

**KLU CENTRE FOR DISTANCE & ONLINE EDUCATION**  
**BBA Program Structure - JAN 2021 BATCH**

Semester 1							
Course Code	Course Title	L	T	P	S	Cr	CH
20UC1101O	Integrated Professional English	2	0	0	0	2	2
20BS11C1O	Business Mathematics	3	1	0	0	4	4
20BB11C2O	Business Environment	3	0	0	0	3	3
20BB11C3O	Business Economics	3	0	0	0	3	3
20BB11C4O	Perspectives of Management	3	0	0	0	3	3
20BB11C5O	Fundamental of Information Technology	2	0	2	0	3	4
		16	1	2	0	18	19

Semester 3							
Course Code	Course Title	L	T	P	S	Cr	CH
20UC2103O	Professional Communication Skills	2	0	0	0	2	2
20BB21C1O	Management Accountancy	3	1	0	0	4	4
20BB21C2O	Marketing Management	3	0	0	0	3	3
20BB21C3O	Human Resource Management	3	0	0	0	3	3
20BB21C4O	Business Research Methods	3	0	0	0	3	3
20BB21C5O	Macro Economics	3	0	0	0	3	3
		15	1	0	0	16	16

Semester 5							
Course Code	Course Title	L	T	P	S	Cr	CH
20BB31C0O	Business analytics	3	1	0	0	4	4
20HS115O	Soft Skills	3	0	0	0	3	3
20BB31C2O	Fundamentals of Digital Marketing	3	0	0	0	3	3
20BB31M0O	Consumer Behaviour	3	0	0	0	3	3
20BB31F0O	Financial Services	3	0	0	0	3	3
20BB31H0O	Dynamics of industrial relations	3	0	0	0	3	3
		15	1	0	0	16	16

Semester 2							
Course Code	Course Title	L	T	P	S	Cr	CH
20UC1201O	English Proficiency	2	0	0	0	2	2
20BB12C1O	Introduction to Financial Accounting	3	1	0	0	4	4
20BS115O	Business Statistics	3	1	0	0	4	4
20BB12C2O	Management Information System	3	0	0	0	3	3
20UC0009O	Ecology & Environment	2	0	0	0	2	2
20BB12C3O	Organizational Behaviour	3	0	0	0	3	3
		16	2	0	0	18	18

Semester 4							
Course Code	Course Title	L	T	P	S	Cr	CH
20BB22C0O	Cost Accountancy	3	1	0	0	4	4
20BB22C1O	Production and Operations Management	3	1	0	0	4	4
20BB22C2O	Fundamentals of Income Tax	3	1	0	0	4	4
20BB22C3O	Business Law	3	0	0	0	3	3
20BB22C4O	Financial Management	3	1	0	0	4	4
20BB22C5O	Business Model Generations	3	0	0	0	3	3
		18	4	0	0	22	22

Semester 6							
Course Code	Course Title	L	T	P	S	Cr	CH
20BB32C0O	Entrepreneurship	3	0	0	0	3	3
20BB32C1O	Strategic Management	3	0	0	0	3	3
20BB32M1O	Customer Relationship Management	3	0	0	0	3	3
20BB32F1O	Financial Markets	3	0	0	0	3	3
20BB32H1O	Performance Management System	3	0	0	0	3	3
		0	0	30	0	15	24
		15	0	30	0	30	39

Total Credits	120
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## BBA GENERAL

### SYLLABUS

### I Semester

SN	Course Code	Course title	Credits	L-T-P-S	CH
01	20UC1101 O	Integrated Professional English	2	2-0-0-0	2

#### COURSE OUTCOMES:

CO NO	Course Outcome (CO)	PO/PSO	BTL
CO1	Understand the concepts of grammar to improve communication, reading, and writing skills.	PO10	2
CO2	Demonstrate required knowledge over Dos and Don'ts of speaking in the corporate context. Demonstrate ability to face formal situations / interactions.	PO9	2
CO3	Understand the varieties of reading and comprehend the tone and style of the author. Skim and scan effectively and appreciate rhetorical devices.	PO9	2
CO4	Apply the concepts of writing to draft corporate letters, emails, and memos.	PO10	3

#### SYLLABUS:

**CO 1: a) Basic Grammar** - Countable and uncountable nouns, present simple and continuous, past simple and continuous – classroom practice – Understand and interpret Texts and workplace situations **B) Structural Pattern** - Present continuous for future arrangements State verbs, Regular and irregular verbs, Voice, Modal verbs – Reporting on going tasks in the corporate world **C) Descriptive and Qualitative Patterns:** Adjectives and Adverbs classroom practice) Time Expressions, Comparatives and superlatives, Pronouns, Conditionals, Phrases and clauses (Including Relative)

**CO 2: a) Formal contexts:** Being a PA, describing changes in a company Taking orders over the phone. **b) Listening & Speaking:** Participate in conversation with proper contextual language markers, turn taking. Classroom practice- Presenting context, reason, problem – Case analysis (short).

- i. Body Language: Dos and Don'ts of one-to-one interaction, Telephone interaction Video/ web conferencing. Culture specific practices.
- ii. Work Etiquette- situation, ambience, team skills, time management and leadership ability.

**CO 3: a)** Understand and assimilate main ideas and specific details. (250-300 words text of moderate difficulty) **b)** Read for general understanding, interpreting, factual or specific information, for grammatical accuracy and information transfer **c)** Understand the general meaning of corporate context and office correspondence. **d)** Understand short reports of predictable nature.

**CO 4: a)** Internal Correspondence. Making notes on routine matters, such as, taking/ placing orders . **b)** Emails: Types of emails, salutations, vocabulary used in formal and informal (Including beginnings and endings) **c)** Writing straight-forward, routine letters of factual nature

#### REFERENCE BOOKS:

1. Business Benchmark Book- Preliminary- 2nd edition Cambridge Press 2019.
2. Business Benchmark Book- Pre-Intermediate to Intermediate- 2nd edition Cambridge Press 2019

### WEB LINKS:

1. <https://www.cambridgeenglish.org/>
2. <https://learnenglish.britishcouncil.org>, <https://apps.apple.com/in/app/bec-from-cambridge/id1351207688> <https://play.google.com/store/apps/details?id=com.liqid.bec>

SN	Course Code	Course title	Credits	L-T-P-S	CH
02	20BS11C1O	Business Mathematics	4	3-1-0-0	4

### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Apply the concept of matrices and matrix operations and their applications.	1, 2,5	3
2	Understand the concept variables, types of variables, Functions, and different types of functions.	1, 2	2
3	Apply the limits, differentiation and Integration and their applications	1, 2,5	3
4	Apply the simple and compound interest using Arithmetic and Geometric Progressions	1, 2,5	3

### SYLLABUS

**Elements of Matrix Algebra:** Introduction - Types of Matrices - Scalar Multiplication of a Matrix - Equality of Matrices - Matrix operations - Transpose of Matrix - Determinants of a Square Matrix - Inverse of Matrix - Solutions of Simultaneous equations with the inverse of a Matrix - Rank of a Matrix - Eigen values.

**Introduction to Variables and Functions:** Meaning of a variable, Types of variables - Dependent variable and Independent variable - Categorical, Discrete and Continuous variables - Mediating and Moderating variables - Variables vs Attributes. Basic Concept of Functions - Types of Functions - Linear Function - Constant Function - Quadratic Functions - Exponential Functions - Homogeneous Functions - Logit function.

**Introduction to calculus:** Calculus definition - Types of calculus - Limits - Differentiation - Derivatives of Functions - Rules of Derivatives - Second order Derivatives - Partial derivatives - Application of Derivatives - Integration - Definite integrals - Indefinite integrals - Application of integration.

**Introduction to Financial Mathematics:** Progressions - Arithmetic Progressions - Geometric - - Simple Interest - Compound Interest - Problems with Business applications

### RECOMMENDED TEXTBOOK(S):

1.D.C. Snacheti & V.K. Kapoor, Business Mathematics, Sultan Chand & Sons, 11<sup>th</sup> Edition, 2014. New Delhi

### REFERENCE BOOKS:

1. Alpha Chiang, Mathematics for Economists, Tata Mc.Graw-Hill, 2009, 10<sup>th</sup> Edn, New Delhi
2. Taro Yamane, Mathematics for Economists, Prentice Hall of India Pvt Ltd, 2008, 2<sup>nd</sup> Edition, New Delhi
3. J.D.Gupta, P.K.Gupta & Man Mohan, Mathematics for Business and Economics, Tata McGraw Hills, 2005, 4<sup>th</sup> Edition, New Delhi
4. K.B.Akhilesh & S.Subrahmanyam, Mathematics and Statistics for Management, Vikas Publication, 2009, 2<sup>nd</sup> Edition, New Delhi

SN	Course Code	Course title	Credits	L-T-P-S	CH
03	20BB11C20	Business Environment	3	3-0-0-0	3

### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Outline various components of Business Environment.	2	2
2	Recognize, distinguish, paraphrase and explain the impact of business environment on business activities.	2	2
3	Understand the role of regional economic integration and political integration.	3	3
4	Apply Cognitive knowledge of global issues, to internationalize business.	3	4

### SYLLABUS

**Business Environment Introduction:** Concepts, Significance and Nature of Business Environment; Elements of environment: Internal and External; Techniques of Environmental Scanning and Monitoring, **Economic Environment of Business:** Significance and Elements of Economic Environment; Economic Systems, Economic Planning in India; **Government Policies:** Industrial Policy & Licensing Policy, Monetary Policy, Foreign Trade Policy, Fiscal Policy - GST; Demonetization; Competition Act, FEMA, Consumer Protection Act. An overview of Globalization, International business environment factors: The cultural environment; International institutions- IMF, World Bank, WTO. Govt. influence on trade & investment. Regional blocks, Cross national co-operation agreements- Tariff & Non-tariff barriers, EU,. Modes of entry - Licensing, Joint ventures, Mergers & Acquisitions and Export management;

### Recommended Textbook(s):

1. Justin Paul, Business Environment Text and Cases, 3e TMH.
2. Charles W Hill, International Business, 2012, McGraw-Hill, New Delhi.

### Reference Books:

1. Shaik Saleem, Business Environment, 2E, Pearson, 2010
2. Fernando, Business Environment, IE, Pearson, 2011
3. Misra S. K & Puri V. K, Economic Environment of Business, 6E, Himalaya publishing house, 2010.
4. Justin & Paul, International Business, 2005 Prentice Hall, New Delhi
5. Francis Cherunilam, International Business, Fourth edition 2014, Prentice-Hall of India private ltd, New Delhi.
6. John D Daniel et.al., International Business- Environments & Operations, 14<sup>th</sup> ed. Pearson Education.
7. P Subbarao, International Business, 2006, Himalaya Publications, New Delhi

SN	Course Code	Course title	Credits	L-T-P-S	CH
04	20BB11C30	Business Economics	3	3-0-0-0	3

### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Understand the basic principles of business economics	1, 5	1
2	Analyze the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services, and income.	1, 5	4
3	Understand the different costs of production and how they affect short and long run decisions	1, 5	1
4	Analyze the price and output decisions under different market structures.	1, 5	4

### SYLLABUS

**Nature and Scope of Business Economics:** - Meaning, characteristics, scope and subject matter relationship with other disciplines- decision making and forward planning Fundamental principles of Business economics: - Opportunity cost principle-incremental principal, principle of time perspective, discounting principle and equi-marginal principle. **Demand Analysis:** Meaning and definition of demand, determinants of demand, law of demand, exception to the law of demand, elasticity of demand. Demand Forecasting, Meaning and definitions- methods of demand forecasting, criteria of good forecasting methods. **Production & Cost Analysis:** - Concept of production function - Short run production functions and long run production - Internal and external economies of scale. Cost- meaning, money, real, opportunity, implicit and explicit, short-run costs, total cost, fixed cost economics of scale. Revenue - meaning - total revenue, average revenue and marginal revenue - Break even analysis- break even chart. **Market Classification:** Perfect competition, Monopoly, Monopolistic and Oligopoly

### RECOMMENDED TEXTBOOK(S):

- 1.D. N. Dwivedi, Managerial Economics, Vikas Publications, New Delhi-2007.
- 2.H. L. Ahuja, Managerial Economics, McGraw Hill, 2008.

### REFERENCE BOOKS:

- 1.P. L. Mehta, Managerial Economics, S. Chand & Sons, New Delhi, 2007.
- 2.Shankaran, Managerial Economics, Margam Publications, Chennai, 2006
- 3.Adhikary, M. Managerial Economics, Khosla Publishers, 2009
- 4.Economics, S. Chand & Sons, New Delhi, 2007.
- 5.Shankaran, Managerial Economics, Margam Publications, Chennai, 2006
- 6.Adhikary, M. Managerial Economics, Khosla Publishers, 2009

SN	Course Code	Course title	Credits	L-T-P-S	CH
05	20BB11C40	Perspectives of Management	3	3-0-0-0	3

### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Apply the key management concepts along with an insight into skills and functions of managers	1	2
2	Implement various tools and processes used in planning	1	2
3	Develop hands on in-depth knowledge and insight into organization and staffing related Issues.	1	3
4	Analyze the link between planning and controlling, and the various means of directing, controlling thereby developing the ability to resolve managerial issues and problems.	1	2

### SYLLABUS

**Introduction:** Concept, Nature and functions of Management, Levels of Management; An overview of functional areas of Management; Types of managers, Managerial roles, skills and functions; Evolution of Management Theory: Scientific Management approach, Behavioural approach, Systems approach to Organization, Contingency approach. **Planning :** Management planning process, planning objectives and Characteristics, Hierarchies of Planning, the concept and techniques of forecasting, Decision Making, Management by Objectives (MBO). **Organizing and Staffing :** Organization meaning, Importance and principles, Departmentalization, Span of Control, Types of Organizations, Authority and Responsibility, delegation of Authority; Staffing: Meaning, sub functions of Staffing, Importance of Staffing. **Directing:** Features, importance, Communication, Co-ordination; controlling: Management Control, process of Management control, Techniques of Management control.

### RECOMMENDED TEXTBOOK(S):

1. Essentials of Management by Harold Koontz and Heinz Weirich - Tata Mc Graw Hill

### REFERENCE BOOKS:

1. Stoner, Freeman, Gilbert Jr.. Management, Princeton Hall
2. Bhatt & Kumar, Principles of Management, Oxford publications

SN	Course Code	Course title	Credits	L-T-P-S	CH
06	20BB11C50	Fundamental of IT	3	2-0-2-0	4

### Course Outcomes

Co. No.	Course Outcome's	PO	BTL
1	Understand the basic use of computer hardware and software, networks, and the Internet in the workplace and apply the acquired skills and concepts in the professional assignments.	1,3	2
2	Apply the knowledge of networks for effective business operations expansions.	1,2	3
3	Manage and analyze business communication with effective use of Word and PowerPoint.	5,6	4
4	Create business databases and dashboards using MS-Excel.	1,2,4	4

### Syllabus

**Introduction to Computers:** Overview, Computers for Individual users, Computers for organizations, Computers in society; Components of a Computer-Hardware: Processing Devices, Memory Devices, I/O Devices, Storage Devices.**Networks:** Introduction to Networks-Overview, Types of Networks; Concepts of Internet-Overview, Applications of Internet, E-Commerce.**MS-Word:** Introduction to Word Processing: Identifying the components of document window, Standard & Formatting Toolbars, Create, Open, Save documents, Editing Text in Documents; Viewing & Formatting Documents, Mail Merge. PowerPoint - Creating & opening presentations, slide layout, animation schemes to slides.**MS-Excel:** Using range names: Creating, sorting and filtering lists/tables of data. Number formatting: Creating custom formats, the four parts of a format, Introduction to Date & Time Functions, Scaling numbers, Dates and times: How date and time are stored, Useful date/time functions, Formatting dates and times,.

### RECOMMENDED TEXTBOOK

1. Peter Norton," Introduction to Computers", Tata McGraw-Hill, 6th Edition.

## II SEMESTER

Sl.No.	Course Code	Course title	Credits	L-T-P-S	CH
01	20UC12010	English Proficiency	2	2-0-0-0	2

### COURSE OUTCOMES:

CO NO	Course Outcome (CO)	PO/PSO	Blooms Taxonomy Level (BTL)
CO1	Demonstrating different interpersonal skills for employability	PO8	2
CO2	Distinguishing business essential skills	PO9	2
CO3	Classifying social media and corporate communication skills	PO12	2
CO4	Applying analytical thinking skills	PO12	3

### SYLLABUS

**COMPETENCY: 1** Job description- Advice on job applications - getting the right job- importance of doing a job interview -Launching and promoting a new product-Persuasive and negotiation skills - Types of emails: giving information, making an enquiry, answering enquiries -Marketing Report

**COMPETENCY 2:** Becoming an entrepreneur- buying a franchise- franchising start -up -presenting business idea- signaling parts of presentation - arranging business travel- business conferences and meetings- spending sales budget

**COMPETENCY 3:** Social media and business- introducing company using social media- staff survey- survey report- off-shoring and outsourcing- customer satisfaction and loyalty- communication with customers- corresponding with customers- business across cultures

**COMPETENCY 4:** Underlying assumptions, finding the conclusions, Argument strengthening, Argument weakening, finding the fallacies

### REFERENCE BOOKS:

1. Business Benchmark Book- Upper Intermediate - 2nd edition Cambridge Press 2019.
2. Business Benchmark Book- Pre-Intermediate to Intermediate- 2nd edition Cambridge Press 2019.
3. Business Benchmark Book-Upper Intermediate: 2nd Edition Cambridge Press, 2019
4. Pillai, Sabina, et.al, Soft Skills and Employability Skills, New Delhi: CUP. 2018. Print.
5. Peterson, Reading Skill, New York: Peterson. 2007
6. Verbal and Non-Verbal Reasoning, R. S. Aggarwal, S Chand Publications.
7. R S Agarwal, S Chand, 'A modern approach to Logical reasoning'
8. GRE Barron's, McGraw Hills
9. Logical Reasoning, Edgar Thorpe, Pearson Publications

### Web Links:

1. <https://www.cambridgeenglish.org/>
2. <https://learnenglish.britishcouncil.org>,



3. <https://apps.apple.com/in/app/bec-from-cambridge/id1351207688>
4. <https://play.google.com/store/apps/details?id=com.liquid.bec>
5. <https://www.cambridgeenglish.org/exams-and-tests/business-preliminary/exam-format/>
6. <https://www.cambridgeenglish.org/exams-and-tests/business-preliminary/preparation/>

Sl.No.	Course Code	Course title	Credits	L-T-P-S	CH
02	20BB12C10	Introduction to Financial Accounting	4	3-1-0-0	4

### COURSE OUTCOMES:

Co. No.	Course Outcome's	PO	BTL
1	Understand accounting concepts, conventions and assumptions in the business context	1, 11	1
2	Prepare BRS, balancing of ledgers and preparation of trail balance.	1	2
3	Prepare profit & Loss account and Balance Sheet for the financial year.	11	2
4	Analyze final statements of a company	11	2

### SYLLABUS

**Introduction to Accounting** - Development of Accounting - Need for Accounting - Definition of Accounting - Objectives of Accounting - Functions of Accounting - Book keeping vs. Accounting - Branches of Accounting - Users of accounting information - Limitations of Accounting. Accounting Principles - Concepts and Conventions - Double Entry Book keeping System - Single Entry system- Accounting Equation - Advantages of double entry system - single entry vs double entry. **Rules of Debit and Credit** - Classification of accounts - Journal -Advantages of journal - Rules of Journal - Journal entries - Ledger - Ledger posting - Balancing the Account - difference between Journal and Ledger - Trial Balance - Preparation of Trial Balance. **Subsidiary books** - Advantages of Subsidiary books - Preparation of Subsidiary books - Cash book - Meaning of Cash book - Features of cash book - Types of Cash book - Petty Cash book - Imprest System-Bank Reconciliation Statement - Meaning - Bank pass book - Causes of Difference between Cash book and Pass book - Advantages of Bank Reconciliation Statement - Practical Problem on BRS. **Final Accounts** - Meaning - Objectives of Preparing Final Accounts - Trading Account - Profit and Loss Account - Balance Sheet - Arrangement of Assets and Liabilities - Preparation of Final Accounts - Adjustments - Practical problems on Final Accounts (only on Trading Concerns).

### RECOMMENDED TEXTBOOK(S):

1. RL Gupta & V.K Gupta, Fundamentals of Accounting, Sultan Chand & Sons, 2008.

### REFERENCE BOOKS:

1. Jain & Narang, Introduction to Financial Accounting, Kalyani Publishers, 2008
2. Dr.S.N. Maheswari and S.K.Maheswari, An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd., 2008.
3. MC Shukla & TS Grewal, Financial Accounting
4. R.K.Sharma and Shashi K. Gupta, Financial Accounting

Sl.No.	Course Code	Course title	Credits	L-T-P-S	CH
03	20BS1150	Business Statistics	4	3-1-0-0	4

### COURSE OUTCOMES:

Co. No.	Course Outcome's	PO	BTL
1	Apply and interpret basic descriptive statistics	1, 2, 5	3
2	Apply and interpret basic descriptive statistics	1, 2, 5	3
3	Apply and construct correlation, regression and their applications in management	1, 2, 5	3
4	Apply and be able to perform statistical inference in the form of confidence intervals and hypothesis tests	1, 2, 5	3

### SYLLABUS

**Measures of central tendency:** Mean, median and mode, Relation between mean, mode and median, Graphical representation of data- Histogram, frequency polygon, ogive and pie diagrams  
**Measures of Dispersion:** Range, Quartile deviation, Mean deviation, and Standard deviation, Measures of shape, Skewness, Kurtosis  
**Bi-variate Statistics:** Covariance, Karl-Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Regression analysis - Linear and Non-linear Regression - Lines of regression and its equations - Regression coefficients and its properties. Applications of Correlation and Regression in Business Arena  
**Sampling and Testing of Hypothesis:** Concept of Hypothesis, Null and Alternative Hypothesis, Hypothesis Testing Procedure, Tests of Hypothesis: t-test Z-test, Chi-square test.

### RECOMMENDED TEXTBOOK(S):

1. Anderson, Sweeney, Williams, *Statistics for Business and Economics*, 9<sup>th</sup> edition, Cengage Learning, 2012.
2. S.C.Gupta, *Fundamentals of Statistics*, Himalaya Publishing House, 7<sup>th</sup> revised and enlarged edition, 2013.

### REFERENCE BOOKS:

1. S.C.Gupta&V.K.Kapoor, *Fundamentals of Mathematical Statistics*, 11<sup>th</sup> thoroughly revised edition, 2007,S.Chand and Sons, New Delhi
2. Richard Levin, David S.Rubin, *Statistics for Management*, Prentice Hall of India, 7<sup>th</sup> edition, New Delhi, 2008.

I.No.	Course Code	Course title	Credits	L-T-P-S	CH
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04	20BB12C2O	Management Information System	3	3-0-0-0	3
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### COURSE OUTCOMES:

Co. No.	Course Outcome's	PO	BTL
1	Understand the information needs of an organization and a business function.	5	2
2	Evaluate effectiveness of decision making process and identify its tools.	5	5
3	Apply DSS techniques for effective decisions.	5	3
4	Design parameters for MIS application, for data analysis uses.	5	6

### SYLLABUS

**Management Information System;** Basic Concepts - Organization Structure - Business Functions - Role of MIS - MIS in Business - MIS Developing Process Models - Simon's Model in Information System - Major Trends in Information Technology. **Managerial Decision Making;** Decision Making Process - Relationship between Decision-Making and MIS -Group Decision Making - Integrating Managerial Levels and Functional areas by MIS-Components of MIS.**System and Design;** Systems Development Initiate - Different Methodologies - System Life Cycle Design - Prototype Approach - System Implementation. **Decision Support System;** Definitions of DSS - Architecture of DSS - Scope of DSS - Characteristic and Capabilities of DSS - Components of DSS - Modules in DSS- Classification of DSS - Steps in Designing a DSS. **Database Management System;** Sources of Data - Architecture of Database Management System - Data Models - Implementation - DGMS.

### RECOMMENDED TEXTBOOK(S):

1. Jawadekar, Management Information System, Tata McGraw Hill, 2008, 7th Edition, New Delhi.

### REFERENCE BOOKS:

1. Arora, Management Information System, Excel Books, 2010, 4th Edition, New Delhi.
2. C.S.V. Murthy, Management Information System, Himalaya Publishing House, 2011, 11 Edition, Mumbai.
3. G.V.SatyaSekhar, Management Information

Sl.No.	Course Code	Course title	Credits	L-T-P-S	CH
05	20UC00090	Ecology & Environment	2	2-0-0-0	2

**COURSE OUTCOMES:**

CO No	CO
CO 1	Understand the importance of Environmental education and conservation of natural resources.
CO 2	Understand the importance of ecosystems and biodiversity.
CO 3	Apply the environmental science knowledge on solid waste management, disaster management and EIA process.

**SYLLABUS:**

The Multidisciplinary nature of Environmental Studies - Natural Resources- Forest resources - Mining its impact on environment - Water resources - Mineral resources-. Energy resources - Land resources- Soil erosion - Ecosystems - Biodiversity and its Conservation Environmental Pollution - Soil waste management - Electronic waste management, biomedical waste management - Disaster management -.Environmental Legislation Environmental Impact Assessment Process.

**Text Book:**

1. AnubhaKaushik, C.P.Kaushik, "Environmental Studies" , New Age International, (2007).
2. Benny Joseph, "Environmental Studies", Tata McGraw-Hill companies, New Delhi, (2009).

Sl.No.	Course Code	Course title	Credits	L-T-P-S	CH
06	20BB12C30	Organizational Behaviour	3	3-0-0-0	3

**COURSE OUTCOMES:**

Co. No.	Course Outcome's	PO	BTL
1	Ability to manage people with an understanding of Individual behavior	2, 8,9	2

2	Ability to manage groups with an understanding of the Group behavior and leadership.	9	2
3	Ability to motivate and in competitive business environment.	8	2
4	Ability to perceive organizational culture and implement organization Change and development interventions.	1, 8	1

## SYLLABUS

**Introduction:** Organizational Behavior - Nature and Significance of OB; Emergence of OB as a discipline; Contributing Disciplines to the OB field; Challenges and Opportunities for OB. **Foundations of Individual Behavior:** **Personality**- Personality determinants; Personality traits: The Big Five Model, Major personality attributes influencing OB; Theories of personality; **Values** - Types of Values; **Attitudes** - Types of Attitudes, work attitudes. **Learning** - Theories of learning; principles of learning. **Perception** - Perceptual process; Factors influencing Perception; **Motivation** - Theories of Motivation - Hierarchy Needs Theory - Two-Factor Theory - Expectancy Theory; Applications of Motivation; **Stress** - Causes and consequences of stress; Stress-management. **Foundations of Group Behavior:** Groups - Nature of groups; Types of groups; Stages of Group Development; Group Cohesiveness; Group Decision-Making; Understanding Work Teams; **Leadership** - Nature; Theories of leadership: Trait Theories, Behavioral Theories and Contingency Theories; **Conflict Management**- The Conflict process; Conflict Management. **Organizational Culture:** Nature; Culture's Functions; Creating and sustaining Organizational Culture; **Change Management** - Forces for change ; Resistance to change; Approaches to Managing Organizational Change - Lewin's Model - Kotter's Plan for Implementing Change; **Organizational Development** - Techniques of organizational development.

## RECOMMENDED TEXTBOOK(S):

1. Robbins, Stephen, Timothy A Judge &NiharikaVohra . "Organizational Behavior" Pearson Education. 15<sup>th</sup> Ed. 2013

## REFERENCE BOOKS:

1. Fred Luthans, Organizational Behavior, Prentice Hall, 2007.
2. Laurie J. Mullins, Management and Organizational Behavior, Oxford Publishers, New Delhi, 2007.
3. Aswathappa, Organizational Behavior, Himalaya Publishing House, 2008.

### III Semester

SN	Course Code	Course title	Credits	L-T-P-S	CH
01	20UC21030	Professional Communication Skills	2	2-0-0-0	2

#### COURSE OUTCOMES

CO NO	Course Outcome (CO)	PO/PSO	Blooms Taxonomy Level (BTL)
CO1	Developing Vocabulary and Verbal Skills	PO12	2
CO2	Discovering different interpersonal skills to develop people skills	PO12	2
CO3	To enhance the problem-solving skills of the students through the concepts of Simple Equations, Ratio, Proportion & Variation, Percentages, Profit & Loss, Averages, Allegations, Simple & Compound Interest which will enable them to improve their problem solving abilities which in turn improve their programming skills.	PO5	2
CO4	Apply diagrammatic representation of the given data to find the possible outcomes in the topics of Deductions, Cubes, Venn Diagrams and Arrangements	PO2	2

#### Syllabus:

##### COMPETENCY: 1

Spotting Errors

Sentence Rearrangements 300 word list

Cloze Test

##### COMPETENCY: 2

SWOC-1

Self awareness Grooming

Portfolio Management

Group Discussion

**COMPETENCY: 3**

**Quantitative Aptitude:**

Simple Equations, Ratio Proportion & Variation Percentages

Profit & Loss Averages Allegations

Simple & Compound Interest

**COMPETENCY: 4**

**Reasoning**

Deductions Cubes

Venn Diagrams Linear arrangements Circular arrangements

Ordering and Sequencing Selections

**Reference Books:**

R1. Soft Skills by Dr. Alex S CHAND Publications R2. Objective English by Showarick Thrope, Pearson

R3. Quantitative Aptitude by R S Agarwal, S CHAND Publications. R4. Quantitative Aptitude by Abhijit Guha, Mc Graw Hills.

R5. Verbal and Non-Verbal Reasoning, R. S. Aggarwal, S Chand Publications.

R6. R S Agarwal, SChand, 'A modern approach to Logical reasoning' GL Barron 's, McGraw Hills

**Web Links:**

[www.indiabix.com](http://www.indiabix.com)

[www.freshersworld.com](http://www.freshersworld.com) [www.managementparadise.com](http://www.managementparadise.com) [www.coolavenues.com](http://www.coolavenues.com)

[www.indiaedu.com/entrance-exams/cat.../books.html](http://www.indiaedu.com/entrance-exams/cat.../books.html) [www.mycatprep.com](http://www.mycatprep.com)

[www.bookboon.com](http://www.bookboon.com)

SN	Course Code	Course title	Credits	L-T-P-S	CH
02	20BB21C10	Management Accountancy	4	3-1-0-0	4

### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Understand the concept of management accounting and financial statement analysis.	1	2
2	Analyze various ratios to evaluate the financial performance of the firm in terms of Risk, Profitability, Solvency, and Efficiency.	2	4
3	Analyze the funds flow and cash flows and applying those techniques for the analysis of financial health of the organization.	3	4
4	Analyzing various tactical decisions with the help of Marginal costing techniques.	3	4

### SYLLABUS

**Management accounting: Meaning** - objectives - scope- management accounting and financial accounting - management and Cost Accounting - utility and limitation of management accounting. Analysis of financial statements - tools for analysis - comparative financial statements - common size statement- trend analysis. **Ratio analysis: Analysis** and interpretation of financial statement through accounting ratios - significance of various ratios and their computation - uses and limitations of ratios. **Fund flow and Cash Flow analysis:** Concept of funds - sources and uses of funds - concepts of flow -fund flow statement - construction of cash flow statement - Difference between fund flow and cash flow statement. **Marginal costing and profit planning:** Distinction between absorption costing and marginal costing- Break even analysis - margin of safety - cost volume profit relationship- key factor.

### RECOMMENDED TEXTBOOK(S):

1. Principles of Management accounting - S. N. Maheswari, Sultan Chand & Sons.
2. Management accounting - Principles and practice - R. K Sharma and Shashi K. Gupta

### REFERENCE BOOKS:

1. Management accounting - Tools and Technique - N. Vinayakam, I. B. Sinha - Himalaya Publishing House.
2. Principles of management accounting - Man Mohan and S. N. Goyal - SahityaBhavan - Agra.
3. Management accounting - S. K. R. Paul, New Central Book Agency, Calcutta.



SN	Course Code	Course title	Credits	L-T-P-S	CH
03	20BB21C2O	Marketing Management	3	3-0-0-0	3

### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Explain the key terms, definitions, and concepts used in the study of Marketing Management and understand the changing Marketing Environment	1	2
2	Apply the knowledge of marketing concepts to strategize the marketing program regarding product and pricing	1, 2	3
3	Apply the knowledge of marketing concepts to strategize the marketing program regarding promotion and distribution	1, 2	3
4	Understand the need for ethics in marketing and the importance of social and green marketing	8	2

### SYLLABUS

Introduction- Need, Want and Demand -Marketing - Definition, Concepts Significance and functions of Marketing- Consumer Behavior-Nature, Scope, Significance and Determinants Organizational Buying Behavior. Marketing Environment-Internal and External forces of Marketing Environment-Marketing Research- Marketing research process. **Market Segmentation**- Targeting and Positioning Strategies Marketing Mix-4 Ps of Marketing Product - Concept of Product-Product Planning and New Product Development -Product life cycle- Branding-Packing and labeling-Price-Meaning - Importance-Objectives-Factors affecting pricing - Pricing policies- Methods of pricing. **Promotion**-Methods of Promotion-Advertising-Media their merits and limitations- Personal selling and sales force management-Sales Promotion and publicity- Distribution channel and physical distribution-Distribution channels-concepts and types of distribution channel-Retailer and Wholesaler.**Physical Distribution of goods**- Transportation, Warehousing. Marketing organization - Marketing control Ethics in Marketing - Social Marketing - Green marketing - Online Marketing.

### RECOMMENDED TEXTBOOK:

1. Phillip Kotler and Kevin Keller - Marketing Management - Pearson Publication 15 e, 2016

### REFERENCE BOOKS:

1. Etzel, Walker, Stanton and Pandit, Marketing: Concepts and Cases, TMH - New Delhi, 14<sup>th</sup> Edition, 2017

2. Rama Swamy and Nama Kumari -Marketing Management, Planning, Implementation and Control - McMillan 5<sup>th</sup> Edition 2013

SN	Course Code	Course title	Credits	L-T-P-S	CH
04	20BB21C30	Human Resource Management	3	3-0-0-0	3

### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Integrated perspective on role of HRM in modern business	1, 9	1
2	Ability to plan human resources and implement techniques of job design	1	2
3	Competency to recruit, train, and appraise the performance of employees	9	2
4	Rational design of compensation and salary administration and ability to handle employee issues	9	2

### SYLLABUS

**Introduction:** Importance and Functions, Scope of HRM, Human Resource Management in a changing environment; **Manpower Planning:** Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design. **HR Processes:** Employee Selection and Development - Recruitment, Selection and Induction, Training and Development, Performance Appraisal. Compensation Planning- Employee Compensation, Job evaluation, Employee Benefits and Welfare, Compensation and Salary Administration. **Governance:** Integration and Separation- Employee Discipline, Suspension, Dismissal and Retrenchment; Employee Grievance Handling, Trade Unionism, Collective Bargaining, Industrial Democracy Labour Laws. **New Trends in HRM:** HRM in India, HRM in International Firms, talent management, HR Accounting, HR Audit, HRIS.

### RECOMMENDED TEXTBOOK(S):

1. Dessler, Human Resource Management, Pearson Education, Eleventh edition, New Delhi, 2011.

### REFERENCE BOOKS:

1. Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M Wright, Human Resource Management, 8<sup>th</sup> Ed., The McGraw Hill Pub, 2012
2. Louis & Gomitz Mejia et. al: Managing Human Resources, 7<sup>th</sup> Ed., Pearson Education, 2011

SN	Course Code	Course title	Credits	L-T-P-S	CH
05	20BB21C4O	Business Research Methods	3	3-0-0-0	3

### COURSE OUTCOMES:

Co. No.	Course Outcome's	PO	BTL
1	Understand and independently apply the research process to business problems.	4, 5	1
2	Evaluate different statistical methods that are applicable to specific research problems.	4	3
3	Take data driven business decisions	5	2
4	Analyze organizational data using software packages	4	2

### SYLLABUS

**Introduction :** Definition and Objectives of Research-Types of Business Research-Research process-Defining research problem and Sources of Research Problem, review of literature. Hypothesis formulation, Research design-Types-Sampling designs: Concepts, types and their applicability. **Data Collection and Processing:** Primary data and Secondary data; Scaling Methods and Scaling of techniques: Turnstone, Likert and semantic differentials. Methods of collection of Primary data and secondary data: Observation Method Interview method, Questionnaire design, periodicals and news papers, Characteristics of good questionnaire/schedule. Data processing: Editing, Coding and Tabulation of data. **Data analysis, interpretation and forecasting:** meaning of data analysis and its types-descriptive and inferential statistics (measures of central tendencies, measures of dispersions, test for means, test for association). Forecasting: Forecasting Methods: Simple Moving Average Method, Weighted Moving Average Method, Exponential Smoothing method; Trend Analysis. **Research Design:** Research Designs: Meaning, Need and Features of Completely Randomized Design, Randomized Block Design, Latin Square Design. **Report Writing:** Significance of report writing, Types of reports, Steps in report writing, Layout of research report, Mechanics of report writing, precautions in research reporting.

### RECOMMENDED TEXTBOOK(S):

1. C.R Kothari, *Research Methodology - Methods & Techniques*, 2/e, VishwaPrakashan, 2009.
2. Levin, Richard and Rubin, David, *Statistics for Management*, 7/e : Pearson, 2011.

### REFERENCE BOOKS:

1. Gaur, *Statistical Methods for Practice and Research*, Sage Publication,2009
2. Bhandarkar& Wilkinson, *Methodology and Techniques of Social Research*, Himalaya, 2004.
3. DipakKumar.Bhattacharya, *Research Methodology*, Excel Books, 2009.

SN	Course Code	Course title	Credits	L-T-P-S	CH
06	20BB21C50	Macro Economics	3	3-0-0-0	3

### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Analyze the macro economy using national income and aggregate demand and aggregate supply analysis.	a,g	2
2	Understand the causes and effects of inflation and unemployment.	a	1
3	Analyze monetary and fiscal policy options as they relate to economic stabilization in the short run and in the long run.	g	2
4	Understand how comparative advantage provides the basis for gains through trade	g	1

### SYLLABUS

**National Income:** Macro Economics - Meaning, Definition and importance of Macro Economics - National Income- various concepts relating to National Income- Different methods of measuring national income - Growth of national income and per capita income in various plans - Uses of National Income Statistics.**Theories of Employment:** Unemployment - Types, causes and incidence of unemployment - Concept of full employment - Classical theory of full employment - Keynes's Theory of Income and Employment - Consumption Function - Factors influencing consumption function - Investment function - Concept of Multiplier - Types of Multiplier - Accelerator. **Money and Banking:** Money - Meaning and functions - Classification of Money - Supply of Money - Concepts - Determinants - Control of Money supply - Commercial Banks - Role and Functions - Reserve Bank of India - Role and Functions - Monetary Policy.**Business Cycles and Inflation:** Business Cycles - Meaning and definition Phases of Business cycles - Inflation - Definition - Types of Inflation - Causes and effects of Inflation - Measures to control Inflation.**Public Finance and Balance of Payments:** Government's Budget - Meaning and Components - Classification of Receipts and Expenditure - Types of Budgets, Balance of Payments - its meaning and components, External Debts - Fiscal Policy.

### RECOMMENDED TEXTBOOK(S):

1. A.V.Ranganadha Chari, Macro Economics, Kalyani Publishers , 2nd Edition, New Delhi, 2002.
2. D.M.Mithani, Money, Banking and Public Finance, Himalaya Publisher, Student Edition, Mumbai, 2008.

### REFERENCE BOOKS:

3. K.P.M.Sundaram, Money, Banking and International Trade, Sultan Chand, 7th Edition, New Delhi, 2009.
4. RuddarDutt and Sundaram, Indian Economy, S.Chand& Company, 61st Edition, New Delhi, 2010.
5. SurjeetR.Thillon, Economics, Dhillon Group of Publisher, 1st Edition, New Delhi, 2000.
6. H.L.Ahuja, Macro Economics Theory and Policy, S Chand, 10th Edition, New Delhi, 2009.

## IV Semester

SN	Course Code	Course title	Credits	L-T-P-S	CH
01	20BB22C00	Cost Accountancy	4	3-1-0-0	4

### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	To Impart the Knowledge of Basic cost concepts, element of cost & Preparation of Cost Sheet	1	2
2	To provide basic knowledge of important Methods & Techniques of costing	2	2
3	To understand the various methods of budgetary control and CVP analysis	3	2
4	To analyze the standard costing and variance analysis	4	4

### SYLLABUS

**Concept of cost, costing, cost Accounting & Cost Accountancy-** objectives of cost Accounting - Advantages and Limitations of Cost Accounting - Difference between Financial and management and Cost Accounting - Cost Unit & Cost Centre Elements of cost - Material, Labour and other Expenses - Classification of cost & Types of Costs Preparation of Cost Sheet. **Methods of Costing** - Job Costing - Features, Advantages and Limitation - Contract Costing - Basic Concepts - Process Costing - Features, Normal and Abnormal Loss/ Gains - Operating Costing - Features & Objectives, Techniques. **Budget and Budgetary Control-** Definition and objectives of Budgetary control Advantages and disadvantages of Budgetary Control Types of Budget Marginal Costing - Meaning and Various Concepts - Fixed Cost Variable Cost, Contribution, P/V Ratio, Break Event Point, Margin of Safety. **Standard Costing-** Definition and Meaning of Various Concepts Advantages and Limitations of Standard Costing Variance Analysis - Material and labour Variances.

### RECOMMENDED TEXTBOOK(S):

1. Advanced cost Accounting by Saxena and Vasistha.
2. Advanced cost Accounting by S.P.Jain and Narong

### REFERENCE BOOKS:

1. Cost Accounting by S.N.Maheshwari
2. Cost Accounting by Ratnam.
3. Practice in Advanced Costing and Management Accounting by Prof. SubhashJagtapNiral iPrakashan, Pune.
4. Cost and Works Accounting II and III- Prof.SubhasgJagtap, Prof.Pagar and Dr.NareK.S.Publication, Pune.

SN	Course Code	Course title	Credits	L-T-P-S	CH
02	20BB22C10	Production and Operations Management	4	3-1-0-0	4

### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Illustrate the general concepts of overall plant and production management using appropriate analysis tools	1, 4, 11	2
2	Establish methods for maximizing productivity and understand the purpose of setting and attaining high levels of throughput, quality, and customer service	1, 11	3
3	Optimize the use of resources which include: people, plant, equipment, tools, inventory, premises and information systems	4	3
4	Make the best use of computers to achieve maximum efficiency, especially in the planning and control of operations	1	2

### SYLLABUS

**Introduction to operations management-** Overview of operations management, functions of operations manager, types of production processes and their suitability, just in time manufacturing, manufacturing operations versus service operations. Production planning and control- levels in production planning and Control; strategic planning, aggregate planning, shop floor planning, planning devices. **Gantt chart**, Master production schedule, PERT/CPM. Plant location and layout - factors influencing facility location decision, location modeling, factors influencing layout decision, facility layout modeling, types of material handling equipment and their purposes. Productivity: Factors affecting productivity, job design, work-study, work measurement. **Materials and quality management-** Inventory -costs associated with inventory, Economic order quantity, acceptance sampling, SQC, Control charts for variables - X and R charts and control charts for attributes - p, np, c charts. **TQM.** -Total Quality management Concept, Ergonomics, Kaizen. Deming's 14 principles, Baldrige&Juran's contribution; Six sigma - Concept and principles.

### RECOMMENDED TEXTBOOK(S):

1. Norman Gaither and Greg Frazier, *Operations Management*, 9<sup>th</sup> international student edition, South Western, Thomson learning Inc., 2008.

### REFERENCE BOOKS:

1. William Stevenson, *Operations Management*, Tata McGraw Hill Company, New Delhi, 2009.
2. S.N.Chary, *Production and Operations Management*, Tata McGraw Hill Company, New Delhi, 2000.
3. K. SridharaBhat, *Operations Management*, Himalaya Publishing House, 1<sup>st</sup> edition, 2009.

SN	Course Code	Course title	Credits	L-T-P-S	CH
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03	20BB22C20	<b>Fundamentals of Income Tax</b>	4	3-1-0-0	4
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### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Understand the fundamental principles of Income tax.	a,g	2
2	Know about income from agriculture.	g	2
3	Calculate Residential status and incidence of tax.	a	3
4	Gain Knowledge to compute Income under five heads.	g	2

### SYLLABUS

**Introduction** :Meaning and terms used: Person, Assesse, Previous year, Assessment year, Income, Gross Total Income, Total Income, Agricultural Income, and Exempted Income - Fully exempted - Partially Exempted - Residential Status: Rules for determining residential status of Individual, HUF, Firm and Company, need to determine residential status, Incidence of tax and residential status, Practical problems.**Income from Salary:** Salary, Allowances, perquisites and retirement benefits, deductions, computation of salary income. **Income from House Property:** Annual Value, let out property, self occupied properties, deductions, computation of house property income. **Income from Business:**Depreciation and other permissible deductions, Disallowable expenses, income and expenses of illegal business, computation of Business income - Income from Profession: Computation of Doctors, Lawyers, Chartered Accountants, Engineers.

Capital gains:Meaning of Capital assets, types of capital assets, transfer, and cost of acquisition, cost of improvement, selling expenses, and treatment of advance money received, exemptions, computation of capital gains. - Income from other sources: Specific income, deductions, grossing-up, computation of income from other sources, practical problems.

### TEXT BOOK:

1. Gaure&Narang, Elementary Income Tax, Kalyani Publishers, 2016, 17<sup>th</sup> Edition, New Delhi.

### REFERENCE BOOKS:

1. Bhaghavathi Prasad, Law and Practice of Income tax, New Age International Publisher, 2016, 17<sup>th</sup> Edition, New Delhi.
2. Vinod K. Singhanian, Direct Taxes Law and Practices, Taxmann Publications, 2016, 17<sup>th</sup> Edition, New Delhi.
3. Government of India- Latest Income Tax Manual
4. Income Tax Act and Latest Finance Act.

SN	Course Code	Course title	Credits	L-T-P-S	CH
04	20BB22C30	<b>Business Law</b>	3	3-0-0-0	3

## COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Understand and apply the law relating to formation, performance and discharge of contracts and special contracts.	10	4
2	Acquire legal knowledge relating to transactions involving, Sale of Goods and also apply appropriate remedies available under the Act.	10	4
3	Comprehend the use of negotiable instruments i.e., Promissory Notes, Bills of Exchange and Cheques. The students will also be able to create new instruments, discharge their liabilities and avail their rights under the instruments effectively.	10	4
4	Understand the nature of partnership and also appreciate the law governing relationship between the partners and working of partnership.	10	2

## SYLLABUS

**Nature of Contract:** Object of Law of Contract - The Indian Contract Act, 1872, Definition of Contract - Essential elements of a Valid Contract - Kinds of Contracts - Offer and Acceptance - Consideration - Legal rules as to Consideration - Contract without consideration - Stranger to a Contract Capacity to Contract - Free Consent - Legality of Object - Performance of Contract - Discharge of Contract. **Special Contracts:** Contract of Indemnity and Guarantee - Distinction between indemnity and guarantee - Kinds of Guarantee -Right of Surety- Bailment and Pledge - Rights and Duties of Bailor and Bailee- Contract of Agency - Definition of Agent and Principal - Creation of Agency - Rights and Duties of Agent and Principal - Termination of Agency.- Specific goods - Unascertained goods - Unpaid Seller - Rights of Unpaid Seller. **Sale of Goods Act, 1930:** Sale and Agreement to Sell - Differences between Sale and Agreement to Sell- Conditions and Warranties - Express and Implied Conditions and Warranties - Transfer of Property . Indian Negotiable Instrument Act, 1881: Meaning of Negotiable instrument, Types of Negotiable Instruments- Endorsement and kinds of Endorsement-Dishonor of Negotiable instrument. **Indian Partnership Act, 1932:** Meaning and Definition of Partnership - Formation of Partnership-Registration of Partnership - Kinds of Partners - Rights, Duties and Liabilities of Partners - Dissolution of Partnership infirm.

## RECOMMENDED TEXTBOOK(S):

1.N.D Kapoor, Business Law - Sultan Chand & Sons.

## REFERENCE BOOKS:

1. AkileswarPathak, Legal aspects of Business - Tata McGraw Hill Ltd.
2. Avatar Singh - Principles of Mercantile Law, Eastern Book Company.
3. Gulshan& G.K. Kapoor , Business Law, New Age Publishers, New Delhi

SN	Course Code	Course title	Credits	L-T-P-S	CH
05	20BB22C4O	Financial Management	4	3-1-0-0	4

## Course Outcomes



Co. No.	Course Outcome's	PO	BTL
1	To gain a knowledge on availability of various sources of finance and markets for raising of funds.	1	2
2	To evaluate the long term and short term investment decisions	1, 5	5
3	To Evaluate the financing decisions by using different techniques of valuation.	5	5
4	To evaluate the dividend Decisions in relation to wealth maximization.	5	5

**Introduction to Finance, Capital Budgeting Decisions, Cost of Capital and Capital Structure, Dividend Decisions ,Working Capital Management**

**Syllabus**

**Introduction to Finance:** Nature and Scope of Financial Management, Goals& Objectives of Financial Management - Emerging Role of Financial Manager -- organization of finance function-- Sources of Finance-Long Term and Short Term Financing - Time Value of Money. **Capital Budgeting Decisions:** Payback Period, Average Rate of Return, Net Present value, Internal Rate of Return, Profitability Index and **IV** Discounted Payback Period. **Cost of Capital and Capital Structure:** Capital Structure Theories, EBIT& EPS Analysis - Financial Leverage - Operating Leverage - Specific Cost of Capital and Weighted Average Cost of Capital. **Dividend Decisions** Dividend Theories-Forms of Dividend. **Working Capital Management:** Working Capital Management - Determinants - Working Capital Financing approaches -Estimation of working Capital - Cash Management - Receivables Management - Inventory Management. (Problems).

**Recommended Textbook(s):**

1. James C. Vanhorne , Financial Management

**Reference Books:**

1. Jonathan Berk, Peter Demarzo, Financial Management, Pearson.
2. Prasanna Chandra, Fundamentals of Financial Management, TMH.
3. I. M. Pandey, Financial Management, Vikas Publications
4. ShashiK.Gupta, Financial Management by Kalayani Publications

SN	Course Code	Course title	Credits	L-T-P-S	CH
06	20BB22C50	<b>Business Model Generations</b>	3	3-0-0-0	3

**Concept of Business Model:** Introduction, Definition of a Business Model, The 9 Building Blocks-Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.

**Apple Business Model** - Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.

**Amazon Business Model**- Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.

**Google Business Model** - Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.

**eBay Business Model** - Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.

**Uber Business Model** - Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.

**Wikipedia Business Model** - Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.

**Facebook Business Model** - Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.

**Netflix Business Model** - Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.

**Microsoft Business Model** - Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.

**BING Business Model** - Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.

**Whatsapp Business Model** - Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.

**Linkedin Business Model** - Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure.

#### **TEXT BOOKS:**

1. Business model Generation A Handbook for Visionaries, Game changers and Challengers, Written by Alexander Osterwalder and Yves Pigneur, John wiley& Sons, Inc.

#### **REFERENCE BOOKS:**

1. The invincible Company, Written by Alex Oster alder, and Yves Pigneur, John wiley&Sons, Inc.

2. Business model management Design\_ Instruments- Success Factors, Bernd W. Wirtz, Gabler Publication, 2011

### **V SEMESTER**

SN	Course Code	Course title	Credits	L-T-P-S	CH
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01	20BB31C00	Business analytics	4	3-1-0-0	4
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### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Apply quantitative modeling and data analysis techniques to the solution of real world business problems, communicate findings, and effectively present results using data visualization techniques.	2,4	3
2	Apply ethical practices in everyday business activities and make well-reasoned ethical business and data management decisions.	2	3
3	Demonstrate knowledge of statistical data analysis techniques utilized in business decision making.	4	2
4	Apply principles of Data Science to the analysis of business problems and also Use data mining software to solve real-world problems.	2	3

### SYLLABUS

**Business Analytics** - Introduction, Growth & Challenges, Types of Business Analytics , Domain Specific Analytics - Marketing, HR, Finance, Retail, Healthcare, Insurance, Banking, Financial Services, Telecom, Pricing and Supply Chain Analytics. Importance of Data in Organizations, Databases & Systems in Organizations, Types of Data, Data Sources, Quality and Classification, Missing Data, Data Mining & Management Techniques. **Univariate Statistics:** Introduction, Conceptual Note on Univariate Statistics, A Case Study in Marketing/Financial/Marketing Context. **Bivariate Statistics:** Introduction, Conceptual Note on Bivariate Statistics, A Case Study in Marketing/Financial/Marketing Context. **Multivariate Statistics:** Introduction, Conceptual Note on Multivariate Statistics, A Case Study in Marketing/Financial/Marketing Context, Review of Regression Concept, Multiple Regression and Factor Analysis.

### RECOMMENDED TEXTBOOK(S):

1. James.R.Evans, Business Analytics 2/e, Pearson ed.

### REFERENCE BOOKS:

2. E. Turban, R. Sharda, J. Aronson, and D. King, Business Intelligence: A Managerial Approach, Pearson Prentice Hall, 2008, ISBN-13: 978-0-13-234761-7.

SN	Course Code	Course title	Credits	L-T-P-S	CH
02	20HS1150	Soft Skills	3	3-0-0-0-	3

## Course Outcomes

Co. No.	Course Outcome's	PO	BTL
1	Understand the importance of business conversation, Verbal and non verbal cues in conversation, stress full conversation.	j	2
2	Understand the importance of general awareness, how to build up the confidence, how he should be adaptable, personal grooming.	j	2
3	Understand the importance of effective listening skills, Concept of motivation, different types of motivational theories, positive and negative attitude, and social dilemmas faced in general.	j	2
4	Understand the Importance of Group discussion, handling emotions, problem solving ability, develop the persuasive skills.	j	3

## Syllabus

Introduction to soft skills and their importance in different walks of life - Language proficiency - Voice modulation - Writing circulars and notices - Developing conversation skills. Building Confidence - Personal grooming - Adaptability - Forming habits - General awareness - facing social dilemmas. Persuasive skills - Problem-solving / Reasoning / Creativity - Adaptability - Handling emotions -Nonverbal and Verbal Communication: Hand Gestures and Facial Displays as Part of Language Use in Face-to-face Dialogue - Dominance and Power in Human Relationships - Deception - Interpersonal communication - Building Relationships - Understanding Group Dynamics - Social Network, Media and Extending Our Identities- Intergroup Interaction - Interpersonal skills - Negotiation - Assertiveness- critical thinking and problem solving.

## Recommended Textbook(s):

- 1.The SAGE handbook of nonverbal communication / [edited by] Valerie Manusov, Miles Patterson
- 2.Communication Skills -Meenakshi Raman and Sangeetha Sharma
- 3.English Conversation Practice-Grand Taylor.

## Reference Books:

1. Business Communication-Process& Product -Mary Ellen Guffey.
2. The Definitive Book of Body Language-Allan and Barbara Pease.
3. Basic Managerial Skills - McGrath
4. Basic Communication- Urmila& Ray
5. Business Communication - A.K.Sinha

SN	Course Code	Course title	Credits	L-T-P-S	CH
03	20BB31C20	Fundamentals of Digital Marketing	3	3-0-0-0	3

## COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Outline the key concepts of digital marketing	1	2
2	Apply the SEO to a website	1, 11	3
3	Use the key PPC concepts to draw visitors to a business's websites	1, 11	3
4	Use Campaign Management to manage the marketing concepts	1	4

## SYLLABUS

**Key Concepts of Digital Marketing:** Fundamental, Need, Scope of Digital marketing, Traditional v. Digital Marketing, the Opportunity of Digital Marketing, Characteristics of Digital Marketing, Implications of Digital Marketing, Market Research v. Market Reality. Principles and Drivers of New Marketing Environment, Online Marketing Environment - Dotcom Evolution. **Key SEO Concepts:** Keyword Research & Selection, Search Results & Positioning, Content Updates & Layout, Benefits of Search Position, Meta Tags, Stakeholders in Search, SEO Site Map, Mechanics of Search, SEO Webmaster Tools, On-Page Optimization, Off-Page Optimization. **The SEO Process:** Inbound Links & Link Building, Customer Insights, Ranking, Analysis & Review, Laws & Guidelines; **Key PPC Concepts:** Budgets, Strengths of Pay per click, Scheduling, Keyword Research, Display Networks Google PPC, Ad Centre, Research Tools. **Campaign Management:** Search Campaign Process, Conversion Tracking, Keyword Selection, Conversion Metrics: CPA, CTR, Ad Copy, Bidding, Landing Pages, Analytics, Targeting, Laws & Guidelines.

## RECOMMENDED TEXTBOOK(S):

1. David J. Bradley, Getting Digital Marketing Right: A Simplified Process For Business Growth, Goal Attainment, and Powerful Marketing [Kindle Edition]
2. Michael Solomon and Tracy Tuten, Social Media Marketing \_ Pearson, Aug 2013

## REFERENCE BOOKS:

1. F.R. Media, Social Media Marketing Successfully For Beginners: Create Successful Campaigns, Gain More Fans, And Boost Sales.

SN	Course Code	Course Title	Credits	L-T-P-S	CH
04	20BB31M00	Consumer Behavior	3	3-0-0-0	3

## COURSE OUTCOMES

CO#.	Course Outcome	PO	BTL
1	Understand concepts used in the study of consumer behavior.	4, 5, 6	2
2	Apply the knowledge of consumer behavior concepts to analyze changing consumer profiles and factors influencing consumer purchase decision	5, 6	3
3	Apply the knowledge of consumer behaviour to analyse the changing consumer perceptions, attitudes, values and lifestyles and overall behaviour	6	3
4	Create better marketing programs and strategies basing on the knowledge of consumer behavior.	4	3

## SYLLABUS:

Introduction to Consumer Behaviour: Concepts, Need to study consumer behaviour, Factors influencing consumer behaviour, Changing trends in consumer behaviour. Individual Determinants of Consumer Behaviour: Consumer needs & motivation, personality and self concept, consumer perception, learning and memory, nature of consumer attitudes, consumer attitude formation and change. Environmental Determinants of Consumer Behaviour: Family influences, culture influence, sub culture & Cross cultural influence s, Group dynamics and consumer reference groups, social class and consumer behaviour. Consumer Decision Making Process: Consumer Decision Making Models: Howard Shet Model, Engel-Blackwell-Miniard Model, Nicosia Models of Consumer Decision Making. E-buying behaviour, The E-buyer, The brick and mortar buyer, Influences on E-buying.

SN	Course Code	Course title	Credits	L-T-P-S	CH
05	20BB31F00	Financial Services	3	3-0-0-0	3

## COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Understand the role and function of the financial system in reference to the macro economy.	a	2
2	Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.	a	2
3	Evaluate and create strategies to promote financial products and services.	f	5
4	Describe the impact that financial innovation, advances in technology, and changes in regulations has had on the structure of the financial firms/industry.	f	2

## SYLLABUS:

Role of Financial System in Economic Development .**Financial Services:** Concept, Nature and Scope of Financial Services - Regulatory Framework of Financial Services - Growth of Financial Services in India - Merchant Banking - Meaning-Types - Responsibilities of Merchant Bankers - Role of Merchant Bankers in Issue Management - Regulation of Merchant Banking in India.**Mutual Funds:** Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India, .**Allied Financial Services:** Venture Capital - Growth of Venture Capital in India, Leasing - types of Leases - Credit Rating - Meaning & Functions, Insurance Services,- Factoring - Forfaiting -.Discounting.

*Case Studies: Five to seven Case studies will be discussed covering various topics.*

## RECOMMENDED TEXT BOOK:

1) Clifford Gomez, "Financial Markets, Institutions and Financial Services", PHI, Eastern Economy Edition.

## REFERENCE BOOKS:

1. M Y Khan, "Financial Services", TMH, 7<sup>th</sup> edition
2. Ravi M. Kishore, "Financial Management", Taxmann's, 6<sup>th</sup> edition.
3. Bhole. L.M. and JitendraMahakud "Financial Institutions & Markets - Structure, Growth & Innovations", TMH 5<sup>th</sup> edition.
4. Anthony Saunders & Marcia Millon Cornett, " Financial Markets & Institutions", TMH, 5<sup>th</sup> edition.

SN	Course Code	Course title	Credits	L-T-P-S	CH
06	20BB31H00	Dynamics of Industrial Relations	3	3-0-0-0	3

## COURSE OUTCOMES

CO#.	Course Outcome	PO	BTL
1	Understand the employee relations and its complexities	1, 2	2
2	Make use of knowledge to strengthen relations	1, 2	3
3	Utilize the knowledge for team building	1, 2	3
4	Develop competencies to become effective Relation officer	1, 2	3

## SYLLABUS:

Industrial Relations: Concept, Scope and Approaches to Industrial Relations- Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Trade Unionism: Concept, structure and function, Union Registration and Recognition, Trade Union Movement in India.

Industrial Disputes: Causes, types, methods of settlement of disputes in India, Code of Discipline and Grievance Management

Collective Bargaining: Meaning, Concept and functions, Types of Bargaining, Process of Bargaining, Emerging Trends in Collective Bargaining, Levels of bargaining and agreements, negotiation techniques and skills, Bipartism and Tripartism

Workers Participation in Management: Concept, Scope, Levels and functions, Forms of Workers' Participation in India

## RECOMMENDED TEXTBOOK(S):

1. Employee Relations, Mike Leat, Heriot-Watt University Edinburgh press, United Kingdom
2. VenkatRatnam, C.S. - Industrial Relations, Oxford University Press.
3. Group Dynamics and Team Interventions: Understanding and Improving Team, Timothy M. Franz, Wiley publications.

## REFERENCE BOOKS:

1. S. C Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
2. P.R.N. Sinha, InduBalaSinha and SeemaPriyadarshiniShekar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi.
3. Ramaswamy E.A. - The Strategic Management of Industrial Relations, Oxford University Press.
4. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
5. RatnaSen, "Industrial Relations in India", Macmillan India Ltd. New Delhi.
6. Michael Armstrong, Employee Reward, Universities Press (India) Ltd
7. Organization Psychology - Eder Scheim.
8. T-Group Development and OD - Dharani P Sinha.
9. Interpersonal Underworld - G. William Shutz
10. Organizational Behavior-Robbins, Judge & Sanghi, Pearson Education Publication



## VI Semester

SN	Course Code	Course title	Credits	L-T-P-S	CH
01	20BB32C00	Entrepreneurship	3	3-0-0-0	3

### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Understand and explain the key terms, definitions, and concepts used in <u>Entrepreneurship Development</u>	1	2
2	Apply the techniques of environmental analysis, opportunity assessment, <u>feasibility study and generating business ideas</u>	3, 7	3
3	Construct a well-structured business plan by including all the necessary elements of the business plan	11	6
4	Plan a start up by applying the knowledge of sources of finance and the supporting schemes offered by state and central governments and other entrepreneurial development organizations	6	2

### SYLLABUS

**Introduction to Entrepreneurship:** Definition of Entrepreneur, Entrepreneurial traits, Entrepreneurial Culture, Administrative culture Vs Entrepreneurial Culture; Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur; The Entrepreneurial decision process; Role of Entrepreneurship in Economic Development; Ethics and Social Responsibility of Entrepreneurs; Opportunities for Entrepreneurs in India and abroad; Woman as Entrepreneur. **Creating and Starting the venture:** Environmental Analysis - Search and Scanning, Assessment of Opportunities; Business Idea, Sources of new Ideas, Techniques of generating ideas, Techniques of creative problem solving, product planning and development process. The Business Plan: Nature and scope of business plan, Writing Business Plan, Evaluating Business plans, Using and implementing Business plans. Marketing plan, financial plan and the organizational plan; launching formalities. **Financing and Managing the New Venture:** Sources of Capital, Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, and Venture Capital. New venture Expansion Strategies and Issues, Record keeping, recruitment, motivating and leading teams, financial controls, Marketing and sales controls. E - Commerce and Entrepreneurship, Internet advertising. **Institutional support to Entrepreneurship:** Government policies and schemes for entrepreneurial development; Role of MSME, Directorate of Industries, District Industries centers (DICs), Industrial Development Corporation (IDC), Small Scale Industries Development Corporation (SSIDCs), Khadi and Village Industries Commission (KVIC), Technical Consultancy Organization (TCO), Small Industries Service Institute (SISI), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI).

### RECOMMENDED TEXTBOOK(S):

1. Robert Hisrich, Michael Peters and Dean Shepherd, Entrepreneurship, TMH, 10th Edition, 2017.
2. Arya Kumar, Entrepreneurship - Creating and leading an entrepreneurial organization, Pearson, 2012

### Reference Books:

1. Baringer and Ireland, Entrepreneurship, 6th Edition, Pearson, 2018
2. P. Narayana Reddy, Entrepreneurship - Text and Cases, Cengage Learning India, 1 edition, 2010
3. "Corporate Entrepreneurship: Building The Entrepreneurial Organization" by Paul Burns published by Palgrave Macmillan, 3<sup>rd</sup> Edition 2013
4. Drucker F Peter "Innovation and Entrepreneurship", 1985.Heinemann, London.

SN	Course Code	Course title	Credits	L-T-P-S	CH
02	20BB32C10	Strategic Management	3	3-0-0-0	3

### COURSE OUTCOMES

Co. No.	Course Outcome's	PO	BTL
1	Articulate a vision that gives meaning to all the firm's stakeholders of the firm's objectives	2, 6, 8	2
2	Formulate a strategic plan that operationalizes the goals and objectives of the firm;	2	3
3	Identify the resource endowments specific to the firm and those that are homogeneous to industry participants;	6, 8	3
4	Evaluate and revise programs and procedures in order to achieve organizational goals;	2, 8	5

### SYLLABUS

**Basic concepts of Strategic Management:** Definition and Nature; Basic model and process of management; Benefits and limitations of Strategic Management; Business Vision, Mission and Objectives; Contents and characteristics of Corporate mission statements. **Environment and Resource Analysis:** Environmental Analysis, Industry and Competitive Analysis, Porter's Five forces Model, Internal Analysis, SWOT Analysis, Value Chain Analysis. **Strategy Formulation:** Developing Alternative strategies, Types of strategies, Corporate Strategy, Business strategy, Functional strategy, and Global strategy. Michael Porter's Generic Business strategies, Ansoff's Product-Market Matrix. **Strategic Choice:** Strategic Analysis and Choice; Portfolio analysis and its limitations. BCG matrix and GE nine-cell matrix. **Strategic implementation and control: Issues in implementation;** Formulation of short-term objectives; Resource allocation; Organizational structure; Strategic Leadership; Strategy supportive culture; Managing strategic change; Strategic evaluation and control.

### RECOMMENDED TEXTBOOK(S):

1. Fred R. David, *Strategic Management*, Prentice Hall, New Delhi, 2009

### REFERENCE BOOKS:

1. Charles Hill & Gareth Jones/ Biztantra, *Strategic Management - An Integrated Approach*, Wiley India, 2009.
2. Hitt/Hoskisson/Ireland, *Management of Strategy - Concepts and Cases*, Cengage Learning, 2009.
3. KazmiAzhar, *Business Policy and Strategic Management*, Tata MC Graw Hill, New Delhi, 2008.
4. Pearce and Robinson, *Strategic Management*, McGraw Hill, New York, 2007.
5. Michael Porter, *Competitive Strategy*, Harvard University Press, New York, 2007.
6. Arthur Shaplin, *Strategic Management*, Tata McGraw Hill, New Delhi, 2007.

SN	Course Code	Course title	Credits	L-T-P-S	CH
03	20BB32M10	Customer Relationship Management	3	3-0-0-0	3

### COURSE OUTCOMES:

CO#.	Course Outcome	PO	BTL
1	Understand the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.	1	2
2	Analyze CRM practices for competitive advantage of organization	2	4
3	Implement data mining tools and techniques in the organization	2	4
4	Gets the ability to analyze customer relationship management strategies by understanding customers' Preferences for the long-term sustainability of the Organizations.	3	4

### Syllabus:

Introduction to CRM: Definition and concepts of CRM, Evolution of CRM, Components of CRM, Understanding the goal of CRM and customer touch points, significance and importance of CRM in modern business environment. CRM Process: Introduction and objectives of a CRM process, an insight into CRM and online CRM, The CRM cycle-Assessment phase, Planning phase, executive phase, Modules in CRM, 4C's of CRM process, CRM process for marketing organization, CRM affiliation in retailing sector. Developing CRM strategy: Role of CRM in business strategy, Understanding Service quality: Technical Functional, and dimensions of service quality, managing customer communications. CRM Implementation: Choosing the right CRM solution, Framework for implementing CRM-A step-by-step process. CRM links in E-business-E-commerce and customer relationships on the internet.

SN	Course Code	Course title	Credits	L-T-P-S	CH
04	20BB32F10	Financial Markets	3	3-0-0-0	3

#### COURSE OUTCOMES:

CO#	Course Outcome	PO/PSO	BTL
CO 1	Understand the role and function of the financial Markets in reference to the macro economy.	PO 1	2
CO 2	Demonstrate an awareness of the current structure and regulation of the Indian financial system.	PO 2	2
CO 3	Understand the financial markets which are in India.	PO 6	2
CO 4	Understand the impact that financial markets and changes in regulations on the structure of the financial firms/industry.	PO 11	2

#### SYLLABUS:

##### Overview of Financial System:

An introduction to the financial system, overview of financial system, functions of a financial system, evolution of financial systems, financial system in India, constituents of the financial system and interrelationships between various components. **Financial markets:** Capital Markets, Money Markets, Foreign Exchange Markets, Commodity Markets, Derivative Markets, Meaning, classification and structure, sub-segments, role and participants. **Financial Regulators:** Role and functions of financial regulators, kinds of financial regulators, Role of Central Bank in Money Market, Capital market, Debt and Fixed Income Securities Market including Bond Market, SEBI, AMFI, IRDA and others. **Financial Instruments:** Meaning and classification of financial instruments, types of financial instruments, evaluation of financial instruments, characteristics and new financial instruments.

#### REFERENCE BOOKS:

1. Gordon E. & Natarajan K. Financial Markets & Services, Himalaya Publishing House.
2. Indian Financial System, Machiraju.R.H, Vikas Publishing House.
3. Indian Financial System, Khan M.Y Tata Mcgraw Hill.
4. Financial Institutions and Markets, Bhole L.M, Tata Mcgraw Hill.
5. The Indian Financial System, Desai, Vasantha Himalaya Publishing House.
6. S. Saha. Financial Market Operations. McGraw Hill Education

SN	Course Code	Course title	Credits	L-T-P-S	CH
05	20BB32H10	Performance Management System	3	3-0-0-0	3

### **SYLLABUS:**

Introduction to Performance Management, nature, scope, importance, process of Performance Management, link between Performance Management and Performance

Appraisal, Benefits of Performance Management,

Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal Interview, Potential Appraisal. 3600 feedback, Assessment centers, Performance reviews, Coaching and Counseling, Strategies for improving performance.

Performance Management linked Reward Systems- Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems

### **REFERENCE BOOKS:**

1. Performance Management: Towards Organisational Excellence, 2<sup>nd</sup> edition, sage publications
2. Performance Management by HeemanAguinit, 2<sup>nd</sup> Edition, Pearson Prentice Hall
3. Performance Management System and strategies by Dipak Kumar Bhattacharya, Pearson Education