

Online Bachelor of Business Administration (BBA) Syllabus**3 Years 6 Semester Online Programme****Effective from July 2021****Preamble:**

The DPU Centre for Online Learning (COL) has designed and developed the Online BBA Programme as per the guidelines mentioned in the UGC regulations 2018 for online programme. The DPUCOL is offering Online BBA Programme, as it is already offering regular and open and distance learning (ODL) BBA since 2010. Each course of the Programme is designed and developed as per the four-quadrant approach suggested in the UGC guidelines. The developed e- content is uploaded onto the Learning Management System (LMS) platform. Enrolled student will have access to the LMS for course delivery unit wise. The evaluation system, in the form of self-assessment, formative assessment, and summative assessment would be completely in online mode. Even the degree semester mark sheets and certificates would be available for download online.

Programme's Mission & Objectives:

The BBA programme gears learners to become successful leaders in any type of organisation, from a multinational company to a fast-growing start-up or a business of their own. Developing skills and insights gained during the programme, our learners make significant contributions in every sphere of management and business, virtually every corner of the world.

The objective of the BBA programme is to educate and prepare a varied group of learners with the knowledge, analytical ability and management perspectives and skills needed to provide leadership to organisations competing in a world increasingly characterised by diversity in the workforce, rapid technological change and a severely competitive global marketplace. It displays competencies and knowledge in key business functional areas, including accounting, finance, marketing, human resource, logistics, supply chain, international business etc.

Definitions:

- **Programme Educational Objectives (PEOs):** Programme Educational Objectives are a set of broad features that explicitly identify what learners can do with what they have learned. Thus, PEOs are what the programme is preparing graduates for the career and professional life.
- **Graduate Attributes (GAs):** Graduate Attributes are the qualities, knowledge, and capabilities that learners are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the learners passing out of the BBA programme. These attributes include, but go beyond, the disciplinary expertise or technical knowledge.
- **Programme Outcomes (POs):** Programme Outcomes are a set of narrow statements that describes what learner (learners) of the programme are expected to know and be able to perform or attain during the graduation.
- **Learning Outcomes:** A learning outcome is what a student can achieve from learning. It describes a specific task that he/she can perform at a given level of competence under certain situations. The three broad types of learning outcomes are:
 - a) Disciplinary knowledge and skills.
 - b) Generic skills.
 - c) Attitudes and values.
- **Course Outcomes (COs):** A set of specific statements that describes the complex performances a student should be capable of learning experiences during the course.
- **Credit:** 'Credit' means the Unit award gained as a learning outcome. It means learner's study efforts that are required for acquiring the prescribed level of learning in respect of the Unit.
Explanation - It is hereby clarified that a study effort for one credit means time required by a learner to understand the content equivalent to 15 hours classroom teaching.
Example: 4 credit courses mean 60 hours of learning efforts of the student.

- **e-Learning material:** 'e-Learning Material' includes contents in the form of structured course material, as a part of one or more courses in the Online Programme, in digital format delivered through the Learning Management System. It is inter-alia self-explanatory, self-contained, self-

directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in the course of study but does not include textbooks or guidebooks.

• **Learner Support Services:** ‘Learner Support Services’ includes such services as are provided by a Higher Educational Institution to facilitate the teaching-learning experiences by the learner.

• **Learning Management System:** The ‘Learning Management System’ means a system to track the delivery of the e-Learning Programmes, learner’s engagement, assessments, results, and reporting in one centralised location.

• **Proctored Examination:** ‘Proctored Examination’ means the examination conducted under the physical supervision of approved neutral person who ensures the identity of the test taker and the integrity of the test taking environment.

• **Self-Learning e-Module:** ‘Self-Learning e-Module’ means a modular Unit of e-learning material that is inter-alia self-explanatory, self-contained, self-directed at the learner, and amenable to self-evaluation. It enables the learner to acquire the prescribed level of learning in the course of study and includes content in the form of a combination of the following e-Learning content:

- (a) e-Text Materials.
- (b) Video Lectures.
- (c) Audio-Visual interactive material.
- (d) Virtual Classroom sessions.
- (e) Audio Podcasts.
- (f) Virtual Simulation.
- (g) Self-Assessment Quizzes or Tests.

BBA Programme Educational Objectives (PEOs):

1. PEO1: Graduates of the programme will be able to take effective decisions on the real world business issues and situations in the challenging corporate world.
2. PEO2: Graduates of the programme will possess analytical and problem-solving competencies in various facets of management.
3. PEO3: Graduates of the programme will exhibit value centered leadership skills in diversified and multidisciplinary areas.
4. PEO4: Graduates of the programme will be able to communicate effectively with all stakeholders of the organisation and society.
5. PEO5: Graduates of the programme will be able to demonstrate global and cross-cultural understanding for exploring innovative business practices to enhance profitability.
6. PEO6: Graduates of the programme shall exhibit intrapreneurial and entrepreneurial skills.
7. PEO7: Graduates of the programme shall take ethical decisions in day-to-day activities.

Ambitious learners often face hurdles with traditional campus-based BBA programmes. Balancing work and personal life may not mesh with the on-campus schedule and commute time required for in-person class attendance. Furthermore, full-time on-campus programmes typically take three years to complete. The work and other responsibilities prevent them from attending a traditional on-campus programme. For such aspirant individuals, BBA is the best suited and appropriate programme.

DPU BBA offers the same rigorous curriculum as its on-campus counterpart. Technology permits to study from anywhere irrespective of the location, opening a variety of attractive educational options for prospective learners. DPU BBA offers an opportunity to attend out of state schools without the expense and hassle of relocation and permits to set the pace of study.

The COL Campus will be the virtual classroom for the duration of the programme. Through its easy-to-use interface, learners shall have access to various course content formats, including

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interactive video lectures, module notes, practice quizzes, assignment briefs, and additional web resources. At the COL Campus, they can ask questions and interact with fellow learners and Head tutors through the COL Campus discussion forums. If learners are experiencing any technical issue or need advice, our student support system will respond.

The BBA Programme has been carefully designed to impart the necessary basic managerial and leadership skills and bridge the gap between the expectations of the industry and the actual attainment by the student. The curriculum has been designed by a selected panel of business professionals and prominent academicians and focuses on real-world situations.

This BBA Programme is well designed with a unique combination of different management courses and suits the industry's demands today. This combination is a result of a well-thought-out process, which ensures a student to take the first step towards pursuing his choice of specialization in the ever-expanding vast field of management.

Hence, the BBA programme helps the learners to explore the job opportunities while creating an 'edge' over other graduates who compete with them in the placement arena.

a) Relevance of the Programme with DPU's Mission and Goals**Our Vision**

To help in building an enlightened, culturally and economically vibrant India, developed through education in diverse disciplines and imparting online management education for the socio-economic development of India.

Our Mission

To contribute to the socio-economic and ethical development of the nation by providing high-quality education through institutions that have dedicated faculty and state-of-the-art infrastructure and are capable of developing competent professional and liberal citizens.

With this mission, the University has been providing high-quality education in the domains of Medicine, Dentistry, Allied Medical Sciences, Nursing, Biotechnology & Bioinformatics, Management and distance learning. In each programme, the University ensures the provision of high-quality education, the pursuit of knowledge and the creation of new ideas.

Linkage with Programme Mission: The programme allows the learners to learn at their own pace along with pursuing their other professional endeavours. Appropriate counselling is offered to the learners to assist them in making decisions as well as in choosing a range of specialisations offered by the Centre for Online Learning. The learners' support services are taking timely feedback to ensure timely response and enhance overall quality standards.

(c) Nature of prospective target group of learners:

Any HSC (10+2) student, employed, self-employed, unemployed or housewives aspiring to acquire knowledge for higher career growth.

(d) Appropriateness of Programme to be conducted with the Online Mode to Acquire Specific Skills and Competence:

After completing BBA, aspirants shall enhance managerial competencies to take on corporate challenges in various sectors of the Indian Economic environment. DPU BBA is designed by academic and industry experts to improve the various skill sets of the participants.

Effective decision making by managing resources such as human, finance, infrastructure etc., improving operational efficiency of various business processes, qualitative & quantitative techniques are some of the managerial competencies focused as a programme outcome.

Programme Outcomes (POs):

At the end of the BBA programme the learner will possess:

1. **Management domain Knowledge** – They shall understand general and management terms, concepts, ideas, and principles and shall be able to apply, illustrate, analyse the solutions of the complex real-world business issues.
2. **Effective Communication ability** – They shall be able to communicate effectively with all stakeholders of the organisation and society.
3. **Leadership and Teamwork ability** - They shall exhibit leadership skills in diversified and multidisciplinary areas. They will be able to collaborate in an organisational context and across organisational boundaries and lead themselves and others in the achievement of organisational goals and optimise outcomes for all stakeholders.
4. **Entrepreneurship ability** – They shall be able to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups, as well as professionalising and growing family businesses.
5. **Environment and Sustainability ability** – They shall be able to demonstrate environmental awareness and the need for sustainable development to achieve the business goals of the corporate world.
6. **Social Responsiveness ability** - They shall be able to take ethical decisions in day-to-day activities by demonstrating social responsiveness.
7. **Lifelong Learning ability** – They shall acquire new knowledge and skills and assimilate them into the improved business processes and help others learn new knowledge and skills. They contribute to make the organisation a learning organisation.

Graduate Attributes (GAs): At the end of the BBA programme, the learner shall exhibit:

GA1: Proficiency in Communication, Teamwork and Leadership

GA2: Proficiency in ICT & Digital Literacy

GA3: Entrepreneurship & Intrapreneurship Orientation

GA4: Result oriented efforts.

GA5: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

GA6: Life-Long Learning Orientation

(e) Instructional Design:

For BBA programme development, a thorough process is followed right from the need for an assessment to the preparation of study material development. The programme development process at Dr. D.Y. Patil Vidyapeeth's Centre for Online Learning goes through three stages, namely: programme formulation, instructional design and development of study material, which is as follows:

- 1. Programme Formulation:** Need assessment, Defining target groups, Course identification based on level of the programme to provide desired knowledge, competencies and skills.
- 2. Instructional Design:** Formulating structure, the decision on study material - text, content, relevance etc., Finalising unit-wise course outlines for all courses, deciding strategies for course delivery and designing student assessment.
- 3. Courseware Development:** Content development, content editing, format editing, etc., finalising the content & printing. periodic assessment, thereby revision and updating content.

Online Programme/Course is designed and developed by the in-house faculties collaborating with course experts from various academies and industries. The Online learning material is designed and developed thoroughly following the four-quadrant approach as suggested by the UGC regulations, 4th September 2020 for online programmes/courses. The four-quadrant approach is as follows:

- (a) **Quadrant-I** i.e., e-Tutorial will contain video and audio contents, animation, simulations, virtual labs.
- (b) **Quadrant-II** i.e., e-Content will contain portable document format or e-books or illustrations, video demonstrations, documents, and interactive simulations, wherever required.
- (c) **Quadrant-III** i.e., Web Resources will contain related links, open content on the Internet, case studies, historical development of the course, and articles.

(d) **Quadrant-IV** i.e., Self-Assessment will contain MCQ, problems, quizzes, assignments and solutions, discussion forum topics and setting up the FAQs, and clarifications on general misconceptions.

The board of Management, the Academic Council, and the Internal Quality Assurance Cell (IQAC) duly approved developed course material.

After developing the Unit-wise courses, the e-content is uploaded onto the unique world-class LMS.

Learning Management System (LMS) platform. Each Unit has pre-recorded video lectures, e-text material, articles/notes, case studies, open resources, virtual class to clear doubts, FAQs, quizzes, and self-assessments.

Learners will be engaged continuously through the LMS features such as discussion forums, chatting, class walls, messages, e-mails, RSS feed, etc. Learners will have a combination of the synchronous and asynchronous learning experience.

Online BBA programme will be delivered through the LMS, where the mentors will administer the course material for enrolled learners. The framework of the LMS integrates tools and cloud-based services, such as lecture capture, text chat windows, streaming video, audio discussion forums, web conferencing, and interactive video. Learners will often have access to textbooks in the electronic form through the LMS, with the option to listen to voice recordings of the textbook material. Mentors and Course-Coordinators will handle the assignments through the LMS, and learners will have to submit their completed work within the platform to minimize the reliance on e-mails.

This will also involve submitting recorded presentations or delivering them live through a webcam. Course coordinators will be able to enable class conversations and allow comments within a specific assignment so that relevant discussions can be easily located for reference. While learners may view the pre-recorded (asynchronous) lectures anytime, interactive classroom sessions —

also known as collaborative sessions — will require real-time attendance and interaction among learners and mentors. Synchronous meeting participants will receive a URL and will be connected through a blackboard to join the meeting. The student would be able to raise a virtual hand to ask a question anytime.

Programme Structure for BBA

Credit System

BBA follows Credit System as suggested by UGC regulation.

‘Credit’ means the Unit award gained as a learning outcome. It means learner’s study efforts that are required for acquiring the prescribed level of learning in respect of the Unit. Study effort for one credit means time required by a learner to understand the content equivalent to 15 hours.

BBA programme has 35 courses and project work. Semester I, II, III, IV, V & VI has 24 credits each. The programme has in all 144 credits spread over six semesters to be completed in 3 academic years.

Duration of the BBA: 3 years (Six Semesters)

For detailed curriculum, refer DPU Centre for Online Learning, BBA Curriculum 2021-24.

Faculty and support Staff Requirement: As mentioned in UGC regulation.

Validity

The validity of the programme is double the duration, for the programme i.e., a student can complete the 3 years BBA programme in the duration of 6 yrs.

The Components of the Programme

- i. Compulsory Core courses (no. 31) for 1st, 2nd & 3rd year (Semesters I, II, III, IV, V & VI)
- ii. Specialization courses (No.5), 3rd year (Semesters V & VI Semesters).
- iii. Assignments, Term End Examination.
- iv. Project work, report submission, evaluation, and Viva in semester VI.

Note: A learner must continue with the same specialisation that s/he opts in Semester V till the final Semester VI.

Summary:

Semester	Total Credits	Total Course	Total Marks
I	24	6	600
II	24	6	600
III	24	6	600
IV	24	6	600
V	24	6	600
VI	24	5 + Project Work	600
Total	144	35 courses + Project work	3600

Programme Structure**Programme Title: Bachelor of Business Administration (BBA) Academic Year 2021-24.****B.B.A FIRST YEAR (F.Y) SEMESTER- I**

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC101	Fundamentals of Management	4	50	50	100	60
OBC102	Basics of Marketing	4	50	50	100	60
OBC103	Basics of Accounting	4	50	50	100	60
OBC104	Introduction to Economics	4	50	50	100	60
OBC105	Environmental awareness and Disaster Management	4	50	50	100	60
OBC106	Business English	4	50	50	100	60
	Total	24			600	

B.B.A FIRST YEAR (F.Y) SEMESTER- II

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC201	Organisational Behaviour	4	50	50	100	60
OBC202	Indian Economy	4	50	50	100	60
OBC203	Marketing Management	4	50	50	100	60
OBC204	Business Environment	4	50	50	100	60
OBC205	Indian Banking System	4	50	50	100	60
OBC206	Soft Skills – I	4	50	50	100	60
	Total	24			600	



Dr. D. Y. Patil Vidyapeeth, Pune

(Deemed to be University)

(Re-accredited by NAAC with a CGPA of 3.64 on a four-point scale at A++ Grade)

(An ISO 9001: 2015 Certified University)

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B.B.A SECOND YEAR (S.Y) SEMESTER- III

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC301	Human Resource Management	4	50	50	100	60
OBC302	Banking Operations	4	50	50	100	60
OBC303	Introduction to Psychology	4	50	50	100	60
OBC304	Research Methodology	4	50	50	100	60
OBC305	Business Law	4	50	50	100	60
OBC306	Soft Skills - II	4	50	50	100	60
	Total	24			600	

B.B.A SECOND YEAR (S.Y) SEMESTER- IV

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC401	Management Information System	4	50	50	100	60
OBC402	Entrepreneurship Development	4	50	50	100	60
OBC403	Introduction to International Business	4	50	50	100	60
OBC404	Quantitative Techniques	4	50	50	100	60
OBC405	Basics of Financial Management	4	50	50	100	60
OBC406	Introduction to Digital Marketing	4	50	50	100	60
	Total	24			600	



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The list of specialisation for Semester- V and VI

Sr. No	Specialisations
I	Marketing Management (MM)
II	Human Resource Management (HRM)
III	Finance Management (FM)
IV	IT and Systems Management (ITM)
V	International Business Management (IBM)

B.B.A THIRD YEAR (T.Y) SEMESTER –V: Marketing Management (MM)

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC501	Introduction to Production Management	4	50	50	100	60
OBC502	Business Ethics and Corporate Governance	4	50	50	100	60
OBC503	Marketing of Financial Services	4	50	50	100	60
OBC504	Introduction to SMEs	4	50	50	100	60
OBM505	Consumer Behaviour	4	50	50	100	60
OBM506	Sales Management	4	50	50	100	60
	Total	24			600	

***SME's: Small Medium Enterprises.**

B.B.A THIRD YEAR (T.Y) SEMESTER –VI: Marketing Management (MM)

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC601	Project Management	4	50	50	100	60
OBC602	Event Management	4	50	50	100	60
OBC603	Fundamentals of E-Commerce	4	50	50	100	60
OBM604	Advertising and Sales Promotion	4	50	50	100	60
OBM605	Retail Management	4	50	50	100	60
OBP606	Project Work	4			100	60
	Total	24			600	

B.B.A THIRD YEAR (T.Y) SEMESTER –V: Human Resource Management (HRM)

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC501	Introduction to Production Management	4	50	50	100	60
OBC502	Business Ethics and Corporate Governance	4	50	50	100	60
OBC503	Marketing of Financial Services	4	50	50	100	60
OBC504	Introduction to SMEs	4	50	50	100	60
OBH505	Human Resource Planning	4	50	50	100	60
OBH506	Training and Development	4	50	50	100	60
Total		24			600	

*SME's: Small Medium Enterprises.

B.B.A THIRD YEAR (T.Y) SEMESTER –VI: Human Resource Management (HRM)

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC601	Project Management	4	50	50	100	60
OBC602	Event Management	4	50	50	100	60
OBC603	Fundamentals of E-Commerce	4	50	50	100	60
OBH604	Industrial Relations and Labour Laws	4	50	50	100	60
OBH605	Change Management	4	50	50	100	60
OBP606	Project Work	4			100	60
	Total	24			600	

B.B.A THIRD YEAR (T.Y) SEMESTER –V: Finance Management (FM)

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC501	Introduction to Production Management	4	50	50	100	60
OBC502	Business Ethics and Corporate Governance	4	50	50	100	60
OBC503	Marketing of Financial Services	4	50	50	100	60
OBC504	Introduction to SMEs	4	50	50	100	60
OBF505	Analysis of Financial Statement	4	50	50	100	60
OBF506	Indian Financial system and Financial Markets	4	50	50	100	60
Total		24			600	

***SME's: Small Medium Enterprises.**

B.B.A THIRD YEAR (T.Y) SEMESTER –VI: Finance Management (FM)

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC601	Project Management	4	50	50	100	60
OBC602	Event Management	4	50	50	100	60
OBC603	Fundamentals of E-Commerce	4	50	50	100	60
OBF604	Long Term Finance	4	50	50	100	60
OBF605	Direct and Indirect Tax	4	50	50	100	60
OBP606	Project Work	4			100	60
	Total	24			600	

B.B.A THIRD YEAR (T.Y) SEMESTER –V: IT & Systems Management (ITM)

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC501	Introduction to Production Management	4	50	50	100	60
OBC502	Business Ethics and Corporate Governance	4	50	50	100	60
OBC503	Marketing of Financial Services	4	50	50	100	60
OBC504	Introduction to SMEs	4	50	50	100	60
OBIT505	Introduction to IT	4	50	50	100	60
OBIT506	Applications of IT	4	50	50	100	60
	Total	24			600	

***SME's: Small Medium Enterprises.**

B.B.A THIRD YEAR (T.Y) SEMESTER –VI: IT & Systems Management (ITM)

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC601	Project Management	4	50	50	100	60
OBC602	Event Management	4	50	50	100	60
OBC603	Fundamentals of E-Commerce	4	50	50	100	60
OBIT604	Database Management System	4	50	50	100	60
OBIT605	Innovation and Technology Management	4	50	50	100	60
OBP606	Project Work	4			100	60
	Total	24			600	

B.B.A THIRD YEAR (T.Y) SEMESTER –V: International Business Management (IBM)

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC501	Introduction to Production Management	4	50	50	100	60
OBC502	Business Ethics and Corporate Governance	4	50	50	100	60
OBC503	Marketing of Financial Services	4	50	50	100	60
OBC504	Introduction to SMEs	4	50	50	100	60
OBIB505	Fundamentals of International Business	4	50	50	100	60
OBIB506	International Institutions and Trade Implications	4	50	50	100	60
	Total	24			600	

***SME's: Small Medium Enterprises.**

B.B.A THIRD YEAR (T.Y) SEMESTER –VI: International Business Management (IBM)

Course Code	Course Title	Credits	Assessment			Learner's Engagement (Hours)
			Formative	Summative	Total Marks	
OBC601	Project Management	4	50	50	100	60
OBC602	Event Management	4	50	50	100	60
OBC603	Fundamentals of E-Commerce	4	50	50	100	60
OBIB604	Export Import Documentation and Logistics	4	50	50	100	60
OBIB605	International Strategic Management	4	50	50	100	60
OBP606	Project Work	4			100	60
	Total	24			600	

Evaluation and Assessment Pattern for BBA programme

All examinations of Dr. D. Y. Patil Vidyapeeth's COL shall be conducted twice a year (June and December) at the specified Examination Centres online. Conduct of Examinations, Passing Criteria, and Learners Disciplinary Control in the Examinations will be as per the Regulations amended from time to time by Dr. D Y Patil Vidyapeeth.

The overall assessment for a course will consist of the following two components:

1. Formative Assessment of Continuous Nature and 50% weightage.
2. Summative Assessment or Term End Examination of 50% weightage.

1. Formative Assessment of Domain Core, Specialisation Courses

Formative Assessment shall have a Continuous Assessment approach. The learners are required to submit all assessments by the due date to complete the process of continuous assessments, which contributes 50% weightage. Assignment submission facility is available online on their learning portal, which can be accessed anytime, from any smart device.

The courses are designed meticulously towards a self-disciplined study pattern, wherein the learners can complete their coursework and assessments at their own pace till the last date of submission. Formative Assessment has the following components:

Total Marks: 50 Marks**• Formative assessment /Assignment:**

The full syllabus assessment will foster the use of concepts learned during the entire coursework. It is to be noted that this assessment can only be accessed after successfully completing the entire course.

This assessment includes two sections: Multiple Choice Questions (MCQs) and descriptive questions.

2. Summative Assessment / Term End Examination

Total Marks: 50 Marks

The full syllabus assessment will foster the use of concepts learned during the entire coursework. It is to be noted that this assessment can only be accessed after successfully completing the entire course.

This assessment includes two sections: Multiple Choice Questions (MCQs) and descriptive questions. This will include 40 marks Multiple choice questions and ten marks descriptive questions for summative assessment.

Key points of learning path:

- All units will be opened sequentially
- Only upon successful completion of the available content, the next content will be available.
- In case of non-completion of the available content, student will be required to re-attempt the content for successful submission and mark it “as done”.
- Upon completion of all content in a unit, the corresponding block assessment will be available inside the same units.
- The course summary assessment will be available along with the full syllabus assessment, only upon successful completion of all units.
- Student may also discuss the implications of learning outcomes with the faculty by using the “Ask a question” feature of the learning portal.

PASSING CRITERIA

To qualify in examination a learner must obtain the following marks in each course: -

- Minimum 40% marks in Formative Assessment
- Minimum 40% marks in Summative Assessment / Term End Examination

- Student should secure 40% marks in each of formative and summative assessment separately.

Grading and Award of Class for BBA Programme

Based on the total obtained marks in each course, a letter grade is converted in a scale of 8 as mentioned in below table:

Percentage	Grade	Grade Point
> 80	O	8
75 to 79	A+	7.5
70 to 74	A	7
65 to 69	B+	6.5
60 to 64	B	6
55 to 59	C+	5.5
51 to 54	C	5
45 to 50	D+	4.5
40 to 44	D	4
< 40	F	F

Grade Point Average is calculated by using the formula below:

$$\text{GPA} = \text{Sum of (Course Credits x Grade Point)} / \text{Total Credits}$$

Grace Marks

Grace Marks up to a maximum of 1% of the total marks could be used in different courses, course to a maximum of 5 marks in one course. There will be no re-evaluation for any course assessment. Learners will have to appear for the course exam within the valid period if she/he fails to secure minimum passing criteria.

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Bachelor of Business Administration (BBA)

Semester	1	Course Credits	4	Specialisation	NA
Course Code	OBC101			Type	Core Course
Course Title	Fundamentals of Management				

Course Description:

The course presents thorough and systematic coverage of management theory and practice. It focuses on management's basic roles, skills, and functions, with special attention to managerial responsibility for the effective and efficient achievement of goals. The objective is to help students understand the fundamental concepts and principles of management, and the basic roles, skills, and functions of management. It is also intended to give an overview of the historical development, theoretical aspects, and practice application of the managerial process.

Course Objectives:

1. To expose the students to basic concepts of management.
2. To enable them to gain appreciation for emerging ideas, techniques, procedures, and practices in the field of management.
3. To highlight professional challenges that a manager will face in various organisations.

Course Outline:

Unit 1: Introduction to Management: An Overview of Management, Importance of Management in Organisation, Managers and their Functions, Principles of Management, Levels of Management, Areas of Management. Management: a 'Science' or an 'Art'

Unit 2: Functions of Management: Management Functions, Planning, Organising, Staffing, Leading, Controlling.

Unit 3: Development of Management Thought: Brief History of Management Thoughts, Classification of Management Schools, Indian Heritage in Production and Consumption.

Unit 4: Management and Administration: Concept of Management and Administration, Difference between Management and Administration, Management as a Profession.

Unit 5: Management Ethics and Management Culture: Management Ethics, Types of Management Ethics, Approaches to Management of Ethics, Management Culture.

Unit 6: Management Skills: Management Skills, Methods of Skill Development, Managerial Skills and Managerial Effectiveness, Managerial Levels and Skills, Management Education.

Unit 7: Management Planning – I: Planning and Its Importance, Limitations of Planning, Factors Affecting Planning, Types of Plans, Approaches to Planning.

Unit 8: Management Planning – II: Planning Process and Plan Formulation, Characteristics of a Good Plan, Developing an Effective Plan, Strategic Planning, Implementing Plans into Actions, Effect of Planning on Organisational Effectiveness.

Unit 9: Decision-Making: Decision-Making, Output of Decision-Making Activity – Decisions, Decision-Making Process, Principles of Decision-Making, Methods of Decision-Making, Committee Decision-Making, Group versus Individual decision-making.

Unit 10: Organising: Organising, Steps in the Process of Organising, Types of Organisations, Types of Organisations Structure, Organisational Design, Organisational Change.

Unit 11: Leading: Leadership, Principles of Leadership, Theories of Leadership.

Unit 12: Controlling: Controlling and Its Importance, Principles of Controlling, Techniques of Controlling, Control System and its Elements, Types of control, non-financial controls.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO101.1	Remember	Compute various managerial abilities and methods to management.
CO101.2	Understand	Describe the role and the need of planning, organizing, decision-making, and controlling.
CO101.3	Analyse	Analyse contemporary management practices.
CO101.4	Apply	Differentiate professional challenges and management decisions.

Suggested Reading:

- Weihrich Heinz and Koontz Harold- Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)
- Stoner, Freeman and Gilbert Jr- Management (Prentice Hall of India, Latest Edition)
- Bateman, Management (SIE), Tata McGraw-Hill Publishing Company, New Delhi.
- Fraidoon Mazda- “Engineering Management”, Addison Wesley-2000.
- Hillier Frederick S. and Hillier Mark S.- Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets (Tata Mc Graw Hill, 2nd Edition 2008)
- Massie, Joseph L., Essentials of Management, Pearson Education.

Semester	1	Course	4	Specialisation	NA
Course Code	OBC102	Credits		Type	Core Course
Course Title	Basics of Marketing				

Course Description:

Basics of Marketing are designed to serve as an introduction to the theory and practice of marketing. Students will learn effective marketing strategies and assess market opportunities.

Course Objectives:

1. To understand fundamentals of marketing.
2. To learn effective marketing strategies.

Course Outline:

Unit 1: Introduction to Marketing: Basic Concepts in Marketing, Needs, Wants and Desires, Exchange and Transactions, Origin of Marketing, Nature of Marketing, Scope of Marketing, Characteristics of Marketing, Purpose or Objectives of Marketing, Marketing and Selling, Difference Between Marketing and Selling.

Unit 2: Concepts of Marketing: Production Concept, Era of Production Concept, Evolution of Product Concept, Evolution of Selling Concept, Emergence of Marketing Concept and Social Marketing Concept.

Unit 3: Company Orientation towards Market Place: Extending the Traditional Boundaries, Holistic Marketing, Integrated Marketing, Internal Marketing, Relationship Marketing and Performance Marketing.

Unit 4: Emerging Trends of Marketing: Meaning of E-marketing, Importance of eMarketing, Activities of E-marketing, Relationship Marketing and Database Marketing.

Unit 5: Marketing Mix: 4 Ps of Marketing: Meaning of Marketing Mix, Role of Marketing Mix, Nature of a Product, Types of a Product, Importance of Pricing, Types of Pricing Strategies, Importance of Distribution Channels, Importance of Promotion in Marketing and Types of Promotional Tools.

Unit 6: Marketing Information System: Marketing Information System, Meaning and Objectives of MIS, Importance of MIS, Marketing Intelligence, Meaning and Objective of Marketing Research and Sales Forecasting, Meaning and Objectives of Marketing Research and Role of Marketing Research in Sales Forecasting.

Unit 7: Product: Meaning and Classification of a Product, Levels of a Product, Core Product, Actual Product, Augmented Product, Product Life Cycle, Introduction Stage, Growth Stage, Maturity stage and Decline stage.

Unit 8: Pricing Decision: Factors Affecting Pricing Strategies, Objectives of Pricing, Types of Pricing Strategies, Premium Pricing, Penetration Pricing Economy Pricing, Psychological Pricing, Neutral Pricing, Captive Product Pricing, Optional Pricing, Bundle Pricing, Promotional Pricing and Geographical Pricing

Unit 9: Place and Distribution System: Factors Affecting Distribution System, Channels of Distribution System Retailing, Wholesaling and Warehousing, Distribution Channels Functions, Distribution Channel Strategies, Intensive Distribution, Selective Distribution, Exclusive Distribution

Unit 10: Retailing & Wholesaling: Meaning and Importance of Wholesalers, Types of Wholesalers, Merchant Wholesalers, Agent, Brokers and Commission Merchants, Manufacturers' Sale Branches and Offices, Meaning and Importance of Retailers, Types of Retailers, Departmental Store, Merchandise, Discount Store, Supermarket, Warehouse, Specialty Store and Dollar store

Unit 11: Promotion: Concept of Promotion, need for and Importance of Promotion, Promotion

Mix and its Elements, Advertising, Sales Promotion, Public Relations, Personal Selling and Promotion Budget

Unit 12: Media Decisions in Marketing: Concept of Media, Importance of Media in Marketing, Traditional Methods of Media in Marketing, Modern Methods of Media in Marketing, Meaning of Digital Media, and Role of Digital Media in Marketing

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO102.1	Remember	Learn origin, nature, scope, and objectives of marketing.
CO102.2	Understand	Understand the basic concepts of marketing and marketing mix, the concept and importance of media
CO102.3	Analyse	Exhibit the concept of Marketing Information System, the meaning, characteristics, and importance of Marketing research,
CO102.4	Apply	Apply tools used in marketing, key marketing theories, frameworks, and tools to solve Marketing problems.

Suggested Reading: • Pilpulism, N; Petrauskas, Ra Davidavičienė, V.; Gintautas, R.

2009. Electrinos verglas. Vilnius: Technik.

- Ramanauskas, A. ire Lesions, V. 2009. Electrinos marketing's. VDU alicycle.
- Winer, R. 2007. Marketing Management. New York University. Third Edition.
- Prentice Hall.
- Kotler, P.; Keller, K.L. 2006. Marketing Management. 12th Edition. New Jersey: Pearson Prentice Hall.
- Ramanauskas A., Discutient V. 2000. Kanodia: Tarija ire practice. Kaunas alicycle
- Lipschultz, J. (2018). Social Media Communication. New York: Taylor & Francis Group, Routledge.
- Zarrella, D. (2010). The Social Media Marketing Book. Sebastopol, Calif.: O'Reilly Media.
- Converse, P., & Jones, F. (2013). Introduction to Marketing. [United States]: Meisel Press.
- Madaan, K. (2009). Fundamentals of Retailing. New Delhi: Tata McGraw Hill Education Private Limited.
- McCalley, R. (2019). Marketing Channel Development and Management. Westport, Conn.: Quorum Books
- Paliwoda, S., & Ryans, J. International Marketing.

Semester	1	Course Credits	4	Specialisation	
Course Code	OBC103			Type	Core Course
Course Title	Basics of Accounting				

Course Description:

The course has been outlined with the goal to provide an instinctive and clear approach to the accounting fundamentals, accounting principles (concepts and conventions) and the process of accounting the course is designed to cover the major accounting fundamentals, which include accounting standards, journal, ledger, subsidiary books, trial balance, bank reconciliation statement, trading and profit and loss account, and balance sheet. The course explains the formats and processes that are used by accounting practitioners while maintaining and handling accounts. The course will help students to learn accounting tactics and implement them in their job or business. All effort has been put into the course to provide students with balanced learning through text, flowcharts, snippets, case study, multiple-choice questions, higher-order thinking skills questions and descriptive questions.

Course Objectives:

1. To be able to familiarise the students with the concepts of accounting.
2. To be able to understand functions Accounting Fundamentals.
3. To be able to describe components and formats of Accounting Standards.
4. To be able to understand the concept, features, importance of accounting standards, journals, ledger, subsidiary book, trial book, bank reconciliation statement, trading and profit and loss account and balance sheet.

Course Outline:

Unit 1: Introduction to Accounting: History of Accounting, An Overview of Accounting, Meaning and Definition of Accounting, Objectives of Accounting, Functions of Accounting, Need of Accounting, Nature of Accounting: Is Accounting an Art or Science?, Concept of Book-keeping, Definition of Book-keeping, Importance of Book-keeping, Difference between Book-keeping and Accounting, Types of Accounting, Financial Accounting, Cost Accounting, Management Accounting, Basic Accounting

Terms, Role of Accounting in Business, Limitations of Accounting, Process of Accounting, Users of Accounting Information, Internal Users, External Users, Accounting Transactions, Types of Transactions.

Unit 2: Accounting Principles: Concepts & Conventions: Accounting Principles, Meaning and Features of GAAP, Objectives of Accounting Principles, Kinds of Accounting Principles, Basic Assumptions – Concepts, Business Entity Concept, Going Concern Concept, Money Measurement Concept, The Accounting Period Concept, The Accrual Concept, Basic Principles - Concepts, Revenue Realisation Concept, Matching Concept, Full Disclosure Concept, Dual Aspect Concept, Verifiable Objective Evidence Concept, Historical Cost Concept, Balance Sheet Equation Concept, Modifying Principles – Conventions, Convention of Materiality, Convention of Conservatism, Convention of Consistency, Convention of Cost- Benefit, Convention of Industry Practice, Convention of Timeliness.

Unit 3: Accounting Standards: Basics of Accounting Standards, Meaning and Objectives, Development of Accounting Standards, Significance of Setting Accounting Standards, Arguments Against Setting Accounting Standards, Accounting Standards Board of India, Scope and Functions of Accounting Standards Board, Process of Issuing Accounting Standards, List of Accounting Standards Issued in India, IFRS, Need and Rationale of IFRS, Roadmap for Implementation of Indian Accounting Standards, Introduction of Indian Accounting Standards in India.

Unit 4: Accounting Equation & Accounting Fundamentals: Accounting Equation, Meaning of Accounting Equation, Procedure of Forming Accounting Equation, Source Documents, Types of Source Documents, Accounting Cycle, Classification of Accounts, Traditional Classification, Modern Classification, Debit and Credit, Meaning, Significance of the Debit and Credit Rules, Rules of Debit and Credit, Double-Entry System of Accounting, Advantages, Disadvantages.

Unit 5: Journal: Books of Business, Journal - Meaning, Format, Functions, Advantages of Journal, Limitations of Journal, Memorandum Book, Journalising, Steps in Journalising, Types of Journal Entry, Compound Journal Entry, Open Journal Entry, Goods Account, Important Considerations for Journalising the Transactions.

Unit 6: Ledger: Concept of Ledger, Meaning of Ledger, need for and Importance of Ledger, Forms of Ledger, Format of Ledger, Uses of Ledger, Posting, Rules of Posting, Posting Compound Entry, Posting an Opening Entry, Balancing of an Account, Procedure of Balancing, Difference between Journal and Ledger.

Unit 7: Recording of Transactions – Subsidiary Books: Subsidiary Books, Meaning of Subsidiary Books, Importance, Cash Book, Meaning and Features, Kinds of Cash Book, Simple Cash Book, Two Column Cash Book, Petty Cash Book, Three Column Cash Book, Other Subsidiary Books, Purchase Book, Sales Book, Purchase Return Book, Bills Receivable Book, Bills Payable Book, Sales Return Book.

Unit 8: Bank Reconciliation Statement: Meaning and Need of Bank Reconciliation Statement (BRS), Cash Book and the Bank Passbook, Reasons for Differences between Cash Book, and Bank Passbook Balances, Preparing a BRS, Favorable and Unfavorable Balances.

Unit 9: Depreciation, Reserves and Provisions: Depreciation, Meaning, Causes of Depreciation, Need for Providing Depreciation, Basic Elements of Depreciation, Methods of recording Depreciation, Reserves, Meaning, Objectives, Types of Reserve, Meaning and Objectives of Provision.

Unit 10: Trial Balance: Trial Balance, Meaning, Features, Objectives of Preparing Trial Balance, Limitations, Forms of Preparing Trial Balance, Methods of Preparing Trial Balance, Total Method, Balance Method, Compound Method, Accounting Errors, Classification of Errors, Clerical errors, Errors of Principle, Location of errors, Errors which do not Affect the Agreement of Trial Balance, Errors which Affect the Agreement of Trial balance.

Unit 11: Preparation of Final Accounts: Final Accounts of Sole Trader, Meaning of Sole Trader, Meaning of Final Accounts, Objectives of Preparing Final Accounts, Parties Interested in Financial Statements, Components of Final Accounts, Trading Account, Manufacturing Account, Profit and Loss Account, Balance Sheet, Trading Account, Meaning, Format of Trading Account, Balancing of Trading Account, Closing Entries for Trading Account, Important Points for Trading Account, Profit and Loss Account, Meaning, Format of Profit and Loss Account, Important Points in Profit and Loss Account, Balance Sheet, Meaning, Format of Balance Sheet, Classification of Assets and Liabilities, Difference between Trial Balance and Balance Sheet, Preparation of Final Accounts without Adjustments, Grouping and Marshalling of Assets and Liabilities.

Unit 12: Final Accounts with Adjustments: Adjustments Entries and Its Need, Important Adjustments and their Treatment in Final Accounts, Closing Stock, Outstanding Expenses, Prepaid Expenses, Accrued Income, Income Received in Advance, Depreciation, Interest on Capital, Interest on Drawings, Bad Debts and Provision for Doubtful Debts, Provision for Discount on debtors, Reserve for Discount on Creditors, Goods Distributed as Free Samples, Loss of Stock by Fire, Deferred Revenue Expenditure.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
BB103.1	Remember	Learn various concept of Basics of Accounting
BB103.2	Understand	Understand the basic concepts of Accounting and Fundamentals of Accounting.
BB103.3	Analyse	Exhibit the components Basics of Accounting.
BB103.4	Apply	Application of Various Accounting Concepts in day to day life

Suggested Reading:

- Finney, H. A., Miller, H. E., Gentry, J. A. & Johnson, G. L. (1965). *Principles of Accounting*. Englewood Cliffs, N.J.: Prentice-Hall.
- Needles, B. E., Anderson, H. R. & Caldwell, J. C. (1990). *Principles of Accounting*. Boston: Houghton Mifflin
- Rajasekaran, V. (2011). *Financial Accounting*. Pearson India.
- Bragg, S. (2013). *Bookkeeping Essentials*. Hoboken, N.J.: Wiley.
- Kimmel, P., Weygandt, J., & Kieso, D. (2019). *Financial Accounting*. Hoboken, NJ: John Wiley & Sons, Inc.

Semester	1	Course Credits	4	Specialisation	
Course Code	OBC104			Type	Core Course
Course Title	Introduction to Economics				

Course Description:

This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organisation under different market conditions. The course will help the students to grasp the basic understanding of economic concepts like Demand, Production, Cost, a Market structure which will enlighten them with the atmosphere in which a business operates. It further aims at enhancing the understanding capabilities of students about macroeconomic principles and decision making by business and government.

Course Objectives:

1. To equip the students with the knowledge of market and other relevant understanding of how a business should minimise cost and maximise production.
2. To gain knowledge of all economic terms and concepts.
3. To explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies in these industries.
4. To develop economic way of thinking in dealing with practical business problems and challenges.

Course Outline:

Unit 1: Introduction to Economics: What is Economics? Business Economics, Nature of Business Economics, Scope of Business Economics, Types of Economic Analysis, Micro V/S Macro, Positive V/S Normative, Basic Concepts of Economics used in Business Decisionmaking, Incremental Concept, Time Perspective, Discounting Principle, Opportunity Cost, Equip-marginal Principle.

Unit 2: The Economy and its Basic Problems: How an Economy Works, Circular Flow Model of a Simple Economy, Production Possibilities of an Economy, Production Possibility Frontier, Shifts in Production Possibility Frontier, Basic Problems in an Economy, Microeconomic Problems, Macroeconomic Problems, How Market

Mechanism Solves the Basic Problems, Command and Free Market Economy, Three Basic Economic Units, The Firm: Production Unit, The Household: Consumption Unit, The Government, Distinction among Plant, Firm and Industry.

Unit 3: Demand Analysis: Meaning of Demand, Determinants of Demand, Demand Distinctions, Law of Demand: Price-Demand Relationship, Assumptions to the Law of Demand, Exceptions to the Law of Demand, Demand Curve, Why Demand Curve Slopes Downwards, Demand Schedule, Individual Demand Schedule, Market Demand Schedule, Demand Function, Linear Demand Function, Non-Linear Demand Function, Changes in Demand, Expansion and Contraction of Demand, Increase and Decrease in Demand.

Unit 4: Supply Analysis: Supply, Factors Affecting Supply, Law of Supply, Assumptions in the Law of Supply, Exceptions to the Law of Supply, Supply Schedule, Individual Supply Schedule, Market Supply Schedule, Market Equilibrium, Determination of Market Price, Shifts in Market Equilibrium.

Unit 5: Elasticity of Demand and Supply: Elasticity of Demand, Price Elasticity of Demand, Income Elasticity of Demand, Types of Income Elasticity of Demand, Importance of Income Elasticity of Demand, Cross Elasticity of Demand, Types of Cross Elasticity of Demand, Importance of Cross Elasticity of Demand, Advertising Elasticity of Demand, Uses of Elasticity, Elasticity of Supply, Types of Elasticity of Supply, Determinants of Elasticity of Supply, Measurement of Elasticity of Supply, Importance of Elasticity of Supply.

Unit 6: Theories of Consumer Demand: Utility, Total Utility (TU) and Marginal Utility (MU), Cardinal Utility and Ordinal Utility, Consumer Behaviour Analysis: Cardinal Utility Approach, Law of Diminishing Marginal Utility (DMU), Consumer's Equilibrium, Derivation of Demand Curve, Drawbacks of Cardinal Approach, Consumer Behaviour Analysis: Ordinal Utility Approach, Understanding Indifference Curve and its Properties, Indifference Map, Diminishing Marginal Rate of Substitution (MRS), Budget Constraints and the Budget Line, Consumer's Equilibrium.

Unit 7: Demand Forecasting: Concept of Demand Forecasting, Factors Influencing Demand Forecasting, Objectives of Demand Forecasting, Importance of Demand Forecasting, Steps Involved in Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Criteria for Efficient Demand Forecasting.

Unit 8: Production Analysis: Concept of Production, Production Function, Short-Run: Law of Variable Proportions, Long-Run: Law of Returns to Scale, Optimum Combination of Factors, Cobb-Douglas Production Function.

Unit 9: Cost Analysis: Concept of Cost, Accounting Cost Concepts, Opportunity Cost and Actual Cost, Business Cost and Full Cost, Explicit Cost and Implicit Cost, Out-of-Pocket Costs and Book Costs, Analytical Cost Concepts, Fixed Cost and Variable Cost, Total Cost, Average Cost and Marginal Cost, Short-Run Cost and Long-Run Cost, Incremental Cost and Sunk Cost, Historical Cost and Replacement Cost, Private Cost and Social Cost, Short-Run Cost (ShortRun Cost-Output Relationship), Short-Run Cost Functions and Cost Curve, Long-Run Cost (Long-Run Cost-Output Relationship), Derivations of Long-Run Cost Curves, Economies and Diseconomies of Scale and Scope, Economies of Scale, Diseconomies of Scale, Economics of Scope.

Unit 10: Revenue Analysis: Concept of Revenue, Average Revenue, Marginal Revenue, Relationship between Total Revenue and Marginal Revenue, Relationship between Average Revenue and Marginal Revenue, Break-Even Analysis, Margin of Safety, Uses of Break-Even Analysis, Limitations of Break-Even Analysis.

Unit 11: Market Structures and Price Determination: Market and Market Structure, Concept of Market, Market Morphology, Market Structure, Perfect Competition, Characteristics of Perfect Competition, Price Determination under Perfect Competition, Equilibrium under Perfect Competition, Monopoly, Characteristics of Monopoly, Equilibrium under Monopoly, Monopolistic Competition, Characteristics of Monopolistic Competition, Equilibrium under Monopolistic Competition, Oligopoly, Characteristics of Oligopoly.

Unit 12: Factor Pricing: Concept of Distribution, Marginal Productivity Theory of Factor Pricing, Modern Theory of Factor Pricing, Wages, Nominal Wages vs. Real Wages, Modern Theory of Wages, Wage Determination under Imperfect Competition, Role of Trade Union in Wage Determination, Rent, Modern Theory of Rent, Quasi-Rent, Interest, Liquidity Preference, Theory of Interest, Profit, Risk-Bearing Theory of Profit, Uncertainty-Bearing Theory of Profit.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO104.1	Remember	Define key terms in economics.
CO104.2	Understand	Describe the reasons for the presence of firms and their decisionmaking goals.
CO104.3	Apply	The knowledge of economics in taking rational decisions for business.
CO104.4	Analyse	The different market structures and theories of economics.

Suggested Reading:

- Business Economics by P. N. Chopra
- Economics by W. Wessels
- Economics by P. Samuelson & W. Nordhaus
- Managerial Economics by G. Gupta
- Managerial Economics by D. Dwivedi
- Microeconomics by W. McEachern & J. Lunn

Semester	1	Course Credits	4	Specialisation	
Course Code	OBC105			Type	Core Course
Course Title	Environmental Awareness & Disaster management (EADM)				

Course Description: This course is designed to enhance environmental awareness and to ensure that students begin to understand the relationship between vulnerability, disasters, disaster prevention and risk reduction.

Course Objectives:

1. To provide student an exposure to natural resources and their significance.
2. To gain a preliminary understanding of approaches of Disaster Risk Reduction (DRR)
3. To develop rudimentary ability to respond to their surroundings with potential disaster response in areas where they live, with due sensitivity.

Course Outline:

Unit-1 Ecosystem, Biodiversity and Natural Resources: Our Ecosystem, Components of Ecosystem, Structure of an Ecosystem, Biodiversity Meaning and Importance of Biodiversity, Meaning of Natural Resources, Land, Water, Food, Forests, Mineral and Energy Importance of Natural Resources, Natural Resources and Our Planet.

Unit 2: Exploitation and Conservation of Natural Resources: Meaning of a Consumer, Exploitation of Natural Resources, Reasons for Exploitation, Burden of Overpopulation on Natural Resources, Burden of Industrialization on Natural Resources, Conservation of Natural Resources, Need for Conserving Natural Resources, Methods of Conserving Natural Resources, Initiatives taken by Various Organisations to Conserve Natural Resources.

Unit 3: Pollution and Its Prevention: Meaning of Pollution, Types of Pollution Air Pollution, Water Pollution, Soil Pollution, Noise, Pollution, Thermal Pollution and Marine Pollution.

Unit 4: Hazards and Control of Pollution: Major Hazards of Pollution, Causes of Pollution, Harmful Effects of Pollution, Overpopulation and Pollution, Rapid Industrialization and Pollution, Control of Pollution, Methods to Control Pollution, Steps Taken by the Government to Control Pollution, Role Played by Various Organisations to Control Pollution, Nuclear Hazards, Meaning and Reasons for Nuclear Hazards, Solid Waste Management, Meaning and Importance of Solid Waste Management, Methods of Solid Waste Management, Role of an Individual in Prevention of Pollution.

Unit 5: Water Scarcity and Conservation: Scarcity of Water, Reasons for the Scarcity of Water, Need for Water Conservation, Rainwater Harvesting, Meaning of Rainwater Harvesting, Importance of Rainwater Harvesting, Techniques of Rainwater Harvesting, Watershed Management, Meaning of Watershed Management, Objective, and Importance of Watershed Management.

Unit 6: Major Environmental Challenges In The Present Scenario: Urban Problems Related to Energy, Global Warming, Meaning of Global Warming, Reasons for Global Warming, Global Warming as a Threat to Our Environment Acid Rain, Meaning of Acid Rain, Reasons for Acid Rain, Acid Rain as a Threat to Life, Ozone Layer Depletion, Meaning of Ozone Layer Depletion Reasons for Ozone Layer Depletion, Ozone Layer Depletion as a Threat to Life, Other Challenges to Our Environment, Nuclear Accidents, Nuclear Holocaust, Resettlement and Rehabilitation of People, Wasteland Reclamation.

Unit 7: Environmental Legislation: Meaning of Environmental Legislation, Importance of Environmental Legislation, Objectives of Environmental Legislation, Air Prevention & Control of Pollution Act, 1981, Objectives of Air Prevention & Control of Pollution Act, Major Highlights of Air Prevention & Control of Pollution Act, Water Prevention & Control of Pollution Act, 1974, Objectives of Water Prevention & Control of Pollution Act, Major Highlights of Water Prevention & Control of Pollution Act, Environment Protection Act, 1986, Objectives of Environment Protection Act, Major Highlights of Environment Protection Act, Wildlife Protection Act, 1972, Objectives of Wildlife Protection Act, Major Highlights of Wildlife Protection Act, Forest Conservation Act, 1980, Objectives of Forest Conservation Act, Major Highlights of Forest Conservation Act, National Green Tribunal Act, 2010, Objectives of the National Green Tribunal Act, Major Highlights of National Green Tribunal Act.

Unit 8: Environmental Ethics: Understanding Environmental Ethics, Meaning of Environmental Ethics, Need for and Importance of Environmental Ethics, Environmental Ethics in India.

Unit 9: An Introduction to Disaster Management: Important Concepts Related to Disaster Management, Disaster, Hazard, Vulnerability, Resilience, Risks, Types of Disasters, Natural Disasters, Man-made Disasters, Impacts of Disaster Management, Social Impact, Economic Impact, Political Impact, Environmental Impact, Health Impact, Psychosocial Impact.

Unit 10: Disaster Management in India: India and Disaster Management, Hazards and Vulnerability Profile of India, India's Approach to Disaster Management, Components of Disaster Relief, Water, Food, Sanitation, Shelter, Health, Waste Management, Meaning and Objectives of Waste Management, Importance of Waste Management.

Unit 11: Institutional Arrangements in Disaster Management: Institutional Arrangements, Mitigation, Response and Preparedness, Disaster Management Act and Policies, Other Related Legislations.

Unit 12: Project Work: Project Work, Field Work.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
BB-105.1	Remember	Learn various methods & techniques of conservation
BB-105.2	Understand	Understand and evaluate the environmental issue & problems
BB-105.3	Apply	apply concepts of sustainable development and framework
BB-105.4	Analyse	Analyse environmental problems and developed strategies

Books Recommended:

- Aggarwal, K. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
- Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd. Ahmadabad- 380013, India, Email: mapin@icenet.net (R)
- Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc.480p
- Alexander David, Introduction in "Confronting Catastrophe", Oxford



Dr. D. Y. Patil Vidyapeeth, Pune

(Deemed to be University)

(Re-accredited by NAAC with a CGPA of 3.64 on a four-point scale at A++ Grade)

(An ISO 9001: 2015 Certified University)

Centre for Online Learning

University Press, 2000.

- Andharia J. Vulnerability in Disaster Discourse, JTCDM, Tata Institute of Social Science working Paper no. 8, 2008.

Semester	1	Course Credits	4	Specialisation	
Course Code	OBC106			Type	Core Course
Course Title	Business English				

Course Description:

The course “Business English” helps you to understand the role of English in business and important concepts of grammar, speaking and writing skills.

Course Objectives:

1. To make the students aware of the English language skills.
2. To enhance the communication skills of the students; and
3. To make the students aware of the mannerism and etiquettes.

Course Outline:

Unit 1 Introduction to Business English: General English Verses Plain English Verses Business English, Concept, Objectives, Identification of the Language of Business English, Learners of Business English, Importance of Business English.

Unit 2: Recapitulating Grammar: Introduction to Grammar, Concept of Parts of Speech, Noun- Types of Nouns, and Forms of Nouns, Pronoun- Types of Pronouns, and rules for using pronouns, Adjective- Types of adjectives, and Degrees of comparison, Verb- Types of Verbs, and How to recognise a Verb, Adverb- Types of Adverbs, Preposition- Types of Prepositions, and How to recognise a preposition? Conjunction- Types of Conjunctions, and Rules for using Conjunctions, Interjection.

Unit 3: Using Grammar in a Sentence: Sentence and its types, Subject- Verb Agreement- Rules for the Subject-Verb Agreement, Articles- Types of Articles, Correct Usage of Articles, and Article Omission, Tenses- Present Tense, Past Tense, and Future Tense Voices— Active and Passive, Direct and Indirect Speech, Punctuation.

Unit 4: Vocabulary Building and Orthography: Vocabulary Building and Orthography, Words often confused, Synonyms and Antonyms, One word substitution, Acronyms, Homophones, Eponyms, Idioms and Phrases, Prefix and Suffix, Etymology.

Unit 5: Reading Skills: Concept of Reading Skills, Understanding Comprehension, Interpretation, Summarizing, Techniques of Reading, Skimming, Scanning, Intensive Reading, Extensive Reading, Vocabulary Building.

Unit 6: Business Correspondence: Business Correspondence, Importance of Business Correspondence, Business Letters, Important Attributes of a Good Business Letter, Parts of a Business Letter, Layout of a Letter, Types of Formal Letters, Business Enquiry Letter, Quotation Letter, Order Letter, Complaint Letter, Recovery Letter, Covering Letter, Importance of a Covering Letter, Purpose of a Covering Letter, Guidelines of Writing a Covering Letter, Important Attributes of Writing a Covering Letter, Types of Covering Letters, Informal Letters.

Unit 7 Report Writing: Report Writing, Importance of Report Writing, Essential Attributes of Report Writing, Principles of Report Writing, Format of Report Writing, Types of Report Writing, Informational Report, Analytical Report, Press Report.

Unit 8 Meeting: Business Meeting, Ways of Providing Information Regarding Meetings, Email, Drafting an E-mail, What Etiquettes does a Company Need to Have? Writing a Notice, Essentials while Conducting Meetings, Agenda, and Meetings.

Unit 9 Speaking Skills: Interactive Communication, Face-to-Face Introduction, Introducing Self, Meeting People, Exchanging Conversation and Saying Goodbye, Introducing People with Others, Telephonic Introduction, Picking and Answering a Telephone Call, dealing with a Wrong Number, Asking for Someone, Taking and Leaving Messages, Enquiring for Someone on the Telephone, Making an Emergency Call for Help.

Unit 10 Pronunciation and Voice Modulations: Pronunciation, Different Sounds of English, Vowels, Diphthongs, Consonants, Phonemic Transcriptions, Stress, Syllable Division and Word Stress, Sentence Rhythm and Weak Forms, Contrastive Stress in Sentences, Intonation, Falling Tunes, Rising Tunes, Falling-Rising Tunes, Voice Modulation, Elements of Voice Modulation.

Unit 11 Effective Speech: Effective Speech Attributes of a Good Speech, Clarity, Conciseness, Informative, Informal, Interesting, Delivering an Effective Speech, Extempore.

Unit 12 Business Etiquettes: Concept of Business Etiquettes, Business Meeting Etiquettes, Business Attire Mannerism, Telephone Etiquettes, Business Dining Etiquettes.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO106.1	Remember	Demonstrate appropriate use of language through various skills
CO106.2	Understand	Analyse business trends with current performance criteria
CO106.3	Apply	Create and deliver effective business presentations, using language skills.
CO106.4	Analyse	Perform better through using various etiquettes.

Suggested Reading:

- French, J., & Uhler, J. (1925). English in Business. New York: McGraw-Hill Book Co.
- Charlton, D., & Anderson, P. (2013). Active English Grammar. [United States]: Compass Pub.
- Castro Cid, M., Montes, E., Schier, H., Walter, M., & McQuade, S. (2005). Business English. [New York]: Living Language.
- Bly, R. (2014). Webster's New World Letter Writing Handbook. Cleveland, Ohio: Webster's New World.

Semester	2	Course Credits	4	Specialisation	NA
Course Code	OBC201			Type	Core Course
Course Title	Organisational Behaviour				

Course Description:

This course is designed for learners of management education to understand the structure, arrangement of the organisation. This course will enable the learners the detail understanding about the organisation process of organisation and will give the understanding about the cohesiveness about the organisation. The Human behaviour must be understood to run the organisation so different aspects of the Human behaviour which are responsible for productive and non-productive performance of the peoples of organisation will be analysed by learning human behavioural aspect as their attitude, perception, personalities in organisations. Several activities must be performed in a cohesive way.

Course Objectives:

1. To develop cognizance of the importance of human behaviour.
2. To describe how people behave under different conditions and understand why people behave as they do.
3. To analyse specific strategic human resources demands for future actions.
4. To synthesise related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

Course Outline:

Unit 1: Organisational Behaviour- Definition, Importance & Model: What is Organisational Behaviour (OB)? History of Organisational Behaviour (OB), Organisational Behaviour Concepts, Features or Characteristics of Organisational Behaviour (OB), Need for Organisational Behaviour, Objectives of Organisational Behaviour, Approaches to Organisational Behaviour Studies, Key Elements of Organisational Behaviour, Contributing Disciplines to the Organisational Behaviour Field, why is Organisational Behaviour Important? Challenges for Organisational Behaviour, Models of Organisational Behaviour, Critical Reflections.

Unit 2: Perception: Perception and Attribution- concept, nature and process, Factors influencing perception, Perceptual Process, Errors in Perception, When Perception Fails and Why Perception Vary.

Unit 3: Values and Personality: Stages of personality development, Determinants of personality. Why Are Values Important, Personality and Values, Characteristics of Personality, Factors of Personality, Stages of Shaping Personality, Personality Traits: Big Five Personality Traits and Myers-Briggs Type Indicator, How Personality Traits Influencing Organisational Behaviour.

Unit 4: Attitude and Learning: Attitude: Definition, Nature, and Characteristics, Factors Influencing Attitudes, Main Components of Attitudes, Major Job Attitudes, The Impact of Satisfied and Dissatisfied Employees on the Workplace, Learning: Meaning, Nature, Types and Theories of Learning.

Unit 5: Motivation- Concept, Importance and Theories of Motivation: Motivation, Motives, The power motive, The achievement motive, The affiliation motive, Maslow's-Hierarchy of Needs Theory, Two-factor Theory, Expectancy Theory, Theory of "X" and Theory of "Y", Reinforcement Theory, Equity Theory.

Unit 6: Leadership: Leadership – concept, characteristics, theories and styles of leadership, Managerial grid, Leadership continuum and Leadership effectiveness.

Unit 7: Group Dynamics: Meaning of groups and group dynamics, Formation, Characteristics and Types of groups, Theories of group dynamics, Group cohesiveness - Factors influencing group cohesiveness - Group decision making process. Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window.

Unit 8: Organisational Change: Management of Change – Meaning and importance of change, Factors contributing to organisational change, change agents, Resistance to change – causes of and dealing with resistance to change, Organisational Development - meaning and process.

Unit 9: Organisational Culture: Concept of Organisational Culture, Distinction between organisational culture and organisational climate, Factors influencing organisational culture.

Unit 10: Morale and Conflict: Conflict and Effectiveness- concept and types of morale. Managing conflict, Organisational Effectiveness - Indicators of organisational effectiveness, Achieving organisational effectiveness. Organisational Power and Politics.

Unit 11: Managing Stress and Work Life Balance: The Nature of Stress, Individual Differences and Stress, Common Causes of Stress, Life Stressors, Consequences of Stress, Managing Stress at the Workplace, Work-Life Linkages

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO201.1	Remember	To describe how people behave under different conditions and understand why people behave as they do.
CO202.2	Understand	To develop cognizance of the importance of human behaviour.
CO202.3	Apply	To synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.
CO202.4	Analyse	To analyse specific strategic human resources demands for future actions.

Suggested Readings:

- Robbins, P. Stephen - Organisational Behaviour-concepts, controversies & Applications - Prentice Hall of India Ltd., New Delhi, 1988.
- Luthans Fred - Organisational Behaviour - McGraw Hill Publishers Co. Ltd., New Delhi, 1988.
- Rao, VSP and Narayana, P.S. - Organisation Theory & Behaviour - Konark Publishers Pvt. Ltd., Delhi, 1987.
- Prasad, L.M - Organisational Theory & Behaviour - Sultan Chand & Sons, New Delhi, 1988.
- Sekaran, Uma - Organisational Behaviour-text & cases - Tata McGraw Hill Pub Ltd., New Delhi, 1989.
- Aswathappa. K. - Organisational Behaviour – Himalaya Publishing House, Mumbai

Semester	2	Course Credits	4	Specialisation	
Course Code	OBC202			Type	Core Course
Course Title	Indian Economy				

Course Description:

The course has been outlined with the goal to provide an instinctive and clear approach to the Indian economy and the process of the Indian economy. Indian economy is the course is designed to cover the major fundamentals which include Characteristics and Features of Indian Economy, Service sectors, Planning commission, Capital Market, Money Market, Agriculture sector etc.

The course explains the structure of the Indian economy, components of the economy, sectors of the economy, India's National Income, and Organisational change. The course will help students to understand the Indian economy and the role of IMF and World Bank. Implement them in their job or business. All effort has been put in the course to provide students with balanced learning through text, flowcharts, snippets, case study, multiple-choice questions, higher-order thinking skills questions and descriptive questions.

Course Objectives:

1. To be able to familiarise the students with the concepts of Indian Economy.
2. To be able to understand Fundamentals of Indian Economy and Components of it.
3. To be able to understand the Sectors of Indian Economy.
4. To be able to understand India's National Income.
5. To be able to understand the concept, features, importance role of IMF and World Bank in Indian Economy.

Course Outline:

Unit 1: Introduction to Indian Economy: Characteristics of the Indian economy as a developing economy, Features of Indian Economy as a developing economy, Structural Changes in Indian Economy, Indian Economy, and Inclusive growth.

Unit 2: Structure of economy and Human Resource in India: Silent features of the Indian Economy, Structure composition of Indian economy, National Income of India, Indicators of Economic development, Population, Human Development Index.

Unit 3 Planning in India: Planning in India, Planning commission, NITI Aayog, Five-year plans, unemployment, Poverty, Important Programmes in Brief, Millennium Development Goals.

Unit 4 Agriculture Sector of India: Changing Roles of Agriculture in the Indian economy, Agricultural Production and causes of Low Agricultural Productivity, Success and failure of Green Revolution and need for second green revolution, Nature and causes of Agricultural Distress.

Unit 5 Indian Industries: Need of Industrialisation, Industrial policy since 1991, Problems and prospects of cottage and small-scale Industries, Problems of Industrial Sickness.

Unit 6 Service Sectors in India: Understanding service sector, Importance of service sector in India, Trends in Service Sector Growth, Banking reform and Challenges, Current Industrialisation, Trends and Industrial Policy Environment for the SME sector, emerging service Sector of the Indian Economy.

Unit 7 India's National Income: Meaning of National Income, National Aggregates, Gross Domestic Product (GDP), GNP as Sum of Expenditure on final Product, GNP as the total of Factor Income, Net National Product (NNP), NNPFIC (or National income), Personal Income, Disposable income, value added, Method of Measuring National income in India, Product method, Income Method, expenditure method.

Unit 8 Organisational Changes: Changes Management: Introduction, Change Agent, Introduction to Resistance to change, Organisational Development: Meaning, Objective and steps, Objectives of Organisational Development, Characteristics of Organisational development, Steps in Organisational Development.

Unit 9 Economic Environment of Business in India: Indian Economic Environment, Kinds of Economic Systems, Economic Policies, Current Inflationary Position and its Impact on the Business sector, Economic Legislation, Economic Transition in India.

Unit 10 Indian Financial System: Money Market and Monetary Policy: Indian Financial System: Money Market, The structure of the Financial System, Functions of the Indian Financial system, The Indian Money Market and RBI, Monetary Policy.

Unit 11 Capital Market and Working of SEBI: Capital Market in India, Development Financial Institute (DFIs), Non-banking Finance Companies (NBFCs), Stock exchange in India, SEBI and capital Market reforms.

Unit 12 International Monetary fund and World Bank: International monetary funds, international bank for Reconstruction and development

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO202.1	Remember	Learn various concept of Indian Economy
CO202.2	Understand	Understand the concepts of Indian economy and Characteristics, Features of Indian Economy
CO202.3	Apply	Application of Various Economic concepts in day-to-day life
CO202.4	Analyse	Exhibit the components Indian Economy and Calculations of India's National Income

Suggested Reading:

- Bedi Suresh, Business Environment, excel books, 2006.
- Fernando, Business Environment, Pearson Education
- Becker, Gary S. 1964. Human Capital 2nd edition, Columbia University Press, New York

Centre for Online Learning

Semester	2	Course Credits	4	Specialisation	
Course Code	OBC203			Type	Core Course
Course Title	Marketing Management				

Course Description:

This course aims to familiarise the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities, and substantive knowledge. It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real-life situations. This course is intended to be the foundation course for those who plan to do further work in marketing in the second year. It is also designed to serve as a terminal course for those not intending to specialise in marketing.

Course Objectives:

1. To introduce marketing as a business function and a philosophy.
2. To emphasise the importance of understanding external environment in marketing decision making.
3. To expose students to a systematic framework of marketing and implementations and to highlight the need for different marketing approaches for services, goods, and for household consumers, organisational buyers.

Course Outline:

Unit 1: Nature and Scope of Marketing: Nature and Scope of Marketing, Classification of Market, Concept of Marketing, Objectives of Marketing Management, Scope of Marketing, Nature of Marketing, Functions of Marketing, Role of Marketing in Economic Development, Marketing Management, Objectives of Marketing Management, Marketing Management Process, Qualities of Marketing Manager, Role and Responsibilities of the Marketing Manager.

Unit 2: Concepts of Marketing: The Concept of Marketing at Different Stages of Economic Development, Different Alternative Concepts of Marketing, Factor Influencing the Adoption of the Marketing Concept, Difference between Old and New Concept of Marketing

Unit 3: Marketing Environment: Importance of Marketing Environment, Process of Environmental Analysis, The Importance of Environmental Analysis, Mapping the Marketing Environment.

Unit 4: Product and Its Concepts: Characteristics of a Product, Classification of a Product, Importance of a Product, Features of a Product, Levels of a Product, Elements of a Product, Product Mix, Product Life Cycle.

Unit 5: Product Planning and Development: Elements of Product Planning, Importance of Product Planning Components of Product Planning, Product Development, Scope of Product Planning and Development, Product Modification, Product Simplification, Product Diversification, Product Elimination.

Unit 6: Branding and Packaging: Concepts of Brand: Different Types of Brands, Importance and Scope of Branding, Essentials of Good Branding, Advantages of Branding, Kind of Brand Names, Packaging: Importance of Packaging, Functions of Packaging, Kind of Materials Used for Packaging, Kinds of Packaging, Factors Affecting Packaging Decisions.

Unit 7: Market Segmentation: Market Segmentation, Characteristics of Market Segmentation, Objectives of Market Segmentation, Criteria for Market Segmentation, Elements of Market Segmentation, Importance of Market Segmentation, Factors Influencing Market Segmentation, Limitation of Market Segmentation.

Unit 8: Targeting and Product Positioning: Targeting: Types of Target Marketing, Target Marketing Process, Importance of Targeting, Positioning: Types of Positioning, Steps in Product Positioning, Key Elements of Positioning Strategy, Positioning Process Steps, Importance of Positioning, ABC's Concept of Positioning.

Unit 9: Consumer Behaviours: Meaning and Definition of Consumer Behaviour, Nature of Consumer Behaviour, Scope of Consumer Behaviour, Significance of Consumer Behaviour, Applications of Consumer Behaviour, Stages of Buying Process, Participants in Buying Process, Theories of Buying Behaviour, Factors Affecting Consumer Behaviour.

Unit 10: Service Marketing: Services: Service as a Process, Functions of Services, Service Marketing: Characteristics of Service Marketing, Classification of Service Marketing, Service Marketing Mix, Functions of Service Marketing, Significance of Service Marketing, Services Marketing Challenges, difference Between Service Marketing and Product Marketing.

Unit 11: Rural Marketing: Rural Marketing, Ways of Rural Marketing, Features of A Rural Marketing, Reasons for Potential of Rural Market, Rural Marketing Strategies, and Contribution of Rural Marketing to the Indian Economy, Problems in Rural Marketing, Measures to Improve the Problems in Rural Marketing.

Unit 12: Recent Trends in Marketing: Green Marketing: Golden Laws of Green Marketing, Objectives of Green Marketing, Importance of Green Marketing, Digital Marketing: Types of Digital Marketing, Advantages of Digital Marketing, Disadvantages of Digital Marketing, Relationship Marketing: Five Levels of Relationship Marketing, Benefits of Relationship Marketing, Disadvantages of Relationship Marketing.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO203.1	Remember	Compute various managerial marketing abilities
CO203.2	Understand	Learn basic philosophies of marketing as management function
CO203.3	Apply	Enhance skill of communication by implementing it into practice
CO203.4	Analyse	Link external environment with the internal organisational activities.

Suggested Reading:

- Marketing Management a South Asian Perspective, Kotler, Keller, Koshy and Jha, Prentice Hall/Pearson
- Marketing Management, Rajan Saxena, TMH
- Marketing Management, Arun Kumar, N Meenakshi, Vik as Publishing
- Fundamentals of Marketing, Bruce Walker and Stanton, McGrawHill
- W.D. Perraut and E.J. Mc Carthy, Basic Marketing, TMH
- Russel S. Winner, Marketing Management, Pearson
- Marketing Management, Ramaswami and Namakumari,
- Integrated Marketing Communications - Kenneth Clown and Donald Ba

Semester	2	Course Credits	4	Specialisation	
Course Code	OBC204			Type	Core Course
Course Title	Business Environment				

Course Description:

The course “Business Environment” helps you understand the basic approaches of the government and their approaches towards the benefits of society by learning the overall business environment. Furthermore, this course focuses on the import-export, micro-macro environment, and overall condition of businesses. A business Environment course will prepare the learners to plan, launch and grow a business venture within the context of their local and national social, political, legal, cultural and economic environment. It will ensure that learners consider the labour environment and the retail environment they are entering. They will be able to assess the impact of these different environments on the potential to succeed in their new business venture. The course will look at the micro-environment as well as the macroenvironment of a business and in particular the variables that influence the activities of a business.

Course Objectives:

1. To give learners an understanding of the various constituents of the business environment.
2. To study the benefits and cost of globalisation.
3. To study the economics of regional trading blocs and multilateralism.
4. To study the various business setups and their respective advantages and disadvantages.

Course Outline:

Unit 1 – Fundamental Concepts: Definition of Business, Meaning of Business Environment, Theoretical Framework/Functions of Business Environment, Internal environment, External environment, Microenvironment, Scanning the macro environment, The Planning Commission, Planning in India, Brief View of Five-Year Plans, Five Year Plans: Target vs. Achievements, SWOT Analysis of Indian Economy.

Unit 2 – Industrial Policy & Regulatory Structure: Objectives of Industrial Policy, Industrial Policies, Industrial Policy, 1948, Industrial Policy, 1956, Industrial Policy,

1977, Industrial Policy, 1991, Stock Exchanges, Definition of Stock Exchange, Major Stock Exchanges in India, Recognition of Stock Exchange, Listing of Securities, Obligation on Listed Companies, Stock Exchange Operations, Badla System/Financing/Carry Forward Transactions, Revised Forward Trading System, Derivatives Trading, Capital Issues Contract Act, 1947.

Unit 3 – Economic Environment of Business: Economic Trends, Problems of Growth, National Income, Industrialisation and Economic Development, Inflation, Types of Inflation, General causes of inflation in India, Measuring Inflation, Impact of Inflation, Measures to Control Inflation.

Unit 4 – Business & Its Role: Basic Aspects of Business, Objectives of Business, Characteristics of Business, Profit and Its Relationship with Business, Types of Business, Forms of Business Ownership, Business Cycle Theory, Characteristics of Business Cycle, Types of Business Cycles, The Mechanism of Business Cycle, Indicators of The Business Cycle.

Unit 5 – Business Environment: Meaning of Business Environment, Features of Business Environment, Importance of Business Environment, Business Environment: Emerging Order, Types of Business Environment, Economic Environment, Non-economic Environment, Recent Developments in India, Liberalisation, Privatisation, Globalisation.

Unit 6 – Forms of Commercial Organisation: Types of Commercial Organisation, Forms of Commercial Organisation Advantages/Disadvantages, Factors to Consider, Sole Proprietorship, Features of Sole Proprietorship, Merits of Sole Proprietorship, Limitations of Sole Proprietorship, Joint Hindu Family Business, Features of Joint Hindu Family Business, Merits of Joint Hindu Family Business, Limitations of Joint Hindu Family Business, Partnership, Features of Partnership, Merits of Partnership, Limitations of Partnership, Types of Partnership, Cooperative Society, Features of Cooperative Society, Merits of Cooperative Society, Limitations of Cooperative Society, Types of Cooperative Society, Joint Stock Company, Features of Joint Stock Company, Merits of Joint Stock Company, Limitations of Joint Stock company.

Unit 7 – Joint Stock Company: Meaning of Joint Stock Company, Characteristics of Joint Stock Company, Types of Companies, Advantages of Joint Stock Company, Disadvantages of Joint Stock Company, Suitability of Joint Stock Company, Multinational Companies, Meaning of Multinational Company, Features of Multinational Company, Advantages of Multinational Company, Limitations of Multinational Company

Unit 8 – Export-Import (EXIM) Policy: EXIM Policy, Earlier EXIM Policy (Pre-Reform Period), EXIM Policy 1992-1997, EXIM Policy 1997-2002, Special Export Zones (SEZ), Key Features of SEZs Scheme, Objectives of SEZs Scheme, Benefits of SEZs Scheme, Current Trend of EXIM Policy in India, India's Export Performance, Trade Policy Measured for Boosting Exports.

Unit 9 – Socio-Cultural Environment: Poverty in India, Unemployment in India, Human Development, Rural Development, Business Ethics, Meaning of Business Ethics and Values, Advantages of Ethical Business, Characteristics of Ethics, Sources of Ethics, Ethics and Profit, Values in Business, Ethical Dilemma, Impact of Globalisation on Business Ethics, Business Ethics as a Competitive Advantage.

Unit 10 - Corporate Governance: Scope of Corporate Governance, Principles of Corporate Governance, Role of Corporate Governance, Role of Corporate Governance in India, Corporate Social Responsibility, Responsibility Towards Shareholders, Responsibility Towards Employees, Responsibility Towards Consumers, Responsibility Towards Community, Major Social Responsibility of Business, Arguments for Corporate Social Responsibility (CSR), Arguments Against Corporate Social Responsibility (CSR), Importance of CSR, Social Audit, Uses of Social Auditing.

Unit 11 – Emerging Trends in India's Business Environment: India's Competitiveness in the World Economy, A Look to Current Phase of Globalisation, External Influences on India's Business Environment, Competitive Trends in the Business Environment, Business Opportunities in the Rural Sector, Developing Countries: How Deeply Integrated? Does Globalisation Harm Worker's Interests?

Unit 12 – World Trade Organisation: World Trade Organisation (WTO), Functions of WTO, Rules of WTO (Agreements), Organisations of WTO, Regional Groups in WTO, Advantages/Benefits of WTO, Dispute Settlement, Impact of WTO in India

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO204.1	Remember	The legal framework that regulates the business environment.
CO204.2	Understand	How an entity operates in a business environment.
CO204.3	Apply	The effects of government policy on the business environment.
CO204.4	Analyse	How financial information is utilised in business.

Suggested Reading:

- Business Environment –Shaikh Saleem, Pearson publication
- Business Environment- A.C. Fernando, Pearson publication
- Business Environment-Francis Cherunilam, Himalaya Publication.
- Indian Economy –Datt & Sundharam- S. Chand Publication
- Essentials of Business Environment–K. Ashwathappa, Himalaya Publication.

Semester	2	Course Credits	4	Specialisation	
Course Code	OBC205			Type	Core Course
Course Title	Indian Banking System				

Course Description:

This course is structured to help students master the concepts of the Indian Banking System and to understand the evolution, structure, and performance of Indian banks. Students will be exposed to key trends and changes in the Banking services sector. In addition, the student will learn about various career opportunities in the banking and financial institution field. With this relevant information, students will be able to grasp the rapid changes that are happening in this course area and the real world. Content and discussion will cover banking activities and their various important concepts.

Course Objectives:

1. To be able to familiarise the students with the concepts of Indian banking System.
2. To be able to understand Evolution and structure of Indian Banking System.
3. To be able to describe the need of Technology in Indian Banks.
4. To be able to understand the concept, features, importance, and problems faced by Indian banking system.

Course Outline:

Unit 1: Meaning and Evolution of Banking- Meaning of Banking, Definition of Banking,

Importance of Banking, Role of Banking, Origin of Banking, Evolution of Banking in Europe, USA, Asia, Years and Events in History of Banking.

Unit 2: Structure of Indian Banking System- Types of Banks, Structure of Indian Banking,

Public Sector Banks, Private Sector Banks, Developmental Financial institutions, NonBanking Finance Companies.

Unit 3: Functions of Bank - Primary Functions, Secondary Functions, Agency Services, Remittance Services, Collection Services, General Utility Services

Unit 4: Opening of Accounts - Procedure for opening the Bank account, Identification of the customer, Know Your Customer policy (KYC), Nomination, Procedure for Operating

Deposit Account, Type of Account Holders, Individual Account Holders, Institutional Accounts, Foreigners and Non-Resident Indians Accounts, Special Accounts.

Unit 5: Banker Customer Relationship- Banker Customer Relationship, Duties of a banker, Rights of a banker, Attachment of customers' accounts

Unit 6: Deposit Schemes- Deposit Schemes, Rate of Interest on Deposits, Tax Deduction at Source, Weighted Average Interest

Unit 7: Loan Schemes- Reasons for Banks lending process, Credit Creation by Banks, Types of loans and Advances, Lending Principles, Priority Sector Loans, Non-Priority Sector Loans.

Unit 8: Financial Statements of Banks - Introduction to Financial Statements of Banks, Balance Sheet of a Bank, Profit and Loss Statement of a Bank

Unit 9: Negotiable Instruments Act - Meaning and types of Negotiable Instruments, Promissory Notes, Bill of Exchange, Cheque, Holder, Negotiation, Payable to Bearer, Payable to Order.

Unit 10: Crossing and Endorsements- Crossing of a Cheque, General Crossing, Special Crossing, Non-Negotiable Crossing, Account Payee Crossing, Double Crossing, Endorsements General Endorsement, Special Endorsement, San Recourse Endorsement, Per pro Endorsement, Restrictive Endorsement.

Unit 11: Technology in Banks - Introduction to Technology in Banks, Society for Worldwide Interbank Financial Telecommunication (SWIFT), Technology based services in Banks (Core Banking Solutions, E-banking, ATMs, Credit Cards, Debit Cards, Tele Banking, Mobile Banking, Internet Banking, Other Technology based services.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO205.1	Remember	Learn various functions of Indian Banking system.
CO205.2	Understand	Understand the basic concepts of banking structure and its functionality
CO205.3	Apply	Differentiate problems faced by banking institutions in India.
CO205.4	Analyse	Exhibit the components of banking system.

Suggested Reading:

- Fundamentals of Banking by Dr. Babasaheb Sangale and others
- Banking – Dharmaraj E – Scitech Publications
- The Indian Financial System and Development – Vasant Desai – Himalaya Publishing House
- Indian Financial System – M Y Khan – Tata McGraw Hill
- Accounting and Finance for Bankers – Indian Institute of Banking & Finance – Macmillan

Semester	2	Course Credits	4	Specialisation	
Course Code	OBC206			Type	Core Course
Course Title	Soft Skills I				

Course Description: This course is designed to teach awareness of appropriate communication strategies. This will help students to analyse a variety of communication acts & their use in personal and professional success.

Course Objectives:

1. To develop the wide variety of soft skills starting from communication, to working in different environments, developing emotional sensitivity, learning creative and critical decision making.
2. To groom students for workplace by bridging the gaps through effective interpersonal communication skills.
3. To make the student an effective manager with adequate soft skills required for any organisation.

Course Outline:

Unit 1: Business Etiquettes and Listening Skill: Business Etiquettes, Body language, Dressing Etiquettes, Telephone Etiquettes, Dining Etiquettes, Art of Effective Listening.

Unit 2: Public Speaking: Persuasion: Role of Persuasion in Communication, Persuasion as a Skill Requires Benefits of Persuasion in Business Skills, Principles of Persuasion, Importance of Persuasion in Business and Life, Persuasive Speech Explained, The Importance of Public Speaking: How to Become Better at Public Speaking, Special Tips for Public Speaking, Speaking Skill Required, Effective Speaking Delivery: Your Voice, Vocal Production

Unit 3: Visual Communication: Visual Communication: Definition, Visual Communication Forms, Advantages of Visual, Communication, Disadvantages of Visual

Communication, Interpersonal and Technical Skill, Interpersonal Skills: Definitions and Examples, Jobs That Require Interpersonal Skills, How to Improve Interpersonal Skills? Nine Steps for Improving Interpersonal Skills, Develop Interpersonal Skills at Work, How to Improve Your Technical Skills.

Unit 4: Personal Branding: Well-Known Examples of Personal Branding, Benefits of Building a Personal Brand, Seven Steps to Creating a Compelling and Profitable Personal Brand, How to Sell Yourself –Appearance Self-Branding, Ten Tips for Developing Your Personal Brand, Voice Modulation Importance of Voice Modulation, Voice Modulation Depends on Four Aspects, Here Are Seven Handy Tips to Help You Practice, Importance of Tone of Voice.

Unit 5: Emotional Intelligence: Meaning of emotional intelligence, Introduction to Emotional Intelligence, Emotional Intelligence is Commonly Defined by Four Attributes, Importance of Emotional Intelligence, Emotional Intelligence Affect, Four Key Skill to Build up Emotional Intelligence, Five Main Components of Emotional Intelligence, Benefits of Emotional Intelligence, Emotional Intelligence Training, Empathy and Rapport, Definition of Empathy by Merriam Webster, Difference in Empathy and Rapport, An Essential Skill, Art of Building Empathy and Rapport.

Unit 6: Image Building: Image Building - Definition, Importance of Brand Image, Importance of Building Image, How Can You Improve Brand Image, Building Foundation for Brand Image, Steps for Future Business Strategies.

Unit 7: Teamwork: Definition, Steps for a Better Teamwork, Importance of Teamwork at Workplace, Tips on How to Become a Good Team Player, Stages of Teamwork.

Unit 8: Teamwork Skills: Teamwork skills: Definition and Examples, Importance of Teamwork Skills, Top Ten Teamwork Skills, Effective Team Working Skills, Key Process Focused Team Skills, Teamwork Skills List, How to Improve Teamwork Skills, References for Teamwork Skills, Try These 10 Strategies to Succeed, Key Takeaways TIPS FOR A BETTER FUTURE STRATEGY, Skills for an Effective Group Process, Checklist of Team.

Unit 9: Problem Solving and Decision Making: Understanding Problem Solving, Find Out How to Solve Your Problems, an Understanding Complexity, Problem-Solving Processes, Guidelines for Problem Solving and Decision Making, Define the Problem, Rational Versus Organic Approach to Problem Solving, Effective Problem Solving.

Unit 10: Decision Making: Meaning of Decision-Making, Importance of Decision-Making, Characteristics of Decision making, Principles of Decision Making, Five Steps for Good Decision Making, Process and Practical Ways of Decision Making, Seven Steps in Decision Making Process, Weighing Positive and Negative Decision Making, Decision Making: Weighing Advantages and Disadvantages, Pros and Cons of Decision Making, Thinking Hats, Thinking Hats Frame, Parallel Thinking, Strategies and Programmes, How to Solve Problems Using Six Hat Thinking, How to Use The Six Thinking Hats

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO206.1	Remember	Learn the basic aspects of soft skills.
CO206.2	Understand	Differentiate professional challenges and management decisions in communication
CO206.3	Apply	Learn and implement Problem solving skills.
CO206.4	Analyse	Analyse professional practices.

Suggested Readings:

- Bovee, Courtland L, John V. Thill & Barbara E. Schatzman. *Business Communication Today*: Tenth Edition. New Jersey: Prentice Hall, 2010.
- Kratz, Abby Robinson. *Effective Listening Skills*. Toronto: ON: Irwin Professional Publishing, 1995.
- Lesikar, Raymond V and Marie E. Flatley. *Basic Business Communication: Skills for Empowering the Internet Generation*: Ninth Edition. New Delhi: Tata McGraw-Hill, 2002.
- Barun K. Mitra *Personality Development and Soft skills*, Oxford University Press

Semester	3	Course Credits	4	Specialisation	
Course Code	OBC301			Type	Core Course
Course Title	Human Resource Management				

Course Description:

Human Resource Management (HRM) links people-related activities to business strategies. The course develops a critical understanding of the role and functions of various human resource activities in an organisation, providing students with a comprehensive review of key HRM concepts, techniques, and issues. Topics include job analysis and design, recruitment and selection, evaluation, performance management, occupational health and safety, and the strategic contribution of HRM to organisational performance and evaluating HRM effectiveness. Working with contemporary case studies, students not only engage in collaborative and individual work processes but use communication and discourse characteristic of the HRM context and environment.

Course Objectives:

1. To enable students to understand the HR Management and system at various levels in general and in certain specific industries or organisations.
2. To help students focus on and analyse the issues and strategies required to select and develop manpower resources.
3. To develop relevant skills necessary for the application of HR related issues.
4. To enable students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.

Course Outline:

Unit 1: Introduction to Human Resource Management: Introduction to Human Resource Management, Meaning of Human Resource, what is Human Resource Development (HRD), Nature of Human Resource Management, Scope of Human Resource Management, Main Objectives of Human Resource Management, Functions of Human Resource Management, Importance of Human Resource Management, HR as an Asset, Evolution of HRM, Human Resources Trends in India.

Unit 2: Job Analysis, Job Description, And Job Specification: Job Analysis – Introduction, Job Analysis – Meaning, Job Analysis – Definitions, Job Analysis – Concept, Job Analysis – Contents, Job Analysis – Objectives, Job Analysis – Purposes, How to Conduct a Job Analysis, Job Analysis – Methods, Job Analysis – Functions, Sources of Job Analysis Information, Job Analysis – Significance, Job Analysis – Areas, Job Analysis – Advantages, Job Analysis – Competency Approach, Job Description and Job Specification, Role Analysis: Meaning and Process.

Unit 3: Job Design: Job Design – Introduction, Nature of Job Design, Designing Efficient Jobs, What Do Candidates Look for in a Job, Approaches to Job Design, Engineering Approach, Human Approach, Job Characteristic Approach, Job Design Methods: Rotation, Simplification, Enlargement, and Enrichment of Jobs.

Unit 4: Human Resource Planning: Human Resource Planning – Introduction, Human Resource Planning – Meaning, Human Resource Planning – Definition, Human Resource Planning – Need and Importance, Human Resource Planning – Objectives, Human Resource Planning – Organisation, Human Resource Plan – Factors, Human Resource Planning at Different Levels, Human Resource Planning – Quantitative and Qualitative Dimensions.

Unit 5: Process of Human Resources Planning: Human Resource Planning System, And Responsibility for Human Resource Planning: Human Resource Planning System, Mapping an Organisation's Human Capital Architecture, HRP and Environmental Scanning, Human Resource Planning Process, Responsibility for Human Resource Planning, Effective Human Resource Planning.

Unit 6: Recruitment: Introduction on Recruitment, Recruitment: Meaning and Definition, Process of Recruitment, Recruitment Policy, Factor Affecting Recruitment, Sources of Recruitment, Methods of Recruitment.

Unit 7: Selection: Introduction on Selection, Difference Between Recruitment and Selection, Selection Procedure, Selection Decision Outcomes.

Unit 8: Induction, Socialising, And Orientation: Introduction on Induction, Induction in HRM – What Do You Mean by Induction, Eight Important Induction Characteristics, Main Objectives of Induction, Need for Induction, CEO's Role in Induction, Induction Program: Objective, Contents, Importance, Evaluation, Making Induction Programme Effective, Employee Experience: Seven Dos and Don'ts of Effective Onboarding.

Unit 9: Training and Development: Introduction on Training and Development, Training and

Development Objectives, Need for Employee Training, Importance of Training, Identifying Training Needs of Employees, Providing Training: Responsibilities and Needs, Types of Employee Training, How to Evaluate Training Effectiveness.

Unit 10: Performance Appraisal: Introduction on Performance Appraisal, Meaning of Performance Appraisal, need for and Importance of Performance Appraisal, Objectives of Performance Appraisal, Limitations of Performance Appraisal System, Methods of Performance Appraisal, The Performance Appraisal Process, Factors Affecting Performance Appraisal, Benefits of Performance Appraisal, Effective Performance Appraisal, Employee Reward and Recognition Systems.

Unit 11: HR Records: Types of Information, Objectives of Personnel Records, Records Serve the Following Purpose, Essentials of a Good Record, Precautions in Maintaining Records, Types of Personnel Records.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO301.1	Remember	Describe the role of Human Resource Function in an Organisation.
CO301.2	Understand	Illustrate the different methods of HR Acquisition and Retention.
CO301.3	Apply	Integrate the knowledge of HR concepts to take correct business decisions.
CO301.4	Analyse	Analyse the strategic issues and strategies required to select and develop manpower resources.

Suggested Reading:

- Aswathappa, K. Human Resource to Personnel Management, Tata McGraw-Hill
- Mamoria C.B and Mamoria S., Personnel Management, Himalaya Publishing Company Seema Sanghi, HRM, Vikas Publishing
- Human Resource Management in Organisations, Izabela Robinson, Jaico Publishing House.
- Armstrong's Essential Human Resource Management Practice - A Guide to People Management, Michael Armstrong, Koganpage.



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- Applied Psychology in Human Resource Management, Cascio & Aguins, PHI.
- Ashok Kumar, Human Resource Development: An Interdisciplinary Approach Annual Publications, New Delhi, Vol I, 1991.
- Dave Ulrich (1987), A new Mandate for Human Resources, HBR, Vol76, Jan-Feb
- Herbst, PG. The Product of Work is people, National Labor Institute Bulletin, Vol-I

Semester	3	Course	4	Specialisation	
Course Code	OBC302	Credits		Type	Core Course
Course Title	Banking Operations				

Course Description:

The banking system in India is the lifeblood of the Indian Economy. The banks touch the lives of every citizen, young or old, man or woman, rural or urban, student or teacher, entrepreneur, or employee. This course is designed with the perspective of the theories relating to the role of banks as financial intermediaries. The course will make learners understand the role of transactions costs and informational asymmetries in the operation of the banking system.

Course Objectives:

1. To make students to understand the contemporary nature and present scope of banking.
2. To make students to understand the role of banking in economic development.
3. To assist students to develop management skills required to handle banking operations.
4. To develop confidence amongst students on analytical aspects of banking issues. Learning

Course Outline:

Unit 1. Types of Banks: Types of Banks, Public Sector Banks, Private Sector Banks, Cooperative Banks, Developmental Financial institutions.

Unit 2. Regulatory Framework of Banking: Important Acts regarding regulatory framework, Powers of Reserve Bank of India, Functions of Reserve Bank of India.

Unit 3. Deposit Schemes: Deposit Schemes, Running Account Schemes, Fixed Deposits, Schemes for Non-Resident Indians.

Unit 4. Loan Schemes: Types of loans and Advances, Fund based unsecured facilities, Fund based secured facilities, non-Fund facilities.

Unit 5. Asset liability Management in Banks: General: Introduction to Asset Liability Management, Common size Statements of a Bank, Sensitivity Analysis, Scenario Analysis, ABC Analysis, Liquidity Management.

Unit 6. Asset liability Management in Banks: Specific: Significant Accounting Policies’ and ‘Notes to Accounts’, Liability Management, Asset Management.

Unit 7. Risk & Fraud Management: Introduction to Risk Management, Types of Risks.

Unit 8. Risk & Fraud Management: Risk Management, Credit Risk Rating, RBI guidelines regarding Fraud Management, Macro Management of Frauds.

Unit 9. Paying Banker and Collecting Banker: Paying Banker, Collecting Banker, Bouncing of a Cheque.

Unit 10. Transformation of Banking Services: Introduction to Transformation of Banking Services, Traditional Services offered by Banks, Electronic banking services, New Instruments of Service.

Unit 11. Banking sector reforms: Important banking sector reforms, Corporate Governance in Banks, Ethics in Banking, Customer Service in Banks, Consumer Courts.

Course outcome:

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

CO#	Cognitive Abilities	Outcomes
CO302.1	Remember	Learn various concepts of how bank-based systems differ from marketbased systems.
CO302.2	Understand	Understand and implement the theories relating to the role of banks as financial intermediaries.
CO302.3	Apply	Learners will advance their skills in analysing the main types of risk that banks face and explain their relevance to the stability of the financial system.
CO302.4	Analyse	Understand and analyse the role of transactions costs and informational asymmetries in the operation of the banking system.

Suggested Reading:

- Atkinson, R.L., et al: Introduction to Psychology, Harcourt Brace Jovanovich.
- Baron, R.A: Psychology: The Essential Science, Allyn and Bacon
- Morgan, C.T., King, R.A., Weisz, J.R. and Schopler, J: Introduction to Psychology
McGraw Hill
- Munn, N.L., Ferland, L.D., and Ferland, P.S: Introduction to Psychology. Oxford,
IBH Publishing.
- Fundamentals of Banking by Dr. Babasaheb Sangale and others
- Banking – Dharma raj E – Scitech Publications
- The Indian Financial System and Development – Vasant Desai – Himalaya
Publishing House
- Indian Financial System – M Y Khan – Tata McGraw Hill

Semester	3	Course Credits	4	Specialisation	
Course Code	OBC303			Type	Core Course
Course Title	Introduction to Psychology				

Course Description:

Psychology can be defined as the scientific study of mental processes and behaviour; while psychology is most often associated with clinical issues (i.e., abnormal, personality), this makes up only a small portion of the field. Other specialities within the field include naming a few, physiological, social, organisational, and developmental psychology. We cannot understand ourselves or the individuals around us without looking at how we develop, how we behave in a social context or the physiological components of our behaviour. Thus, this course will serve as an overview of the major fields within psychology with an emphasis on developing an understanding of psychology as the science of human thought and behaviour. We will also learn to critically evaluate "common sense" knowledge about how people function.

Course Objectives:

1. Understand the concept and goals of psychology.
2. Understand the evolution of psychology.
3. Explain the different branches and application of psychology.

Course Outline:

Unit 1: Psychology: Meaning, definitions, goals, theories of learning, History and origin of Psychology, Early Psychologist, Structuralism: Introspection and the awareness of subjective experience, Functionalism and Evolutionary Psychology, Psychodynamic school of psychology, Behaviourism, Gestalt School of Psychology, Psychology in the 21st century, History of Psychology in India, Branches of Psychology, Application of Psychology.

Unit 2: Schools of Psychology: Behavioural school of Psychology, Psychoanalytic school of Psychology, Gestalt school of Psychology.

Unit 3: Learning Process: Definition of learning, types, factors involved in Learning, Theories of Learning, E.L. Thorndike - Trial and error Theory of learning (Stimulus Response theory), Laws of Learning, Classical Conditioning, Types of Classical

conditioning, Operant conditioning: Theory of Reinforcement, Skinner Identified three types of responses that can follow a behaviour, schedules of Reinforcement, Application of operant conditioning and human resource management, Programme learning.

Unit 4: Memory and Forgetting: Meaning of Emotion, Definitions of Emotion, Memory process, Encoding, Storage, Retrieval, Atkinson, and Shiffrin model (multistore model), Stages of memory, Sensory memory/sensory register, short term memory, long term memory, Forgetting, causes of forgetting.

Unit 5: Sensations, Attention and Perception: Meaning of Sensation, Definition of sensation, attributes of sensation and its types, Attention: meaning, definition, types, determinant, span of attention, distraction, Perception: Meaning, definition, perceptual constancy, determinant of perception.

Unit 6: Meaning of theories of intelligence: Meaning, definitions, characteristics, Theories of Intelligence, Factorial approach, Information processing approach, Measurement/Assessment of Human abilities, Early Intelligence test, Stanford-Binet Intelligence scale, Wechsler scales, on-verbal test, Intelligence test in India, Variability of Intelligence, Intellectual Disability, causes of mental Retardation, Management of Intellectual Disability, Intellectual Gifted, Normal Curve, Emotional Intelligence, Definitions and domains of Emotional Intelligence.

Unit 7: Meaning and Theories of Emotion: Emotion: Meaning, definitions, feelings, Basic Emotions, Components, Brain areas related to Emotions, Bodily changes and emotion, functions. Theories of Emotion: Physiological theory, Cognitive theory, other theory, Measurement of Emotions, Management of Negative Emotion.

Unit 8: Meaning and Theories of Personality: Personality: Meaning, Definitions, characteristics, Types of Personality: Definitions, Early types approach, William Herbert Sheldon type(1940), Triune Approach, Friedman and Roseman Type(1976), Personality types in the Workplace, Trait Approach of Personality, Definitions of trait, Psychodynamic theory, Carl Jung and Analytical, Big Five Traits of Personality, Trait

Activation theory, Social Learning theory, Transactional Analysis, Situational strength theory, Types of test used in personality.

Unit 9: Motivation in Workplace: Motivation: Meaning, definitions, types, characteristics, Motivation and Performance, Early theories of Motivation: Maslow theory of needs, Twofactor theory of Motivation, McClellands theory of Needs, Theory X and Contemporary Theories of Motivation: Equity theory, Self-determination theory, Expectance Theory of Motivation, Self-Efficacy theory.

Unit 10: Leadership: Leadership: Meaning, Definition, Characteristics of efficient leader, Theories of Leadership: Traditional Theories of Leadership, Contemporary theories of leadership.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO303.1	Remember	Learn the basic aspects of human psychology.
CO303.2	Understand	Students will be able to differentiate between the major observational, correlational, experimental, and quasiexperimental designs used by developmental psychologists and articulate the benefits and limitations of each.
CO303.3	Apply	Students will be able to critique various studies and theories based on this information.
CO303.4	Analyse	Students will be able to identify and discuss the major theories and research from the area of social psychology.

Suggested Reading:

- Atkinson, R.L., etal: Introduction to Psychology, Harcourt Brace Jovanovich.
- Baron, R.A: Psychology: The Essential Science, Allyn, and Bacon
- Morgan, C.T., King, R.A., Weisz, J.R. and Schopler, J : Introduction to Psychology McGraw Hill
- Munn, N.L., Ferland, L.D., and Ferland, P.S: Introduction to Psychology. Oxford, IBH Publishing

Semester	3	Course Credits	4	Specialisation	
Course Code	OBC304			Type	Core Course
Course Title	Research Methodology				

Course Description:

To familiarise students with the type of business problems often faced by corporate entities and to help them develop insights about the basic concepts of research designs and methodology aimed at solving business problems.

Course Objectives:

1. To understand the concept and process of business research in the business environment.
2. To know the use of tools and techniques for exploratory, conclusive, and causal research.
3. To understand the concept of measurement in an empirical system.
4. To use statistical techniques to analyse the research data.

Course Outline:

Unit 1: Introduction to Research: What is Research, Types of Research, Process of Research, Research Applications in Social and Business Sciences, Features of a Good Research study?

Unit 2: Identifying Research Problem: Defining the Research Problem, Management Problem vs. Research Problem, Problem Identification Process, Components of the Research Problem, Formulating the Research Hypotheses, Writing a Research Proposal.

Unit 3: Research Design: Nature and Classification of Research Designs, Exploratory Research Designs, Descriptive Research Designs, Experimental Designs, Errors Affecting Research Design.

Unit 4: Design Sampling: Sampling Concepts, Sampling Design, Determination of Sample Size

Unit 5: Data Collection Tools: Classification of Data, Secondary Data, Primary Data Collection: Observation Method, Primary Data Collection: Focus Group Discussions, Primary Data Collection: Personal Interview Method.

Unit 6: Measurement and Scaling Technique: Types of Measurement Scales, Classification of Scales, Measurement Error.

Unit 7: Data Analysis and Interpretation: Data Interpretation, Importance of Data Interpretation, Data Interpretation Problems, Descriptive vs. Inferential Analysis, Descriptive Analysis of Univariate Data, and Descriptive Analysis of Bivariate Data, Correlation Analysis, Regression Analysis.

Unit 8: Hypothesis Testing: Concepts in Testing of Hypothesis, Tests Concerning Means— Case of Single Population, Tests for Difference between Two Population Means, Tests Concerning Population Proportion— Case of Single Population, Tests for Difference between Two Population Proportions.

Unit 9: Multivariate Statistical Techniques: Factor Analysis, Discriminant Analysis, and Cluster Analysis.

Unit 10: Interpretation and Report Writing: Types of Research Reports, Report Writing: Structure of the Research Report, Report Writing: Formulation Rules for Writing the Report.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO304.1	Remember	Develop the concept of research in the business environment.
CO304.2	Understand	Explain the process characteristics and their linkages with the processproduct matrix in a real-world context.
CO304.3	Apply	Use the tools and techniques for the research activities.
CO304.4	Analyse	Exhibit the concept of measurement in the empirical study.

Suggested Reading:

- Chawla, D. and N. Sondhi. Research Methodology: Concepts and Cases.
- New Delhi: Vikas Publications, 2011.
- Easterby-Smith, M, R Thorpe and A Lowe. Management Research: An
- Introduction, 2nd Edition. London: Sage, 2002.
- Grinnell, Richard Jr (Ed.). Social Work, Research and Evaluation. 4th Edition.
- Itasca, Illinois: F.E. Peacock Publishers, 1993.
- Kerlinger, Fred N. Foundations of Behavioural Research, 3rd Edition. New York:
- Holt, Rinehart, and Winston, 1986.

Semester	3	Course Credits	4	Specialisation	
Course Code	OBC305			Type	Core Course
Course Title	Business Laws				

Course Description:

The course provides the student with foundational information about rules by which people and businesses interact. The course Business law helps you to take business decisions in the legal repercussions, including deciding whether to incorporate a business, obtaining financing, protecting proprietary knowledge used to develop products/services, entering into the contracts to purchase raw materials, ensuring that products meet safety standards, disposing of plant wastes, promoting and pricing products /services, providing product warranties and after-sales service.

Course Objectives:

1. To understand the Evolution of the Legislative system.
2. Study the classification of law.
3. Understand the Justice delivery system in India.
4. Comprehend the importance of mercantile laws.

Course Outline:

Unit 1: Introduction to Law and Business Laws: Meaning and Philosophy of law, Nature and classification of law, Judiciary system of India, Source of Law, Mercantile or commercial law.

Unit 2: The Indian Contract Act, 1872(Pat I): Important definitions of the Indian contract act, Essential of a contract, Types of contracts, Contract, and agreement, Offer or proposal, acceptance and revocation, Quasi Contract.

Unit 3: The Indian Contract Act, 1872(Part II): Consideration, Essential of valid consideration, Exceptions to the rule:” No consideration No contract”, Capacity of parties or competency to the contract, Minority: Agreements with minors, Mental Incompetence, Incompetence through status.

Unit 4: The Indian Contract Act, 1872 (Part III): Free consent, Legality and objects of consideration, Discharge or termination of contracts, Remedies for Breach.

Unit 5: The Indian Contract Act, 1872 (Part IV): Contract of Indemnity and guarantee, Discharge of surety, Difference between contract of Indemnity and contract of guarantee, Contract of Bailment and pledge, Contract of agency.

Unit 6: The Sale of Goods Act 1930 (Part I): Contract of sale of goods, Definitions of Important terms, Essential elements of sales contract, Difference between actual sale and agreement to sell, concept of goods and its types, Ascertainment of price.

Unit 7: The sale of goods act 1930 (Part II): Conditions and warranties, Conversion of condition to warranty, Difference between condition and warranty, Express and implied conditions and warranties, Doctrine of caveat Emptor.

Unit 8: The sale of goods act 1930 (Part III): Transfer of property or ownership, Transfer of title, Performance of contract of sale, unpaid seller, and his rights.

Unit 9: Companies Act 2013 (Part I): Indian companies Act, 2013, Characteristics of company, Different kinds of companies, corporate veil theory.

Unit 10: Companies Act 2013 (Part II): Promoters, Duties of a Promoter, Liabilities of a Promoter, Rights of a promoter, Formation of a company, Detailed procedural aspect Incorporation of a company.

Unit 11: Companies Act 2013 (Part III): Memorandum of association, Articles of Association, differentiate between Memorandum of association and articles of association, Prospectus, Private Placement, Winding up of company and its modes.

Unit 12: Information Technology Act, 2000: IT act 2000, Aim and objectives of the IT act, Features of the IT act, Basic definitions, Digital signature, Electronic record and E-governance, Regulation of certifying authorities, Cyber Appellant Tribunal, Confiscation.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO305.1	Remember	Understanding of business laws and its environment
CO305.2	Understand	Concepts in different business laws with respect to Justice delivery system
CO305.3	Apply	Apply the laws of the business phenomenon and to evaluate rules and regulation of the legislative system
CO305.4	Analyse	Analyse the growth of business laws and legal strategies adopted by firms

Suggested Reading:

- K. Aswathappa, Business laws, Himalaya Publishing House
- K. R. Bulchnadni : Business laws, HPH
- N. D. Kapoor, Business Laws, Sultan Chand publications
- S.S Gulshan Business Law 3rd Edition, New Age International
- S. C. Sharma and Monica: Business Law I. K. International

Semester	3	Course Credits	4	Specialisation	
Course Code	OBC306			Type	Core Course
Course Title	Soft Skills-II				

Course Description: This course is designed develop soft skills and personality of students. Students will be able to manage their work life balance. This will develop employability skills.

Course Objectives:

1. To enhance holistic development of the students.
2. To enhance employability skills among the students.
3. To inculcate life management skills among the students.

Course Outline:

Unit 1: Self Analysis: Self-Esteem, Factors that affect Self Esteem, Characteristics of selfesteem, importance of self-worth.

Unit 2: Career Planning: Career Planning, Objectives, purpose, and features of career planning. Benefits, Important factors and need for career planning, Handle failures, Depression, SWOT analysis, Goal setting, Importance of Goal setting.

Unit 3: Time Management: Time Management Techniques, Importance and Need of Time Management, Term and Terminology for Time Management One Needs to Know, Importance of Time Management, Goal Setting, Align Your Environment with Your Goals, Scheduling

Unit 4: Stress Management: Stress Management, Advantages and Disadvantages of Stress, Stress versus Burnout, Stress Management Process, Different Stress Management Techniques and Strategies, Stress Management in the Workplace, Stress Management Advantages and Various Activities.

Unit 5: Public Speaking: Introduction to Public Speaking, Importance of Public Speaking, Ethical Public Speaking, Audience Analysis, Methods of Delivery, Verbal and Non-Verbal communication.

Unit 6: Presentation skills: Introduction to Presentation Skills, Importance of Presentation Skills, How to Improve Presentation Skills, Benefits of Oral Presentation, Preparing for a Presentation.

Unit 7: Goal Setting: Introduction to Goal Setting, Wishes, Dream and Goals, Importance of Goal Setting, Skills Required for Goal Setting, Different Areas Related to Goal Setting, Personal Goal Setting, Golden Rules of Goal Setting.

Unit 8: Teamwork: Introduction to Teamwork: Team Effectiveness, Group Discussion, Group Decision Making Process, Advantages and Disadvantages of Group Decision Making, Importance of Effective Team Communication, Difference Between Group and Team and Significance of Team Formation, Types of Teams, Team Motivation.

Unit 9: Leadership: Introduction to Leadership, Nature and Characteristics of Leadership, Formal and Informal Leaders, Leadership Functions, Qualities of a Good Leader, Process or Techniques for an Effective Leadership, Leadership Traits, Types of Leadership Styles, Creativity in Decision Making.

Unit 10: Conflict Management: Introduction to Conflict Management, Types of Conflict, Techniques of Conflict Resolution, Negotiation Skills, Advantages and Disadvantages of an Effective Conflict Management.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO306.1	Remember	Learn the Basic aspects of time Management.
CO306.2	Understand	Explain career planning goals.
CO306.3	Apply	Demonstrate use of teamwork.
CO306.4	Analyse	Experiment Presentation skills in organisation.



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Suggested Reading:

- Leadership and soft skills for students by Cary J. Green.
- The Ace of soft skills by Gopal swamy Ramesh and Mahadevan Ramesh, Pearson Publication
- Personality Development and Soft Skills by Barun Mitra.

Semester	4	Course Credits	4	Specialisation	
Course Code	OBC401			Type	Core Course
Course Title	Management Information System				

Course Description:

Management Information System (MIS) are evolving since decades. Every year new technologies are being added to the area of MIS. From Microsoft Excel to advanced Cloud management tools, managers are exploring data for various decision-making issues. The challenging task of MIS is to convert data to information in a timely manner. Apart from technical aspects, intellectual property rights need to be taken care for effective execution of MIS systems. This course focuses on a wide range of topics starting from the basic elements of MIS to advanced concepts like Expert Systems, Data Warehousing, and Data Mining. Students will gain the foundation knowledge on Intellectual Property Rights, Artificial Intelligence, Expert Systems, Decision-Making Theories, and commonly used application areas of MIS.

Course Objectives:

1. To lay the foundation about Management Information System. This course will help explore the key technological areas of MIS and gives better understanding of MIS by using case studies.
2. To be able to familiarise the students with the concepts of Management Information System.
3. To be able to understand functions of Information System.
4. To be able to describe components of the MIS.
5. To be able to understand the concept, features, importance, and problems faced by Managers.

Course Outline:

Unit 1: Introduction to Management Information System (MIS): Introduction to MIS, Framework for MIS Organisation and Management triangle Levels of Management,

Information Need and Economics, Objectives of MIS, Categories of MIS Classification of MIS, MIS as an instrument for Organisational change and Advantages and Disadvantages of MIS.

Unit 2: Management Information System - Decision Making Models: Introduction to Decision Making, Importance of Decision Making, Models of Decision Making, Simon's Decision-Making Theory, Attributes of Information – MIS Perspective and Limitations of Decision Making in MIS Model.

Unit 3: Database Management System (DBMS): Introduction to Database Management System, General MIS components, Database Management System, and DBMS Relations and Database Relations.

Unit 4: Systems Analysis and Design: Introduction to Systems Analysis and Design, what is Management Information System, System Analysis and Design – Basics, Information System Stakeholders, System analysts and Project Managers, System Development Life Cycle, Different Approaches (or Methodologies) to Improving Information Systems Development and CASE Tools.

Unit 5: Information Security: Introduction, Information Security Roles and Responsibilities, Tools and Techniques and Software Security Assurance.

Unit 6: Management Information System Networking & Advanced Technologies: Introduction to Networking, Topologies of Networking, Information Technology and Case Study.

Unit 7: Electronic Commerce: Introduction to Electronic Commerce, E-commerce types, Advantages and Disadvantages of E-commerce, E-Commerce with 5-C-Model, Business Models Related to E-commerce and E-Commerce – Payment Systems.

Unit 8: Decision Support System: Introduction to Decision Support Systems, Characteristics and Capabilities of Decision Support Systems, Components of Decision Support Systems, Group Decision Support Systems, Executive Information Systems and Executive Support Systems and Geographical Information Systems.

Unit 9: Expert System in MIS: Introduction to Expert System in MIS, Causes of Designing Expert System, Special Programming Language, Expert System Architecture, Applications of Expert System, Need for Expert System, Expert System Rules for MIS Decision Making and Advantages and Disadvantages of Expert System.

Unit 10: Intellectual Property Rights: Introduction to Intellectual Property Rights, Forgery vs Counterfeiting Intellectual Property Rights Law and Indian Companies and Its Patents.

Unit 11: MIS-Business Intelligence: Introduction to Business Intelligence, Business Intelligence Users, Trends in Business Intelligence, Business Intelligence Reports – MIS Perspective and Business Intelligence Tools.

Unit 12: MIS Applications: Introduction to the Application of MIS, Categories of MIS, Applications of MIS Applications of EIS, Marketing Information System (MKIS), Business Intelligence System (BIS), Customer Relationship Management (CRM), Sales Force Automation System (SFA), Transaction Processing System (TPS), Knowledge Management System (KMS) and Financial Management System.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO401.1	Remember	Learn various functions of Management Information System.
CO401.2	Understand	Understand the basic concepts of Management Information System.
CO401.3	Apply	Concepts & Principles in Managing the Information System.
CO401.4	Analyse	Exhibit the components of Information system.

Suggested Reading:

- Gorry, G., & Scott Morton, M.S. 1971. A framework for management information systems. *Sloan Management Review*, fall 1971.
- Hopkins, R.C. et al., 1962. *A Systematic Procedure for System Development: Systems Philosophy*. Englewood Cliffs, NJ: Prentice-Hall.
- Kumar, H. 1989. *Management Information Systems: A Conceptual and Empirical Approach*. New Delhi: Ashish Publishing House.

- Lucas, H.C., Jr. 1978. *Information Systems Concepts for Management*. New York, NY: McGraw-Hill.
- Mason, R.O. 1981. Basic concepts for designing management information systems. *In: Mason, R.O., & Swanson, E.B. (Eds) Measurements for Management Decision*. Philippines: Addison-Wesley.
- Mehra, B.K. 1982. Putting management back into MIS. pp. 41-50, *in: Keen, G.W. (Ed) Perspectives on Information Management*. New York, NY: John Wiley.
- Murdick, R.G., & Ross, J.E. 1975. *Information Systems for Modern Management*. Englewood Cliffs, NJ: Prentice-Hall.
- Zani, W.M. 1970. Blueprint for management information system. *Harvard Business Review*, November-December 1970.

Semester	4	Course	4	Specialisation	
Course Code	OBC402	Credits		Type	Core Course
Course Title	Entrepreneurship Development				

Course Description:

The course Entrepreneurship Development aligns with the scope and sequence of most introductory entrepreneurship concepts. We have endeavoured to make the core theories and practical concepts engaging, relevant, and accessible to students. We sought to achieve this by relating concepts to everyday life, contemporary issues, and the real-world challenges that students may face as twenty-first-century entrepreneurs.

Course Objectives:

The purpose of the course is that students acquire the necessary knowledge and skills required for organising and carrying out entrepreneurial activities, to develop the ability to analyse and understanding business situations in which entrepreneurs act and master the knowledge necessary to plan entrepreneurial activities. The objective of the course further on is that students develop the ability to analyse various aspects of entrepreneurship – especially taking over the risk and the specificities as well as the pattern of entrepreneurship development and, finally, to contribute to their entrepreneurial and managerial potentials.

Course outline:

Unit 1. Entrepreneur and entrepreneurship: Entrepreneur and entrepreneurship definition **Unit 2. Problems and solutions to unemployment in India: Meaning and definition** unemployment of India, self-employment vs entrepreneurship.

Unit 3. Business opportunity identification divergent thinking model: Business opportunity identification, identification of business opportunity, convergent thinking mode

Unit 4. Preliminary project report (ppr): opportunity search: Market survey, data collection, analysis, and interpretation

Unit 5. Business plan: Business plan meaning, technical feasibility.

Unit 6. Project appraisal: Project appraisal, debt-service coverage ratio – DSC, gross profit

Unit 7. Institutional support of new venture: Institutional support to new venture

Unit 8. Maharashtra center for entrepreneurship development: Maharashtra center for entrepreneurship development (MCED), national small industries corporation of India (NSIC).

Unit 9. Maharashtra industrial development corporation (MIDC): Maharashtra industrial development corporation (MIDC), micro small and medium enterprises.

Unit 10. Financial assistance for small enterprise: Financial assistance for small enterprise, bank loans, angel funding.

Unit 11. Self-employment scheme of government of Maharashtra: Self-employment scheme of government of Maharashtra, micro small and medium enterprises.

Unit 12. Self-employment scheme: Rajiv Gandhi Udyami Mitra Yojana, district industries center, prime minister Employment generation programme, urban seed capital scheme.

Course outcome-

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

CO#	Cognitive Abilities	Outcomes
CO402.1	Remember	Learn various concepts Entrepreneurship Development.
CO402.2	Understand	Understand way to identify and secure customers, stakeholders, and team members through networks, primary customer research.
CO402.3	Apply	Learners will apply their advance skills in customer development, customer validation, and competitive analysis.
CO402.4	Analyse	Learners will be able to create & analyse business plans that articulate and apply financial, operational, organisational, market, and sales knowledge to identify paths to value creation.

Suggested Reading:

- Ruddar Datt & K.P.M. Sundaram, Indian Economy, 40th Revised Edition, S. Chand & Co. Ltd.
- H.R. Machiraju, Merchant banking, 3rd Edition, New Age International Publishers
- Textbook of Banking and Finance by N.K. Sharma



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- Commercial Banking in India: A Beginners Module developed by Mr. Abhijeet Roy, International Management Institute, New Delhi
- H. R. Machiraju, Merchant banking, 3rd Edition, New Age International Publishers
- M. Y. Khan, Indian Financial System, 4th Edition, Tata McGraw-Hill

Semester	4	Course Credits	4	Specialisation	
Course Code	OBC403			Type	Core Course
Course Title	Introduction to International Business				

Course Description:

The objective of this course is to understand international business, which is essential for students in today's interdependent international world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

Course Objectives:

1. Basic and broad knowledge in international business environment, strategies, and management.
2. Ability to apply concepts, principles, and theories to simple business situations.
3. Global Perspective: Awareness of the different thinking and viewpoints of diverse cultures.
4. Awareness of the global business environment and its impacts on businesses.

Course Outline:

Unit 1: International Business: An Overview: Evolution of International Business, Drivers of Globalisation, Influences of International Business, Stages of Internationalisation, Differences between Domestic and International Businesses, International Business Approaches, Advantages of an International Business.

Unit 2: Theories of International Trade: Theories of International Trade – Mercantilism, Theory of Absolute Cost Advantage, Comparative Cost Advantage Theory, Relative Factor Endowment Theory, Explanation of the Theory, Concept of Relative Factor Endowment, Country Similarity Theory, Product Life Cycle Theory, Stages of Product Life Cycle, Trade Implications of the Product Cycle Theory, Limitations of Product Life Cycle Theory.

Unit 3: International Business Environment: Social and Cultural Environment: Elements of Culture, Cultural Dimension, Marketing in Cross-Cultural Context, Technological Environment, Internet, Modems, High Speed Digital Stream, Satellite Imaging, Economic Environment, Economic Systems, The International Economic

System, Income and Purchasing Power Parity Around the Globe, Key Economic Issues that Influence International Business, Political Environment: Political Systems, Political Risk Defined, Political Risk Analysis, Indicators of Political Instability.

Unit 4: Foreign Trade and Balance of Payment: Trade and Economic Development: Volume of Trade, Composition of Trade, Direction of Trade, Volume of India's Foreign Trade, Composition of India's Foreign Trade, Direction of India's Foreign Trade, Balance of Payment: Concept and Uses, Trend in India's Balance of Payments.

Unit 5: Trade Barrier, Tariff Barriers & Non-Tariff Barriers: Trade Barriers: Objective of Trade Barriers, Types of Trade Barriers, Tariffs, Non-Tariff Barriers, Government Participation in Tariffs, Quotas, Financial Controls, Prior Import Deposits and Credit, Major NTB's Identified, Working Definition of Non-Tariff Measures for Purposes of Implementing the CEPT Agreement, Para-Tariff Measures, Price Control Measures, Monopolistic Measures, Modality for Eliminating NTBS, General Features of the Process for Eliminating NTBS, Other ASEAN-Wide Activities Bearing On NTBS.

Unit 6: World Trade Organisation: World Trade Organisation, Mission, Functions, and Principles, Formal Structure, Dispute Settlement, Accession and Membership, Agreements, General Agreement on Trade in Services (GATS), Trade-related Aspects of Intellectual Property Rights (TRIPS) Agreement, Indian IC Layout Design Act, Agreement on Trade Related Investments, General Agreement on Tariffs and Trade (GATT), Establishment of World Trade Organisation, The Uruguay Round Package: Organisation Structure of the WTO, WTO – The Third Pillar in the Global Business.

Unit 7: Modes of Entering International Business: Which Foreign Markets Modes of Entry: Exporting, Licensing, Franchising, Contract Manufacturing, Turnkey Projects, Strategic Alliances, Stages of Alliance Formation, Why Alliances are More Common Now?, Goals of Alliances, Advantages of Strategic Alliance, Disadvantages of Strategic Alliance, Recent Mergers and Acquisitions, Foreign Direct Investment (FDI), Advantages of FDI, Disadvantages of FDI, Mergers and Acquisitions, Advantages of Mergers and Acquisitions, Disadvantages of Mergers and Acquisitions, Joint Ventures, Reasons for Joint Venture Formation, When Joint Ventures Used? Advantages of Joint Ventures, Disadvantages of Joint Ventures, Comparison of Different Modes of Entry.

Unit 8: International Pricing Strategies: Pricing Decisions, Factors Affecting International Pricing Strategies, Factors Affecting Pricing Decisions, Pricing Approaches, Pricing Issues in International Marketing.

Unit 9: Incoterms: Incoterms, Purpose and Scope of Incoterms, Need of Revisions of Incoterms, Incoterms 2000.

Unit 10: International Monetary System: Foreign Exchange Rates: The Foreign Exchange Market, Exchange Rate Policy and Management, Triangular Arbitrage, Future and Forward Market, Foreign Currency Options, Forecasting Foreign Exchange Rates, Problems in Forecasting Foreign Exchange Rates, Fundamental Forecasting, Technical Forecasting.

Unit 11: International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD) L International Monetary Fund (IMF), The Origins of the IMF, The IMF's Purposes, Organisation of IMF, Financing of the IMF, Criticism of IMF, International Bank for Reconstruction and Development, Purpose of Organisation, Activities of IBRD, Organisation of World Bank.

Unit 12: Terms of Payment and Delivery: Terms of Payment, Advance Payment, Open Account System, Consignment Sale, Documentary Collection, Types of payment, Clean Payments, Payment Collection of Bills in International Trade, Letter of Credit L/C, Dumping, Types of Dumping, Counter Trade, Types of Countertrades, Transfer Pricing, Grey Marketing.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO403.1	Remember	Understanding of international business and global business environment
CO403.2	Understand	Concepts in international business with respect to foreign trade/international business
CO403.3	Apply	Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
CO403.4	Analyse	Analyse the principle of international business and strategies adopted by firms to expand globally

Suggested Reading:

- Books C.B. Gupta, Business Environment
- Charles W.L. Hill, International Business Competing in the Global Marketplace,



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- 4th Edition, Tata McGraw Hill, Publishing Company Limited.
- Cherunillam Francis, International Business, Text and Cases, 3rd Edition,
- Prentice-Hall of India Private Limited.
- M. Kapagam, Environmental Economics.
- Philip R. Cateora, International Marketing.
- Francis Cherunillam, Global Business Environment.

Semester	4	Course Credits	4	Specialisation	
Course Code	OBC404			Type	Core Course
Course Title	Quantitative Techniques (QT)				

Course Description:

This course is structured to help students with quantitative skills that are required to make decisions. These skills involve using statistical and mathematical techniques. Formulation and application of mathematical models in decision-making scenarios.

Course Objectives:

1. To be able to familiarise the students with the concepts of Quantitative Techniques.
2. To be able to understand terms, various quantitative techniques used to extract information from given data.
3. To be able to describe terms and quantitative measures; and
4. To be able to understand the concept, feature, and importance of quantitative techniques in real world.

Course Outline:

Unit 1: Arithmetic Progressions: Arithmetic Progression Meaning, Arithmetic Progression Definition, Sequence, Series – Meaning, Arithmetic Progression– nth Term of an AP, Sum of First in Terms of AP.

Unit 2: Geometric Progression: Geometric Progression Meaning, Geometric Progression Definition, Geometric progression – nth Term of an A.P, Sum of First in Terms of G.P., Harmonic Progression, Harmonic Mean.

Unit 3: Permutations: Permutations Meaning, Permutations Definition, Permutations of Different Things, Permutations of n Things Not All Different, Permutations Where Repetitions Are Not Allowed.

Unit 4: Combinations: Combinations Meaning, Combinations Definition, The Symmetry of Combinations, Combinations of Different Things.

Unit 5: Inequalities: Inequalities Meaning, Inequalities Definition, Inequalities, Graph of Linear Inequalities in Two Variables, Solution Sets System of Inequalities or in Equations.

Unit 6: Data Presentation - Classification: Data Presentation - Classification Meaning, Frequency Distribution- Univariate, Individual Observations, Bivariate/Two Way Frequency Distribution, Discrete Frequency Distributions, Continuous Frequency Distributions.

Unit 7: Data Presentation - Tabulation: Data Presentation - Tabulation Meaning, Tabulation and structure of tabulation, Types of tables, Diagram and graphic presentation of data, Histogram and Frequency polygon, Ogives, or cumulative frequency curves.

Unit 8: Statistical Measures: Dispersion: Statistical Measures: Dispersion Meaning, Statistical Measures Definition, Mean and Median, Mode, Quartiles and Deciles, Percentiles.

Unit 9: Statistical Measures: Dispersion: Statistical Measures: Dispersion Meaning, Statistical Measures Definition, Range Quartile Deviation, Mean Deviation.

Unit 10: Standard Deviation: Standard Deviation Meaning, Standard Deviation Definition, Coefficient of variation, Skewness and Kurtosis meaning.

Unit 11: Correlation: Correlation Meaning, Correlation Definition, Karl Pearson's Correlation Co-Efficient, Spearman's Rank Correlation.

Unit 12: Regression: Regression Meaning, Regression Equations Definition, Regression Coefficients.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO404.1	Remember	Learn various rules, formulae of quantitative techniques.
CO404.2	Understand	Understand the concept behind the rules and formulae of various quantitative techniques.
CO404.3	Apply	Knowing the terms and various measures and apply them to the appropriate problem to extract information to find the solution.
CO404.4	Analyse	Exhibit the terms, the quantitative/qualitative measures to get the solution.

Suggested Reading:

- R. Meshulam, On subsets of finite abelian groups with no 3-term arithmetic
- Progressions, J. Comb. Theory Ser. A. 71 (1995), 168-172.
- Discrete Mathematics by C L Liu.
- Discrete Mathematics by Rosen.
- Probability & Random Process by T. Veerarajan.
- Fundamentals of Mathematical Statistics by S. C. Gupta and V. K. Kapoor.
- Statistical Methods by S. P. Gupta.

Semester	4	Course	4	Specialisation	
Course Code	OBC405	Credits		Type	Core Course
Course Title	Basics of Financial Management				

Course Description:

The course has been outlined to provide a detailed idea about corporate Finance. The financial system provides safety and security of funds both to the corporate who procure funds and those who provide funds to the corporate investment community. This course makes you understand the meaning, significance, objective, and role of a finance function in any management. The course includes detailed knowledge about financial instruments, techniques, financial analysis and ratio analysis, Cost of Capital, Capital budgeting, working capital. This course will give knowledge about financial transactions in Business and the importance of financial management to run successfully.

Course Objectives:

1. Understand the objectives, scope and how financial management has evolved over a period.
2. Differentiate between Profit Maximisation vis-à-vis Wealth Maximisation.
3. Learn the various sources of long-term finance.
4. Demonstrate the importance of working capital management and the tools to manage it.

Course Outline:

Unit 1: Financial System: Meaning and Significance of Financial System, Meaning and Significance of Financial Assets, Meaning and Significance of Financial Market, Securities Exchange Board of India (S.E.B.I.), Stock Exchange.

Unit 2 Overview of Finance Function: Nature and Scope of Finance Function, Goal of Finance Function, Significance of Finance Function, Agency Cost Theory, Role of Modern Finance Manager.

Unit 3 Financial Statements Analysis: Meaning of Analysis of Financial Statements, Significance of Analysis of Financial Statements, Objectives of Analysis of Financial Statements, Techniques of Analysis of Financial Statements, Comparative Statements, Common Size Statements

Unit 4 Financial Ratios: Meaning of Financial Ratios, Objectives of Ratio Analysis

Advantages of Ratio Analysis, Limitations of Ratio Analysis Types of Ratios Liquidity Ratios Solvency Ratios Activity (or Turnover) Ratio Profitability Ratios

Unit 5 Time Value of Money: Time Value of Money, Simple Interest, Compound Interest, Future Value Concept Present Value Concept Annuity Concept, Business Applications of Time Value of Money.

Unit 6 Long-Term Sources of Finance: Long-Term Finance – Its Meaning and Purpose, Shares Debentures, Term Loans Lease Finance Hire Purchase Venture Capital.

Unit 7 Cost of Capital: Meaning of Cost of Capital Significance of Cost of Capital Classification of Cost of Capital Computing Cost of Capital of Individual, Components Weighted Average Cost of Capital Some Misconceptions about Cost of Capital.

Unit 8 Capital Structure: Meaning of Capital Structure Significance of Capital Structure, Optimum Capital Structure, Theories of Capital Structure, Various Aspects of Capital Structure.

Unit 9 Capital Budgeting: Meaning of Capital Budgeting Significance of Capital Budgeting, Steps in Capital Budgeting Process, Cash Flows in Capital Budgeting Evaluation of Capital Expenditure Proposals.

Unit 10 Working Capital Management: Meaning of Working Capital Significance of Working Capital Determinants of Working Capital Working Capital Cycle (Operating Cycle) Estimation of Working Capital Controlling Working Capital, Sources of Working Capital (Short-Term Sources of Finance).

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO405.1	Remember	Apply the fundamental concepts and tools of finance in decision making.
CO405.2	Understand	Understand the tools and techniques required for financial management.
CO405.3	Apply	To be able to apply various techniques like financial ratios and TVM.
CO405.4	Analyse	Analyse the need for short-term and long-term need for finance for organisation.



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Suggested Reading:

- Bhabatosh Banerjee, Financial Management, PHI India Pvt. Ltd.
- I.M. Pandey, Financial Management, Vikas Publishing House, New Delhi.
- R.P. Rustagi, Basic Financial Management, Sultan Chand & Sons, New Delhi.
- Khan & Jain, Financial Management, Tata McGraw Hill, New Delhi.
- V. Sharan, Fundamentals of Financial Management, Pearson Education, New Delhi.

Semester	4	Course Credits	4	Specialisation	
Course Code	OBC406			Type	Core Course
Course Title	Introduction to Digital Marketing				

Course Description: This course will help you in understanding the basic concepts of digital marketing with the help of different models, and examples of Ecommerce concepts will be explained well. In this course, you will study to know about the objectives, steps in preparing a Digital Marketing plan, forecasting using Analytics. As there is maximum use of social media among people, Social Media Marketing supporting many organisations to grow their businesses. This course will help the learners to understand Social Media Optimisation strategies. The search engine optimisation concept will help understand how to implement SEO to the website and related concepts.

The upcoming trends in digital marketing, with the help of Facebook, email, Twitter, YouTube, blog etc., will make the concepts clear about social media marketing. This course will help the students to upgrade their knowledge of well-known emerging trends like e-banking, e-learning, e-agriculture, and e-governance etc.

Course Objectives:

1. To help the students to know the basic concepts of Digital Marketing.
2. To help understand the concept and models of e-commerce.
3. To understand strategy for building website, SEO
4. To learn the various concepts under Social Media Marketing, its tools, Techniques.

Course Outline:

Unit 1. Basics of Digital marketing: Basics of Digital marketing: Understanding the concepts of Digital Marketing, internet, WWW, Traditional Marketing vs Digital Marketing, History of Digital Marketing, Evolution of Digital Marketing, Benefits of Digital Marketing.

Unit 2. Introduction to e-commerce- Introduction to e-commerce: Concept of e-commerce, characteristics of e-commerce, e-tailing, digital media, Digital Marketing Strategies, Search Engine Optimisation (SEO).

Unit 3. Models of E-Commerce and Technology: - Models of E-Commerce

- Business - to - Business (B2B)
- Business - to - Consumer (B2C)
- Consumer - to - Consumer (C2C)
- Consumer - to - Business (C2B)
- Business - to - Government (B2G)
- Government - to - Business (G2B)
- Government - to - Citizen (G2C)

Unit 4. Web Planning: Concept of Web design and planning, characteristics & content of Web planning, segmentation, targeting. Types of websites, planning of website.

Unit 5. E-Marketing: Introduction to e- marketing, Email Marketing challenges faced in bulk emails, types of email marketing.

Unit 6. Social Media Marketing: Social Media Marketing: Concept of Social media marketing, tools & techniques of social media marketing, various platforms of Social Media Marketing

Unit 7. Social media optimisation (SMO): SMO Strategy for Business, SMO- Key Concepts, Brand Awareness, Social Engagement, viral Marketing. Facebook Marketing: Introduction to Facebook Marketing, Facebook Profiles, Facebook Places, Facebook Groups, Facebook Community, Adverts, Campaign.

Unit 8. SEO Basics: Introduction to Search Engine, Search Engine working, Traffic, SEO Copywriting, Search Engine Rank, On-page & Off-page SEO.

Unit 9: Mobile Marketing and Strategies: Introduction to mobile marketing, Research for Information, Identify Your Target Audience, Define the Value of Your Offerings, Outline Your Goals & Objectives.

Unit 10: Emerging Trends in Information: M- Commerce, E- Banking, E- Logistics, E- Learning. E-Governance and E-Agriculture.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO406.1	Remember	Learners will be able to understand Basic concepts of digital Marketing
CO406.2	Understand	Learner will be able to explain concepts of SEO, SMO SMM
CO406.3	Apply	Learners will be able to create a plan for website development
CO406.4	Analyse	Learner will be to understand concepts of various emerging trends in Digital Marketing

Suggested Readings:

- Understanding Digital Marketing by Damian Ryan.
- Internet Marketing.
- Marketing by Rob Stokes and the Minds of Quirk WEBSITES.
- Search Engine Optimisation Fundamentals.
- E-Mail Marketing Fundamentals by emarketinginstitute.com.

Semester	5	Course	4	Specialisation	
Course Code	OBC501	Credits		Type	Core Course
Course Title	Introduction to Production Management.				

Course Description:

To enable students, understand the principles, practices, and areas of application in shop floor management. To enable the students gain insights into the various issues related to the fields of production.

Course Objectives:

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

1. Understand the concepts related to business and production management.
2. Understand how planning and control are carried out vis-à-vis production.
3. Understand the significance of inventory and quality management.

Course Outline:

Unit 1 - Introduction to production management : Meaning of production ,production system, functions of production management, characteristic features of production system, classification of production system, phases of product development, three types of production, decision making in production, objectives of operations management, production management vs operations management, scope of production management, relative importance of the factors of the factor of production, production planning and control, economic analysis of product development, productivity.

Unit 2. Manufacturing system: Introduction manufacturing systems, manufacturing system model, input process, output, feedback and control, transformation processes, physical arrangement, the modern manufacturing systems, key success factors in manufacturing competitiveness, distinctive features of service organisations, manufacturing support systems Manufacturing strategies.

Unit 3. Plant layout and equipment: Introduction, meaning, definitions, objectives of good plant layout, need of plant layout, controllable factors, uncontrollable factors, selection of area to locate plant, current trends in plant location, types of plant layout problems, good building design, single story building, specific locational factors for manufacturing organisation specific locational factors for service organisation, secondary

factors, importance of plant layout, principles of plant layout, methods of plant layout, line or product layout.

Unit 4. Production Planning and Control: Introduction, definition, importance, important element production planning process, routing, scheduling, dispatching, checking the progress or follow up, inspection, developing a control plan, master production schedule, material requirements planning (MRP), just-in-time (JIT) manufacturing, workflow, definition and concept of inspection, purposes of inspection, inspection and quality control in production management, objectives of inspection, purpose of inspection, types of inspection in production management, floor inspection, centralized inspection combined inspection, functional inspection, first piece or first-off inspections, pilot piece inspection, final inspection, methods of inspection, sampling inspection, drawbacks of inspection.

Unit 5. Work Measurement: Introduction, definition, objectives of work measurement, uses of work measurement, essentials of work measurement, steps involved in work measurement, techniques of work measurement, time study, pre-determined motion time systems (PMTS), activity sampling, synthesis, estimating, analytical estimating, comparative estimating, work attitude, assessing work attitudes in the workplace, work sampling.

Unit 6. Production function: Introduction, definitions, meaning, important considerations, universality of production, differences between manufacturing and nonmanufacturing, identifying the production function, features of production function, factors of production function, Cobb-Douglas production function, continuous production system, intermittent system, batch production, CAD/CAM.

Unit 7. System design: Introduction, system design, capacity planning method, forecasting, demand management, yield management, working conditions equipment design, location decision.

Unit 8 Production Process as a System: Introduction, main stages of new product selection and development process, underlying principles, professional approach to product development, concept generation, definition, product designs, types of production systems, important considerations, importance of new product development, product development process, decisions in product development, principles of business process design, process planning, production process, process design.

Unit 9. Production and Productivity: Introduction, definition of productivity, difference between production and productivity, partial productivity, productivity growth, flow

process chart, work study in management science, cycle time, labor requirement quality assurance (QA), quality circles, total quality management (TQM), just- in- time (JIT) manufacturing, statistical quality control.

Unit 10. Materials Management: Introduction, definitions, material management, objectives, importance of material management, functions of material management, sub functions in materials management, flow and supply of materials, quality control of materials, planning and control, purchasing, importance of purchase management, definition of 'tender period, general principles of contracting, seasonal procurement, stores management, purchasing procedure.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO501.1	Remember	Learn origin, nature, scope, and objectives of Production management.
CO501.2	Understand	Understand the basic concepts of plant layout, equipment, materials management, system design etc
CO501.3	Apply	Apply tools used in production management, materials management TQM and overall contribution to the development of productivity and profitability.
CO501.4	Analyse	Exhibit the concept of Production, productivity, JIT, MRP, Work measurement.

Suggested Reading:

- Production and operations management, Prof. K.C.Jain, Dream tech Press.
- Industrial Engineering and Production Management, Martand T. Telsang,S. Chand Publishing.
- Production and Operations Management, Third Edition Kindle Edition,R. Panneerselvam.
- Production and Material Management, K. Sridharan Bhat, Himalaya Publishing House; 1 edition (2011).
- Production and Material Management, Kanishka Badi, Oxford University Press.
- Production Management, Goel Gupta, Pragati Prakashan.

Semester	5	Course Credits	4	Specialisation	
Course Code	OBC502			Type	Core Course
Course Title	Business Ethics and Corporate Governance				

Course Description:

This course is structured to help students to understand the ways and means of controlling business decisions within the ethical framework. Ethical choices are relevant within the core business strategies that boards pursue and the way that direct the business as a whole to achieve them. Ethics determines the moral of judging between good and bad, and the knowledge of business ethics will enable the students to understand the moral framework and value framework within which business decisions need to be taken.

Course Objectives:

1. To understand the ethical codes and guidelines within which business decisions needs to be taken.
2. To be able to explain the concept of business ethics and Corporate Social Responsibility
3. To be able to describe the relationship between corporate governance and business ethics.
4. To be able to describe Corporate Governance in India addressing issues like Gender Inequality, Sexual harassment, etc.

Course Outline:

Unit 1: Ethics, Values, And Morals: Values, Moral, Overview of Ethical Theories: Utilitarian Ethics, Deontological Theories, Virtue Ethics, Kantian Theory, Rights Based Theories, Contractarianism, Consequentialism, Situation Ethics, Subjectivism, Cultural Relativism, Emotivism, Divine Command Theory, Moral Relativism, Intuitionism, Ethical Egoism.

Unit 2: Business Ethics: Introduction, Meaning, Definition, Characteristics, features, importance, scope, Elements, Types, Guidelines, Advantages, Social Responsibility, Difference between business ethics and social responsibility, CSR and its implementation.

Unit 3: Business Ethics in Global Economy: Introduction, Global Ethics, Global Business Ethics, Principled Approaches to Business Ethics, Business Ethics and Business Development, Role of Business Ethics in Society, Business Ethics and Socio-economic development, development of business ethics in a global economy, Global Economy

ethics, Developing ethics in global economy, Global economic ethics and global businesses, Inter-relationship between business ethics and corporate governance, Globalisation in Business, Impact, Business Strategies, Challenges.

Unit 4: Ethics and Management: Introduction, Organisational Ethics and Management, Basic Ethical Elements, Ethical Theory and Leadership Empowerment, Stakeholder's Theory, Ethical System Implementation, Organisation Ethics, Organisation Shape's Individual Behaviour, Characteristics, Principles of Organisation Ethics, Principles, Necessity, Personal Ethics, Ethical Lapses and Organisational Culture, Basic Attributes of Ethical Workers, Benefits of Personal Ethics Statement, Code of Ethics, 10 Commandments of Ethical Business Behaviour, Purpose of an Ethics Audit, Six Steps to highly Effective Ethics Audit, Ethics Auditing, System of Ethics Audit.

Unit 5: Areas of Business Ethics: Introduction, Areas of Business Ethics, Functional Definition of Ethics, Common Functional Groupings, Reasons for Functional Area, Ethics in Functional Areas of an organisation, Ethics in accounting, Unethical Accounting, Ethical Marketing, Ethical Abuse, Advertising in an ethical way, 10 principles of ethical marketing, Unfair or deceptive marketing practices, Offensive materials and Objectionable marketing practices, Ethical Product and Distribution Practices, Global Business Ethics, Copyright,

Unit 6: Environmental Ethics, Gender Ethics: Introduction, Importance of Ecology, Three solutions, Scope of Environmental Ethics, Environmental Ethics and Environmental Philosophy, Causes of Environmental Problems, Types of Environmental Ethics, Environmental Ethics and its Principles, The Future of Environmental Ethics, Gender Ethics, Sexual Harassment and Discrimination, Ethics of Care, Avoidance of Gender Corruption, Corruption impacts women and men, Women: Victims of Corruption, Women as Indirect victims of corruption, Equality Act, Types of sex discrimination.

Unit 7: Moral Issues in Business: Introduction, Justice in Business, Justice Theory, John Rawls's Thought Experiment, Justice, Equity and Responsibility, Economics Ethics, Neoclassical Economics, Culture, Behavioural Economics, Political Economy, Development Economics, Theories for Business and Economics Ethics, Consumer Ethics, Business Ethics and Consumer Protection Legislations, Social Responsibility, Social and Corporate Responsibilities, Need, Arguments for and against for social responsibility.

Unit 8: Corporate Governance and its Significance: Introduction, Definition, Values, Importance, Principles, Disclosure and transparency, Need of Corporate Governance, Efforts to improve Corporate Governance, Types Corporate Ownership Structures, Reforming the Corporate Governance System, Rule of Law, Common Issues in Corporate Governance, Indian Model of Corporate Governance, Objectives of Corporate

Governance, New provision for Directors and Shareholders, Corporate Governance Model around the World.

Unit 9: Managing People Ethically: Introduction, Involvement of Employees, Additional Responsibilities of Management, Duties of Manager, Management Skills, Implementing Systems, Managing People- Responsibilities, Moral and Ethical Duties of a Manager, Ways to Manage Ethical Risks, Managers Role in Ethical Conduct, Managers and Ethics in Organisation, Scope of Responsibilities, Traditional Human Resource Role, Constant Updating in Strategic HR, Redundancy, Human Resource Planning, Understanding HRP, Steps to HRP.

Unit 10: Human Rights, Sustainability and Ethical Dilemma: Introduction, Staffing Plan, Calculating Staffing needs, Complete Staffing Plan, Human Rights, Protection in Workplace, Breach of Human Rights, Important Rights, Sustainability, Indicators, Strategies, Ethical Dilemma, Ethical Dilemmas in Business, Solving an Ethical Dilemma, Types of Dilemmas.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO502.1	Remember	The ethical codes and guidelines.
CO502.2	Understand	Understand the basic concepts of corporate governance, business ethics and Corporate Social Responsibility
CO502.3	Apply	Ethical approach in businesses
CO502.4	Analyse	Taking business decisions keeping in view ethical framework.

Suggested Reading:

- Business Ethics and Corporate Governance by A. C. Fernando
- Business Ethics and Corporate Governance by G. Naga Raju and K. Viyyanna Rao
- Business Ethics and Corporate Governance by Jyotsna Ghildiyal Bijalwan and Ramesh Chandra Joshi
- Business Ethics and Corporate Governance by C.S.V. Murthy
- Business Ethics and Corporate Governance by Dr. S.S. Khanka

Semester	5	Course	4	Specialisation	
Course Code	OBC503	Credits		Type	Core Course
Course Title	Marketing of Financial Services				

Course Description:

This course is structured to help students master the marketing strategies that need to be formulated and implemented to market financial services. This course will inculcate the students with the knowledge of different institutions involved in providing financial services and how the knowledge of marketing will enable the students to market these financial services. The understanding of this course will introduce the students to the world of Service marketing, the different financial institutions, the challenges faced by the marketers and so on.

Course Objectives:

1. To be able to familiarise the students with the concepts of Service marketing and financial services.
2. To make the students understand the concepts of Mutual Funds and Capital Markets.
3. To be able to introduce the students to regulatory bodies like IRDA, SEBI.
4. To be able to understand the concept, features, importance and challenges faced by marketers of financial services.

Course Outline:

Unit 1: Introduction to Services Marketing: Introduction, Definition, Nature and Types of Services, Difference between goods and services, Service Marketing: Definition, Features, Problems, Scope, Difference between Product marketing and Service Marketing, Marketing Challenges in the Service Marketing, Strategies to overcome the biggest challenges in Service marketing, Indian Service sector.

Unit 2: Introduction to Financial Services: Introduction, Definition, Functions, Characteristics, Scope, Importance, Types of Financial Services, Financial Services in India, Indian Financial Service Industry, Organisation of the Financial Service Industry, Regulations of Financial Service firms, Defining Private Financial Institutions, Private Financial Institutions as NBFCs, Types of NBFCs, Challenges faced by Indian Financial Service Industry.

Unit 3: Suppliers of Financial Services in India: Introduction, Ministry of Finance, Securities Exchange Board of India, Insurance Regulatory and Development Authority, Reserve Bank of India, Association of Mutual Funds in India, IBRD, India Banks Association.

Unit 4: Marketing Mix: Introduction, Price, Place, People, Promotion in Services, Process, Customer Service, Developing a Marketing mix Strategy, New Financial Products and Services.

Unit 5: Banking Services and Operations: Introduction, Meaning, Definition, Features of a bank, Difference between Bank and Banking, Classification of Banks, Functions of Commercial Banks, Structure of Banking sectors in India, Various types of Bank Deposits, Financial Services offered by Banks in India, Best Marketing strategies for Banking.

Unit 6: Insurance Services: Introduction, Insurance, Functions of Insurance Company, Principles of Insurance, Indian Insurance Industry overview and Market Development Analysis, Types of Insurance and Insurance Policies in India, Roles and Responsibilities of an Insurance Agent, Marketing strategies for an insurance agent.

Unit 7: Mutual Funds: Introduction, People's preference towards Mutual Funds, Basic concepts of Mutual Funds, Types of Mutual Funds, NAV calculation in Mutual Funds, Marketing Mutual Funds.

Unit 8: Capital Market: Introduction, Definition, Functions of Capital Markets, Types of Capital Markets, Difference between Primary and Secondary Market, Securities Exchange Board of India, The Structural set up of SEBI India, Powers and Functions of SEBI, Decisions taken by SEBI for ensuring a healthy Capital Market.

Unit 9: Relationship Marketing: Introduction, Relationship marketing strategies for customer retention, increasing popularity of Relationship Marketing, Relationship Marketing strategy ideas, Examples of Relationship marketing strategies in action, implementing a relationship marketing strategy, Ways to create real customer loyalty, Effective ways to measure customer loyalty, The 8 core principles of good customer service.

Unit 10: Sales Force Management in Financial Services: Introduction, Significance of Sales Force, Sales Force Management- SFM, Definition of SFM, Objectives of SFM, Identifiable Processes involved with SFM, Advantages and Disadvantages, Major steps in Sales Force Management, Sales Force Management Tasks for an Effective Selling Report, Developing Sales Strategy, Sales Force Management- activities of SFM, Involvement of Sales executives in Sales Force Management, Salesforce Management and Salespersons,

Role of Marketing in SFM, Managing the Sales Force: Features And Managerial Decisions, Management of Sales Force.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO503.1	Remember	Learn various financial institutions.
CO503.2	Understand	Understand the regulatory bodies related to financial services.
CO503.3	Apply	Able to utilise the concepts of services marketing strategies in marketing of financial services.
CO503.4	Analyse	The application of marketing strategies in financial services marketing.

Suggested Reading:

- Marketing of Financial Services by Dr. Dhananjay Bapat
- Marketing of Financial Services by V.A. Avadhani
- Financial Services Marketing: An International Guide to Principles and Practice by Christine Ennew, Nigel Waite and Roisin Waite
- Financial Services Marketing by O'Reilly
- Marketing of Banking Services in India by Rakhi Arora
- Bank Marketing Management by Arthur Meidan

Semester	5	Course	4	Specialisation	
Course Code	OBC504	Credits		Type	Core Course
Course Title	Introduction to Small and Medium Enterprise (SMEs)				

Course Description:

This course aims at various concepts of entrepreneurship, gives basic knowledge about the different forms of enterprises, SME, etc. It also focuses new venture development, along with discussions of financial institutions, subsidies etc.

Course Objectives:

1. To make learners understand the basics of legal form of business enterprise.
2. To make learners understand the role of financial institutions & subsidies in new venture development.
3. To assist learners to develop management skills required to handle small and medium scale business operations.
4. To develop confidence amongst learners on analytical aspects of newly developed venture issues.

Course Outline:

Unit 1. An Overview of Entrepreneurship : Meaning of Entrepreneur, Definition of Entrepreneur, Importance of Entrepreneur, Motives of Entrepreneur, Types of Entrepreneur, Functions of an Entrepreneur, Qualities of a Successful Entrepreneur, Role of Entrepreneur, Skills of Entrepreneurs, Difference between Entrepreneur and Manager, Advantages of Entrepreneur, Demerits of Entrepreneur, Meaning of Women Entrepreneur, Indian Scenario of Women Entrepreneurs, Growth of Women Entrepreneurs, Leadership Qualities of Women Entrepreneur, Psycho-Social Barriers, Problems of Women Entrepreneurs, Associations of Women Entrepreneur, Schemes for Women Entrepreneurs in India.

Unit 2. Legal forms of Business Enterprise: Meaning of Enterprises, Forms of Enterprises, Characteristics of Sole Proprietorship, Advantages of Sole Proprietorship, limitations of Sole Proprietorship, Features of Partnership, Merits of Partnership, Demerits of Partnership Firm, Difference between Partnership and Sole Trader, Distinction of Joint Stock Company and Partnership Firm, difference between Co-operative Society and Joint Stock Company, distinguish between Co-operative Society and Partnership Firm. Location of Business, Factors affecting the Location of a Business, Buying an Existing Business, pros of buying an Existing Business, cons of buying an Existing Business, Comparative Evaluation of Feasibility of buying an Existing Enterprise, Steps to Conducting Feasibility Study while buying an existing business.

Unit 3. New Venture: Meaning of new Venture, Key Factors for New Venture Development, Steps in New Venture Development, Pitfalls in Selecting New Ventures, Challenges of New Venture Start-ups: why new Ventures fail, Stages in starting up a New Business, Project.

Unit 4. Small Scale Industry: Meaning of small scale industry, definitions of small scale industry, characteristics of small scale industries, meaning of tiny industries meaning of ancillary industries, meaning of cottage industries, small-scale service establishments .meaning of household industries, features of small scale industries, objectives of small scale industries, ,key principles of social responsibility, importance of social responsibility, kinds of social responsibility, benefits of social responsibility professionalism in small business, need for professionalism in small business.

Unit 5. Small and Medium Enterprise (SME's): Characteristics of SMEs, differences between small and big enterprises, classification of enterprises based on investment, the Indian scenario of SMEs, opportunities & challenges for SMEs in India, limitations of SMEs, Importance of quality management in SMEs, legal considerations, in the establishment of a small-scale enterprise registration with GS & D / NIC: cancellation of registration.

Unit 6. Export Procedure for Small Business: Reasons for exporting, export procedures and documentation, e-commerce and small business, e-commerce benefits to small business, exposure of small enterprises, meaning - global opportunities, expanding the small business globally, small enterprises in international business, advantages of small enterprises in international business, disadvantages of small enterprises in international business, challenges in brand globalisation.

Unit 7. Entrepreneurial Development Programme: Meaning of EDP, objectives of EDP, course content of EDP, phases of EDP, types of EDP, problems faced by EDP, criteria for evaluation of EDP.

Unit 8. Project Appraisal: Meaning of project appraisal, methods of project appraisal, meaning of feasibility study, objective of feasibility analysis, importance of feasibility analysis, meaning of industry/market feasibility, elements of market feasibility, factors considered in market feasibility, meaning of market research, objectives of market research, techniques/methods of market research, meaning of product or service feasibility, different types of tests in product or service feasibility, meaning of financial feasibility, factors considered in financial feasibility, tools used in financial feasibility, meaning of technical feasibility, Factors considered in technical feasibility.

Unit 9. Financial Assistance & Institutions: Long-term sources of finance ,short term sources of finance, district industries centers (DIC), establishment of DIC, activities of DIC, objectives of DIC, functions of DIC, small industries development organisation (SIDO), state industrial development corporations (SIDC), establishment of SIDC, functions of SIDC, functions of NSIC, the entrepreneurship development institute of India (EDII), establishment of EDII, functions of EDII, state financial corporations (SFC) functions of SFC, state industrial development corporations (SIDCO), Industrial Credit And Investment Corporation Of India (ICICI), establishment of ICICI, objectives of ICICI financial assistance of ICICI, activities of ICICI.

Unit 10. Incentives & Subsidies: Meaning of incentives, meaning of subsidies, need for incentives and subsidies, problems of incentives and subsidies, schemes of incentives in operation, schemes of subsidies in operation, backward areas and industrial policy, incentives available to SSI units in, backward/rural areas, seed capital assistance, taxation benefits, Tamilnadu micro, small and medium industries policy 2008, subsidy schemes for MSME.

Unit 11. Franchising: Types of franchising system, setting up a franchise system, franchising as a tool for growth, advantages of franchising from a franchiser's perspective, disadvantages of franchising from a franchiser's perspective, buying a franchise benefit in buying a franchise, challenges in buying a franchise step in purchasing a franchise.

Unit 12. Micro, Small, and Medium Enterprise Development Act, 2006: Micro, small and medium enterprise, limits to be computed and exclusion in computing the above limits, government contemplates for promotion, development and enhancement of competitiveness, registration of MSME under the MSMED act, 2006, advantage of registering MSME with the state government ,buyer's liability, recourse to the supplier if buyer does not pay interest, provisions of MSMED act, 2006, disclosures required to be made in the audited financial statements, of the "buyer", penalties if the provisions of MSME.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO504.1	Remember	Learn various concepts of entrepreneurship, SMALL AND MEDIUM ENTERPRISE (SME's) their legal framework etc.
CO504.2	Understand	Understand the financial support structure available for SME's, incentives & subsidies.
CO504.3	Apply	Learners will advance their skills in analyzing the main types of risk that SME's might face, will overcome the issues with deep knowledge of course.
CO504.4	Analyse	Understand and analyse the role of EDP's, Project Appraisal, concept of franchising etc.

Suggested Reading:

- Small Business Management in the 21st Century, David Cadden, Quinnipiac University.

Semester	6	Course Credits	4	Specialisation	
Course Code	OBC601			Type	Core Course
Course Title	Project Management				

Course Description:

This course is aimed at introducing the important concepts of project management and trains scientists and managers in the practical application and modern tools and techniques of planning, forecasting, scheduling, monitoring, and control of multiple projects.

Course Objectives:

1. To make them understand the concepts of Project Management for planning to execution of projects.
2. To Identify and describe the key phases of Project Management.
3. To provide the students with a holistic, integrative view of Project Management.

Course Outline:

Unit 1 Planning: Introduction of planning, Meaning of planning, Definition of Planning, Planning, Planning period, Characteristic of planning, Importance of planning, Advantages of planning, Limitations of planning, External Limitations of Planning

Unit 2: Planning Process: Planning Process, Steps in planning process, Methods of planning, Repeated use plans, Single use plan, Essentials of a good planning, Barriers in planning, Planning Premises, Classification of Planning Premises

Unit 3: Planning Forecasting: Introduction of planning forecasting, Definition of Forecasting, Meaning of Forecasting, Characteristics of forecaster, Process of forecasting, Elements of the Forecasting, Importance of Forecasting, Concept of Forecasting, Steps in Forecasting, Areas of Forecasting in an organisation, Techniques of Forecasting, Types of forecasting, Advantages and Disadvantages of Forecasting, Limitations of Forecasting, Planning, Steps of planning, Types of planning, Difference between planning and forecasting

Unit 4: Project Management: Introduction of Project Management, Approaches of project management, Benefits realization management, Critical chain project management, Project management process, Benefits of project management, Project Management Resources, Project Life Cycle, Project management maturity, Project selection Methods Top 5 Criteria, Nature of Project Selection Models, Project Selection Methods, Project portfolio management, Project proposal, Project Manager, Problems in workplace that are caused by cultural differences, Impact of Institutional Environments, Project Organisation, Functional Organisations, Pure Organisation, Matrix Organisational Structure.

Unit 5: Project Coordinator: Introduction of project coordinator, Coordination and Project Management, Initial Project Coordination, Project Plan Elements, Negotiation, Conflict, Partnering, Charter for Change, Project Life Cycle.

Unit 6: Project Estimate: Project estimate, Cost Estimation, Estimating Project Budgets, Process of project cost estimation, Project Cost Types, Cost Estimation Example, Improving the Estimation Process.

Unit 7: Network Techniques: Introduction to Networking Technique, Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT), Risk Analysis Using Simulation with Crystal Ball 2000, Crashing a Project.

Unit 8: Resource Allocation, Planning, Monitoring and Control: Resource Allocation, Resource Leveling, Project planning, Monitoring, Reporting and Control, Reporting, Project Control, Control as a function of Management.

Unit 9: Project Evaluation and Project Audit: Introduction, Project Audit, Project Audit Guidelines

Unit 10: Project Termination: Introduction, Project Termination, Project Termination Process, Types of Termination, Project termination phase, Final Report- A project History

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
BB-601.1	Remember	Learn the various stages of project life cycle.
BB-601.2	Understand	Understand the project planning, cost scheduling, implementation
BB-601.3	Apply	Develop strategies to plan, execute, monitor and control, and close Projects
BB-601.4	Analyse	Easily analyse the cost analyses for project to be done

Suggested Reading:

- Project Management Body of Knowledge, Book by Project Management Institute
- Originally published: 1996, Author: Project Management Institute, ISBN: 978-162825-184-5
- The Art of Project Management, Book by Scott Berkun.
- Project Management: A Systems Approach to Planning, Scheduling, and Controlling by Harold Kerzner (Author)

Semester	6	Course Credits	4	Specialisation	
Course Code	OBC602			Type	Core Course
Course Title	Event Management				

Course Description:

The course is designed to transform the student an act of planning, coordinating, and running and organising an event for people, teams, communities etc.

Course Objectives:

1. Identify the objectives of your event and screen ideas to select the best options.
2. Develop and manage events from initial idea to evaluation.
3. Getting an idea about the type of event and event management

Course Outline:

Unit 1: Introduction to Event Management: Meaning of Event & Event Management, Definition of an Event, Significance of Events, Categorisation of Events, Definition of Event Management, Career in Event Management, Event Manager Skill, Event Manager Qualification, Life of an Event Manager, Difference Between a Corporate Event and A Family Event, Characteristics of an Event Manager.

Unit 2: Event Planning: Meaning of Event Planning, Definition of Event Planning, Five 'Cs' of Successful Event Planning, Steps in Planning and Event, Events Committee, Committee Structure in Case of Big Events, Coordination Among Committees, Questions To Ask oneself After The Conclusion of The Event Determine Day-of Processes.

Unit 3: Facets of Event Planning: Event Design, Importance of Event Design, Aspects Involved in Event Design, Relative Importance of Events as a Marketing Communication Tool, Benefits of Communication in Event Marketing, Planning Event Marketing around Communication, the Diverse Marketing Needs Addressed by Events, Steps in Organising Events

Unit 4: Branding & Marketing Plan for Event Planner: Branding, Importance of Event

Brand Management, Determinants of Brand Management, Components of Brand Value, Designing Brand Strategy, The Goals and Tasks of Event Brand Management, What Does Event Brand Management Include?, Tips For Event Brand Management, Benefits of Event Marketing, Event Marketing, Importance of Event Marketing, Event Marketing Plan, Need For Event Marketing Plan, Key Elements of an Event Marketing Plan, Creation of an Event Marketing Plan, Event Marketing Plan Checklist, Event Marketing Plan Implementation

Unit 5: Different Functions of Event Management: Meaning, Stage Management, Responsibilities of Stage Manager, Stage Manager Duties, Budgeting In Event Management, Human Resources, Equipment and Material Resources, Other Cost, Budget Control Different Functions of Event Management, Leadership, Success of The Event, Understanding Key Performance Areas, Scope of KPIs, Event Feedback, Feedback On Success of Events, Success Factors Determining The Positive Outcomes of Implementing Events, Methods, Reporting

Unit 6: Promotional Mixes: Introduction, Need for Promotion, Objective of Promotion, Television, Radio, Outdoor Advertising, Magazines, Newspapers, Advantages and Disadvantages of Non-Traditional Media, Tools, Couponing

Unit 7: Event Marketing: Event Marketing, Need for Marketing Event Plan, Kinds of Marketing Events, What Role Can a Company Have at an Event? How to Prepare for Marketing Events, Paid Advertising, social media, What to Do at the event.

Unit 8: People Involved in Organising an Event: People Involved in Organising an Event, People Involved in Sponsoring an Event, Career in Event Management, How to Become Event Planner, How To Form an Event Management Company.

Unit 9: Operations, Logistics, Safety and Security Management: Event Management: Operations and Logistics, How It Is Done, Prerequisite for a Successful Event, Safety and Security Related to Events, Types of Hazards, Event Safety and Security, Strategies and Operations On-Site, Checklist for All Participants, Checklist for Exhibitors, Areas to Consider in A Risk Assessment: Reasons for Maintaining All Documentation Relating to Risk.

Unit 10: Crowd Management and Evacuation: Crowd Management, Crowd Actions, Public Education, Drugs and Alcohol Abuse, Roles and Responsibilities, Peer, or Tee-Shirt Security Is a Product of Rock Concerts, Tickets, Queuing, Contraband Screening, Crowd Management, Planning, Crowd in Panic, Causes of Panic, Environmental Impact, Problematic Differences, Evacuation, Reasons For Evacuation, Evacuation Techniques, Evacuation Sequence.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
BB-602.1	Remember	Learn the various process, steps about Event management
BB-602.2	Understand	Understand all the steps of planning and organizing an event
BB-602.3	Apply	Use creative prowess and plan the event
BB-602.4	Analyse	analyse financial management in events

Suggested Reading:

- Event Management for Dummies - Book by Laura Capell.
- Event Management: An Introduction by Charles Bladen, James Kennell. Emma Abson, Nick Wilde.
- Events Management by Rob Harris.
- Event Sponsorship by Ian McDonnell, Malcolm Moir.
- Event Management: For Tourism, Cultural, Business and Sporting Events by Lynn van der Wagen.

Semester	6	Course Credits	4	Specialisation	
Course Code	OBC603			Type	Core Course
Course Title	Fundamentals of E-Commerce				

Course Description: This course is designed to develop knowledge of e-commerce. Students will be able to manage their startups with the help of this knowledge in future. This will develop eCommerce knowledge as well as skills required for it.

Course Objectives:

1. To enhance e commerce knowledge of the students.
2. To enhance e-business skills of the students.
3. To inculcate life management skills among the students.

Course Outline:

Unit 1: Introduction to Information Technology: Introduction-information technology, Role of information technology in communication, Advantages of information technology in business, Different applications of it.

Unit 2: IT act 2000 and e-Business: Introduction to it act, Information technology amendment act, 2008, E-business, Online initiatives of government, Government to citizen (g2c) initiatives.

Unit 3: E-commerce an Introduction: e-commerce an introduction, Objectives of ecommerce, Types of e-commerce, Advantages and disadvantages of e-commerce, Difference between traditional commerce and e-commerce, Issues in implementing e-commerce, Myths of e-commerce.

Unit 4: E-commerce in India: Introduction, Government initiatives, Future of e-commerce, Trends in e-commerce in various sector, E-commerce in banking, M-commerce.

Unit 5: E-business: e-business: meaning, launching an e-business, Different phases of launching an e-business, Data warehouse.

Unit 6: Supply Chain and Logistics process in E-commerce Industry: Supply chain management, Components of supply chain management, Enterprise resource planning, Benefits of enterprise resource planning, Features of ERP.

Unit 7: Electronic Business Model: Introduction, Bricks and clicks business model, advantages of bricks, and clicks business model, Types of electronic communication, Features of online trading.

Unit 8: Electronic Data Interchange: Introduction, Benefits of EDI, EDI applications, Web design and development process, Advantages of websites, Qualities of a good website, Life cycle approach for building a website, and Ways to build a website.

Unit 9: Payment Security: Introduction to payment security, Payment security measures, Common legal issues faced by e-commerce businesses, Factors affecting e-commerce security, Features of online payment system, Payment method types, List of payment gateways, Key features of payment gateways.

Unit 10: Types of Payment Gateways in e-Commerce: Types of payment gateways in ecommerce, online transactions, and security of e-transactions. Steps involved in online transactions, E-commerce laws, Legal issues and challenges of e-commerce, Information technology (it) act 2000.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO603.1	Remember	Learn the Basic aspects of e commerce
CO603.2	Understand	Explain e-commerce process.
CO603.3	Apply	Demonstrate use of e-commerce
CO603.4	Analyse	Experiment social media marketing.

Suggested Reading:

- Albert H., Judd, Rivers, (2006) “Creating a winning E-Business”, Wagner Course Technology Thomson Learning, pp. 37-255.
- Alawneh A., and Hattab E, (2007) “E-Business Value Creation: An Exploratory Study, Proceedings of the Seventh International Conference on Electronic Business”, Taipei, pp. 181-188.
- Albert H., Judd, Rivers, (2006) “Creating a winning E-Business”, Wagner Course Technology Thomson Learning, pp. 37-255.
- Alawneh A., and Hattab E, (2007) “E-Business Value Creation: An Exploratory Study, Proceedings of the Seventh International Conference on Electronic Business”, Taipei, pp. 181-188.
- Alawneh A., and Hattab E (2009). “International Arab Journal of eTechnology”, Vol. • 1, No. 2, pp. 1-8
- Amit B. and Steve M. (2007), “How to Plan E-Business Initiatives in Established Companies”, Vol. 49, No. 1, pp. 11-22
- Aranda-M., G. and Stewart, P. (2005), “Barriers to E-Business Adoption in construction international literature review”, pp. 33-49.
- Ayo, Charles K. (2006). “The Prospects of e-Commerce Implementation in Nigeria, Journal of Internet Banking and Commerce”, Vol. 11, No.3, pp. 68-75
- Amar. K., Sohani, (2009), “Technology and Banking Sector”, ICFAI University Press, pp. 1-39.
- Brahm C., (2009) “E-Business and Commerce Strategic Thinking and Practice”, Houghton Mifflin, pp. 114-312.
- Chiemeké, S. C., Ewuekpae, A. and Chete, F. (2006), “The Adoption of Internet Banking in Nigeria: An Empirical Investigation, Journal of Internet Banking and Commerce”, vol. 11, No.3, pp 33-49.

- David W, (2001) “E-Commerce Strategy, Technologies and Applications”, Tata McGraw Hill, pp. 3-143.
- Daft, Richard L. (1982), “Bureaucratic Versus Non-Bureaucratic Structure and the process of Innovation and Change”, pp. 129-166
- Kalakota, R. and Robinson M. (1999), “E-Business: Roadmap for success”, Addison- Wesley, 112-149.

Semester	6	Course Credits	4	Specialisation	
Course Code	OBP606			Type	Core Course
Course Title	Project Work				

Course Description: Project work is compulsory for the student. It will be evaluated by external and internal examiner. Students need to give Presentation of Project work completed and have to face Open Defense by external and internal examiner.

Project shall carry 100 marks as follows-

Marks # Project work (Evaluation by external and internal examiner) - 50

Presentation and Open Defense by external and internal examiner - 50

Specialisation Marketing Management

Semester	5	Course Credits	4	Specialisation	Marketing Management
Course Code	OBM505			Type	
Course Title	Consumer Behaviour				

Course Description:

The course has been outlined to give a proper idea about Consumer Behaviour. This course will help to understand the entire concept of Consumer, Influencing factors on consumers. Expectations of Consumer and their expectations and Nature of Consumer. Decisions of Consumers and factors affecting on Consumer's behaviour. Understand the modules of consumer behaviour Consumer buying process. Study the consumer Protection act, 1986.

Course Objectives:

1. To help the student understand consumer behaviour and the details of aspects related to consumer behaviour.
2. To help students understand different models of consumer decision making.

Course Outline:

Unit 1: Introduction to Consumer Behaviour: Introduction, Consumer Behaviour, Basic Components, The Interdisciplinary Nature of Consumer Behaviour, Market Research and Consumer Behaviour, Marketing Research Process-Sample Design-Data, Research Perspectives on Consumer Behaviour, Research Paradigms in Consumer Behaviour, Consumer Behaviour Audit, Marketing Decision Areas, Customer Influences.

Unit 2 Consumer Involvement: Introduction to Consumer Involvement, Consumer Behaviour Models Based on Involvement, Consumer Involvement, and Implications for Marketers

Unit 3 Buyer Behaviour- Influencing Factors: Introduction, Marketing Factors, Consumer As an Individual, Consumers' Personality and Theories of Personality, Industrial Buying Behaviour, Characteristics of Industrial Markets, Factors Influencing

Industrial Markets, Consumer and Organisation Buying Behaviour, Definition, Characteristics and Classification of Services, On-Line Buying Behaviour, The Global Consumer Market, Basis for Competitive Advantage, Buyer - an Enigma, Internet User Profile, How The Internet is Influencing Consumer Behaviour.

Unit 4 Consumer Perception: Introduction-Meaning and Definition of Consumer Perception, Consumer Perception And Implications for Marketers:, Elements of Perception Sensation, The Absolute Threshold, The Differential Threshold, Subliminal Perception, Dynamics of Perception, Perception Selection, Nature of The Stimulus, Expectations Motives, Selective Perception, Selective Exposure, Selective Attention, Perceptual Defence, Perceptual Blocking, Perceptual Organisation, Figure And Grounds, Grouping, Closure, Perceptual Interpretation, Perceptual Distortion, Consumer Imagery, Product Positioning, Product Repositioning, Perceptual Mapping, Positioning of Services, Perceived Price, Reference Price, Perceived Quality, Perceived Quality of The Product, Perceived Quality of The Service, Price Quality Relationship, Retail Store Image, Manufacturer's Image, Perceived Risk, Types of Perceived Risk:, How Consumers Handle Risk.

Unit 5 Personality and Bases for Consumer Segmentation: Introduction to Personality, The Nature of Personality, Theories of Personality, Examples of General Versus Consumption Specific Traits, Consumer Personality and Market Segmentation, Criteria for Selecting Market Segments Measurable, Bases for Consumer Market Segmentation

Unit 6 Consumer Attitude & Motivation: Introduction, Consumer Motivation, Nature of Motivation, Role of Motives, Theories of Motivation, Introduction, Attitude Components, Formation of Attitude, Theories of Attitude Development, Attitude Change, Structural Models of Attitude.

Unit 7 Consumer Emotions and Learning: Introduction to Customer Emotions, Nature of Emotions, Types of Emotion, Learning and Consumer Behaviour Introduction/Definition, Salient Features of Learning: Elements of Learning, Behavioural Learning Theories Classical Conditioning.

Unit 8 Communication, Group, Leadership: Introduction to Communication and Persuasion communication Mix, Communication and The Consumer Profile Strategies, Types of Groups, The Family, Friendship Groups, Formal Social Groups, Shopping Groups, Consumer Action Groups, Work Groups, Reference Groups, The Family and Family Life Cycle What is a Family? What is a Household, Sociological Variables Affecting Families and Households, Functions of The Family, Family Life Cycles Characteristics, Family Decision-Making, Role Behaviour Social Class and Consumer Behaviour, Opinion Leadership And Consumer Behaviour, Dynamics of Opinion

Leadership, Motivation Behind Opinion Leadership, Opinion Seeker and Receiver, Types of Opinion Leaders?

Unit 9 Models of Consumer Behaviour and Consumer Buying Process: Economic Model, Psychoanalytic Model, Sociological Model, Buyer Behaviour Model, Buying Process of The Consumer.

Unit 10 The Consumer Protection Act, 1986: Introduction, Rights of Consumers, Central Consumer Protection Council, State Consumer Protection Council, District Consumer Protection Council, Consumer Disputes Redressal Machinery, Manner of Making Complaints, Procedure on Admission of Complaint, Appeal.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO505.1	Remember	Apply the fundamental concepts and tools for consumer behaviour
CO505.2	Understand	Be able to identify the dynamics of human behaviour and the basic factors that influence the consumers' decision process.
CO505.3	Apply	Be able to demonstrate how concepts may be applied to marketing strategy.
CO505.4	Analyse	Exhibit the Act of Consumer behaviour and Modules of Consumer behaviour

Suggested Reading:

- Consumer Behaviour by Leon G. Schiffman, Joseph Wisenblit & S. Ramesh Kumar, Tenth Edition. Pearson, India
- Consumer Behaviour – Hawkins, Best, Coney
- Customer Behaviour – A Managerial Perspective – Sheth, Mittal – Thomson,
- Conceptual Issues in Consumer Behaviour Indian Context – S Ramesh Kumar-Pearson

Semester	5	Course Credits	4	Specialisation	Marketing Management
Course Code	OBM506			Type	
Course Title	Sales Management				

Course Description:

This course is designed to provide students with advanced skills in the areas of interpersonal communications, motivational techniques. Courses explain about Sales Organisations, Sales force Activities, Governances of Sales. Forecasting about sales. Importance of Theoretical Framework of Sale Management.

Course Objectives:

1. To provide the students with basic understanding of the processes and skills necessary to be successful in personal direct selling.
2. To provide an understanding of the tools and techniques necessary to effectively manage the sales function - organisation – sales individual.

Course Outline:

Unit 1: Sales Management: Definition and Meaning, Objectives of Sales Management, Sales Research, Sales Forecasting Methods, Sales Planning and Control, Performance Measurement, Diagnosis and Corrective Actions.

Unit 2: Sales Organisation: Concept of Sales Organisation, Need for Sales Organisations, Their Structure, Importance of Sales Organisation, Structure of the Sales Organisation, Sales Managers Functions, Qualities of a Successful Sales Manager, Functions of a Sales Manager, Types of Sales Manager, Duties of a Sales Manager, Responsibilities of a Sales Manager, Planning for Major Customers, Sales Budget, Specific Characteristics of a Successful Salesman.

Unit 3 Sales Force Management: Introduction, Definition of Sales Force Management, Objectives of Sales Force Management, Effective Selling Effort.

Unit 4 Sales Force Activities: Introduction, Sales Activities, Implementing Sales Strategy, Activities of SFM, Involvement of Sales Executives in Sales Force Management, Sales Force Management and Salespersons, Leading Sales Efforts, Strategic/Key Account Management, Features and Managerial Decisions, Key Features in Managing the Sales Force.

Unit 5 Governance of Sales Force: Introduction, Managerial Decisions as Regards Sales Force.

Unit 6 Legal and Ethical Issues for Sales Management: Introduction, Common Ethical Issues for Salespeople, Company Safeguards, Challenges Facing Sales Managers, Case Study. **Unit 7 Sales Forecasting:** Meaning of Sales Forecasting, Importance of Sales Forecasting, Factors Considered for Sales Forecasting, Types of Sales Forecasting, Methods Used For Sales Forecasting, Elements of a Good Sales Forecasting, Procedure of Making a Sales Forecast, Selection of a Forecast, Uses of Sales Forecast, Statistical Data Helpful in Sales Forecasting, Applications of Sales Forecast, Manager, Forecaster & Choice of Methods.

Unit 8 Relationship Marketing Basic Concepts: Introduction, All Brand Managers, Sales Associates.

Unit 9 Theoretical Framework of Relationship Marketing: Introduction, Development of Relationship Marketing, Scope, Approaches of Relationship Marketing, Application of Relationship Marketing, Internal Marketing, Six Markets Model, Channels for Relationship Marketing.

Unit 10 Personal Selling: Personal Selling Concept, Features of Personal Selling, Objectives of Personal Selling, Functions of Personal Selling, Advantages of Personal Selling, The Importance of Personal Selling, Tolls for Personal Selling, Steps Involved in Personal Selling, Role of Relationship Marketing in Personal Selling.

Unit 11 Salesmanship: Salesmanship – Definition, Salesmanship – Prospecting Resistance, Selling Process, Effective Selling Techniques, and Skills for Effective Salesmanship, Sales Leads, Value Added Selling.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO506.1	Remember	Apply the Fundamental concepts of Sale management in decision
CO506.2	Understand	Understand the basic concepts of Sale management
CO506.3	Apply	Applications of Various concepts of sales management
CO506.4	Analyse	Exhibit the Component Sale Management

Suggested Reading:

- Building a Winning Sales Team – Gini Graham & Scott
- Sales Management Handbook – Forsyth Patrick.
- Professional Sales Management – Anderson, Hair and Bush
- Motivation and Job Satisfaction – M. D. Pestonjee • Sales Management - Richard Rstill Edward W.Cundiff
- Sales Management –Thomos.
- International Marketing – Robert Reed
- Industrial Marketing – Hichard M. Hill
- Strategies for selling-Gerald A. Michaelson
- Value added selling-Tom Reilly
- Sales Management with Personal Selling Salesmanship

Semester	6	Course	4	Specialisation	Marketing Management
Course Code	OBM604	Credits		Type	
Course Title	Advertising & Sales Promotion				

Course Description:

This course is designed to make the students acquainted with advertising, copy decisions, measuring advertising effectiveness and sales promotion. Courses describe copy decision, style and stages in advertising copy, internet vs advertising medium, sales promotion. This course explains sales promotion, physical distribution and explains promotion tools.

Course Objectives:

1. To make the study of advertising and sales promotion
2. To make the student well acquainted regarding brand equity.

Course Outline:

Unit 1 Advertising: Advertising: An Introduction, Marketing-Mix and Promotion-Mix
What is an Advertisement, Origin and Development of Advertisement, Importance of Advertising, Six 'M's of Advertising Characteristics of Advertising, Objectives of Advertising classification of Advertising.

Unit 2 Advertising Planning & Organizing Framework: Advertising Planning Framework, Planning Framework, Advertising Agency, Functions of an Advertising Agency, Purpose of Advertising Agency, Types of Advertising Agencies, Advantage of Using Agencies, Strategic Advertising Decision, Setting Advertising Objectives, Strategic Planning Process, Five Steps Strategic Planning Process, Advertising Budget Strategy, Marginal Analysis Approach, Advertising Budget Allocation by "Rule of Thumb", Selecting Media Outlets, Media Market Reach.

Unit 3 Copy Decisions: Introduction to Advertising Copy, Advertising Copy Meaning, Essentials of Advertising Copy, Structure of Advertising Copy, Copy Layout, Functions of an Advertising Layout.

Unit 4 Styles and Stages in Advertising Copy: Introduction, Copy Testing, Principles of Good Layout, Methods of Copy Testing, Communication Effects of Advertising.

Unit 5 Media Decision: Introduction, Media Decisions, Media Planning and Selection, Concepts of Reach, Frequency, Continuity, And Selectivity, Measures of Media Cost Efficiency, Media Research.

Unit 6 Internet as Advertising Medium: The Internet as An Advertising Medium, Importance of Internet Advertising, Types of Internet Advertising, Permission Marketing, Advantages of Permission Marketing, Permission Marketing Vs Traditional Marketing, Trust and Privacy in Permission Marketing, Ethical Concern Internet Marketing.

Unit 7 Measuring Advertising Effectiveness: Introduction, Significance of Measuring the Effectiveness of Advertising, Testing of Advertisement, Methods of Pre-Testing of The Advertisement, Concurrent Testing Methods, Post Testing Methods, Control on Advertising by Practitioners.

Unit 8 Advertising in International Market Place: Introduction, Role of Advertising in International Advertising, Challenges Faced by Global Advertising, Integrated Marketing Communications Benefits of IMC, The Structure of a Campaign Plan, Elements of IMC.

Unit 9 Sales Promotion: Sales Promotion, Definitions, Difference Between Advertising and Sales Promotion, Methods of Sales Promotion, Tools for Sales Promotion, Factors Affecting Sales Promotion, Strategic Approach, Measuring the Value of Brand Equity.

Unit 10 Brand Equity: Introduction, Brand Equity, Elements of Brand Equity, Measuring the Value of Brand, Brand Asset Valuator Model, Building Brand Equity.

Unit 11 Physical Distribution: Introduction, Physical Distribution, Objectives of Physical Distribution, Functions of Physical Distribution.

Unit 12 Promotion Tools: Introduction, Channels of Distribution, Personal Selling, Types of Salesmen, Online Marketing, Tools for Promotion, Types and Techniques of Sales Promotion.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO604.1	Remember	Apply the fundamental concept Advertising and sales Promotion.
CO604.2	Understand	Understand the basic concept of Advertising and sales promotion
CO604.3	Apply	Application of various Concepts of Advertising and sales promotion
CO604.4	Analyse	Exhibit the components of Advertising and Sales promotion

Suggested Reading:

- Advertising and Promotions - Belch & Belch, Tata McGraw Hill 2001
- Advertising Management - Rajeev Batra, John G. Myers & David A Aaker-PHI
- Otto Kleepner's Advertising Procedure –PH
- International Edition - Contemporary Advertising Irwin/McGraw–Hill
- Integrated Marketing Communications - Duncan-TMH
- Foundations of Advertising Theory & Practice- S.A. Chunawalla & K. C. Sethia- Himalaya Publishing.
- Integrated Advertising, Promotion and Marketing Communication- By Clow Baack
- Advertising Management- Batra, Myers & Aaker
- Sales Promotion: M. N. Mishra.

Semester	6	Course Credits	4	Specialisation	Marketing Management
Course Code	OBM605			Type	
Course Title	Retail Management				

Course Description:

This course is designed to identify the paradigm shifts in retailing business with the increasing scope of technology /e-business. The course includes all concepts of Marketing channels, Wholesaling, Retailing, Retail format, a retail location. This course includes the Role of IT in Retailing. Understand the concept of store records and Account system.

Course Objectives:

1. To identify and understand the significance of distribution and retailing in the current business environment.
2. To identify the decision areas in distribution and retailing and appreciate the interrelationships with other aspects of marketing.

Course Outline:

Unit 1 Marketing Channels: Marketing Channel Meaning, Definition of Marketing Channels, Purpose of Marketing Channel, Functions of Marketing Channels, Importance of Marketing channels, Characteristics of marketing channels, Types of marketing channels, Factors influencing marketing channel selection, Types of marketing/distribution channel strategies, Decisions in channel management.

Unit 2 Wholesaling: Meaning of Wholesaling, Definition of Wholesaler, Differences between Wholesaler and Retailer, Importance of Wholesaling, Characteristics of Wholesaler, Types of Wholesalers, Functions of Wholesaler, Services rendered by a wholesaler, Wholesaler market decisions, Trends in Wholesaling.

Unit 3 Retailing: Meaning of Retailing, Retail as a Trade, Concept of Retail Marketing, Definition of Retail Marketing, Retail Marketing Related Activities, Features of Retail Marketing, Importance of Retail Marketing, Retail as a Separate Branch of Study, Functions of Retail Marketing, Development of Retail Marketing in India, Opportunities and Challenges for Retail Business in India, Benefits of Retail Market Challenges of

Retailing in India, Growth Drivers in India For Retail Sector, Classification of Indian Retail Sector, Malls in India, Global Retail V/S Indian Retail.

Unit 4 Retail Formats: Meaning of Retail format, Definition of Retail format, Different types of Retail format, Non-Conventional Channels.

Unit 5 Retail Location: Meaning of Retail location, Definition of Trade area, Types of Trade area or Business locations, Factors Determining Retail Location, Steps to Choose the Right Retail Location, Measuring the Success of Retail Location, Importance of Location Decision in Retail Business, Levels of location decision.

Unit 6 Store Design: Meaning of Store Layout, Definition of Trade Area, General Requirements in Store Design, Objectives of a Good Store Design, Creating a Store Image, Creating a Buying Environment, Store Exteriors and Interiors Design, Store Layout Design, Interior Store Design and Layout, Space Management Involves Two Decisions, Store Layout Design Guidelines, Factors Influencing Store Layout, Qualities of a Good Store Layout Plan, Stores Image Mix, Product Mix Strategies, Store Façade, The Internet Store, Activities Carried Out in a Store.

Unit 7 Merchandise: Meaning of Merchandise, Definition of Merchandising, Objectives of Merchandising, Types of Merchandise, Merchandise Management, Principles of Merchandising, Functions of Merchandising, Meaning of Category, Management, Definition of Category Management, Need for Category Management, Significance of Category Management, Essentials / Prerequisite of Category Management, Category Management Process (8 Steps), Private Labels, Private Label Categories, Advantages of Private Labels, Disadvantages, Classification of Private Label, Significance of Private Label.

Unit 8 Retail Strategies: Meaning of Retail Strategy, Definition of Retail Strategy, Market, Retail Format, Sustainable Competitive Advantage, Growth Strategy, Vertical Integration, Global Growth Opportunities, Entry Strategies in Global Market, Strategic Retail Planning Strategic Retail Planning.

Unit 9 Role of It in Retailing: Meaning of It in Retail, PCI Security Compliance, Retail Electronic Data Interchange, Barcodes, RFI (Radio Frequency Identification), Implementing RFI in Retail to Improve Shopping Experiences, Electronic Payment Systems, Cash Payments, Credit and Debit Card Payments, Mobile and Smartphone Payments.

Unit 10 Store Records & Accounting System: Meaning of Stores, Accounts, Classification, Codification, Methods of Codification, Objectives of Maintaining Stores Account, Account Records.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO605.1	Remember	Apply the fundamental concepts of Retail management
CO605.2	Understand	Understand the concepts of Retail management it components
CO605.3	Apply	Application of Retail management in growth of business
CO605.4	Analyse	Exhibit the components retail management

Suggested Reading:

- Channel Management –Stern – El-Ansary
- Retailing Management – Swapna Pradhan
- Retail Management – Gibson Vedamani
- Physical Distribution & Logistics Management – Dr. Subhash Bhawe
- Channel Management & Retail Management – Meenal Dhotre

Specialisation Human Resource Management

Semester	5	Course Credits	4	Specialisation Type	Human Resource Management
Course Code	OBH505				
Course Title	Human Resource Planning				

Course Description:

This course is structured to help learners learn about Human Resource Planning; it is an important and highly specialised activity. Learners will be familiarised with Human resource planning, as it is a continuous process. Human resource planning is very important; it helps determine the future human resource needs of an organisation. The effectiveness of the human resource planning process decides the adequacy of available manpower in the organisation. In addition, learners will learn about various other concepts of human resource in this course.

Course Objectives:

1. To understand the human resource requirement of an organisation.
2. To forecast the human resource requirement of the organisation.
3. To understand the impact of technology on manpower planning; and
4. To understand the benefits of human resource planning.

Course Outline:

Unit 1: Manpower Planning: Introduction, manpower planning – manpower estimation and its dimensions, steps in manpower planning, strategic processes for manpower planning, manpower planning – main methods and techniques used to determine the requirements of personnel, techniques of manpower planning, determining manpower gaps, need for strategic manpower planning, manpower planning – framework, approaches for developing manpower planning, advantages of manpower planning.

Unit 2: Human Resource Planning Process: Introduction, need and importance, human resource planning process, current interest in HR planning, various factors influencing HR planning, guidelines for human resource planning to make it effective, control & evaluation of HRP.

Unit 3: Job Analysis: Introduction, job analysis, key factors in job analysis, sources of information for job analysis, how is job analysis done, purposes and uses of job analysis, uses of job analysis, process of job analysis, methods for collecting job analysis data, job descriptions, job specifications, job design, job evaluation.

Unit 4: Human Resource Accounting: Introduction, Definition, Need for HRA, Objectives of HRA, Benefits of HRA, Limitations of HRA, Advantages of HRA, Human Resource Accounting – 9 Major Limitations, Consequences of Human Resources Accounting, Methods of Valuation of Human Resource Accounting.

Unit 5: Human Resource Audit: Introduction, meaning, definition, need and purpose of human resource auditing, objectives, scope of HR audit, benefits of human resource audit, approaches to human resources audit, auditing process, audit reports.

Unit 6: Manpower Forecasting: Introduction, the basics of human resource forecasting, need to evaluate labor supply and demand, proper sequence of steps for the HR forecasting process, techniques for forecasting of human resources.

Unit 7: Developing A Human Resource Plan: Introduction, meaning, definition, need and importance, human resource planning – objectives, human resource planning – organisation, human resource plan – factors influencing, human resource planning at different levels, dimensions of HR planning, integration of strategic planning and human resource planning, human resource planning and environmental scanning, mapping an organisation's human capital architecture, Edgar Schein's human resource planning and development system, human resource planning – benefits, problems, recent implications, recent trends.

Unit 8: E-HRM: Introduction, definition of E-HRM, elements of E-HRM, types of E-HRM, goals of E-HRM, role of E-HRM, advantages of E-HRM, disadvantages of E-HRM, functional areas /practices of E-HRM.

Unit 9: Human Resource Information System (HRIS): Introduction, definition of HRIS, objectives of HRIS, need for HRIS, the scope of HRIS, HRIS processes and working components, functions of HRIS, HRIS models, benefits of HRIS in an organisation, importance, fundamental roles of information systems in business, considerations when implementing information systems, uses of HRIS.

Unit 10: Emerging Trends in HRP: Introduction, globalisation and its impacts, work-power diversity, changing ability prerequisites, emerging trends.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO505.1	Remember	Understand human resource planning requirement.
CO505.2	Understand	Understand requirement of human resource planning.
CO505.3	Apply	Train on skills development through planning and execution.
CO505.4	Analyse	Implement manpower requirement.

Suggested Reading:

- Lloyd L. Byars and Leslie W. Rue (1997), Human Resource Management (5th edition), The McGraw-Hill Companies, USA.
- K. Aswathappa (1999), Human Resource and Personnel Management (2nd edition), Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- JIT Chandran, Organisational Behaviour, Vikas Publishing House, New Delhi, 1998.
- G Mejjia, D.B. Balkin and R.L. Cardy, Managing Human Resources, Pearson Education, New Delhi, 2003.
- R.W Mondy, R.M. Noe and S.R. Premeaux, Human Resource Management, Prentice Hall International Editions, New Jersey, 1999.

Semester	5	Course Credits	4	Specialisation	Human Resource Management
Course Code	OBH506			Type	
Course Title	Training and Development				

Course Description:

This course contains detailed knowledge of the different training methods and training programmes. This course will enable the learner to know how to plan and implement the training program into an industry.

Course Objectives:

1. To make students understand training need analysis.
2. To help students design training program; and
3. To make students understand and design the training methods.

Course Outline:

Unit 1: Manpower Planning: Introduction, human resource planning, job analysis, job descriptions, job specifications, job design, job evaluation.

Unit 2: Recruitment and Selection: Introduction, recruitment, factors affecting recruitment, sources of recruitment, recruitment process, selection, difference between recruitment and selection, selection process.

Unit 3: Training and Development: Introduction, nature of training and development, need for and importance of training, training, development and education, significance of training program, objective of training, principles of an effective training program, roles and responsibilities for the trainers, training and development officer, roles, and responsibilities of training managers.

Unit 4: Training and Executive Development: Introduction, types of training, training methods, training and development policy, national training policy, training, and development techniques.

Unit 5: Career Planning: Introduction, career concepts, anchors, career planning, objectives of career planning, process of career planning, how do people choose careers, career models, career stages, matching career dimensions with stages.

Unit 6: Career Development: Introduction, career development programme, uses of a good career development programme, roles in career development, contemporary view of career development, career dimensions, effective career development, self-development, mentoring.

Unit 7: Management Development: Introduction, need for management development, characteristics and purpose, features of management development, principles of management development, management development techniques, management development programme component, management development in India.

Unit 8: Organisational Development: introduction, organisational development, characteristics of organisational development, importance of organisational development, values, assumptions and beliefs in O.D., historical perspective of O.D., organisation development process model, organisational development intervention, types of organisational development intervention.

Unit 9: Job Evaluation: Introduction, objectives of job evaluation, principles of job evaluation, advantages of job evaluation, methods of job evaluation, training effectiveness, post training evaluation, training evaluation techniques.

Unit 10: Performance Evaluation and Control: Introduction, importance of performance appraisal, characteristics of performance appraisal, purpose of performance appraisal, uses of appraisal process, essentials of an effective performance appraisal system, steps or process in performance appraisal, methods or techniques of performance appraisal, limitations of performance appraisal, errors in performance appraisals, steps in improving performance appraisal.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO506.1	Remember	Remember the objectives of training.
CO506.2	Understand	Understand the purpose of training for better growth in an organisation.
CO506.3	Apply	Implement methods of training by understanding.
CO506.4	Analyse	Exhibit training program by learning modules.

Suggested Reading:

- Rao T.V. (1985). Developing Human Resources. In Leonard D Goodstein and J. William Pfeiffer(eds) The 1985 Annual University Associates
- Mamoria C.B., Gankar S.V., (2006), “A Textbook of Human Resource Management”, Himalaya Publishing House, New Delhi.
- Kalekar B.D. (1993) Human Resource Development. Northern book Centre, New Delhi, p.29
- Bramley, P. (1986), Evaluation of Training, BACIE.
- Management of Human Resources, Dr. A. K Saini and Sanjay Kumar Pathak, Publisher: Gullybaba Publishing
- Principles of Personnel Management by E.B. Flippo.

Semester	6	Course Credits	4	Specialisation	Human Resource Management
Course Code	OBH604			Type	
Course Title	Industrial Relations and Labour Law				

Course Description:

This course contains detailed knowledge about different labour laws included in the labour legislation. This course is designed to give thorough learning and deep understanding of labour laws and implementation of this act in the industry.

Course Objectives:

1. To make the students understand the rationale behind labour laws.
2. To equip students with the important provisions of various labour laws; and
3. To give students an insight into the implementation of labour laws.

Course Outline:

Unit 1: Introduction to Industrial Relations: Introduction of industrial relations, meaning and definition of industrial relations, importance of industrial relations, objective of industrial relations, type of industrial relations, scope of industrial relations, factors affective of industrial relations, parties involved in industrial relations.

Unit 2: Approaches to Industrial Relations: meaning and definition of approaches, evolution of industrial relations, trade unions, TU movement in India.

Unit 3: Industrial Disputes and Conflict Resolution: Introduction of industrial disputes, modal grievance procedure, Conflict resolution, the act and authorities for investigation and settlement of industrial disputes.

Unit 4: Collective Bargaining: Introduction of collective bargaining, employee engagement, workers participation in management (wpm), List of major labour law acts in India.

Unit 5: The Industrial Disputes Act 1947: Introduction of the industrial disputes act, objective of industrial dispute, concept of industrial dispute and different type, scope, and extent of the industrial disputes act 1947, types of disputes.

Unit 6: Authorities: Authorities under the act and their duties, strike & lockout, layoff, retrenchment, introduction of closure, dismisses, grievance redressal machinery, penalties.

Unit 7: The Factories Act, 1948: Introduction of factories act, 1948, definition of factories act 1948, objective of factories act 1948, applicability of factories act, 1948, sections of factories act, 1948, duties of factories act, 1948, penalties under factory act, 1948, changes brought about by the factory act, 1948, changes made in factories act, 1948 in 2016.

Unit 8: Provisions Regarding: Introduction of provisions regarding, provisions regarding the safety of workers, provision regarding health, provision regarding welfare, provisions regarding leave with wages, provisions regarding working hours of adults, penalties.

Unit 9: The Payment of Wages Act 1936: The payment of wages act 1936, industrial or other establishment, wages, rules for payment of wages (section 3-6), deductions, payment of wages act section 8: fines, penalty for offences under the act.

Unit 10: Minimum Wages Act, 1948: Minimum Wages Act - 1948, important definition, wages scope and objective of the minimum wages act, scope and objective of the minimum wages act, fixing minimum rates of wages, revision of minimum wages, manner of fixation/ revision of minimum wages, minimum rate of wages [section 4], procedure for fixing and revising minimum wages, advisory board, minimum wages-whether to be paid in case or kind, payment of minimum wages is obligatory on employer, fixing hours for a normal working day, payment of overtime, wages of a worker who works less than normal working day, minimum time-rate wages for piece work, maintenance of registers and records, authority and claims, penalties & offences.

Unit 11: Trade Union Act 1926: Trade union act 1926, objectives of trade union, provisions contained in the rules of a trade union, power to call for further particulars and to require alteration of name, registration, rights and liabilities of registered trade unions, amalgamation of trade unions, returns, regulations, penalties, and procedure.

Unit 12: MRTU & PULP ACT 1971: MRTU & pulp act 1971, authorities under this act, recognition of unions, obligation and rights of recognized unions, other, illegal strikes and lockouts, unfair labour practices, powers of courts, powers of labour court and industrial court to try offences under this act, penalties.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO604.1	Remember	Learn various provisions of labour laws.
CO604.2	Understand	Understand the rationale behind labour laws.
CO604.3	Apply	Develop and implement activities of labour laws by learning modules.
CO604.4	Analyse	Analyse the benefits of laws in an organisation.

Suggested Reading:

- References authors Parchi. M, V.B Singh, T.N. Kapoor.
- The Maternity Benefit Act, 1961, Bare Act
- Current Labor Reports
- The Employee's Compensation Act, 1923, Bare Act
- The Payment of Wages Act, 1936 Bare Act

Semester	6	Course Credits	4	Specialisation	Human Resource Management
Course Code	OBH605			Type	
Course Title	Change management				

Course Description:

This course contains detailed knowledge of change management. This course will enable the learner to know how to plan and implement change management in an organisation. Change management is the methods and manners in which a company describes and implements change within both its internal and external processes. After learning this course, the learner would be able to understand the effectiveness of change management in an organisation; it makes smart choices, increases productivity, decreases risks, and helps to improve the profitability of an organisation.

Course Objectives:

1. To familiarise students with the basic change concepts and processes to understand why organisations need to change.
2. To enable the students gain Knowledge about the how to scan the environment and find out the need for change, what are the various types of change taking place in organisations, and one can diagnose the kind of change organisations require.
3. To familiarise students with the nature, structure, and design of organisations, to enable the students to gain knowledge about the organisational transformation process.

Course Outline:

Unit 1: Organisational Change Management: Nature of organisations, Nature of organisations as defined by type of entity, the people, and the purpose, Nature of organisations as defined by Process and Structure, Nature of organisations as defined by Type of System: Natural-Rational and Open-Closed, Organisation designs and structures.

Unit 2: Organisational Transformation: Understanding Organisational Transformation, Process of Organisational Transformation.

Unit 3: Nature of Organisational Change: Nature of Organisational Change, Perspectives of Organisational Change, Levels of change, Types of change, Reasons for change.

Unit 4: Implementing and Communicating Change: Managerial approaches for implementing change, Factors involved in communicating Change, Methods, and techniques for communicating Change.

Unit 5: Models of Organisational Change: Process-based Change Models, Content-based Change Models, Individual Change Models.

Unit 6: Integration of Change Models: Integration of Change Models

Unit 7: Phases of Change Management Process: The Change Management Process, Phases of the Change Management Process.

Unit 8: Change Management Process Control: Importance of Controlling the Change Management Process, Controlling the Change Management Process.

Unit 9: Resistance to Change: Concept of Resistance to Change, Forms of Resistance, Reactions to Change, Resistance to Organisational Change Initiatives.

Unit 10: Overcoming the Resistance to Change: The Importance of Overcoming Resistance to Change, Techniques to Overcome Resistance to Change.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO605.1	Remember	Remember the objectives of Change Management.
CO605.2	Understand	Understand strategies for effective change, controlling change and helping people to adapt to change.
CO605.3	Apply	Implement methods of change Management.
CO605.4	Analyse	Exhibit change Management program by learning modules.

Suggested Reading:

- Nilakant V. and Ramnarayan S. (2006). Change Management (2nd Ed). Response books.
- Kavitha Singh. (2010). Organisational Change and Development (1st Ed). Excel Books.
- Radha Sharma. (2007). Change Management. Tata McGraw Hill
- Johnson, Spencer, Who Moved My Cheese? - An Amazing Way to Deal with Change in Your Work and in Your Life, New York: Putnam, 1998.
- Change Management (Overview), by Jim Riley from tutor2u Business, Jun 3, 2015, <https://www.youtube.com/watch?v=9yysOwXbzRA>.
- Organisational Behaviour, Stephen P. Robbins, Timothy A. Judge, Timothy Campbell, Pearson, May 2010
- Hayes, John (2007), the theory and practice of change management, Palgrave Macmillan.
- Beckhard, R., & Harris, R. T. (1987). Organisational transitions: Managing complex change (2nd Ed.). Reading, Mass.: Addison-Wesley Pub. Co.

Specialisation Finance Management

Semester	5	Course Credits	4	Specialisation	Financial Management
Course Code	OBF505			Type	
Course Title	Analysis of Financial Statements				

Course Description:

This course presents an introduction to the basics of financial accounting and finance for students. The first part of the course will focus on understanding the most important financial statements: the balance sheet, the income statement, and the statement of cash flows. The course will focus on how we can understand the financial health and performance of a company by examining a number of important financial ratios that are derived from the financial statements of the company.

Course Objectives:

1. To study various financial statements of corporate organisations.
2. To make the student well acquainted with current financial practices.

Course Outline:

Unit 1: Introduction to Financial Statement: Meaning of Financial Statements, Definition of Financial Statement Analysis, Characteristics of Financial Statements, Nature of Financial Statements, Generally Accepted Accounting Principles, Objectives of Financial Analysis, Uses of Financial Analysis, Parties Interested in Financial Analysis, Classification of Financial Statement Analysis, Meaning of Intra-Firm and Inter-Firm Analysis, Steps in the Process of Analysis and Interpretation of Financial Statement, Tools Used for Financial Statement Analysis, Qualitative Requirements of Financial Information, Income Statement/ Statement of Profit and Loss, Balance Sheet, Differences Between Provisions and Reserves, Notes to Accounts, Cash Flow Statement, Annual Report, Limitations of Financial Statements.

Unit 2: Journal: Meaning of a Journal, Definition of Journal, Meaning of Journalizing, Characteristics of Journal, Advantages of Journal, Rules of Debit and Credit, Types of Journal Entries, Format of a Journal, Limitations of Journalizing, Steps in Journal, Points to Determine Cash and Credit Transactions, Terms.

Unit 3: Ledger: Meaning of a Ledger, Definition of Ledger, Importance of a Ledger, Points to be Noted for Posting the Journal Entries into the Ledger, Ledger Folio, Ledger Posting, Balancing.

Unit 4: Trial Balance: Meaning of a Trial Balance, Definition of Trial Balance, Process of Preparation of a Trial Balance, Objectives of a Trial Balance.

Unit 5: Final Accounts: Objectives of Preparing Financial Statements, Characteristics of Balance Sheet, Needs to Prepare a Balance Sheet.

Unit 6: Introduction to Company Accounts: Preparation of Financial Statements.

Unit 7: Comparative, Common Size and Trends Analysis: Meaning of Analysis of Financial Statements, Definition of Analysis of Financial Statements, Significance of Analysis of Financial Statements, History of Analysis of Financial Statements, Objectives of Analysis of Financial Statements, Tools of Analysis of Financial Statements, Types of Analysis of Financial Statements, Process of Financial Statement Analysis, Uses or Advantages of Financial Statement Analysis, Limitations of Financial Statement Analysis, Parties Interested in Financial Statement Analysis and Their Areas of Interest, Comparative Statements, Common Size Statements, Trend Analysis.

Unit 8: Cash Flow Statement: Meaning of Cash Flow Statement, Definition of Cash Flow Statement, Objectives of Cash Flow Statement, Advantages of Cash Flow Statement, Limitations of Cash Flow Statement, Meaning of Cash and Cash Equivalents, Cash Flow, Classification of Activities.

Unit 9: Ratio Analysis: Meaning of Ratio Analysis.

Unit 10: Application of Computer in Accounting: Application of Computer in Accounting, Components of Computers.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO505.1	Remember	Learn various financial statements of Organisation.
CO505.2	Understand	Understand the basic concepts of various financial ratios.
CO505.3	Apply	To apply ratio analysis on final accounts and extract useful information.
CO505.4	Analyse	To be able to analyse final statement of organisation

Suggested Reading:

- Corporate Governance in India-An evaluation by S. C. Das, PHI Eastern Economy Edition.
- Business Ethics-An Indian Perspective by Ronald Francis and Mukti Mishra, TMGH.
- Business Ethics in India -An Indian Perspective by A. C. Fernando, Pearson Publication Second Edition.

Semester	5	Course Credits	4	Specialisation	Financial Management
Course Code	OBF506			Type	
Course Title	Indian Financial System and Financial Market				

Course Description:

This course presents a study of the financial environment in India. It provides an overview of the financial system with a perspective of the Indian Capital Market. It explores the key controllers of the capital market, the Reserve Bank and the Securities Exchange Board of India. This essential reading for those wanting to understand the financial environment in India details the primary and secondary markets and gives special coverage of banking and non-bank intermediaries. Thoroughly up to date, it covers the latest changes and developments in the financial environment in this dynamic country.

Course Objectives:

1. Meaning and Functions of Indian Financial System and Components of Financial Systems.
2. Institutional role in the development of stock market.
3. Impact of Indian Banking System in Economic Development.
4. Meaning and Definition of financial market, structure of Financial Market of India.

Course Outline:

Unit 1: Indian Financial System: An Introduction to Indian Financial System, Functions of Financial System, Financial Rate of Return and Financial Yield, Financial System, Causes for Financial Innovations, Importance of Investment Management, Scope of Investment Management, Features of an Investment Programme, Relationship Between Financial System and Economic Development, Weakness of Indian Financial System.

Unit 2: FINANCIAL INSTITUTIONS AND MARKETS IN INDIA: Financial Institutions and Markets in India, Institutional Role in the Development of Stock Market.

Unit 3: Indian Banking System: Introduction, Objects of Banking Regulation Act 1949, Functions of Bank, Need of Banks, Importance of Bank, Role Played by Banks in Economic Development, Origin of Bank in The World, Origin of Bank in India, The

Organised Banking System in India can be Classified, What Are the Key Challenges Faced by India's Banks.

Unit 4: Banker and Customer: Introduction, Introduction of Banker, Introduction of Customer, Relationship Between Banker and Customer, Banker's Duty to Maintain Secrecy of Customer's Account, General Precautions for Opening Account, Special Types of Bank Customers.

Unit 5: Financial Market: Introduction, The Structure of Financial Market of India, Introduction of Investment Management, Causes for Financial Innovations, Factors for Evaluating the Performance of Selection of Fund, Financial Intermediaries, Indian Capital Market, Money Market.

Unit 6: Commercial Bills Market: Commercial Bills Market or Discount Market, Operations in Commercial Bills Market, Advantages of Commercial Bills, Drawbacks of Commercial Bills, Types of Bill Market Scheme, The Main Features of the New Bill Market Scheme, The Following are Various Advantages of Developed Bill Markets, Defects of Bill Market Scheme, Treasury Bill Market, Operations and Participants, Importance of Treasury Bills, Defects of Treasury Bills, Certificate of Deposit (Cd), Instruments Used In Capital Market..

Unit 7: Equity Market: Introduction, Stock Exchanges, Benefits of Equity Market, Types of Equity Markets, Top Stock Exchanges in The Indian Equity Market, Procedures Involved in the Equity Market, Features of Equity Market, Features of Equity Market, Primary Market, Methods of Raising Fund in The Primary Market, Methods of Floating of New Issue of Shares- Security Analysis.

Unit 8: New Issue Market: New Issue Market, Classification of Securities in Primary Market, Players in The New Issues Market India, Application Supported by Blocked Amount (ASBA), Advantages of IPO, Disadvantages of IPO, Disadvantages of IPO, the IPO Process.

Unit 9: Secondary Market: Meaning, Different Instruments in the Secondary Market, Objectives Secondary Market, Objectives of Secondary Market, Importance of Secondary Markets, Functions of Secondary Market, Types of Secondary Market, Advantages of Secondary Market, Disadvantages of Secondary Market, Difference Between Primary and Secondary Market, Introduction to Depositories Act 1996, Dematerialisation, Trading Methods.

Unit 10: Online Trading: Meaning of Online Trading, Steps for Online Trading, Online Trading Practices In India, Benefits of Online Trading, Things To Remember Before You Start Online Trading, Different Markets Involved in Online Share Trading, Different Types of Orders in Online Trading, Advances and Declines in Online Trading, Mode of Receipts of Online Trading, Know-How of Online Trading, Selection of Right Broker For Online Trading, Selection of Right Broker for Online Trading, Carry Forward Systems, Risk Management, Investor Protection, Market Indicator, Index, Sensex, Nifty, Difference Between Sensex And Nifty.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO506.1	Remember	Indian financial system and structure of financial market.
CO506.2	Understand	Various modules of financial system and impact of financial institutions in economic development.
CO506.3	Apply	To apply IPO process and share trading.
CO506.4	Analyse	To be able to analyse impact of Indian Banking system in economic development.

Suggested Reading:

- Indian Financial System, By M Y Khan
- Indian Financial System, By Siddhartha Sankar Saha
- Indian Financial System: Financial Markets, Institutions and Services, By Siddhartha Sankar Saha
- Dynamics of the Indian Financial System: Markets, Institutions and Services, By Preeti Singh

Semester	6	Course Credits	4	Specialisation	Financial Management
Course Code	OBF604			Type	
Course Title	Long Term Finance				

Course Description:

This course presents an introduction to the long-term financing of the organisation. Under this course, students will be familiar with the concept of finance and finance management in the backdrop of organisation.

Students will also be acquainted with the source of finance, investment decisions and financing decisions. Students will also understand various sources of raising short term and long-term finances for an organisation.

Course Objectives:

1. To inculcate the basic understanding of finance, financial management, its scope and the related concepts to the students.
2. To understand different sources of funds and understanding of the factors governing the choice between different sources of funds.
3. To get knowledge of capital projects, significance of capital budgeting, appraisal techniques of capital projects, under conditions of certainty, risk, and uncertainty, etc.
4. To enhance the students' knowledge in the areas of financial plan and capitalization aspects.

Course Outline:

Unit 1: Foundation of Finance and Financial Management: Definition of Financial Management, an Overview of Financial Management, Scope of Financial Management, The Importance of Financial Management, Objectives of Financial Management, Financial Managers, The Role of the Financial Manager, Introduction to TVM, Reasons for Time Value of Money, Future Value of a Single Cash Flow, Future Value of Annuity, Present Value of a Single Amount, Present Value of Multiple Cash Flows, Present Value of an Annuity Due, Annuity Due, Application of the Time Value of Money, Risk, Return, Components of Return, Relationship Between Risk and Return, Bond Valuation, Present Value of the Bond's Interest Payments, Bond Yield, Valuation of Equity Shares, Methods of Valuation of Shares, Main Drivers of an Option's Price, Intrinsic Value, Types of Options.

Unit 2: Sources of Finance: Introduction, Classification of Sources of Finance, Ordinary (Equity) Shares, Deferred Ordinary Shares, New Shares Issues, Rights Issues, Preference Shares, Loan Stock, Debentures with a Floating Rate of Interest, Retained Earnings, Bank Lending, Leasing, Hire Purchase, Venture Capital, Franchising.

Unit 3: Investment Decisions: Introduction, Capital Projects, Significance of Capital Budgeting, Appraisal of Capital Projects, Requisites for Appraisal of Capital Projects, Methods Used for Projects Appraisal, Decision Tree Approach, Capital Asset Pricing Model (CAPM), Simulation Analysis, Sensitivity Analysis, Risk Analysis in The Case of Single Project, Risk Return Analysis for Multi Projects.

Unit 4: Financing Decision: Introduction, Return on Investment Leverage, Asset Leverage, Operating Leverage, Financial Leverage, Extent of Financial Leverage, Advantages of Financial Leverage, Limitations of Financial Leverage, Total Leverage, Fixed Charges Leverage, Combined Leverage, Marginal Analysis.

Unit 5: Capital Structure: Introduction, Capital Structure, Features of an Appropriate Capital Structure, Determinants of Capital Structure.

Unit 6: Working Capital Management: Introduction, Meaning and Definition, Significance of Working Capital, Operating Cycle, Concepts of Working Capital, Kinds of Working Capital, Components of Working Capital, Importance of Working Capital Management, Determinants of Working Capital Needs, Approaches to Managing Working Capital, Measuring Working Capital, Working Capital Management under Inflation, Efficiency Criteria.

Unit 7: Long Term Source of Finance: Introduction, Objectives of Long-Term Financing, Sources of Long-Term Finance.

Unit 8: Business Valuation: Introduction, Business Valuation – Meaning and Definition, The Basics of Business Valuation, Reasons for Performing a Business Valuation, Conceptual Framework of Valuation, Approaches to Business Valuation, Option Valuation, Types of Options, Applications of Options: Calls and Puts, Basics of Option Pricing, Key Pricing Inputs, The Black-Scholes Model.

Unit 9: Dividend Policy: Introduction, Forms of Dividend, Dividend Policy, Role of Financial Manager, Role of Board of Directors, Factors Affecting Dividend Decision.

Unit 10: Financial Plan and Capitalisation: Introduction, Objectives of Financial Plan, Characteristics of a Sound Financial Plan, Considerations in Formulating Financial Plan, Definition of Financial Planning, Types of Financial Planning, Types of Financial

Planning, Characteristics/Principles of a Sound Financial Plan, Capitalisation, Types of Capitalisations.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO604.1	Remember	To remember various term related to finance and finance management.
CO604.2	Understand	Discuss the scope of Financial Management.
CO604.3	Apply	Apply the concept of time value of Money in Business.
CO604.4	Analyse	Analyse the merits and demerits of the various sources of finance.

Suggested Reading:

- Financial Management – I.M. Pandey.
- Financial Management – Kuchhal S.C.
- Fundamentals of Financial Management – Van Horne, James.
- Financial Management – Kulkarni, P.V.
- Principles of management finance – Gitman, C.J.

Semester	6	Course Credits	4	Specialisation	Financial Management
Course Code	OBF605			Type	
Course Title	Direct and Indirect Tax				

Course Description:

This course presents an introduction to the basics of financial accounting and finance for students. The first part of the course will focus on understanding the most important financial statements: the balance sheet, the income statement, and the statement of cash flows. The course will focus on how we can understand the financial health and performance of a company by examining several important financial ratios that are derived from the financial statements of the company.

Course Objectives:

1. Comprehend and appreciate the meaning of the important terms used in the Income-tax Act, 1961.
2. Observe the scope of income of a person based on his residential status.
3. Understand the meaning and various components of salary.
4. Appreciate the need for constitutional amendment paving way for GST.

Course Outline:

Unit 1: Introduction and Basic Concepts: Introduction, Characteristics of Taxes, Types of Taxes, History of Tax in India, History of Tax in India, Scope of The Act, Heads of Income [Section 14], Important Concepts.

Unit 2: Residential Status and Tax Liability: Introduction, Residential Status [Section 6], Residential Status for Hindu Undivided Families (HUF), Residential Status of a Company, Residential Status of Firms and Association of Persons or Body of Individuals, Residential Status of Local Authorities and Artificial Juridical Persons, Scope of Total Income or Tax Incidence (Sec. 5), Tax Liability.

Unit 3: Income from Salary: Introduction, Meaning of Salary, Basis of Charge [Sec. 15], Components of Salary, Allowances, Special Allowances [Section 10(14)], Allowances Which Are Fully Exempt, Annuity / Pension, Gratuity, Leave Salary Encashment, Fees,

Commission, in Addition to any Salary or Wages, Advance Salary, Advance Salary, Profits in Lieu of Salary, Retrenchment Compensation [Section 10(10b)].

Unit 4: Perquisite and Deduction from Salary: Introduction, Types of Perquisites, Deductions from Salary, Relief under Section 89.

Unit 5: Deduction from Gross Total Income: Introduction, Chapter Vi A Chart, Deductions U/S 80, Deduction in Respect of Specified Asset (Section 80c), Deduction for Contribution to Pension Fund (Section 80ccc), Deduction in Respect of Contribution to Pension Scheme of Central Government [Section 80ccd], Limit on Deductions Under Sections 80c, 80ccc and 80ccd (80cce), Deduction in Respect of Medical Insurance Premium (Sec 80d), Deduction in Respect of Interest on Deposits in Case of Senior Citizens [Section 80ttb], Deduction in Case of a Person With Disability [Section 80u].

Unit 6: Tax Liability: Introduction, Taxation of Individuals, Taxation of Hindu Undivided Families, Taxation of Firms, Alternate Minimum Tax (Amount) [Section 115JC], Taxation of Association of Persons /Body of Individuals, Taxation of Co-Operative Societies, Tax Exemptions to Political Parties [Section 13A], Tax Exemptions for Charitable Trusts and Institutions.

Unit 7: Assessment Procedure and Returns: Introduction, Self-Assessment [Sec. 140a], Intimation or Assessment by Income Tax Department, Return of Income, Permanent Account Number, Quoting of AADHAR Number [Sec. 139AA].

Unit 8: Advance Payment of Tax and Tax Deducted at Source: Advance Payment of Tax, Tax Deducted at Source (TDS), Provision Relating to Tax Deduction at Source (Sections 192 to 206), No Deduction to Be Made in Certain Cases [Section 197A], Time Limit for The Payment of TDS to The Government, TDS Forms.

Unit 9: Indirect Tax & Origin of VAT: Introduction, History of Indirect Tax in India, Various Indirect Taxes in India, Taxation Powers of Union & State Government.

Unit 10: Goods & Services Tax: Introduction, Meaning of GST, History of GST, Models of GST Across the World, Framework of GST in India, Legislative Framework, Classification of Goods and Services, Registration, Goods and Services Tax Network (GSTN), GST Council.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO605.1	Remember	Various components of Direct and Indirect Tax.
CO605.2	Understand	Previous year and assessment year for the purpose of computing income chargeable to tax under the Income-tax Act, 1961 and understand the concepts of Gratuity, Pension and Annuity.
CO605.3	Apply	Apply the relevant provisions to determine the total income of a person based on his residential status.
CO605.4	Analyse	To be able to analyse tax liability of individual.

Suggested Reading:

- Mahendra B. Gabhawala: Direct Tax Ready Reckoner with Tax Planning
- Dr. Vinod K. Singhania and & Dr. Kapil Singhania - Direct Taxes Law and Practice
- Dr. Girish Ahuja & Dr. Ravi Gupta - Direct Taxes Ready Reckoner with Tax Planning
- Direct Tax Study Material – ICSI and ICAI
- 'A Complete Analysis on GST – November 2019 Edition' by CA Raman Singla. •
Goods and Services Tax (GST) in India Book by B. Viswanathan

Specialisation IT and Systems Management

Semester	5	Course Credits	4	Specialisation Type	IT & Systems Management
Course Code	OBIT505				
Course Title	Introduction to IT				

Course Description:

This course provides students with a working knowledge of computer concepts and essential skills necessary for work and communication today. Students will learn safety, security, and ethical issues in computing and social networking. Students will also learn about input/output systems, computer hardware and operating systems. Students work with an integrated office software suite called Microsoft Office. Students will learn intermediate Word Processing

(Word), Presentation (PowerPoint), and Spreadsheet (Excel) skills. Students learn the basics of Database Management Systems (Access) as well as Personal Information Management software (Outlook); students will also be introduced to various programming languages and Numbering systems.

Course Objectives:

1. To apply principles of computing and other relevant disciplines to identify solutions.
2. To lay the foundation of Information Technology. This course will help explore the key technological aspects of Information Technology.
3. To be able to familiarise the students with the application like MS office.
4. To be able to understand functions of Information System.
5. To be able to describe components of the MIS; and
6. To be able to understand the concept, features, importance, and problems faced by Managers.

Course Outline:

Unit 1: Introduction to Information Technology: Software Vs. Hardware, past, present, and future of application software, GUI, word processors and spreadsheets, killer app.

Unit 2: MICROSOFT Office: Microsoft Office Word, Microsoft Office PowerPoint, And Microsoft Excel.

Unit 3: Internet and WORLD WIDE WEB: Introduction, Client Server Technology, Types of Clients –Server Technology, Web Browser

Unit 4: Network: Introduction, Network, Protocol

Unit 5: Operating Systems: Operating Systems, Functions of Operating System, Mac OS, Windows OS, Linux OS.

Unit 6: Secondary Storage: Necessity of Secondary Storage, Evolution of Secondary Storage, Types of Secondary Storage, Factors to be Considered While Buying a Secondary Storage Device, Properties of Secondary Storage Devices, Cloud Storage.

Unit 7: Databases: History of Database, Database Management System, Database Security.

Unit 8: Software Design, Programming and ERP Systems: Introduction, Software Design Cycle, Programming Languages, ERP Systems.

Unit 9: HTML: Html, Hyper Text Mark-up Language, <Tags> And Attributes, Images, Image Dimensions, Colours, WYSIWYG Html Editor.

Unit 10: social media and Social Networking: social media, Social Networking, Working Principle of Social Networking, Advantages and Disadvantages of Social, Social Media Marketing Strategy.

Unit 11: Numeral Systems and Graphics: Decimal, Binary, And Hexadecimal, Computer Graphics, 3d Graphics, Virtual Reality, Image File Type.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO505.1	Remember	Learn various concepts of Information Technology.
CO505.2	Understand	Understand the basic concepts of Information Technology
CO505.3	Apply	Concepts of Information Technology.
CO505.4	Analyse	Exhibit the components of Information Technology

Suggested Reading:

- Laudon, Kenneth C., and Jane P. Laudon. Essentials of Management Information Systems: Organisation and Technology. Englewood Cliffs, NJ: Prentice Hall Inc., 1995.
- Essentials of Management Information Systems: Organisation and Technology in the Networked Enterprise, 4th ed. Upper Saddle River, NJ: Prentice Hall Inc., 2001.
- Ralph M., and George W. Reynolds. Principles of Information Systems: A Managerial Approach, 5th ed. Boston: Course Technology-ITP, 2001
- Foley et al. computer graphics: Principles and Practice.
- Sosinsky, Barrie A. (2009). "Network Basics". Networking Bible. Indianapolis: Wiley Publishing. ISBN 978-0-470-43131-3.
- Bic, Lubomur F.; Shaw, Alan C. (2003). Operating Systems. Pearson: Prentice Hall.
- Shelly, Gary B., and Thomas J. Cashman. Introduction to Computers and Data Processing. Brea, CA: Anaheim Publishing Company, 1980
- Oz, Effy. Management Information Systems, 3rd ed. Boston: Course Technology, 2002.

Semester	5	Course Credits	4	Specialisation	IT & Systems Management
Course Code	OBIT506			Type	
Course Title	Applications of IT				

Course Description:

This course is designed to provide students with a working knowledge of Information Technology, ERP Implementation, Information Technology on Different Areas of Management Practices, Information Technology in Supply Chain, Global Information Technology Management, Information Technology in Global Market, Ethical Issues in IT & Business and essential skills necessary for work and communication today. Students will learn safety, security, and ethical issues in computing and social networking.

Course Objectives:

1. Analyse a complex computing problem and to apply principles of computing and other relevant disciplines to identify solutions.
2. To design, implement, and evaluate a computing-based solution to meet a given set of computing requirements in the context of the program's discipline.
3. To communicate effectively in a variety of professional contexts.
4. To recognise professional responsibilities and make informed judgments in computing practice based on legal and ethical principles.
5. To function effectively as a member or leader of a team engaged in activities appropriate to the programme's discipline.
6. To apply principles of computing and other relevant disciplines to identify solutions.

Course Outline:

Unit 1: Information Technology (IT): Information System, Classification of Information System, Information System Functionality, Comprehensive Information System Integration, And Communication Technology.

Unit 2: ERP Implementation: Enterprise Resource Planning, Types of ERP Solutions, ERP Implementation, ERP System Design, Framework of New ERP Design, System Design Recommendations, Supply Chain Information System Design.

Unit 3: Impact of Globalisation: Globalisation, Impact of Globalisation, Benefits of Globalisation, Information Technology in Globalisation, Impact of Information Technology on Globalisation.

Unit 4: Information Technology on Different Areas of Management Practices: IT

Management Practices, The Use of Computers in Office, Management Technology, The Impact of Technology on Management Theories, Best Practices for IT Management, Management Best Practices, IT Lifecycle Management.

Unit 5: Information Technology in Supply Chain: Definition of IT in Supply Chain Management, Information Technology, Supply Chain Management, Information Technology in Supply Chain Management, Information Technologies Solutions.

Unit 6: Supply Chain Management: Supply Chain Management Goals, SCM – Flow Component, SCM Decision Phase: SCM – Make Vs Buy, Networking Concept in SCM, SCM – Agile and Reverse Supply Chain, Supply Chain Information Technology in Practice, The Future of IT in The Supply Chain, Risk Management in IT, Dimensions of Supply Chain Management, Factors Influencing Information Technology Practice.

Unit 7: Global Information Technology Management: Global Management, Global Information Management, Global Marketing, Global Information Technology Management, Technology and Management.

Unit 8: Information Technology in Global Market: Information Technology in Global Market, Challenges Faced by IT Professionals, Managing Information Technology with Purpose, Global Marketing, Major Factors in International Trading.

Unit 9: Ethical Issues in IT: Ethical Issues in Information Technology (IT), Phases of Hacking, Common Hacking Techniques Used by Hackers, Ethical, Social, and Political Issues Raised by IT.

Unit 10: Ethical Issues in Business: Ethical Issues in Business, Ethical Communication, Ethical Principles for Business Executives, Ethical Issues in International Business.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO506.1	Remember	Learn various concepts of ERP, Globalisation, Ethical issues in IT & Business.
CO506.2	Understand	Understand the basic concepts of Application of IT
CO506.3	Apply	Information Technology in Business environment.
CO506.4	Analyse	Exhibit the components of IT

Suggested Reading:

- Dania Mahmoud Bahssas, Dr. Adnan Mustafa AL Bar, “Enterprise Resource Planning (ERP) Systems: Design, Trends and Deployment”, The International Technology Management Review, Vol. 5 (2015), No. 2, 72-81.
- Kumar. K and Hillegersberg J. V., (2000) “ERP Experiences and Evolution”, Communications of the ACM, vol. 43, no 4, pp. 22-26.
- James H Mittlemen (2000), the Globalisation Syndrome Transformation and Resistance, Princeton University Press.
- Alghalith, N. ‘Competing with IT: The UPS Case’, the Journal of American Academy of Business, Vol. 7, Num. 2, September 2005, pp. 7-15.
- D. du Toit & P.J. Vlok, “SUPPLY CHAIN MANAGEMENT: A FRAMEWORK OF

Centre for Online Learning

UNDERSTANDING”, South African Journal of Industrial Engineering November 2014 Vol 25(3), pp 25-38.

- SCM Tutorial Point Simply Easy Learning, 2018
- Aye Mya Mya Kyaw, Paul Harland, Bahaudin G. Mujtaba, “Global Management Skills and Attributes for International Business”, Journal of International Relations and Foreign Policy June 2017, Vol. 5, No. 1, pp. 1-16.
- Sudesh M. Duggal, Global Information Technology Management, Informing Science
InSITE - “Where Parallels Intersect” June 2002
- Samson O. Ogunlere, Adewale. O. Adebayo, Ethical Issues in Computing Sciences, International Research Journal of Engineering and Technology (IRJET) e-ISSN: 2395 -0056 Volume: 02 Issue: 07 | Oct-2015.
- S Business Ethics by, Odisha State Open University

Semester	6	Course Credits	4	Specialisation	IT & Systems Management
Course Code	OBIT604			Type	
Course Title	Database Management system				

Course Description:

This course offers lectures and online interaction to provide a foundation in data management concepts and database systems. It includes representing information with the relational database model, manipulating data with an interactive query language (SQL) and database programming, database development including internet applications, and database security, integrity, and privacy issues.

Course Objectives:

1. To present an introduction to database management systems, with an emphasis on how to organise, maintain and retrieve - efficiently, and effectively - information from a DBMS.
2. How to design ER-models to represent simple database application scenarios.
3. How to convert the ER-model to relational tables, populate relational database and formulate SQL queries on data.
4. To improve the database design by normalisation.
5. To familiarise with basic database storage structures and access techniques: file and page organisations,
6. How to apply principles of Codd rules in designing a database

Course Outline:

Unit 1: Introduction To RDBMS: Introduction, History of RDBMS, The Advantages of a RDBMS, Limitations of RDBMS, Database User, RDBMS Architecture, Codd's Rules For RDBMS.

Unit 2: Data Models: Data Model, Relational Model, Object-Oriented Data Model, Object Relational Model, Flat Data Model, Semi-Structured Model, Associative Data

Model, Context Data Model, Introduction to ER Diagram, Comparison Between Hierarchical, Network and Relational Data Model.

Unit 3: Hierarchical Database Model: Introduction, What Is Hierarchical Database Model, Uses of Hierarchical Database Model, Advantages, Disadvantages, Features, Hierarchical Database Structures, Example, The Information Management System (IMS), Database System.

Unit 4: Network Model: Introduction, Network Data Modeling Concepts, Constraints in the Network Model, Data Manipulation in a Network Database.

Unit 5: RDBMS, Cardinality and Tuple: Introduction, Relational Model Concepts, Relational Algebra, Data Domain, Tuple, Cardinality.

Unit 6: Normalization: Normalization, First Normal Form, Second Normal Form, Third Normal form, Boyce-Codd Normal form.

Unit 7: SQL: Introduction, Background, Parts of SQL, Domain Types In SQL, Data Definition Language, Data Manipulation Language, Basic Structure of SQL Expression, Rename Operation, Tuple Variables, String Operations, Order by Clause, Set Operations, Aggregate Functions, Null Values, Nested Subqueries, Complex Queries.

Unit 8: SQL – Functions: Views, Modification of The Database, Joins, Embedded SQL Dynamic SQL.

Unit 9: Object Oriented Data Model: Introduction, Object Oriented Data Model (OODM), Characteristics of Object-Oriented Database, Object Oriented Methodologies, Benefit of Object Orientation in Programming Language: Merits of Object-Oriented Database.

Unit 10: Binding, Objects and Classes: Binding, Object, Class, Object Type, Alter Type Statement, Drop Type Method.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO604.1	Remember	Learn various concepts of Database Management System.
CO604.2	Understand	Understand the basic concepts of RDBMS
CO604.3	Apply	DBMS & RDBMS to solve the practical problems.
CO604.4	Analyse	Exhibit the knowledge of DBMS & RDBMS

Suggested Reading:

- Fundamentals of Database Systems” by R Elmasri and S Navathe.
- “An Introduction to Database Systems” by Bipin Desai.
- Database Management Systems, Raghuram Krishnan, Johannes Gehrke,, TATA McGraw Hill 3rd Edition
- The Database Systems – The Complete Book, HG Molina, J D Ullman, J Widom Pearson.
- Database System Concepts” by Abraham Silberschatz and S Sudarshan.
- SQL Cookbook: Query Solutions and Techniques for Database Developers (Cookbooks (O'Reilly).
- M.S. Krishnan, The New Age of Innovation, Tata McGraw Hill Education Pvt. Ltd. New Delhi2008.

Semester	6	Course Credits	4	Specialisation	IT & Systems Management
Course Code	OBIT605			Type	
Course Title	Innovation and Technology Management				

Course Description:

The course aims to develop students' conceptual knowledge and practical skills regarding managing technological innovation through various phases of the innovation process. Innovation management is a combination of the management of innovation processes and changes management; innovation management allows the organisation to respond to external or internal opportunities and use its creativity to introduce new ideas, processes, or products.

Course Objectives:

1. How to analyse both how small and large firms can compete in competitive markets through the management of technology and innovation.
2. To focus on how small and large firms can identify market needs and commercialize innovations.
3. To emphasise the role of social media and social networks in developing, driving and managing innovations.
4. To study primarily use case studies and class discussions to analyse emerging issues in technology strategy, operational decisions, and entrepreneurship.

Course Outline:

Unit 1: Introduction to Innovation and Management: Introduction, Managerial Aspects of Innovation, Components of Innovation, Types of Innovation, Models of Innovation Processes

Unit 2: Organisation and Innovation Management: Evolution of Innovation Management, Characteristics of Innovation Management, Key Drivers of Innovation, Factors Influencing

Innovation, Innovation Management, Organising for Innovation, Factors Influencing Organisational Design, Developing Innovation Strategy, Characteristics of Creative Organisation.

Unit 3: Research and Development Management: Introduction, Classification of R&D, Measurement of R&D, Technology Development Approaches, Performance of R&D Management in Indian Scenario.

Unit 4: Financial Evaluation of R&D Projects: Introduction, Cost Effectiveness of R&D, R&D Financial Forecasts, R&D Project Selection Process, Evaluating R&D Ventures, Conflicting Views of Managers.

Unit 5: R&D Project Management Planning and Control Techniques: Managing Research and Development, Allocation of Resources, R&D Project Planning and Control, Project Management, Project Planning and Control Techniques.

Unit 6: Organisation Design and HRM in Innovation: Organisation R&D and Innovation, HRM Issues in Innovation and R&D, Organisation Design and Structure of R&D, Leadership And R&D Management.

Unit 7: Evaluation and Assessment Methods of R&D: Basic Model of Organisation Structure, Evaluation and Assessment of R&D, Types of Evaluation In R&D, Evaluation Methods For R&D, Innovative Project Assessment Technique.

Unit 8: National R&D Infrastructure and Government Cooperation: National R&D Infrastructure and Institutional Framework, Promote Public-Private Partnership For R&D, Fiscal and Other Incentives and Promotional /Support Measures, Institutional Elements Of R&D Ecosystem and Incentive Structure, Industry, Institutions and Government Cooperation.

Unit 9: Industry, Institutions and Government to Promote R&D: Partnership Enabling Initiatives of Some Select Scientific/ Academic and Industrial Institutions, Initiatives of Financial Institutions for Promoting R&D Agency industry Partnerships, a Comparative of Partnership Promoting Efforts of Select Countries, Cases of Technology Transfer, India's R&D Contribution, Major Challenges for Enhancing R&D Spending in India, Commercialisation of R&D In India.

Unit 10: Project Quality Management Tools and Techniques: Concept of Project Quality, Responsibility for Quality in Projects, Quality Management at Different Stages of Project, Tools and Techniques for Project Quality Management, Quality Management Systems, TQM In Projects.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO605.1	Remember	Learn various concepts of Database Management System.
CO605.2	Understand	Understand the basic concepts of RDBMS
CO605.3	Apply	DBMS & RDBMS to solve the practical problems.
CO605.4	Analyse	Exhibit the knowledge of DBMS & RDBMS

Suggested Reading:

1. White, The management of technology and innovation-a strategic approach, Cengage Publication S Moikal, Innovation Management, Sage Publication C.K Prahalad & M.

Specialisation

International Business Management

Semester	5	Course Credits	4	Specialisation	International Business Management
Course Code	OBIB505			Type	
Course Title	Fundamentals of International Business				

Course Description:

To select and use appropriate methodological approaches in geopolitical and geostrategic analyses and critically consider political analyses. Evaluate international spheres of interest and contemporary geopolitical distributions and geo-strategies in the regions and worldwide.

Assess modern political threats in the international environment.

Course Objectives:

1. To study the dynamics of the world economy from a geographical perspective.
2. To examine the linkages between spatial organisations functional interest and global realities.
3. To analyse contemporary world problem and issues with the help of geopolitical models.

Course Outline:

Unit 1: Geo-Strategy and Geostrategic Views: Introduction, Views of Geostrategies on Geostrategy, Geography and Indian Strategy, Military Modernisation: Geo-Strategy of India, Strategic Role Air Power, Notion and Distribution of Space, Characteristics of Space, Different Conceptions of Space, Political Geography, Evolution, Geopolitics, Geopolitics and Geostrategy.

Unit 2: Role of Territories in Politics: Origins and Definition, Comparative Territorial Politics: A Federal Discipline? Politics-Dimension, a Unified Field Theory of Political Geography, Studies of National Power, Boundaries, Capital, and Cities, Kinetic and Dynamic Fields, Critical Geopolitics

Unit 3: Development of Political Geography and Geopolitical Image of The World:

Introduction, Russia, China, United States, Western Europe, Africa, India and Pakistan, The Middle East, Latin America, The Arctic, Formal, Structural and Practical Geopolitics Approach, Formal Geopolitics, Structural Geopolitics, Practical Geopolitics, Functional Approach, The Era of Revival.

Unit 4: Genetic- Functional Approach: Functional Approach, State Borders and Criteria for Defining Borders, Distributions and Natural Factors, Distribution of Borders, Border Protection, Border Disputes, Natural Force of Borders, Palaeolithic, Mesolithic, Neolithic, Bronze and Iron Ages, Classical Era, Developments in Economic Awareness and Thought, Middle Ages, The Twentieth Century, Twenty-First Century, and The Future.

Unit 5: Economic And Political Groupings And Geopolitics: Economic Groupings, Limitations of Grouping Countries, Political Grouping, North American Free Trade Agreement (NAFTA), The ASEAN Free Trade Area (AFTA), The European Free Trade Association (EFTA), Association of South East Asian Nations (ASEAN), Regional Comprehensive Economic Partnership (RSEP), Central American Common Market (CACM), The Caribbean Community (CARICOM or CC), European Union Customs Union (EUCU), Common Market For Eastern And Southern Africa (COMESA), League of Nations, United Nations, The Regional Groups, Latin American And Caribbean Group (GRULAC), Western European and Others Group (WEOG), Distribution of Natural Resources in India.

Unit 6: Meaning, Features, Dimension and Stages in Globalisation: Meaning of Globalisation, Definition of Globalisation, Features of Globalisation, Dimension of Globalisation, Stages in Globalisation, Japan, South-East Asia, Agriculture, Industry, Trade, Transportation and Communications, China, India

Unit 7: Tariff and Non-Tariff Barriers in Trade: Introduction, Tariff Barriers, Non-Tariff Barriers, And Other Barriers.

Unit 8: Introduction To Theories of International Trade By Adam Smith, Ricardo And

Hecksher & OHLIN: Introduction, Classical Theories, The Theory of Comparative

Advantage, Modern Theories, Free-Trade Area (FTA), Customs Union, Common Market, Economic Union, Monetary Union, Customs And Monetary Union, Economic and Monetary Union, Ten Major Regional Trading Blocs in The World, Asia Pacific Economic Cooperation (APEC), BRICS, European Union (EU), North America Free Trade Agreement (NAFTA), Commonwealth of Independent States(CIS), Common Market for Eastern And Southern Africa (COMESA), South Asian Association for Regional Cooperation(SAARC), Introduction to Theories of International Trade by Adam Smith, Ricardo and Hecksher & Ohlin, Indian Ocean Rim Association for Regional

Cooperation (IORARC), Political-Legal Environment, Economic Environment, Cultural Environment, Technological Environment.

Unit 9: EU Borders According to Their Level of Stability: The Evolution of Europe's Borders, European Neighbourhood Policy, The Membership Debate, So Where Is Europe Exactly? Impact on the European Union.

Unit 10: BRIC Countries (BRAZIL, RUSSIA, INDIA, AND CHINA): BRIC, BRIC's Growth in Global Dominance, Criticism of BRICS, BRIC Countries' Path To 2050, Achievements and The Differences among the BRICs Members, BRICs, and the Multipolar World Order.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO505.1	Remember	Explain the concepts in international business with respect to foreign trade/international business
CO505.2	Understand	The global business environment and its impacts on businesses
CO505.3	Analyse	Analyse the principle of international business and strategies adopted by firms to expand globally
CO505.4	Apply	Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social, and legal aspects

Suggested Reading:

1. International Business Environment – Sundaram and Black
2. International Business Environment – Bhalla and Raju
3. International Financial Management –P.G. Apte
4. International Business – Francis Cherulinam

Semester	5	Course Credits	4	Specialisation	International Business Management
Course Code	OBIB506			Type	
Course Title	International Institutions and Trade Implications				

Course Description:

The purpose of the course is to develop participants' autonomy in conducting International Business-related work by (i) encouraging critical thinking to explore the linkages between International Institution rules and disciplines and countries' trade policies and interests in the multilateral trading system; and (ii) enhancing analytical and negotiating skills.

Course Objectives:

1. To sensitise the learners with the importance of International Institutions and intellectual property in the global economy; and
2. To familiarise learners with the policy, procedures, and documentation relating to foreign trade operations

Course Outline:

Unit 1: International Trade, International Business, Globalisation: International Trade, Evolution of International Trade, Features of International Trade, Difference between Domestic and International Trade, Advantages of International Trade, Disadvantages of International Trade, International Business, Globalisation, International Trading Environment.

Unit 2: International Trade Theories: Introduction, International Trade Theories, Adam Smith Theory of Absolute Advantage, Ricardo Theory Comparative Advantage, Heckscher-Ohlin Theory, The Samuelson and Jones Model, Porter's Diamond Model, Product Life Cycle Theory.

Unit 3: International Organisations: International Trade Organisations, IMF, World Bank, IDA, IFC, MIGA, ISID, ADB, Differences between IMF and World Bank.

Unit 4: Multilateral Trading System, Trade Agreements and Protection of Domestic Markets: Evolution of Trade Agreements, Imperial Preference and Ottawa Agreement, General Agreement on Trade and Tariffs, The Uruguay Round & World Trade Organisation (UR & WTO), World Trade Organisation (WTO), Trade-Related Agreements, Protection of Domestic Markets.

Unit 5: Trade Promotion Organisations, Free Trade Agreements, Regional Integration: United Nations Conference on Trade and Development (UNCTAD), Generalized System of Preferences (GSP), United Nations Industrial Development Organisation (UNIDO), Concept of Trade Agreement, Free Trade Agreement (FTA), Prominent Trade Agreements around the World, India in World Trade.

Unit 6: International Trade Procedures and Documentation: Introduction, The Aligned Documentation System (ADS), Export Documentations and Procedures, Imports, Samples of Documents.

Unit 7: Balance of Payment, Letter of Credit, Bill of Lading, Forex Market: Balance of Payment, Introduction to LC, Bill of Lading, Foreign Exchange Market (Forex).

Unit 8: Entering Foreign Markets, Foreign Direct Investment: Modes of Entering Foreign Markets, Foreign Investments, Types of Foreign Investment, Need for FDI, FDI In India, Types of FDI, Benefits and Costs of FDI, Difference between FDI and FII, Difference between FDI and FPI.

Unit 9: Trade Fairs and Authorities: Trade Fairs, Exhibitions, Types of Trade Fairs, Determining Factors of Trade Fairs, Trade Fairs in India, India Trade Promotion Organisation (ITPO), Engineering Export Promotion Council (EEPC), Trade Promotion Council of India (TPCI), Federation of Indian Export Organisations (FIEO).

Unit 10: ECGC, EXIM, DGFT and Other Export Promotional Organisations in India:

Export Credit Insurance In International Trade, Export Credit Guarantee Corporation of India (ECGC), Exim Bank, Directorate General of Foreign Trade (DGFT), Other Export Promoting Organisations, State Trading Corporation of India Limited (STC), Minerals And Metals Trading Corporation (MMTC), ECGC, Exim, DGFT and Other Export Promotional Organisations in India, Project and Equipment Corporation of India (PEC Ltd), Board of Trade (BOT), Inter-State Trade Council, Directorate General of Trade Remedies (DGTR), Project Exports Promotion Council of India (PEPC), Export Promotion Council for EOUS & SEZs (EPCs), Export Promotional Zones, Promotional Measures in Foreign Trade Policy, EPCG Scheme, Other Schemes, RBI and Export Promotion, The Foreign Exchange Management Act, The Foreign Exchange Dealers Association of India (FEDAI).

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO506.1	Remember	The different International Bodies and their role
CO506.2	Understand	The functioning of these institutions
CO506.3	Apply	The concepts to international business management
CO506.4	Analyse	The role of schemes and their impact

Suggested Reading:

- International Business Environment – Sundaram and Black
- International Business Environment – Bhalla and Raju
- International Financial Management –P.G. Apte
- International Business – Francis Cherulinam

Semester	6	Course Credits	4	Specialisation	International Business Management
Course Code	OBIB604			Type	
Course Title	Export Import Documentation & Logistics				

Course Description:

Globalisation has affected all countries of the world, and global trade is growing at a pace that makes it important for a business to stay attuned to the changing world economy. Till the early 1990s, most of the countries were closed economies. There were quantitative restrictions on imports and stringent restrictions on foreign investment. The emerging economies, along with the developing countries, have assumed an important role in the field of international trade.

Course Objectives:

1. Help in the understanding of EXIM procedures assumes greater significance in today's global world.
2. To manage the global business, it is essential to understand the procedures, regulations, stipulations, provisions, and opportunities involved in export and import.

Course Outline:

Unit 1: Introduction to Export & Import: Introduction, Objectives of Export Trade, The Procedure of Export Trade, Advantages of Exporting for Companies, Trade Barriers and other Limitations, Import – Meaning, Types of Imports, The Difference Between Import and Export, The Benefits of Importing, Ways to improve Import Benefits, Disadvantages of Importing, Balance of Trade and Balance of Payments, Role of Exim in the Economy.

Unit 2: Introduction to Export & Import Management: Nature and Definition of Export Management, Need and Features of Export Management, Motivation for Export, Process of Export Management, Functions of Export Manager, Organising & Registration of Export & Import Process, Nature of Export Firm, setting up an Export Firm, Procedure for the Allotment of Importer and Exporter Code Number, Registration of Export Firm, Starting Export Business Tips.

Unit 3: Managing Exports Business: Method of Payment, Nature/Method of Payment Terms, Advance Payment, Open Account, Letter of Credit (Form & Type of L/C),

Documentary Collection, Instruments of Payment (Incoterms), Export Pricing Decision, Nature of Pricing Decision, Price Defined, Structure of Cost, Setting price & Price Negotiation, Content of an Export Price Quotation.

Unit 4: Execution of Export Order: Export-Import Documentation, Procedures and Steps, Steps for Successful Exporting, Export –Import Documentation, Business Risk Management and Coverage, Risk Management in Export-Import Business, Types of Risks, Quality and PreShipment Inspection, Export Contract & Incoterm.

Unit 5: Post Export Follow up: Customs Clearance of Export-Import Cargo, Clearance of Export Cargo, Clearance of Import Cargo, Customs Valuation, Export Incentive Schemes, Duty Exemption Schemes, Duty Remission Schemes, Export Promotion Capital Goods Scheme, Special Economic Zones. Import Procedures, Types of Importers, Import of Unrestricted Item, import of restricted Item, Import Clearance & Documents, Cargo Handling and Demurrage Charges, Application Fee for Import Licenses.

Unit 6: Shipping in EXIM: Overview of Shipping Operation, Types of Ships and International Trade, Need & Type of Containerisation, Inland Container Depots.

Unit 7: Organising an Export Firm: Setting Up of an Export Firm, Registration Procedure, Process of Execution of an Export Order, Types of Export Organisations.

Unit 8: Foreign Trade Policy and Export Promotion: Objectives of Foreign Trade Policy, Foreign Trade Policy 2009-2014, Main Highlights of Foreign Trade Policy, List of Items that cannot be Freely Exported.

Unit 9: Export Promotion Organisations in India: Export Promotion Councils (EPCS), Commodity Boards, State Trading Corporation (STC), Federation of Indian Export Organisations (FIEO), Indian Institute of Packaging (IIP) Mumbai, Chambers of Commerce, India Trade Promotion Organisation (ITPO).

Unit 10: Export Product Planning: Introduction, Modes of Entry in Foreign Market, Criteria for Selection of Product for Export, New Product Development Process, Identifying Foreign Market for Export of Product, Product Life Cycle

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO506.1	Remember	The different International Bodies and their role
CO506.2	Understand	The functioning of these institutions
CO506.3	Apply	The concepts to international business management
CO506.4	Analyse	The role of schemes and their impact

Suggested Reading:

- Export-Import Management by Justin Paul and Rajiv Aserkar, Oxford Publishing
- Export Management, BY P. K. Khurana, Galgotia Publishing

Reference Books:

- Export and Import Management by Aseem Kumar Anurag Jain Publishing.

Semester	6	Course Credits	4	Specialisation	International Business Management
Course Code	OBIB605			Type	
Course Title	International Strategic Management				

Course Description:

The primary need and purpose are to become familiar with several strategy concepts as well as to see how business strategy fits with broader dynamics in society. We will start the discussion about business sustainability and the potential limits to economic growth that will be continued through different parts of the course.

Course Objectives:

1. To understand the nature of strategic competitiveness and develop the ability to analyse the competitive environment.
2. To develop business-level strategies by defining the type of advantage sought, the scope of operation and activities required to deliver the chosen strategy.

Course Outline:

Unit 1: Strategy and Process: Features of Strategy, Strategic Management, Features of Strategic Management, Different Phases of Development of Strategic Management, Strategic Management – Evolution, Components of a Strategy Statement, Strategic Management Process, Components of Strategic Management Process, Corporate Governance, Corporate Social Responsibility.

Unit 2: Competitive Advantage: Introduction, Porter's 5 Forces, Strategic Groups, The Competitive Advantage of Nations, The Role of Government, Core Competencies.

Unit 3: Techniques of Strategic Analysis: BCG Matrix, Threats-Opportunities-Weakness-Strengths (TOWS) Matrix, GE Nine-Cell Planning Grid, Hofer's Matrix, Shell Directional Policy Matrix, Strategic Position and Action Evaluation (SPACE) Matrix, Approaches, Environmental Threat and Opportunity Profile (ETOP), GAP Analysis, McKinsey 7-S Framework, Balanced Scorecard.

Unit 4: International Business Strategy: Scope and Importance of IBS, Purpose of Business, Difference between Goals and Objectives of Business, Conceptual Evolution of Strategy.

Unit 5: Business Policy and Strategic Management: Type of Business Policy & Strategic, Factors influencing Business Strategies, Objectives of Strategic Management, Causes for Failure of Strategic Management.

Unit 6: Business Strategy Formulation: Types of Strategies, Steps in Strategies Formulation, Factors to be considered for Environmental Scanning, Core Competencies and Their Importance in Strategy Formulation.

Unit 7: International Business Strategic Planning and Implementation: Strategic Planning Process, Types of Strategies –Stability, Expansion or Growth, Mergers and Acquisitions, Issues in Strategy Implementation, Integrating the Functional Plan & Policies.

Unit 8: Strategic Analysis and Choice: Process of Strategic Analysis, Tools and Techniques for Strategic Analysis, Strategist's Decision Style and Attitude to Risk, Experience Curve Analysis.

Unit 9: Strategy Implementation: Process of Strategy Implementation, Prerequisites of Strategy Implementation, Aspects of Strategy Implementation, Failure of Strategy Implementation, Steps in Strategy Implementation, Strategic Control, Role of Various Organisational Systems in Strategic Control, Strategic Control – Criteria: Causal Factors, Intervening and End-Result Criteria, Strategic Control – Barriers: Motivational and Operational Problems, Strategy Evaluation Process and Its Significance, Strategic Decisions - Definition and Characteristics.

Unit 10: Other Strategic Issues: Strategic Issues in International Business, Environment of International Business and Its Significance, International Business and Strategy, Linkage Effect of International with Local Players, Internationalisation in Emerging Country Markets, Major Strategic Issues for Multinational Corporations.

Course Outcome:

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

CO#	Cognitive Abilities	Outcomes
CO605.1	Remember	To describe major theories, background work, concepts, and research output in the field of strategic management.
CO605.2	Understand	Demonstrate a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature.
CO605.3	Apply	Demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems.
CO605.4	Analyse	Demonstrate the capability of making their own decisions in a dynamic business landscape.

Suggested Reading:

- Strategic Management and Business Policy by Azhar Kazmi
- International Business Strategy- e thinking the foundations of global corporate Success by Alain Verbeke.

Reference Books:

- Strategic Marketing BY Douglas West.

BBA 6th Sem Project Report Guidelines:

Subject Code	Subject Title	Credits	Internal Marks*	External Marks*	Total Marks
OBP 606	Project Work	4	50	50	100

Project Work:**Course Description:**

Project work is compulsory for the learner.

It will be evaluated by external and internal examiner.

Learners need to give Presentation of Project work completed and have to face Open Defense by external and internal examiner.

Project Work Evaluation:

Project shall carry 100 marks as follows-

Marks # Project work (Evaluation by external and internal examiner): 50 Marks

Presentation and Viva-Voce by external and internal examiner: 50 Marks

A learner needs to do a project work of 45 days and prepare a Project report on the same.

The sequence of the Project report to be followed by the learners:

Introduction of Project Report

- Introduction
- Executive summary
- Aims and Objectives
- Need for and importance of project report
- Significance of project report

Research Methodology

- Review of literature.
- Data collection types & Methods
- Sampling Methods & Techniques
- Data Analysis
- Findings, suggestions, Recommendations & Conclusion.
- Bibliography.

Centre for Online Learning

All students should strictly follow following guidelines while preparing project report.

Specification	Details
Number of copies of project report	1
Soft copy of project PDF format in CD	1
Binding	Black color hard binding
Embossing	Golden color
Page size	A 4
Page color	White
Type of Page	Bond paper
Left Margin	1.5 inch
Other margin (Top, Bottom, Right)	1 inch
Heading font	Times new Roman
Heading font size	14, bold , uppercase
Subheading font	Times new Roman
Text body font	Times new Roman
Text body font size	12, normal, lowercase
Header	As suitable
Footer	Page number at center
Total no. of pages	Approx. 70 to 100