study

Course content:

Unit I: Introduction

Definition of Data and Information; Differences between Data and Information; Characteristics of Information; Definition of System; Characteristics of System; Definition of Information System; Role of Information Systems at different level, Strategic level.

Unit II: Management Information System and Management Processes

Definition of MIS; Role of MIS in an Organization; Processes of Management; Role of MIS in Planning, Organizing activity, Staffing, Directing and Controlling.

Unit III: Major Information Systems of an Organization

TPS (Transaction Processing System), MIS (Management Information System), DSS (Decision Support System), ESS (Executive Support System) – definition, functions, Characteristics and benefits; Distinction between MIS and DSS.

Unit IV: Introduction to Functional Information System

Marketing Information System (MKIS) Manufacturing System (MFIS), Financial Information System (FIS), Human Resource Information System (HRIS) – functions, characteristics.

Unit V: Introduction to Database Management System

Definition of Database; Problems with Traditional File System; Concept of DBMS, Benefits of DBMS; Applications of DBMS in MIS; Types of databases; Concept of RDBMS; Important Terminology in RDBMS – Relation or table, tuple, attribute, cardinality, domain of attribute, key Super key, Candidate key, Primary key.

Unit VI: Enterprise Information System

Evolution of EIS; Enterprise Resource Planning (ERP) System – concept, architecture; Modules of ERP; How ERP improve company's business performance; Benefits of ERP.

Unit VII: Data Security

Information Security -NSTISSC Security Model, Securing the Components, Balancing Security and Access, SDLC, The Security SDLC. Security Investigation: Need for Security, Business Needs, Threats, Attacks, Legal, Ethical and Professional Issues.

Suggested Readings:

- Management Information System – Mahadeo Jaiswal & Monika Mital; OXFORD University Press.
- Management Information System – W. S. Jawadekar; Tata McGrawHill Publishing Company.
- Management Information System – Dharminder Kumar & Sangeeta Gupta; EXCEL Book.
- Management Information System – Kenneth C. Laudon & Jane P. Laudon; Pearson Books.
- Michael E Whitman and Herbert J Mattord, “Principles of Information Security”, Vikas Publishing House, New Delhi, 2003
- Micki Krause, Harold F. Tipton, “Handbook of Information Security Management”, Vol 1-3 CRC Press LLC, 2004.

Teaching Learning Methodology

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DC01BE-3C2: Financial Management

(Total hours: 60)

Goal: This course aims at: Familiarizing the students with the financial environment of business, especially the financial markets, imbibing knowledge about the decisions and decision variables.

Objectives: By the end of this course, a student will be able

- To familiarize the students with the basic concepts of Financial Management.
- To give thorough understanding of the practices of basic Financial Management.
- To make optimum decisions pertaining to raising funds, making investments and managing the assets of a corporation, big or small.

Course Content:

Unit I: Introduction

Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities.

Unit II: Investment Decision

The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk- Adjusted Discount Rate.

Unit III: Financing Decision

Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage, Determinants of capital structure.

Unit IV: Dividend Decisions

Theories for Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice.

Unit V: Working Capital Decisions

Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

Suggested Readings:

- James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education.
- Levy H. and M. Sarnat. Principles of Financial Management. Pearson Education.
- Joy, O.M. Introduction to Financial Management. McGraw Hill Education.
- Brigham and Houston, Fundamentals of Financial Management, Cengage Learning.
- Khan and Jain. Basic Financial Management, McGraw Hill Education.
- Chandra, P. Fundamentals of Financial Management. McGraw Hill Education.
- Singh, J.K. Financial Management- text and Problems. 2nd Ed. DhanpatRai and Company, Delhi.
- Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd.

- Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi.
- Pandey, I.M. Financial Management. Vikas Publications.
- Bhabatosh Banerjee, Fundamentals of Financial Management, PHI Learning Note: Latest edition of text books may be used.

Teaching Learning Methodology

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DC01BE-3C3: Marketing Management

(Total Hours: 60)

Goals: Marketing management exposes students to the fundamental concepts of marketing, thereby, enabling them to learn the language of marketing. It gives an understanding of the principles and concepts of marketing and explains how it is connected to the integrated management system. The areas covered are core concepts and philosophies of marketing, role of customer in business, marketing research, consumer behaviour, and major strategic and tactical marketing issues. Students will improve their ability to develop effective marketing strategies and assess market opportunities, as well as design strategy implementation programs.

Objectives: By the end of this course, a student will be able to

- Understand various concepts and theories of Marketing management to apply them in marketing context
- Demonstrate a sound knowledge of conventional and latest marketing ideas, and of the theories on which these ideas are based
- Able to understand and find the market segments
- Estimate the effectiveness of marketing-mix activities
- Determine the value of attributes comprising a new product

Course Content

Unit I: Introduction to Marketing

Marketing concepts .meaning - importance, limitations.An effective marketing mix – meaning and essential.Meaning and definition of marketing management.Features and objectives of marketing management.Marketingphilosophy.Development of a marketing strategy.Competitive marketing strategy.

Unit II: Market Segmentation and Consumer Behaviour

Market segmentation: Meaning and importance - basis for segmentation – target marketing strategies. Consumer behaviour: Meaning and definition - Importance of consumer behaviour analysis. Buying motives .meaning and definition.Classification of buying motives - Rational, Inherent, Learned, Emotional and patronage.Factors influencing consumer behaviour -Buying decision process.

Unit III: Product Strategy

Product concept - meaning and definition.Essential features of a product.Product mix – meaning and structure - Product mix decision strategies. Product Life Cycle (PLC) - meaning and definition. Stages of PLC.Factors affecting PLC. New product development: Meaning, stages in new product development. Reasons for the failure of new products. Branding - meaning. Branding and Trademarks.Functions of Branding, Branding strategies. National and International Quality standards: AGMARK and ISO-Features of ISO 9000 and ISO 14000 series. Bureau of Standards (BIS) Act 1986.

Unit IV: Advertising and Sales Management

Meaning of Advertising, advertising budget, factors influencing budget decisions. Media selection: Consideration in media selection, advertisement copy .meaning and essentials of a good advertisement copy .different types of copy. AIDA and DAGMAR, advertisement layout. Sales management: selection and recruitment of salesmen. Training of salesmen, Methods of training salesmen.Remuneration and compensation to salesmen.Motivation of salesmen.Control of salesmen.

Unit V: Emerging Trends in Marketing

Rural Marketing – features - causes for the changes in the volume and pattern of rural consumption - Problems and opportunities - Marketing mix - Strategy for rural marketing.

E- Marketing or web-marketing or online marketing: Meaning and definition. Benefits of E-Marketing to sellers and consumers. Limitations of E-Marketing. Problems of E-Marketing in India. Green marketing: Meaning .importance - fundamental requirement - problems of Green Marketing.

Suggested Reading:

- R. S. N. Pillai and Bhagavathi ; 4th Rev edn, Reprint ; Modern Marketing (Principles and Practices), New Delhi, S Chand & Company Pvt Ltd ; 2015
- T. N. Chabra and S.K. Grover : Marketing Management ; New Delhi, Dhanpat Rai & Co ; 2004
- Michael J Etzel, Bruce J Walker, William J Stanton, Ajay Pandit, Marketing Management ; 14th edn, ; New Delhi, Mc Grow Hill Education India Pvt Ltd ; 2014
- Philip Kotler, Kevin Keller 15th edn, Marketing Management; Pearson Education Ltd.
- B. S. Raman. 1st edn: Modern Marketing; New United Publishers, Mangaluru.

Teaching Learning Methodology

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DC01BE-3C4: Financial Accounting

(Total Hours: 60)

Goal: This paper's goal is to enable the students to understand book keeping, accounting concepts, accounting standards etc. It also focuses on preparation of basic financial statements.

Objective: By the end of this course, a student will be able

- To enable the students to learn the various accounting standards and the concept of IFRS.
- To develop the accounting knowledge among the students Bank reconciliation statement.
- To develop the accounting knowledge among the students about different methods of depreciation accounts.

Course content:

Unit I: Nature and Scope of Financial Accounting

Meaning – Definition – Objectives – Functions – Limitations of accounting - Users of accounting Information – Accounting cycle - Accounting concepts and Accounting Conventions- An overview of accounting standards issued by ICAI and IFRS.

Unit II: Double Entry System of Book Keeping

Double Entry System – Accounting equation - Preparation of Journals – Preparation of Ledgers – Subsidiary books and types - Cash book -Types of cash book – Preparation of triple column cash book - Preparation of trial balance –Types of errors – Suspense account.

Unit III: Depreciation Accounting

Meaning and causes - Methods of charging depreciation-Fixed installment - Reducing balance method, Annuity method, Sinking fund method.

Unit IV: Preparation of Final Accounts

Trading Account – Profit and Loss Account- Balance Sheet – Treatment of Adjustments.

Unit V: Bank Reconciliation Statement (BRS): Introduction and Significance of BRS- Pass Book – Cash Book – Causes for difference between cash book and pass book- Preparation of Bank Reconciliation Statement.

Suggested Reading:

- B. S Raman, Financial Accounting, Mangalore, Vol: II/ 1stedn/United Publishers; 2009.
- M.C Shukla, T. S Grewal, S L Gupta : Advanced Accounts/ Vol I/Rev edn/S Chand and Co Pvt Ltd, New Delhi ; 2013.
- S N Maheshwari, S K Maheshwari, Advanced Accounts: Vol I, 10thedn, New Delhi, VikasPublishersNew Delhi; 2009.
- R L Gupta, M Radhaswamy: Financial Accounting, First Edition: New Delhi; Sulthan Chand and Sons 2011.
- S P Jain, K L Narang; Advanced Accountancy;Volume I, New Delhi, Kalyani Publishers; 2012.
- R L Gupta, M Radhaswamy; Advanced Accountancy Volume I, 13th Rev edn; New Delhi, Sulthan Chand & Sons ; 2013.
- M L Shukla, T S Grewal, S L Gupta, Advanced Accounts; Rev Edn, New Delhi; S Chand & Company Pvt Ltd, 2013.

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DC01BE-3C5: Managerial Economics

(Total hours 30)

Goals: This course is to familiarize the students with the approach, concepts and advanced techniques of managerial economics that are applied in business decision making.

Objectives: By the end of this course, a student will be able to

- Develop the conceptual foundations and analytical methods used in micro economics
- Be familiar with the basic consumer behavior, behavior of firms, and market equilibrium.

Course Content:

Unit I: Introduction to Managerial Economics

Meaning - Nature and scope of managerial economics- Basic Economics tools in Managerial Economics -Role and Responsibility of managerial economist- Importance of Managerial Economics.

Unit II: Theory of Consumption

Utility-Meaning & feature, Cardinal approach - Law of diminishing Marginal utility-Law of demand-Determinants of demand- Movement vs shift in demand curve - Elasticity of demand. Ordinal utility- Indifference curve- Properties of Indifference curve – Budget line – consumers' equilibrium - Income and substitution effect.

Unit III: Theory of Production and Cost

Meaning of production-Production function;supply -meaning and law of supply - Law of variable proportions - Law of returns - Gross profit and net profit- Profit maximization vs sales maximization - Baumols sales maximization model - capital Budgeting- Importance.

Unit IV: Market Structures

Price and output determination under different forms of market - Perfect competition - Monopoly- Monopolistic Competition - Price discrimination - Monopsony, Oligopoly - Oligopsony.

Unit V: Demand Forecasting

Factors involved – Goals of short run and long run demand forecasting- Determinants' of demand – Forecasting of demand for new products- Overseas demand analysis - Criteria of good forecasting method - Techniques of demand forecasting.

Unit VI: Government and Business

Performance of public enterprises in India - Price policy in public utilities - Government measures to control Monopoly in India - MRTP Act.

Suggested Reading

- Geetika, P.Ghosh, P.R.Choudhury (2014), Managerial Economics, New Delhi: McGraw Hill Education Private Limited.
- Yogesh Maheswari (2014), Managerial Economics, New Delhi; PrenticeHall.
- Dominick Salvatore (2014), Managerial Economics, Seventh Edition, Adapted Version, New Delhi: Oxford Publication.
- Paul G. Keat, Phili K. Y. Young, Sreejata Banerjee (2012), Managerial Economics, New Delhi: Pearson.

- D M Mithan, Managerial Economics Theory and Practice, Himalaya Publication, New Delhi ; 2005
- K KDewett, Modern Economic Theory, Chand Publication, New Delhi ; 1999
- Peterson, Lewis and Jain, Managerial Economics Pearson Publication, New Delhi ; 2001

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DC01BE-3O1: Research Methodology

(Total Hours 30)

Goals This course provides the students the knowledge which is essential for gathering, analyzing and interpretation of the problems confronted by humanity. This paper introduces the nature of Social and Business research, and provides the techniques of research, identification of problem, research design, data collection, sampling, hypothesis, processing, and interpretation of data and preparation of reports. As a prerequisite, students should be having a basic knowledge about concepts relating to research, basic statistics and business.

Objectives By the end of this course, a student will be able to

- Provide an overview of the research process
- Identify the methods and techniques of research
- State clearly their research problem and associated research questions arising, including both descriptive and either explanatory or exploratory questions.
- Conduct a literature review of the concepts comprising the research questions
- Define the main elements of a potential research instrument for testing the hypotheses
- Distinguish between quantitative and qualitative approaches and methods

Course content

Unit I: Nature of Social and Business Research

Meaning and definition of research, Criteria of good research, social research-Goals, assumptions, deductive and inductive methods, significance and difficulties of Social research. Business research- Research and business decisions.

Unit II: Methods and Techniques of Research

Classification of research-According to the intent- Pure Research, Applied Research, Exploratory Research, Descriptive Study, Diagnostic Study, Evaluation Studies, and Action Research. According to the method- Experimental Research, Analytical Study, and Historical Research. Inter Disciplinary Research and its essentials.

Unit III: Research Problem and Research Design

Research Problem: Steps involved for selection of a topic for research study, components of research problem, Definition of Problem, Evaluation of Problem, review of relevant literature, sources of literature Note Taking. Testing of Hypothesis, Errors in Hypothesis. Research Design: Meaning, definition, Classification of Research Designs. Importance of Research Plan, Contents of a Research Plan.

Unit IV: Sampling and Sample Design

Meaning of Sample, purpose of Sampling, Sampling Technique - Random Sampling and Non-random sampling, Errors in Sample Surveys - Sampling Errors and Non-sampling Errors.

Unit V: Tools for Data Collection and Reporting

Methods of Data Collection Meaning and Importance of data, Sources of data – Primary Sources and Secondary Sources, Methods of collection of Primary and Secondary data. Tools or instruments of data collection Observation schedule, Interview guide, Interview schedule, Mailed questionnaire, Rating scale, Check list, Opinionated, Document Schedule. Types of Questions - open ended/close ended, Measurement scale–Meaning and types. Analysing and interpretation of data and report writing.

Suggested Reading

- Bhandarkar, W. T. (2006).Methodology and Techniques of Social Research. Mumbai Himalaya Publishing House.
- C.N Kothari. Research Methodology/3rdedn New Age International Pvt Ltd; New Delhi
- Krishna swami, O. (2012).Research Methodology. Mumbai Himalaya publishing House.
- Krishna swami, O.R (2012).Research Methodology. Mumbai Himalaya publishing House.
- Pannerselvam.R. (2006).Research Methodology. New Delhi Prentice Hall of India.
- Trochim, M.K. (2009).Research Methods. New Delhi Sultan Chand.

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DC01BE-302: Social Entrepreneurship

(Total hours: 30)

Goal: This paper is to understand the field of social entrepreneurship, to create a motivation to consider social entrepreneurship creation & sustenance.

Objectives: By the end of this course, a student will be able

- To differentiate Social Enterprise from Business Enterprise.
- To identify the drivers and challenges of social entrepreneurship.
- To recognize opportunities and create social business models.
- Design assessment of the impact of social enterprises.

Unit I: Social Entrepreneur Description

Definition of social entrepreneur-nature and characteristics of social entrepreneur-importance and role of social entrepreneur in societies, politics and economies- constraints of social entrepreneur-social entrepreneur v/s business entrepreneur.

Unit II: Social Entrepreneurship and Social Enterprise

Concepts and Typologies of Social Entrepreneurship-Elements of social entrepreneurial personality- motives of altruism-collaboration partners- social opportunity recognition – Social Capital -Drivers and Challenges of Social Entrepreneurship.

Unit III: Social Enterprise Models

Opportunity Recognition- Features of Business Models for Social Enterprises- Empowerment of Beneficiaries-Enterprise Creation-Price Differentiation and Cross Subsidization- Scaling Up of the social enterprises.

Unit IV: Performance Measurement of Social Enterprise

Accountability in social enterprise- Impact Measurement- Measuring Outputs and Outcomes- Approaches to Measuring Social Impact- Issues in Measuring the Performance of Social Enterprises.

Suggested Readings:

- Praszker, R. & Nowak, A. (2012). Social Entrepreneurship: Theory and Practice. Cambridge: Cambridge University Press.
- Levenson, G.L. (2013). Social Entrepreneurship for the 21st Century: Innovation across the Nonprofit, Private and Public Sectors. Berkshire: McGraw-Hill Professional.
- Pirson, M. (2014). Case Studies in Social Entrepreneurship: The Oikos Collection: 4. Sheffield: Greenleaf Publishing.
- Volkman, C.K., Tokarski, K.O. & Ernst, K. (2012). Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies. Wiesbaden: Springer Gabler.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

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Examination Scheme/Assessment (Written)

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DC01BE-3O3: Insurance Management

(Total Hours 30)

Goal: This paper is to understand and acquire basic knowledge about Risk Management, theory and practice of Life and Non-Life Insurance.

Objectives: By the end of this course, a student will be able

- To understand the concept of risk management.
- To understand insurance operations in India.
- It also provides students basic ideas on thrust areas in insurance.

Course Content:

Unit I: Risk Management

Risk Vs Uncertainty-Kinds and Classification of Risk - Methods of Handling Risk - Meaning of Risk Management - Steps in the Risk Management Process - The changing scope of Risk Management.

Unit II: Introduction to Insurance

Definition of Insurance- Basic Characteristics of Insurance - Fundamental Legal Principles of Insurance - Requirements of Insurance Contract - Benefits of Insurance to Society.

Unit III: Types of Insurance

Life Insurance- Principles of Life Insurance - Types of Life Insurance - Variation of Life Insurance. General Insurance-Principles of General Insurance - Fire, Marine, Motor, Engineering, Miscellaneous, Liability and Agricultural Insurance.

Unit IV: Insurance Company Operations-Rate Making - Underwriting- production - Claim Settlement.

Suggested Readings:

- George E. Rejda (2007), Principles of Risk Management and Insurance Tenth Edition, New Delhi: Pearson Education.
- Dr. P. Gupta (2004), Insurance and Risk Management, New Delhi: Himalaya Publications.
- M. N. Mishra (2002), Insurance Principles and Practice, New Delhi: S.Chand & Co.
- Principles of Insurance, Mumbai: Insurance Institute of India.
- Practice of Life Insurance, Mumbai: Insurance Institute of India.
- Practice of General Insurance Mumbai: Insurance Institute of India.

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DC01BE-4C1: Legal Framework of Business

(Total hours: 30)

Goals: To demonstrate the relationship between law and economic activity by developing in the student an awareness of legal principles involved in economic relationships and business transactions.

Objectives: By the end of this course, a student will be able

- To acquire knowledge and understanding of major commercial and economic laws.
- To develop in the student an understanding of the free enterprise system and the legal safeguards of the same.
- To demonstrate clearly and forcibly the generally accepted, but not always documented, proposition that law is an expression of the public will.

Course Content:

Unit I: Law relating to Contract

Meaning and essentials of a valid contract; Legality of objects; special contracts (indemnity and guarantee, bailment and pledge, law of agency); contract of sale; conditions and warranties; Transfer of ownership of goods including sale by non-owners; e-contracts.

Unit II: Law relating to LLP

The Limited Liability Partnership Act, 2008; salient features of LLP; difference between LLP, partnership and a company; LLP agreement; nature of LLP; partners and designated partners; incorporation document; incorporation by registration; registered office of LLP and change therein; change of name; partners and their relations; extent and limitation of liability of LLP and partners; whistle-blowing; contributions, financial disclosures, annual return, taxation of LLP; conversion to LLP; winding up and dissolution.

Unit III: Law Relating to Information

Right to Information Act, 2005- Definitions; right to information; obligations of public authorities; request for obtaining information; disposal of request; exemption from disclosure of information; grounds for rejection to access in certain cases; severability; central information commission- its constitution, term of office, conditions of service and removal; Powers and functions of information commissions; appeals and penalties.

Unit IV: Law relating to Competition and Consumer Protection

Concept of competition; Competition Act, 2002 - anti competitive agreements, abuse of dominant position, combination, regulation of combinations; Competition Commission of India; compliance of competition law; Consumer Protection Act, 1986-consumer protection in India; rights of consumers; consumer disputes redressal agencies.

Unit V: Law Relating to Foreign Exchange

Objectives and definitions under FEMA, 1999; current account transactions and capital account transactions; foreign direct investment in India and abroad; acquisition and transfer of immovable property in India and abroad; establishment of branch, office etc. in India; realization and repatriation of foreign exchange; authorized person; penalties and enforcement; powers of central government; adjudication, appeal and compounding; offences and penalties.

Unit VI: Forms of Business Organization

Meaning of Business Organization, Identification of Major Forms: (Sole Proprietorship, Partnership, Limited Liability Company, Public operations, Co-operative society)

Procedures for the formations/Characteristics, advantages and disadvantages of each form.
Causes of business failure.

Suggested Reading:

- Lee Reach, Business Laws, Oxford University Press, UK
- Singh, Avtar, The Principles of Mercantile Law, Eastern Book Company, Lucknow.
- Sharma J. P., and SunainaKanojia, Business Laws, Ane Books Pvt. Ltd, New Delhi.
- Bhandari,Munish,Professional Approach to Corporate Laws and Practice, Bharat Law House, New Delhi
- Handbook of Corporate Laws by Bharat Law House, New Delhi
- Kapoor N.D, (2015), Elements of Mercantile Law, Delhi, Sultan Chand & Sons.
- M.C Shukla. Mercantile Law: S Chand & Co; 2010.
- SN Maheshwari and SK Maheshwari. Business Law:National Publishing House, New Delhi

Teaching Learning Methodology

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DC01BE-4C2: Cost Accounting

(Total Hours: 60)

Goal: The goal of this subject is to familiarize students with the various concepts and elements of cost. To familiarize students with the basic concepts and processes used to determine product costs.

Objectives: By the end of this course, a student will be able

- To learn about the cost centers and cost unit.
- To know about the costing methods and costing techniques.
- To know about the direct and indirect costs.
- To learn about the recording of various cost at different period of time.

Unit I: Introduction

Distinguish between Financial Accounting, Cost Accounting and management accounting - Cost Concepts and Classification – Cost Centre and Cost Unit – Preparation of Cost Sheet.

Unit II: Elements of Cost

Materials: Material control – Selective control, ABC technique – Methods of pricing issues – FIFO, LIFO, Weighted average, Base stock methods, choice of method (including problems).

Unit III: Labour and Overheads

Labour: Control of labor costs – time keeping and time booking – Idle time –Methods of remuneration – labour incentives schemes - Overheads: Allocation and apportionment of overheads – Machine hour rate.

Unit IV: Methods of Costing

Job & Batch costing – Process costing - treatment of normal and abnormal process losses – preparation of process cost accounts – treatment of waste and scrap, joint products and by products (including problems) – Contract Costing – Operating Costing (Theory only).

Unit V: Reconciliation of Cost and Financial Accounts

Need for Reconciliation – Reasons for differences in Profit or Loss shown by Cost Accounts and Profit or Loss shown by Financial Accounts – Preparation of Reconciliation Statement and Memorandum Reconciliation Account.

Suggested Readings:

- S.P. Jain and K.L. Narang – Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
- M.N. Aurora – A test book of Cost Accounting, Vikas Publishing House Pvt. Ltd.
- S.P. Iyengar – Cost Accounting, Sultan Chand & Sons.
- Nigam & Sharma – Cost Accounting Principles and Applications, S.Chand& Sons.
- S.N .Maheswari – Principles of Management Accounting.
- I.M .Pandey – Management Accounting, Vikas Publishing House Pvt. Ltd.
- Sharma &Shashi Gupta – Management Accounting, Kalyani Publishers. Ludhiana.

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DC01BE-4C3:E-Business Management

(Total hours: 60)

Goal: This paper is to understand the various concepts related to Electronic Business and to understand and exploit its role in providing strategic advantage.

Objectives: By the end of this course, a student will be able to

- Understand the concept of E-Business and its significance.
- Understand how social media is playing a vital role for the promotion of a business
- Understand the concept and usage of e-Commerce

Unit I: Introduction

Introduction to E-Business and E-Commerce - Define e-Commerce - Types of EC transactions - Define e-Business Models - Internet Marketing and e-Tailing - Elements of e-Business Models - Explain the benefits and limitations of e-Commerce.

Unit II: E-Market Place

E-Marketplaces: Structures, Mechanisms, Economics, and Impacts:

Unit III: E-Business Applications

E-Business Applications, eProcurement and ePayment Systems - Integration and e-Business suits - ERP, eSCM, CRM - E-Procurement definition, processes, methods and benefits - E-Payment - Discuss the categories and users of smart card - Describe payment methods in B2B EC.

Unit IV: E-Learning and Online Education

Define electronic learning. Discuss the benefits and drawbacks of e-Learning - The e-Learning Industry - Discuss e-Content development and tools - Describe the major technologies used in e-Learning - Discuss the different approaches for e-Learning delivery - How e-Learning can be evaluated - Future Trends.

Unit V: E-Government

Definition of e-Governments – Implementation - E-Government Services - Challenges and Opportunities - E-Government Benefits.

Suggested Readings:

- Management Information Systems: Managing the Digital Firm, Laudon and Laudon, Pearson.
- Scaling for E-Business, Menasce & Almeida, PHI.
- E-Business & E-Commerce – Managing the Digital Value Chain, Meier & Stormer, Springer.
- E-Commerce fundamentals and applications Hendry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, John Wiley.
- Hanson Ward (2012), Internet Marketing and Ecommerce, New Delhi: Cengage Learning.
- Elias M Awad (2012), Electronic Commerce: From Vision to Fulfillment, New Delhi: Prentice Hall of India.

Teaching Learning Methodology

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DC01BE-4C4: Income Tax - Laws and Practice

(Total hours: 60)

Goal: This paper aims at providing the basic knowledge and equips students with application of principles and provisions of Income-tax Act, 1961 and the relevant Rules.

Objective: By the end of this course, a student will be able

- To understand the concept of income and income tax provisions.
- To explain and compute the total income of individuals under five heads of income
- To understand the calculation of Income tax using various deductions and exemptions.

Unit I: Introduction

Preliminary Concepts, Definitions, Basis of Charge, Residential Status and Exemption u/s 10. Income from Salaries: Salaries, Deduction from Salaries, Perquisites and Profits in Lieu of Salaries.

Unit II: Income from House Properties

Annual Value Determination, Deductions from House Property, Unrealized Rent, Arrears of Rent, Co-ownership; Profits and Gains from Business and Profession: Computation, Deductions allowed with respect to building, machinery, plant and furniture, Depreciation, Investment in new Plant and Machinery.

Unit III: Income from Capital Gains

Capital Gains, Capital Assets, Transactions not regarded as Transfer, Computation of Capital Gains, Cost for certain specified modes of acquisition, Capital gains and cost of acquisition for Depreciable and Non-Depreciable assets, Guideline value v/s full value of consideration, forfeiture of advance received, Exemptions u/s 54, Cost of Improvement, Reference to Valuation Officer; Income From Other Sources: Sources, Deductions, amounts not deductible.

Unit IV: Computation of Total Income

Basics of Set-Off and Carry Forward; Clubbing of Income of another person in assessee's Total Income; Deductions under u/s 80C to 80U; Comprehensive problem on computing an assessee's total income.

Unit V: Income Tax Returns

Advance Tax – Computation of interest u/s 234A, B and C, Tax Deducted at Source – payments on which TDS is warranted, Rates of Deduction of TDS, Filing of Return – PAN, Tax Returns Prepared, Who should sign the return, due date for filing ITR.

Suggested readings:-

1. Singhania, Vinod K. and Monica Singhania. Students' Guide to Income Tax, University Edition. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish and Ravi Gupta. Systematic Approach to Income Tax. Bharat Law House, Delhi.
3. Mehrotra H.C. and Goyal S.P, Income Tax Law and Accounts, Sahitya Bhawan Publications.
4. Bangar's Comprehensive Guide to Direct Tax Laws.

Journals:

1. Income Tax Reports. Company Law Institute of India Pvt. Ltd., Chennai
2. Taxman. Taxman Allied Services Pvt. Ltd., New Delhi.
3. Current Tax Reporter. Current Tax Reporter, Jodhpur.

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DC01BE-4C5: Tally

(Total hours: 30)

Goals: This paper is to understand basics of Final Accounts that is, Profit and Loss Account with Trial Balance by using ERP Tally Package and to learn how to prepare Balance Sheet by using ERP Tally Package.

Objectives: By the end of this course, a student will be able

- To learn the ERP Tally package.
- To prepare financial statements using ERP Tally.

Course Content:

Unit I: Introduction to TALLY ERP 9.0:

Advantages of computerized accounting package - Basic features of Tally.

Unit II: Using TALLY ERP 9.0:

Creation and Maintenance of Company Information and Creation, Alteration and Deletion of Ledger Account.

Unit III: Using TALLY ERP 9.0:

Recording of Transactions using predefined vouchers and alteration and deletion of vouchers.

Unit IV: Using TALLY ERP 9.0:

Generating ledger, preparation of subsidiary books and Trial balance.

Unit V: Using TALLY ERP 9.0:

Generating Income statement, Balance Sheet and other reports Text

Note: This paper focuses providing inputs on computerizing the accounting process using the latest version of TALLY package.

Suggested Readings:

- Avichi Krishnan (2014), Tally, New Delhi: Avichi Krishnan Publication.
- Tally 9 course Kit: Dr. Namrata Agrawal and Shri. Sanjay Kumar, Dreamtech press, New Delhi, ISBN:13 978-81-7722-810-6, Edition 2008.
- Power of Simplicity Tally.ERP9: Shraddha Singh and Navaneet Mehra, V&S Publishers, New delhi, ISBN : 978-93-505713-1-6, Edition: 2014

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DC01BE-401: Strategic Management

(Total hours: 30)

Goal:The course is designed specifically not only to introduce students with key strategy concepts but also aims to help students to integrate and apply their prior learning to various business situations.

Objectives:By the end of this course, a student will be able to

- Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.
- Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
- Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.
- Conduct and present a credible business analysis in a team setting.

Course content:

Unit I: Strategic Management

An Introduction Strategic thinking Vs Strategic management Vs Strategic planning, Meaning of strategic management, concept of strategy, policy and strategy, strategy and tactic, Strategy and strategic plan, Nature of strategic plan, nature of strategic decisions, approaches to strategic decision making, levels of strategies, The strategic management process, strategic management: merits and demerits

Unit II: Mission, Objectives, Goals and Ethics

What is mission, concept of goals, Integration of individual and organisation goals: A Challenge, how objectives are pursued, how missions and objectives are formulated, why mission and objective change, vision mission, objectives, goals and Strategy: Mutual relationships, core of strategic management: vision a must, ethics and strategy

Unit III: External Environment

Analysis and appraisal Concept of environment, environmental analysis and appraisal, why environmental scanning and analysis, component of environment, SWOT: A tool of environment analysis, techniques of environmental search and analysis, ETOP: A technique of diagnosis, decision making on environmental information.

Unit IV: Organisational Change and Innovation

Planned and unplanned change, causes or forces of organisational change, managing planned change, choosing a change strategy, creativity and innovation in organisations, organizational creativity and innovation process, learning organisation

Unit V: Generic Competitive Strategy

Generic vs. competitive strategy, the five generic competitive strategy, competitive marketing strategy option, offensive vs. defensive strategy, Corporate strategy: Concept of corporate strategy, offensive strategy, defensive strategy, scope and significance of corporate strategy

Unit VI: Strategic Evaluation and Control

Evaluation of strategy and strategic control, why strategy evaluating, criteria for evaluation and the evaluation process, strategic control process, types of external controls.

Suggested Readings:

- Dess, G. G., Lumpkin, G. T., Eisner, A. B., McNamara, G. 2013. Strategic Management: Creating Competitive Advantages, 7th Edition, McGraw-Hill International Edition, McGraw-Hill/Irwin.
- Hill, C. W. L. & Jones, G. R. 2008. Strategic Management: An integrated approach, 8th Edition, Houghton Mifflin.
- Bartlett, C. A. and Ghoshal, S. 1994. Changing the role of top management: Beyond strategy to purpose. Harvard Business Review. November-December: 70-88.
- Bhagat, R. S., Kedia, B. L., Harveston, P. D., & Triandis, H. C. 2002. Cultural variations in the cross-border transfer of organisational knowledge: An integrative framework. Academy of Management Review, 27(2): 204-221.
- Dean, T. J., Brown, R. L., & Bamford, C. E. 1998. Differences in large and small firm responses to environmental context: Strategic implications from a comparative analysis of business formations. Strategic Management Journal, 19:709-728.
- Hitt, M. A., Freeman, R. E., & Harrison, J. S. (Eds.) 2001. Handbook of strategic management. Malden, MA: Blackwell.
- Monks, R., & Minow, N. 2001. Corporate governance (2nd ed.) Malden, MA: Blackwell.
- Porter, M. E. 1996. What is strategy? Harvard Business Review 74 (6):61-78.
- Powell, T. C. 2003. Varieties of competitive parities. Strategic Management Journal, 24(1):61-86.
- Stabell, C. B., & Fjeldstad, O. D. 1998. Configuring value for competitive advantage: On chains, shops, and networks. Strategic Management Journal, 19:413-437.

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DC01BE-4O2: Organizational Behaviour

(Total Hours 30)

Goal: This course is to prepare students for advanced leadership roles in modern organizations and to become a successful manager. By taking the course students will be able to apply concepts of team work to create effective work groups to be successful in life.

Objectives: By the end of this course, a student will be able to

- Analyse individual human behaviour in the workplace as influenced by personality, values, perceptions and motivations.
- Outline the elements of group behaviour including group dynamics, communication, leadership, power & politics and conflict & negotiation.
- Identify your own management style as it relates to influencing and managing behaviour in the organization systems.
- Enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises.

Course Content:

Unit I: Introduction to Organization Behaviour

Introduction to organization, organization and managers, manager's roles and skills, behaviour at work, introduction to organization behaviour, major behavioural science disciplines contributing to OB, challenges and opportunities managers have in applying OB concepts, OB model (including motivation models) and levels of OB model. Foundations of organization structure, organization design, organization culture, organization change, managing across cultures, human resource management policies and practices, diversity at work.

Unit II: Individual behaviour

Introduction to individual behaviour, values, attitudes, job satisfaction, personality, perception and individual decision making, learning, motivation at work, managing emotions and stress (Meaning-Definition Stress and job performance relationship Approaches to stress management (Coping with stress)

Unit III: Interpersonal behaviour

Interpersonal Behaviour, Johari Window, Transactional Analysis – ego states, types of transactions, life positions, applications of T.A., managerial interpersonal styles.

Unit IV: Group behaviour

Introduction to group behaviour, foundations of group behaviour, concept of group and group dynamics, types of groups, formal and informal groups, theories of group formation, group norms, group cohesiveness, group decision making, inter group behaviour, concept of team vs. group, types of teams, building and managing effective teams, leadership theories and styles, power and politics, conflict and negotiation.

Suggested Reading

- Aswathappa, K., Organisational Behaviour – Text and Problem, Himalaya Publication
- Luthans, F (2004). Organisational Behaviour. McGraw Hill, International Edition.
- Pardeshi, P. C., Organizational Behaviour & Principles & Practice Of Management, Nirali publication
- Pareek, U (2004). Understanding Organisational Behaviour. Oxford University Press.
- Pettinger, R (2002). Introduction to Management. Palgrave McMillan.
- Robbins, S. P/ Judge, T. A/ Sanghi, S., Organizational Behaviour, Pearson Publication

- Robbins, S.P. & Decenzo, D (2002). Fundamental of Management. Pearson Education.
- Stoner, et.al. (2002). Management. Prentice Hall of India.
- Weiss, J.W. (reprint of 2002). Organizational Behaviour & Change. Managing Diversity, Cross-cultural Dynamics & Ethics. Vikas Publishing House Pvt. Ltd.

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DC01BE-403: Principles and Practice of Banking

(Total hours 30)

Goal: This paper is to familiarize students with knowledge of commercial banking, investment policies of banks, role of RBI in industrial development, negotiable instruments act, banker and customer, service to customers, bank lending, and modern trends.

Objectives: By the end of this course, a student will be able

- To learn various accounts in the bank, how to open the bank account, maintaining the account and rights of the customer.
- To understand various types of Negotiable Instruments.
- To learn Functions of Reserve Bank of India

Course Content:

Unit I: Bank and Banking

Meaning and definition of bank and banking-significance-evolution of banks in India with special reference to Coastal Karnataka Banks- Indian Banking system .RBI, Commercial Banks, Development Banks, Regional Rural Banks, Co-operative Banks, NABARD,LDBs, EXIM Bank.Segment banking: need and features of BharathiyaMahila Bank (BMB).

Unit II: RBI & Commercial Banks

Reserve Bank of India:Functions- traditional and promotional- role of RBI in agricultural financing-Role in industrial development.

Commercial banks: Types, Functions and Services of Commercial Banks-Primary and Secondary functions, Changing role of commercial banks-Housing finance-sale of mutual funds.

Unit III: Internet Banking

Meaning, Benefits, Home banking, Mobile banking, Virtual banking, E-payments, ATM Card/ Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse, Digital cash.

Unit IV: Negotiable Instrument

Meaning features and types (briefly). Cheque- meaning, definition, crossing of cheque, endorsement of cheque, clearing of cheques, Dishonour of cheques for insufficient funds (section 138), Cheque Truncation System- at Par cheque- RTGS.

Unit V: Paying and Collecting Banker

Meaning, precaution to be taken by a paying banker, statutory protection to the paying banker- Payment in due course.Collecting Banker: legal status of the collecting banker, duties of collecting banker, statutory protection to collecting banker.

Suggested Reading

- M N Gopinath (2008), Banking, Mumbai: Snow white publications.
- Dr.NarayanKayarkatte (2013) Modern Banking, Mangalore: Mangala Publications.
- A K Basava (2013)Banking Law & Practice, Gadag: VidyavahiniPrakashan.
- K C Shekhar. (2013) Banking Theory & Practice, Noida(UP): Vikas Publishing House.
- Thingalaya, N.K., The Banking saga : History of South (Corporation Bank, Mangalore)
- Raman, B.S. (2017) Modern Banking, Mangaluru: United Publishers.
- Raghunanadan, B.V. (2014) Modern Banking, B.C.Road: Vyshnavi Books.

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DC01BE-5C1: International Finance and Foreign Exchange Management

(Total hours: 90)

Goal: This paper is to learn the nature and purposes of financial management in the international context. They will gain skills in international investment and financing techniques and in exchange risk management, including accounting and taxation aspects.

Objectives: By the end of this course, a student will be able to

- Provide students with a basic knowledge of how international financial markets work.
- Provide students with an understanding of exchange rates and why currency values fluctuate.
- Explore methods used to manage risk in the global markets.
- Support student learning through site visits to cultural and financial centers.
- Provide an in-depth understanding of the process and techniques used to make international investment decisions.

Course Contents:

Unit I: Foreign Exchange Market

Origin of the concept of foreign exchange, the difference between fixed and floating rates. Foreign exchange transactions and the derivatives instruments traded in foreign exchange market such as forwards, futures, swaps, and options. Currency Derivatives: forward markets and the different concepts, currency futures markets and currency options markets and functions.

Unit II: Balance of Payments

Concepts and principles of balance of payments and its various components. The Current Account Deficit and Surplus and Capital Account Convertibility.

Unit III: Exchange Rate Determination

Exchange rate movements, factors that influence exchange rates, movements in cross exchange rates, concepts of international arbitrage, interest rate parity, and purchasing power parity and the International Fisher effect.

Unit IV: International Financial Markets and Foreign Trade Finance

Basic concepts of the international money market. International credit markets (loans in various forms) from the creditors/investors. Concept of foreign trade finance: concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade.

Unit V: Management of Foreign Exchange Exposure

Nature and measurement of foreign exchange exposure. Types of exposures and the various types of translation methods. Concept of exposure forward and foreign exchange exposure, various tools and techniques of foreign risk management and the risk management products.

Unit VI: International Capital Structure and Capital Budgeting

International capital structure cost of capital, the capital structure of MNCs, cost of capital in segmented versus integrated markets. Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis

Unit VII: International Taxation

International tax system, Principles of taxation, Double taxation, Tax havens and transfer pricing. International tax management strategy and Indian tax environment.

Suggested Readings:

- Rite M Rodriguez, “International Financial Management”, E Eugene Carter Prentice Hall, New Delhi 1985.
- M.Y Khan & P.K Jain (2017) Financial Management, New Delhi: Tata MC Graw Hill.
- V.K Balla, Financial Management, New Delhi: Anmol Publications (P) Ltd.
- Alan C Shapiro, “Multinational Financial Management”, Allyn and PaconIoc, Boston, 1986.
- International Marketing analysis and strategy, SakOnkviset and Shaw. New Exim Policy, Nabhis Publications.
- Charles W. Hill, International Business: Competing in the Global Marketplace, 11th Edition, McGraw-Hill Custom Publishing, NorthRyde.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

The Examination Scheme/Assessment is shown in point no. 8

Internal Assessment (IA)

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DC01BE-5C2: International Human Resource Management

(Total hours: 90)

Goal: The aim of this paper is to equip the students with knowledge and understanding of various concepts of International Human Resource Management. Also to understand and apply these to help in building loyal and committed employees to achieve organizational success in a competitive environment.

Objectives: By the end of this course, a student will be able

- To provide an understanding of the strategic importance of managing human resources within an organization.
- To provide an overview of the various functions of the HR management and a range of practices employed by organizations across the globe for building a competitive advantage.
- To understand the various HRM initiatives.

Course Contents:

Unit I: Introduction to IHRM

Definition; approaches to IHRM; difference between IHRM and domestic HRM; reasons for emergence of IHRM; socio-cultural context; culture and employee management issues; organizational dynamics and IHRM; organizational Processes in IHRM; linking HR to International expansion strategies; the challenges of International Human Resource Management.

Unit II: Recruitment, Selection and Staffing

Recruitment; recruitment methods using head-hunters; cross-national advertising; e-recruitment; selection in international context; Selection criteria and techniques; use of selection tests; interviews for international selection; staffing in International context; International Managers; parent country nationals; third country nationals; host country nationals; advantages and disadvantages of different selection methods; different approaches to multinational staffing decisions; international staffing issues.

Unit III: Training and Development

Current scenario in international training and development; PCN & TCN training, Mendenhall & Odou model; HCN training; developing international staff and multinational teams; training for expatriate spouse & children; Repatriate training.

Unit IV: Performance Management

Performance management cycle, models; performance and appraisal in IHRM; appraisal of expatriate; third and host country employees; issues and challenges in international performance management; country specific performance management practices; compensation (concept only).

Unit V: Employee Engagement

Meaning; practices; linkage with organizational behavior; analysis of relationship between levels of employee engagement and organizational performance; methods of measuring employee engagement; strategies to engage employees.

Unit VI: Labour Relations

Key issues; response of labour unions to MNCs; HRM practices in different countries - Japan, USA, UK, Turkey, Middle East, India and China.

Suggested Readings:

- Evans, Pucik, Barsoux.(2002). The Global Challenge- Framework for International Human Resource Management (1st Ed). New Delhi:
- Tata McGraw-Hill Dowling Peter, Welch Denice. (2005). International Human Resource Management (5th Ed). Cengage Learning
- Aswathappa and Sadhna Das. (2010). International Human Resource Management (7th Ed). New Delhi:
- Tata McGraw Hill Edwards Tony and Chris Rees. (2011). International Human Resource Management (2nd Ed). New Delhi: Pearson Education.
- TayebMonir H. (2005). International Human Resource Management (1st Ed). Oxford: Oxford University Press.

Teaching Learning Methodology

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DC01BE-5C3: Corporate Strategy

(Total Hours: 60)

Goal: This paper is to expose students to various perspectives and concepts in the field of corporate strategy. The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.

Objectives: By the end of this course, a student will be able

- To understand the basic concepts and principles of corporate strategies.
- To develop and prepare organizational strategies that will be effective for the current business environment.
- Devise strategic approaches to managing a business successfully in a global context

Course Contents:

Unit I: The Firm and the Industry

What is Strategy? - Basic Financial Measures - Positioning - Value and Cost Drivers

Unit II: Industry Analysis and Competitive Dynamics

Value Chain - Vanguard Value Chain Example - Industry Analysis - Industry Analysis Example - Competitor Dynamics - Life Cycles - Summary

Unit III: Corporate Strategy and Firm Scope

Leadership and Vision - Diversification - Different types of diversification - Outsourcing

Unit IV: Firms in a Context

Acquisitions in a Global Context - Corporate Acquisitions - Strategic Alliances - Strategy Implementation - Components and Tests of a Strategy

Suggested Readings:

- Exploring Corporate Strategy, Gerry Johnson, Kevan Scholes, Richard Whittington, 2009, Pearson Ed Ltd, United Kingdom, 2nd Ed.
- Crafting and Executing Strategy Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, McGraw Hill Education Private Limited, New Delhi.
- Strategic Management Michael Hitt, Ireland, Hoskission, 2010, Cengage Learning, New Delhi.
- Strategic Management – Concepts and Cases, Fred R. David, 2010, PHI Learning, New Delhi.
- Business Policy and Strategic Management (Text and Cases) ,SubbaRao, P 2010.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

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DC01BE-5C4: Management Accounting

(Total Hours 60)

Goals: This course is to acquire conceptual knowledge of the Management accounting and to impart skills for recording various kinds of business transactions. Also to impart the students, knowledge about the use of financial, cost and other data for the purpose of managerial planning, control and decision making.

Objectives: By the end of this course, a student will be able to

- Develop the ability to use accounting concepts, principles, and frameworks to analyze and effectively communicate information to a variety of audiences.
- Develop the ability to use accounting information to solve a variety of business problems.
- Develop the ability to interact well with team members.

Course Content:

Unit I: Introduction

Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting and management accounting, Cost control and Cost reduction, Cost management.

Unit II: Budgetary Control

Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations. Budget administration, Functional budgets, Fixed and flexible budgets. Zero base budgeting. Programme and performance budgeting.

Unit III: Standard Costing

Standard Costing and Variance Analysis: Meaning of standard cost and standard costing, advantages, limitations and applications. Variance Analysis – material, labour, overheads and sales variances. Disposition of Variances, Control Ratios.

Unit IV: Marginal Costing

Absorption versus Variable Costing: Distinctive features and income determination. Cost-Volume Profit Analysis, Profit / Volume ratio. Break-even analysis-algebraic and graphic methods. Angle of incidence, margin of safety, Key factor, determination of cost indifference point.

Unit V: Decision Making

Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short term decision making situations – profitable product mix, Acceptance or Rejection of special/export offers, Make or buy, Addition or Elimination of a product line, sell or process further, operate or shut down. Pricing Decisions: Major factors influencing pricing decisions, various methods of pricing.

Unit VI: Analysis & Interpretation of Financial Statements

Meaning, Definition, importance, steps, procedure of analysis and Interpretation, trend analysis & Ratio Analysis. Financial Analysis and Forecasting. Funds Flow and Cash Flow Analysis, other financial forecasting tools.

Suggested Reading:

- Wisniewski, M I. K Quantitative Methods for Decision Makers
- Ahmad Nisar Management Accounting
- Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young. Management Accounting. Dorling Kindersley (India) Pvt. Ltd.
- Arora, M.N. Management Accounting. Vikas Publishing House, New Delhi.
- Charles T. Horngren, Gary L. Sundem, Dave Burgstahler, Jeff O. Schatzberg. Introduction to Management Accounting, Pearson Education.
- Garrison H., Ray and Eric W. Noreen. Managerial Accounting. McGraw Hill.
- Goel, Rajiv, Management Accounting. International Book House,
- H.V. Jhamb, Fundamentals of Management Accounting, Ane Books Pvt. Ltd.
- Khan, M.Y. and Jain, P.K. Management Accounting. McGraw Hill Education
- Maheshwari, S.N. and S.N. Mittal. Management Accounting. Shree Mahavir Book Depot, New Delhi.
- Singh, S. K. and Gupta Lovleen. Management Accounting – Theory and Practice. Pinnacle Publishing House.
- Singh, Surender. Management Accounting, Scholar Tech Press, New Delhi.
- Srivastava, UK. Quantitative Techniques for Managerial Decision Making.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

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DC01BE-501: Logistics and Supply Chain Management

(Total hours: 30)

Goal: This paper is to acquaint students with the latest trends in Logistics and supply chain management and to study various concepts such as transportations, warehousing, and information system etc. in supply chain and logistics.

Objectives: By the end of this course, a student will be able

- To learn how businesses acquire, produce, and deliver manufactured goods and services across the world.
- To integrate strategic procurement and supply management.
- To enable the entrepreneurs to make use of this knowledge at functional levels of management.

Course Content:

Unit I: Introduction to Logistics

Introduction to logistics – Business logistics – marketing logistics – objectives – importance – logistics and customer services – physical supply and distribution – elements and evolution of purchasing and integrated logistics – Integrated logistical activities – strategic integrated logistics management.

Unit II: Transportation

Transportation – types – transportation decision making service selection – sea transport, Air, Courier, road and pipe lines – infrastructure – vehicle routing and scheduling – MTO / Intermodal transportation – regulation.

Unit III: Warehousing

Warehousing – concepts & development – types – operations location analysis – storage – need – functionality and principles – materials handling considerations – packaging – perspectives – purposes – functions – design and costs – Traffic inventory management models – pull and push methods – EOQ – assumptions – policies and control – methods of improved inventory management.

Unit IV: Logistics Information System

Logistics information system – system design – Information functionality and principles of information architecture – application of new information technology – EDI standards.

Unit V: Contemporary Issues in Logistics

Future management of logistics – logistics and outsourcing – Benefits – third party logistics – value added services – reverse logistics.

Suggested Readings:

- Sunil Chopra (2013), Supply Chain Management: Strategy, Planning and Operations (5th Ed.), New Delhi: Pearson Education.
- Vinod V Sople (2012), Supply Chain Management: Text and Cases, New Delhi: Pearson Education.
- G.Srinivasan(2010), Quantitative Models in Operations and Supply Chain Management, New Delhi: PHI Learning.
- Physical Distribution - K.K. Khanna.
- Sales and Distribution Management - S.L. Gupta

Teaching Learning Methodology

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DC01BE-502: Sales & Distribution Management

(Total hours: 30)

Goal: This paper is to understand the planning and staffing needs in professional sales and to learn how to manage and motivate a professional sales team, as a Sales manager.

Objectives:By the end of this course, a student will be able

- To understand the planning and staffing needs in professional sales.
- To manage and motivate a professional sales team, as a sales manager.
- To analyze the key success factors for sales executive performance.

Unit I: Overview of Sales Management

Introduction, Objectives, Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Nature and Responsibilities of Sales Management, Careers in Sales Management, Modern Roles and Required Skills for Sales Managers

Unit II: Understanding Personal Selling and Sales Force Management

Introduction, Objectives, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force

Unit III: Channel management

Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels

Unit IV: Wholesaling and Retailing

Introduction, Definition of Wholesalers, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling. Definition of Retailers, Origin of Retailing, Scope of Retailing, Retailing Scenario: An Overview, Retailing: Importance and Success Factors, Retail Format

Unit V: Emerging Concepts in Distribution Management

Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

Suggested Readings:

- Tapan K. Panda & Sunil Sahadev (2011), Sales and Distribution Management 2nd edition Oxford Press.
- S.L. Gupta, M.K.Rampal (2009) Cases in Sales and Distribution Management, Himalaya Publication house.
- K.SridharaBhat (2011) Sales and Distribution Management, 1st, Himalaya Publication house.
- S.A.Chunawalla (2012) Sales and Distribution Management, 3rd edition, Himalaya Publication house.
- Dinesh kumar (2012) Marketing Channels, Oxford Press.
- R Still, Edward W Cundiff, Norman & A P Govoni (2011) Sales and Distribution Management, 5th edition, Pearson Publications.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

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DC01BE-503: International Economics

(Total Hours: 30)

Goal: This paper develops a systematic exposition of models that try to explain the composition direction and consequences of international trade, and the determinants and effects of trade policy.

Objectives: By the end of this course, a student will be able

- To understand international trade theories.
- To study the instruments of trade policies.
- To enable the students to learn the global monetary systems.

Course Content:

Unit I: Introduction

What is international economics about? An overview of world trade.

Unit II: Theories of International Trade

The Ricardian, specific factors, and Heckscher-Ohlin models; new trade theories; the international location of production; firms in the global economy - outsourcing and multinational enterprises.

Unit III: Trade Policy

Instruments of trade policy; political economy of trade policy; controversies in trade policy.

Unit IV: International Macroeconomic Policy

Fixed versus flexible exchange rates; international monetary systems; financial globalization and financial crises.

Suggested Readings:

- Paul Krugman, Maurice Obstfeld, and Marc Melitz, International Economics: Theory and Policy, Addison-Wesley (Pearson Education Indian Edition), 9th edition, 2012.
- Dominick Salvatore, International Economics: Trade and Finance, John Wiley International Student Edition, 10th edition, 2011.

Teaching Learning Methodology

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Examination Scheme/Assessment (Written)

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DC01BE-5C5: Internship Project Evaluation & Viva

Goals: This internship involves students in common learning tasks, networking and the organisation of the workplace as well as specially focused learning tasks, which are connected to their personal professional development. The learning that takes place during the internship periods is an important factor in the student's professional growth. Students cooperate with own faculty, as well as with a training co-ordinator from the industry, a pedagogical supervisor from the university and a supervisor assigned to them at the workplace. The faculty usually has the role of professional supervisor in the student's professional development as a whole. The face-to-face sessions between students and the professionals is seen as connecting professionalism with personality, and those connections need strong reflective procedures. The co-ordinator is responsible for handling internship-related issues, for informing, guiding and advising students about the internships, and for developing internship practices. The faculty will provide customised learning Goals to suit the student's individual professional growth and monitors how the internship is implemented. This course is intended to develop the knowledge of the student in the management of project report writing. Special emphasis provided on project formulation and techniques for report writing. So, that they are able to draft project report in any area of their course and to evaluate a project. To provide the students with an opportunity to apply theoretical knowledge in real work situation

Objectives: By the end of this course, a student will be able to

- Present a written report that defines the basic concepts classification, characteristics, processes, of the organisation in which the training was undertaken.
- Explain the detail tools technology and systems, structures, environmental aspects of the organisation where the internship was undertaken.
- Apply theoretical practice beentaught in the previous semesters. thereby closing the gap between academic workand the actual practice
- Define the role of professionals in specific industries and companies they are interested in, project their self-potentials, abilities and shortcoming.
- Network and connect with professional and transit to full-time position

Course content:

The report should be consist of

- Introduction
- Profile and background of the organisation
- Terms of reference
- Mission, Goals and purpose
- Duties, roles and responsibilities, and schedules, learning from the organisation
- Application of the theory to the real life situation.
- Lessons learnt, challenges
- Conclusion, recommendation
- Appendix.

Students will be provided 270 hours during the close of the IV semester to undertake an internship in the aviation, travel and tourism sector and submit a project report based on their learning in contest to the subject thought during the previous four semesters. The project title will be chosen in consultations with the faculty who will provide a prescribed format. The project will be submitted in the V semester. The evaluation of the project work will done by a board consisting of the HOD concerned faculty and a nominated expert if required.

Teaching Learning Methodology

Internships integrate accredited academic coursework with periods of supervised, relevant experiences in the workplace. Internships not only provide students with an opportunity to practice and apply knowledge in a field of study but also provide a learning scaffold for real-world workplace issues such as morality and ethics, spirituality, diversity, values-based leadership, managing conflict, change management and leadership. The teaching occurs as supervised learning in the real world environment.

Examination Scheme/Assessment

Sl. No.	Details	Hours
1.	Working on an Internship	270
2.	Report, Presentation, Viva	90
	Total	360

Marks for Internship

Sl. No.		Marks
1.	Working on a project / Industry feedback	50
2.	Report, Presentation, Viva	50
	Total	100

DC01BE-6C1: Foreign Trade Procedure & Documentation

(Total hours: 90)

Goal: A thorough knowledge of the various facets of international business is important in the present global economic and trading environment. Intense competition in world markets, in particular, poses a challenge to executives engaged in export marketing pursuits.

Objectives: By the end of this course, a student will be able to

- Providing an overall perspective on the international business environment and economic relations.
- Developing analytical skills for identifying export opportunities and undertaking export marketing in countries offering export potential for wide ranging products of Indian origin.
- Developing an understating towards export procedures & documentation.
- Enhancing benefits from exports by understanding foreign trade policy.

Unit I: Foreign Trade Policy

Foreign trade policy – Export licensing procedures and formalities – Export price Quotations – Deemed Exports – benefits – Categories of supply Role of Export Promotion in Export credits guarantee Corporation (ECGC) – Export promotion councils (EPCS) & commodity Boards (CB) – Export promotion schemes.

Unit II: Export Oriented Units Schemes

EOU scheme (Export Oriented Units) – Eligibility – Setting up EOUs – supplies by DATA (Domestic Tariff Area) Units to EOUs – Special Economic Zones (SEZ) scheme– Eligibility Approval – conditions – fiscal Incentives for developer of SEZ's – New status Holder Categorization – one to five star Export Houses – Free trade and Warehousing Zones.

Unit III: Registration Procedure for Importers

Procedure for Registration of Importers- Categories of Importers – Importer Registration with regional licensing Authorities (IEC Number, I – card and modification of particulars) import of capital Goods under EPCG scheme (Export promotion capital Goods) – Duty Exemption / Remission scheme.

Unit IV: Provisions for Imports

General provisions for Imports – Financing Import – Foreign Exchange Facilities to Importers – Customer and Central Excise Duty Drawbacks in Export goods – Foreign Currency Accounts in India and Abroad permitted currencies and methods of payment- Customs formalities for clearance of Imports goods- Shipment of goods.

Unit V: Import and Export Documentation

Import and export documentation - Frame work - Standardized pre-shipment Export documents - Commercial and regulatory documents.

Unit VI: Shipping & Logistics -Statues and Obligation

Marine Insurance Act 1963. Export Quality control inspections Act 1963. Foreign Trade Development and Regulations Act 1992 (93). Central Excise Act 1944. SEZ Act 2005. Multi Modal Transport Act 1993. Major Port Act 1963. Indian Customs Act 1962. Customs Tariff Act 1975. FEMA 1999 and Exchange Control Regulation. Exchange Rate Mechanism. Negotiable Instrument Act. Sale of Goods Act. Transfer of Property Act.

Suggested Readings:

- Foreign trade policy procedures and documents – M.I. Mahajan
- 100% Export oriented unites special economic zones award procedure – S.M. BhatNagar
- Import – M.I. Mahajan
- Import Management – Nand Kishore sharmas
- Import do it yourself – M.L. Mahajan
- Export Management - Dr. Verma and Aggarwal
- A guide on Export policy procedures and documentation – M.L. Mahajan

Teaching Learning Methodology

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DC01BE-6C2: Project Management

(Total hours: 60)

Goal:The main aim of this paper is to understand the importance of PM in most industries and businesses and to apply specific tools, models and processes.

Objectives:By the end of this course, a student will be able

- To understand the Importance of applying these methodologies and tools at the distinct stages in the Project's life cycle. The Definition, Planning, Execution and Closing Phase.
- To understand key levers for measurement and follow up, Management Dash Board and Key Performance Indicators.
- To identify and Analyse factors for successful Projects, as well as reasons for failure based on specific case studies in the context of effective Risk Management.

Course Content:

Unit I: Basics of Project Management

Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles.

Unit II: Project Identification and Planning

Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-evenpoint. Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS).

Unit III: PERT and CPM

Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System.

Unit IV: Project Risk and Quality Management

Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks. Quality, Quality Concepts, Value Engineering.

Unit V: Purchasing and Contracting for Projects

Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts. Purchase Cycle, Contract Management, Procurement Process

Unit VI: Project Performance Evaluation, Execution, Control and Follow-up

Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects. Project Execution, Project Control Process, Purpose of Project Execution and Control. Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up

Suggested Readings:

- Larson, E.W. and Gray, C.F. (2018), Project management the managerial process, Seventh Edition, McGraw-Hill.
- Raworth, K. (2017), Doughnut Economics, Seven ways to think like a 21st - Century Economist, Random House.
- Russel, J.A. (2017), A brief guide to Business Classics, Robinson.
- Marr, B. (2014), 25 Need to Know Key Performance Indicators, Pearson.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of

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DC01BE-6C3: Goods & Services Tax and Customs Duty

(Total hours: 60)

Goal: The aim of this paper is to familiarize the students with the Legal Provisions and Practical aspects of Indirect Taxes. Hence, this subject is to be taught with reference to the relevant amendments made to relevant Tax Laws and as notified by authorities.

Objectives:By the end of this course, a student will be able

- To understand current scenario of GST practice in India.
- To exhibit sophisticated knowledge related to Indirect tax: Laws and Practices.
- To identify, define and resolve tax issues through their understanding, knowledge.

Course Content:

Unit I: Introduction

Evolution, Meaning and salient Features of GST.Objectives, basic schemes and Benefits of GST. Constitutional Amendments: GST Council- Powers, Functions and Provisions. Structure of GST (Dual Mode) Types of GST- CGST, SGST/UTGST and IGST and its meaning.

Unit II: GST Act 2017

Definition and Salient features: CGST, SGST/UTGST and IGST. Definition of Goods, Place of Supply, Principal place of business, Agent, Principal , Associated Enterprises, Related Persons, aggregate turnover, Services, Taxable turnover under CGST, SGST and IGST, Capital Goods, Casual taxable person, Job work, Works contract, Location of the Supplier and Recipient, Reverse charge, Nature of supply – Composite, Mixed, Exempt, Outward, Inward. Recipient of goods and Services, Supplier of Goods and Services – Rates of GST.

Unit III: GST – Procedure and Incidence of Tax

Procedure relating to levy- (CGST and SGST), Scope of supply, tax liability on mixed and composite supply, Tax invoice, HSN/SAC codes – meaning, source and identification, time and place of supply of goods and services, Valuation and valuation rules, value of taxable supply. Computation of taxable value and tax liability including reverse charge. Procedure relating to levy- (IGST- Inter State supply, Intra State supply, Zero Rate supply, value of taxable supply- computation of taxable value and tax liability including reverse charge.

Unit IV: GST Registration

Procedure, Persons liable persons not liable, compulsory registration, Deemed registration, Special provisions for casual taxable persons and non-resident taxable persons. Exempted goods and services. Composition levy – problems on computation of turnover for the purpose of registration and applicability of Composition Levy. Role of Information Technology in GST.

Unit V: Input Tax Credit

Meaning, Eligibility and conditions for claiming Input tax credit, apportionment of credit and blocked credits, availability of credits under special circumstances under section 18, inputs on capital goods, distribution of credit by Input Service Distributor (ISD) , transfer of Input Tax Credit. Problems on utilization of Input Tax Credit (including Blocked credits).

Unit VI: Customs Duty (Customs Act, Customs Tariff Act)

Definitions, types of customs duties- prohibition of importation and exportation of goods, Treatment of imports and exports under GST, methods of valuation for customs- problems on computation of assessable value and customs duty.

Suggested References:

- Goods & Services Tax - V.S Datey
- Goods and Services Tax - GhousiaKhatoun, Naveen Kumar C.M, Venkatesh S N.
- Goods and Service Tax - Pullani and Maniyar
- Hand book of GST: Law and Practice - Gaurav Gupta
- Goods and Services Tax - Rajat Mohan
- Hand book of GST in India - RakeshGarg and SandeepGarg
- GST Made Simple - Awadhesh Singh
- GST Law and Practice - S S Gupta

Teaching Learning Methodology

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Examination Scheme/Assessment (Written)

The Examination Scheme/Assessment is shown in point no. 8

Internal Assessment (IA)

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DC01BE-6C4: Corporate Governance & Business Ethics

(Total hours: 60)

Goal: This paper is to provide a contextual understanding of corporate governance and ethical/unethical issues in business. Also to enable students to recognize and manage ethical issues and to formulate their own standards of integrity and professionalism

Objectives: By the end of this course, a student will be able

- To understand the role of corporate governance in business management.
- To stimulate thinking on ethical issues, and professional challenges encountered in business
- The student will be able to easily grasp the various issues in his profession from an ethical view point.
- To enable the student to take future decisions, in personal and professional life, with a clear understanding about the ethical implication of this on him, his firm, and the society at large.

Course Contents:

Unit I: Concept of Corporate Governance

Introduction, Importance, Principles of corporate governance, OECD Principles of corporate governance, Theories of corporate governance-Agency theory and stewardship theory, Models of corporate governance around the world, Need for good corporate governance, present scenario and case studies.

Unit II: Corporate Governance and Role of Committees in India

Need and Importance of Committee Reports, Emergence of corporate governance, corporate governance committees- Cadbury Committee on corporate governance, 1992, Sarbanes-Oxley Act, 2002, Kumar Mangalam Birla Committee, 1999, Naresh Chandra Committee Report, 2002, Narayana Murthy committee Report, 2003, Dr. J. J. Irani Committee Report on Company Law, 2005- SEBI guidelines and Clause 49 - Concept of whistleblowing- whistleblower policy-case studies.

Unit III: Business Ethics

Concept and Importance, Nature and importance of Business ethics, Principles of Business ethics, Arguments for and against business ethics, benefits of corporate ethics, techniques to improve ethical conduct of business, Ethics in functional areas of business-marketing, HRM, Accounting and auditing, Finance, etc., ethics and Science and technology, philosophy and culture-managing ethics and legal compliance-case analysis.

Unit IV: Corporate Social Responsibility

Meaning- CSR models- corporate social challenges-corporate accountability-business and ecology- Sustainability Reporting. Case analysis.

Suggested Readings:

- Fernando, A. C., "Business Ethics", 2nd Ed., Pearson, New Delhi, 2014.
- Crane & Matten, "Business Ethics", 3rd Edition, Oxford; New Delhi, 2015.
- DeGeorge, R., "Business Ethics", 7th Ed., Pearson, New Delhi, 2014.
- Manikutty, S., "Being Ethical – Ethics as the foundation of Business", Random House India, Noida, 2013.
- Corporate Governance by Monks, Robert A.G. and Nell Minow New York: John Wiley & Sons, 2011, 5th edition. ISBN 978-0-470-97259-5.
- The Theory of Corporate Finance, Jean Tirole, Princeton University Press.

- Corporate Governance by Kenneth Kim, John R. Nofsinger, Derek J Mohr, 2010 3/E, Prentice Hall.

Teaching Learning Methodology

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DC01BE-6O1: Industrial Relations and Labour Laws

(Total hours: 30)

Goal: This paper aims at providing conceptual knowledge of industrial relations, disputes and various acts which affects employees in the organisations.

Objectives: By the end of this course, a student will be able

- To understand the industrial relations and disputes
- To enable the students to learn collective bargaining.
- To study acts which affects employees of industries.

Course Content:

Unit I: Industrial Relations

Industrial relations - industrial disputes - causes - handling and settling disputes - employee grievances - steps in grievance handling - causes for poor industrial relations - remedies.

Unit II: Collective Bargaining

Concept - Principles and forms of collective bargaining - Procedure – conditions for effective collective bargaining - worker's Participation in management.

Unit III:

Factories Act 1948 - The Workman's Compensation Act, 1923 - The Industrial Disputes Act 1947 - Trade Union Act, 1926.

Unit IV:

The Payment of Wages Act, 1936 - The Employee's State Insurance Act, 1948

Suggested Reading:

- Personnel Management & Industrial Relation -P.C.Tripathi.
- B.Nandhakumar - Industrial Relations Labour Welfare and Labour Laws - Vijay Nicole Imprints Pvt.Ltd.
- Essentials of Human Resource Management and Industrial Relations – P.SubbaraoHimalaya. N.D.Kapoor - Mercandile Law - Sultanchand& Sons.
- R.Venkatapathy&AssissiMenachery - Industrial Relations &Labour Legislation - Aditya Publishers.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

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DC01BE-6O2: Cross Cultural Management

(Total hours: 90)

Goal:The main goal of this course is to provide theoretical and practical examples and exercises which will help in understanding cultural background, attitudes, values and biases and gain knowledge and skills in the area of cross-cultural management.

Objectives:By the end of this course, a student will be able

- To develop specialized knowledge and skills in an area of increasing importance and concern.
- To understand the role of cultural differences that impact cross-cultural management.
- To increase awareness and knowledge of cultural norms and values.
- To understand cultural differences as a range of strengths and resources, necessary in a professional global business and management environment.

Course Content:

Unit I: Introduction

Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework

Unit II: Culture and Global Management

Global Business Scenario and Role of Culture A Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building

Unit III: Cross Culture Negotiation & Decision Making

Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multi-cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Unit IV: Global Human Resources Management

Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

Unit V: Corporate Culture

The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Suggested Readings:

- Marie-Joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
- David C. Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
- Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, PenticeHall, 2012.
- Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.
- Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.

Teaching Learning Methodology

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DC01BE-603: Total Quality Management

(Total Hours 30)

Goal: This paper serves to critically analyse the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans.

Objectives: By the end of this course, a student will be able

- To evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.
- To identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality.
- To critically appraise the organisational, communication and teamwork requirements for effective quality management.

Course Content:

Unit I: Introduction

Concept of Quality – Quality as customer delight – Quality as meeting. Standards– Introduction to total Quality – Concept of total Quality Design, inputs, process and output – Quality as business performance – Attitude and involvement of top management. Role of MNCS, in emergence of global quality – Barriers to TQM.

Unit II: Quality Management

Quality Management – Fundamentals – Evolution and objectives – Planning for Quantity – Quality Process – Statistical Process Control (SPC)–Quality Assurance – Total Quality management.

Unit III: Quality Management System

Quality Management System – ISO 9000 series – Techniques of TQM –5'S Concepts – 7'Q tools – Cause – Effect Analysis stratification, Pareto diagram Histogram, Control charts (SQC) check sheet & Pie- Chart-Scatter diagram (Theory Only).

Unit IV: Bench Marking

Bench marking – Essence of Bench Marketing–Benefits and Strategic Bench marking – Global bench marking – Business Process Re-engineering.

Suggested Readings:

- Armond.V.Feigerbaum, Total Quality Control, McGraw Hill.
- JohnBark, Essence of TQM, PHI, Delhi.
- Joel, E.Ross, Total Quality Management.
- RonCollard, Total Quality, Jaico, Delhi.
- Willborn&T.C.EdwinCheng, Global Management of Quality Assurance systems, McGrawHill.
- J.M.Juran, Juran On leadership for Quality – An Executive Hand Book.
- ISO Manuals.

Teaching Learning Methodology

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DC01BE-6C5: Intellectual Property Rights

(Total hours: 30)

Goal: This paper aims at providing fundamental aspects of intellectual property rights to students who are going to play a major role in development and management of innovative projects in industries.

Objectives: By the end of this course, a student will be able

- To disseminate knowledge on patents, patent regime in India and abroad and registration aspects.
- To disseminate knowledge on copyrights and its related rights and registration aspects.
- To disseminate knowledge on trademarks and registration aspects.
- To disseminate knowledge on Design, Geographical Indication (GI), Plant Variety and Layout Design Protection and their registration aspects.
- To aware about current trends in IPR and Govt. steps infostering IPR.

Course Content:

Unit I: Overview of Intellectual Property

Introduction and the need for intellectual property right (IPR) – Kinds of Intellectual Property Rights: Patent, Copyright, Trade Mark, Design, Geographical Indication, Plant Varieties and Layout Design – Genetic Resources and Traditional Knowledge – Trade Secret – IPR in India : Genesis and development – IPR in abroad – Major International Instruments concerning Intellectual Property Rights: Paris Convention, 1883, the Berne Convention, 1886, the Universal Copyright Convention, 1952, the WIPO Convention, 1967, the Patent Co-operation Treaty, 1970, the TRIPS Agreement, 1994.

Unit II: Patents

Patents - Elements of Patentability: Novelty , Non Obviousness (Inventive Steps), Industrial Application - Non - Patentable Subject Matter - Registration Procedure, Rights and Duties of Patentee, Assignment and licence , Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties – Patent office and Appellate Board.

Unit III: Copyrights

Nature of Copyright - Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings - Registration Procedure, Term of protection, Ownership of copyright, Assignment and licence of copyright - Infringement, Remedies & Penalties – Related Rights - Distinction between related rights and copyrights.

Unit IV: Trademarks

Concept of Trademarks - Different kinds of marks (brand names, logos, signatures, symbols, well known marks, certification marks and service marks) - Non Registrable Trademarks - Registration of Trademarks - Rights of holder and assignment and licensing of marks - Infringement, Remedies & Penalties - Trademarks registry and appellate board.

Unit V: Other forms of IP

Design: meaning and concept of novel and original - Procedure for registration, effect of registration and term of protection. Geographical indication: meaning, and difference between GI and trademarks - Procedure for registration, effect of registration and term of protection. Plant variety protection: meaning and benefit sharing and farmers' rights – Procedure for registration, effect of registration and term of protection. Layout Design protection: meaning – Procedure for registration, effect of registration and term of protection.

Unit VI: Current Contour

India's New National IP Policy, 2016 - Govt. of India step towards promoting IPR - Govt. Schemes in IPR - Career Opportunities in IP - IPR in current scenario with case studies.

Suggested Readings:

- Nithyananda, K.V. (2019). Intellectual Property Rights: Protection and Management. India, IN: Cengage Learning India Private Limited.
- Neeraj, P., & Khusdeep, D. (2014). Intellectual Property Rights. India, IN: PHI learning Private Limited.
- Ahuja, V.K. (2017). Law relating to Intellectual Property Rights. India, IN: Lexis Nexis.

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