

**LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK  
(LOCF) FOR UNDERGRADUATE PROGRAMMES**

**DEPARTMENT OF BUSINESS ADMINISTRATION**



**LOYOLA COLLEGE (AUTONOMOUS)  
CHENNAI 600034**

## PREFACE

Business Administration deals with the study of learning and developing managerial skills in companies or organizations especially in all the functions of management like Marketing, Human Resources, Finance, General Management and Operations etc. It encompasses a plethora of topics related to management skills and knowledge; a management student should have to be an effective manager in an organization.

The new Learning Outcome-based approach to Curriculum Planning intends to educate the learners in more relevant concepts and strategies in Marketing, Human Resources, Finance, Entrepreneurship and General Management at the Undergraduate level. These courses have to be pursued by the learners from the first to the sixth semesters. The learners have to do their internship in the 6<sup>th</sup> semester.

The courses and Internships will support the learners to become application-oriented which will help in their career in higher education and also in research. Additionally, they may explore new ventures in understanding Organizational Behaviour, Economics and Consumerist Psychology. These might kindle their interest in small scale businesses based on their experience.

The Curriculum design provides the learner, the strategies for managing small and large organizations. The courses also provide content related to the acquisition of skills, ethical understanding, sustainability, competence, eco-consciousness and corporate social responsibility.

The Curriculum teaching pedagogy and assessment methods are based on Bloom's Taxonomy testing all the Cognitive levels from K1 to K6. The OBE based evaluation will lead the learners in the expected course outcome attainment.

## TABLE OF CONTENTS

Sl.No	Content	Page
<b>1</b>	Vision and Mission of Loyola College	<b>5</b>
<b>2</b>	Vision and Mission of the Department	<b>5</b>
<b>3</b>	Programme Educational Objectives (PEOs)	<b>6</b>
<b>4</b>	Programme Outcomes (POs)	<b>6</b>
<b>5</b>	Programme Specific Outcomes (PSOs)	<b>7</b>
<b>6</b>	UG CBCS Curriculum Template	<b>8</b>
<b>7</b>	UG Overall Course Structure	<b>9</b>
<b>8</b>	<b>Course Descriptors (offered by the Department)</b>	
(1)	UBU 1501 Principles of Management	<b>12</b>
(2)	UBU 1502 Financial Accounting	<b>15</b>
(3)	UBU 2501 Managerial Economics	<b>18</b>
(4)	UBU 2502 Business Statistics	<b>20</b>
(5)	UBU 3501 Cost Accounting	<b>23</b>
(6)	UBU 3502 Principles of Marketing	<b>26</b>
(7)	UBU 3503 Human Resource Management	<b>29</b>
(8)	UBU 4501 Operations Research	<b>32</b>
(9)	UBU 4502 Business Research Methodology	<b>34</b>
(10)	UBU 4601 Sales and Distribution Management	<b>37</b>
(11)	UBU 4602 Financial Services	<b>40</b>
(12)	UBU 4603 Corporate Accounting	<b>43</b>
(13)	UBU 5501 Financial Management	<b>45</b>
(14)	UBU 5502 Strategic Management	<b>48</b>
(15)	UBU 5503 Supply Chain Management	<b>51</b>
(16)	UBU 5504 Entrepreneurship Development	<b>54</b>
(17)	UBU 5601 Organisational Behaviour	<b>57</b>
(18)	UBU 5602 Retail Marketing	<b>60</b>
(19)	UBU 6501 Goods and Services Tax	<b>63</b>
(20)	UBU 6502 Management Accounting	<b>66</b>
(21)	UBU 6503 International Business Management	<b>69</b>
(22)	UBU 6701 Business Innovation and Environment	<b>72</b>
(23)	UBU 6702 Business Culture and Etiquette	<b>75</b>
(24)	UBU 6705 Internship	
<b>9</b>	<b>Course Descriptors (offered to other Departments)</b>	
(1)	UBU 1301 Principles of Marketing	<b>78</b>
(2)	UBU 3401 Elements of Organizational Behaviour	<b>81</b>
(3)	UBU 3801 Business Leadership	<b>83</b>
(4)	UBU 4401 Introduction to Project Management	<b>85</b>
(5)	UBU 4801 Business Models	<b>88</b>
<b>10</b>	CL and CO Based CIA Question Paper Format for UG Theory Courses (MC, AR, AO, MS, ME, NME and GL)	<b>90</b>
<b>11</b>	Sample CIA Question Paper for a UG Theory Course	<b>91</b>

<b>12</b>	CL and CO Based End of Semester Examination Question Paper Format for UG Theory Courses (MC, AR, AO, MS, ME and GL)	<b>92</b>
<b>13</b>	Sample End Semester Examination Question Paper for a UG Theory Course	<b>93</b>
<b>14</b>	Unit wise distribution of CL and CO Based Questions and Marks for End of Semester Question Paper Setting for UG Courses (MC, AR, AO, MS, ME and GL)	<b>95</b>
<b>15</b>	CL and CO Based Marks Distribution for Direct Assessments of UG Courses (MC, AR, AO, MS, ME and GL)	<b>95</b>
<b>16</b>	Component III Assessments and Rubrics	<b>96</b>

## **VISION AND MISSION OF LOYOLA COLLEGE**

### **VISION**

- Towards holistic formation of youth, grounded in excellence, through accompaniment to serve humanity.

### **MISSION**

- To provide inclusive education through an integral and holistic formative pedagogy. • To promote skills that prepare them for the future.
- To kindle in young minds the spirit of social and environmental justice with a blend of academic excellence and empathy.
- To stimulate critical and conscientious scholarship leading to meaningful and innovative human Capital.

### **CORE VALUES**

- Cura Personalis
- Pursuit of Excellence
- Moral Rectitude
- Social Equity
- Fostering solidarity
- Global Vision
- Spiritual Quotient

## **VISION AND MISSION OF THE DEPARTMENT**

### **VISION**

The department of Business Administration strives to form men with business and managerial skills that create entrepreneurs and enable them as influential leaders in the changing nature of business.

### **MISSION**

To impart and deliver the best quality management education through innovative methods and techniques, and to bridge the gap between the Institution and the Organizations.

**PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)**  
(School of Commerce and Economics)

<b>PEO 1</b>	<b>GLOBALLY RELEVANT CURRICULUM:</b> To expose the students in various fields of Economics and Commerce.
<b>PEO 2</b>	<b>CORE COMPETENCY DEVELOPMENT:</b> To think critically and creatively towards dynamic global business and economic Environment.
<b>PEO 3</b>	<b>PROFESSIONAL SKILL DEVELOPMENT:</b> To empower the students with strong interpersonal, decision-making, reasoning, Communication, and leadership skills.
<b>PEO 4</b>	<b>SOCIAL SKILLS AND ETHICS:</b> To develop competent, committed, conscious, creative, and socially responsible citizens.
<b>PEO 5</b>	<b>ENVIRONMENT AND SUSTAINABILITY:</b> To develop a multidisciplinary perspective to augment innovatively towards business, Economic and environment sustainability.
<b>PEO 6</b>	<b>LIFE LONG LEARNING:</b> To enable students to involve in lifelong learning in the pursuit of excellence.

**PROGRAMME OUTCOMES (PO)**  
(School of Commerce and Economics)

<b>PO 1</b>	<b>DISCIPLINARY KNOWLEDGE:</b> Students will be able to apply the scientific knowledge acquired in classrooms and labs in real-life situations and work environment.
<b>PO 2</b>	<b>PROFESSIONAL SKILLS:</b> Internalize the learnt concepts of economics and commerce that will enable them to become skilled professionals.
<b>PO 3</b>	<b>ENTREPRENEURSHIP AND EMPLOYMENT SKILLS:</b> Become empowered individuals who will emerge as entrepreneurs or be employed in various positions in industry, academia, and Government.
<b>PO 4</b>	<b>COMPETENCY DEVELOPMENT:</b> Adapt in the workplace by possessing the capacity to embrace new opportunities of emerging technologies, leadership, and teamwork in a dynamic economic and business environment.
<b>PO 5</b>	<b>SELF-DIRECTED AND LIFELONG LEARNING:</b> Engage in independent and life-long learning, especially through MOOCs and other online courses to acclimatize themselves in a dynamic work environment.
<b>PO 6</b>	<b>ENVIRONMENT AND SUSTAINABILITY:</b> Contribute innovatively towards business, economic and environment sustainability.
<b>PO 7</b>	<b>SOCIAL SKILLS AND ETHICS:</b> Become competent, committed, conscious, creative, and compassionate men and women for and with others.

**PROGRAMME SPECIFIC OUTCOMES (PSO)**  
**(Department of Business Administration)**

<b>PSO 1</b>	Improve knowledge on the executive functions of a corporate manager and enable them to fit into the global scenario.
<b>PSO 2</b>	Develop analytical thinking and communication skills to make better decisions in the organization.
<b>PSO 3</b>	Identify business strategies to provide solutions in real-life situations.
<b>PSO 4</b>	Adapt to changes with an understanding of societal issues relevant to professional- managerial practice.
<b>PSO 5</b>	Demonstrate ethical leadership and team-building skills required to be successful managers and executives in establishments.
<b>PSO 6</b>	Establish innovative techniques in the entrepreneurial culture for the economic development of the country.
<b>PSO 7</b>	Create a cordial environment for the employees and act as facilitators in a committed and competent manner.

**DEPARTMENT OF BUSINESS ADMINISTRATION RESTRUCTURED CBCS CURRICULUM WITH EFFECT FROM JUNE, 2019**

PART	SEMESTER I	SEMESTER II	SEMESTER III	SEMESTER IV	SEMESTER V	UBU 6705 Internship (4 weeks during Christmas Holidays)	SEMESTER VI	CREDITS	
I GL	G. Language (3h/3c)	G. Language (3h/3c)							6
II GE	General English (6h/3c)	General English (6h/3c)							6
III MC	Principles of Management (6h/6c)	Managerial Economics (6h/6c)	Cost Accounting (7h/7c)	Operations Research (7h/7c)	Financial Management (6h/6c)			Goods and Services Tax (6h/6c)	100
	Financial Accounting (6h/6c)	Business Statistics (6h/6c)	Principles of Marketing (7h/7c)	Business Research Methodology (7h/7c)	Strategic Management (6h/6c)			Management Accounting (6h/6c)	
			Human Resource Management (6h/6c)		Supply Chain Management (6h/6c)			International Business Management (6h/6c)	
					Entrepreneurship Development (6h/6c)				
III AR/ AO	Legal Aspects of Business (6h/3c)	Computerized Accounting (6h/3c)	AO (5h/3c)	AO (5h/3c)					12
	Principles of Marketing (6h/3c)		Elements of Organizational Behavior (5h/3c)	Introduction to Project Management (5h/3c)					
III ME				Sales and Distribution Management (6h/6c)	Organisational Behaviour (6h/6c)				12
				Financial Services (6h/6c)	Retail Marketing (6h/6c)				
				Corporate Accounting (6h/6c)					
III MS								Business Innovation and Environment (6h/5c)	15 (MS&TP)
								Business Culture and Etiquette (6h/5c)	
							Internship (5c)		
IV BT/AT /NME			NME (3h/2C)	NME (3h/2C)				4	
			Business Leadership (3h/2C)	Business Models (3h/2C)					
IV FC	FC (3/1)	FC (3/2)	FC (2/1)	FC 2(1)				5	
V CC	CCA	CCA (90/1)						1	
V CM			ORA	ORA (120/2)				2	
Hours/ Credit	30h/22c	30h/(23+1c)	30h/26c	30h(26+2c)	30h/30c		30h/33c	180 (163)	

**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**OVERALL COURSE STRUCTURE**  
**(2019 - Restructured Curriculum)**

Sem	Subject Code	Course Title	T/L/P	Category	Credit	Hours
<b>I</b>	UFR 1102	French for Communication-I	T	GL	3	3
	UOL 1102	General Hindi-I				
	UTL 1102	Tamil-I				
<b>I</b>	UEL 1204	General English I-Advanced (Commerce)	T	GE	3	6
	UEL 1205	General English I-Intermediate (Commerce)				
<b>I</b>	UBU 1501	Principles of Management	T	MC	6	6
<b>I</b>	UBU 1502	Financial Accounting	T	MC	6	6
<b>I</b>	UBC 1301	Legal Aspects of Business	T	AR	3	6
<b>I</b>	UHE 1001	Personality Development	T	FC	1	3
<b>I</b>				CCA		
<b>II</b>	UFR 2102	French for Communication-II	T	GL	3	3
	UOL 2102	General Hindi-II				
	UTL 2102	Tamil-II				
<b>II</b>	UEL 2204	General English II-Advanced (Commerce)	T	GE	3	6
	UEL 2205	General English II-Intermediate (Commerce)				
<b>II</b>	UBU 2501	Managerial Economics	T	MC	6	6
<b>II</b>	UBU 2502	Business Statistics	T	MC	6	6
<b>II</b>	UCO 2303	Computerized Accounting	T	AR	3	6
<b>II</b>	UHE 2001	Life Issues and Coping Strategies	T	FC	2	3
<b>II</b>			T	CCA	1	
<b>III</b>	UBU 3501	Cost Accounting	T	MC	7	7
<b>III</b>	UBU 3502	Principles of Marketing	T	MC	7	7
<b>III</b>	UBU 3503	Human Resource Management	T	MC	6	6
<b>III</b>	UBC 3401	Industrial Relations and Labour Laws	T	AO	3	5
	UCO 3403	Digital Marketing				
	UEL 3401	English for Corporate Communication				
<b>III</b>			T	NME	2	3
<b>III</b>	UHE 3001	Social Awareness	T	FC	1	2
<b>III</b>				ORA		
<b>IV</b>	UBU 4501	Operations Research	T	MC	7	7
<b>IV</b>	UBU 4502	Business Research Methodology	T	MC	7	7
<b>IV</b>	UBU 4601	Sales and Distribution Management	T	ME	6	6
<b>IV</b>	UBU 4602	Financial Services	T			
<b>IV</b>	UBU 4603	Corporate Accounting	T			

<b>IV</b>	UBC 4401	Business Ethics & CSR	T	AO	3	5
	UBC 4402	Intellectual Property Rights				
	UCO 4402	Introduction to Income Tax				
<b>IV</b>			T	NME	2	3
<b>IV</b>	UHE 4001	Environmental Studies	T	FC	1	2
<b>IV</b>			T	ORA	2	
<b>V</b>	UBU 5501	Financial Management	T	MC	6	6
<b>V</b>	UBU 5502	Strategic Management	T	MC	6	6
<b>V</b>	UBU 5503	Supply Chain Management	T	MC	6	6
<b>V</b>	UBU 5504	Entrepreneurship Development	T	MC	6	6
<b>V</b>	UBU 5601	Organisational Behaviour	T	ME	6	6
<b>V</b>	UBU 5602	Retail Marketing	T			
<b>VI</b>	UBU 6501	Goods and Services Tax	T	MC	6	6
<b>VI</b>	UBU 6502	Management Accounting	T	MC	6	6
<b>VI</b>	UBU 6503	International Business Management	T	MC	6	6
<b>VI</b>	UBU 6701	Business Innovation and Environment	T	MS	5	6
<b>VI</b>	UBU 6702	Business Culture and Etiquette	T	MS	5	6
<b>VI</b>	UBU 6705	Internship	P	TP	5	-

### COURSES OFFERED TO OTHER DEPARTMENTS

<b>I</b>	UBU 1301	Principles of Marketing	T	AR	3	6
<b>III</b>	UBU 3401	Elements of Organizational Behaviour	T	AO	3	5
<b>III</b>	UBU 3801	Business Leadership	T	NME	2	3
<b>IV</b>	UBU 4401	Introduction to Project Management	T	AO	3	5
<b>IV</b>	UBU 4801	Business Models	T	NME	2	3

# **COURSE DESCRIPTORS**

<b>Course Code</b>	UBU 1501
<b>Course Title</b>	Principles of Management
<b>Credits</b>	06
<b>Hours / Week</b>	06
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	I
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. The course aims to cover the basic aspects of management and its contribution towards management thoughts.</li> <li>2. This course gives an emphasizes management principles and their functions.</li> <li>3. The course also examines the various case studies related to real-life business problems.</li> <li>4. It provides the importance of being a professional manager to successfully lead the organization.</li> </ol>	
<b>Course Objectives</b>	
The students will be able to	
<ol style="list-style-type: none"> <li>1. Understand the basic concepts and contribution to management thoughts.</li> <li>2. Identify the core functions and the process of planning.</li> <li>3. Explain the importance of organizing in the management functions.</li> <li>4. Evaluate various types of Leadership and the process of communication</li> <li>5. Analyze the management control process and the importance of coordination.</li> </ol>	
<b>Prerequisites</b>	Basic Knowledge in Business Studies.

## SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Definition & Meaning of Management - Importance of Management - Nature & Characteristics of Management - Management as a Science or Art - Levels of Management - Managerial Skills - Roles of a Manager - Managerial Functions - Contribution to Management Thought by Henry Fayol, F.W. Taylor, Elton Mayo & Peter F. Drucker-Case Studies.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Meaning - Nature - Importance - Limitations - Principles of Planning - Planning Process - Types of planning - Types of plans (Objectives, Strategy, Policies, Procedures, Methods, Rules, Budgets, Programmes) - Types of strategy - Obstacles to Effective Planning - Decision Making-Importance-Process-Case Studies.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
III	Meaning - Nature & Elements - Importance - Process of Organizing - Principles of Organization - Formal & Informal Organization - Departmentation - Importance - Bases or Types - Delegation - Importance - Process - Decentralization - Distinction	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

	between Delegation and Decentralization - Centralization - Organization structure - Types - Organization charts & manuals – Staffing- Recruitment - Sources - Selection - Selection Procedure-Case Studies.			
IV	Nature - Meaning - Significance - Principles - Techniques - Supervision - Motivation - Nature & Importance of Motivation - Job Enrichment - Theories of Motivation (Maslow's Need Hierarchy Theory- Herzberg's Motivation Hygiene Theory, Douglas McGregor X and Y Theory) - Leadership - Nature - Functions - Importance - Styles of Leadership - Theories of Leadership (Trait Theory, Behavioural Theory) - Communication - Elements of Communication Process - Channels of Communication - Methods of Communication- Barriers to Communication-Case Studies.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Meaning - Nature - Elements of Control - Significance - Control Process - Control Techniques (Traditional & Non-Traditional) - Coordination - Nature - Coordination & Cooperation - Importance – Problems– Case Studies.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. C. B. Gupta, *Business Management*, S. Chand and Co' Ltd., New Delhi, 2018.
2. Dinkar Pagare, *Principles of Management*, S. Chand and Co' Ltd., New Delhi, 2018.
3. Sherlekar & Sherlekar, *Principles of Business Management*, Himalaya Publishing House, 2016.

#### Suggested Readings

1. Akhilesh Chandra Pandey, *Case Studies in Management*, I K International Publishing House Pvt. Ltd, 2015.
2. Gary Hamel and C.K. Prahalad, *Competing for the Future* (1996).
3. Peter Drucker, *The Essential Drucker* (2001).
4. Jim Collins, *Good to Great: Why Some Companies Make the Leap and Others Don't* (2001).
5. Warren Bennis, *On Becoming a Leader* (1989).
6. Spencer Johnson, *Who Moved My Cheese?* (1998).
7. Douglas McGregor, *The Human Side of Enterprise* (1960).

#### Web Resources

1. [https://www.researchgate.net/publication/338967220\\_INTRODUCTION\\_TO\\_BUSINESS\\_MANAGEMENT](https://www.researchgate.net/publication/338967220_INTRODUCTION_TO_BUSINESS_MANAGEMENT)
2. <https://www.just.edu.jo/~mqais/CIS151.html>
3. <https://vtechworks.lib.vt.edu/bitstream/handle/10919/70961/Fundamentals%20of%20Business%20%28complete%29.pdf>
4. <https://studyresearch.in/2018/03/11/case-studies-principles-of-management/>
5. [https://www.academia.edu/10977205/Principles\\_of\\_Business\\_Management](https://www.academia.edu/10977205/Principles_of_Business_Management)

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	Define and understand the concepts of Managerial Functions.	K1, K2
CO 2	Examine and apply the Planning and the Decision-Making Process in Business.	K3
CO 3	Analyze and explain the principles of managing a business and its resources.	K4
CO 4	Justify the Principles and Functions of Management.	K5
CO 5	Revise the elements of management for a real-time business situation.	K6

<b>Course Code</b>	UBU 1502
<b>Course Title</b>	Financial Accounting
<b>Credits</b>	06
<b>Hours/Week</b>	06
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	I
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. The course plays a vital role in the field of business to provide information for the decision-making process.</li> <li>2. The course aims to give basic knowledge on the preparation of financial statements for different business entities.</li> <li>3. The different modules of the course will examine the accounting treatment for preparing the financial statements.</li> <li>4. In this course, we will also examine the accounting standards applied for the preparation of financial statements.</li> <li>5. The topics of accounting are focused on for students to apply in their professional careers.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the concepts of preparing the financial statements.</li> <li>2. To remember the principles of accounting policy on valuing financial assets.</li> <li>3. To understand the mechanism for preparing financial statements for partnership firms.</li> <li>4. To apply the accounting treatment for preparing corporate financial statements.</li> <li>5. To apply the accounting standards for preparing the financial statements.</li> </ol>	
<b>Pre-Requisites</b>	Knowledge of Basic Accounting concepts.

## SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Preparation of Financial Statements: Introduction – trading account – profit and loss account – Balance sheet - Treatment of Adjustments for a sole trader – Practical problem.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Depreciation Accounting: Introduction – meaning – causes – need – computation of the amount of depreciation – Straight-line method – written down value method – depreciation on addition of fixed assets – methods of depreciation – Revised AS 6.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Partnership Accounting: Introduction – Admission of Partner – Accounting treatment of Goodwill at the time of Admission – Revaluation of Assets and Liabilities – Adjustment of Reserves and accumulated profits or losses - Retirement of Partner – Calculation of New profit-sharing ratio and Gaining ratio – Adjustments with regard to Goodwill – Death of partner.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Company Accounts: Understanding contents of financial statements of a Joint-stock company as per Companies Act 2013 – Preparing Profit and Loss statement and Balance sheet for a Company – Preparation of Final accounts – simple problems – Goodwill – Definition – nature – sources – need – factors affecting value of Goodwill – Profitability – normal rate of return – methods of valuation of Goodwill.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Accounting Standards: Introduction – Objectives of accounting standards – Procedure for issuing accounting standards – Advantages of accounting standards – Accounting standards in India.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. Tulsian, *Financial Accounting*, Tata Mc Graw Hill Publishing, 2018.
2. R.K.Arora, *Financial Accounting*, Wiley India, 2017.
3. Reddy & Murthy, *Corporate Accounting*, Margham Publications, 6<sup>th</sup> edition, 2013.

#### Suggested Readings

1. V.K.Goyal & Ruchi Goyal, *Financial Accounting*, Prentice Hall of India, 2017.
2. T.S.Reddy and A.Murthy, *Financial Accounting*, Margham Publications, 2016.
3. S.P.Jain and K.L.Narang, *Financial Accounting*, Kalyani Publishers, 11<sup>th</sup> revised edition, 2016.
4. V.Rajasekeran and R.Lalitha, *Financial Accounting*, Pearson Education, 2018.

#### Web Resources

1. [www.accountingcoach.com](http://www.accountingcoach.com)
2. [www.accountingweb.com](http://www.accountingweb.com)
3. [www.depreciationguru.com](http://www.depreciationguru.com)
4. [www.accountingplay.com](http://www.accountingplay.com)
5. [www.accounting.com](http://www.accounting.com)
6. [www.accountingtoday.com](http://www.accountingtoday.com)
7. [www.aicpa.org](http://www.aicpa.org)
8. [www.icaai.org](http://www.icaai.org)
9. [www.gasab.gov.in](http://www.gasab.gov.in)
10. [www.mca.gov.in](http://www.mca.gov.in)

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	Define and classify the elements of preparing financial information.	K1, K2
CO 2	Apply the methods for valuing financial resources.	K3
CO 3	Analyze and relate the methods for preparing financial reports.	K4
CO 4	Evaluate and interpret the methods of preparing financial reports.	K5
CO 5	Prepare and summarize the financial reports for managerial decision making.	K6

<b>Course Code</b>	UBU 2501
<b>Course Title</b>	Managerial Economics
<b>Credits</b>	06
<b>Hours/Week</b>	06
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	II
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. Managerial Economics will provide an understanding of the Micro Economic activities that support a Business Unit.</li> <li>2. The course will give inputs on how demand and Supply can affect Pricing.</li> <li>3. The course also focuses on Production function in the short run and the Long Run.</li> <li>4. This course evaluates the different Types of Competition under the Market Structure.</li> <li>5. The course also outlines the importance of National Income, Monetary Policy and Fiscal Policy.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the marketplace and its environment.</li> <li>2. To understand the needs of the customers by creating opportunities for the exchange of products, services, and experiences.</li> <li>3. To measure the consumers' demand based on the changes in the price of goods and services.</li> <li>4. To analyze economies of scale, diseconomies of scale and evaluate the role of the government to play in market economies.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge about Micro Economics.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Managerial Economics – Definition, Meaning & Nature – Features – Significance of Managerial Economics – Scope – Managerial Economist – Roles & Responsibilities of Managerial Economist – Fundamentals Concepts – Incremental Reasoning, Opportunity Cost, Contribution, Time Perspective, Discounting Principle, Risk & Uncertainty – Meaning of Utility – Measurement of Utility – Law of Diminishing Marginal Utility – Indifference Curve Approach – Consumer Surplus – Budget Line – Consumer’s Equilibrium.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Demand – Meaning & Determinants – Law of Demand – Revenue – Types of Revenue – Types of Demand – Types of Elasticity of Demand – Demand Forecasting – Steps in Demand Forecasting – Determinants of Demand Forecast – Methods of Demand Forecasting (ONLY THEORY) – Criteria for Good	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

	Forecasting Method – Supply – Meaning & Determinants – Law of Supply.			
III	Production Function – Meaning & Types – Short Run Production Function – Long Run Production Function – Cost – Types of Cost – Cost Function – Short Run cost curves – Long run cost curves – Economies of Scale – Types – Market Structure – Perfect Competition, Pure Monopoly, Monopolistic Competition - Features, Causes, Price-Output Determination.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	National Income – Components of National Income – GDP, GNP, NNP, NDP, PCI (ONLY CONCEPTS) – Business Cycle – Characteristics – Phases of Business Cycle – Effects of Business Cycle – Measures to control Business Cycle – Role of Government in Market Economy.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Monetary Policy – Objectives – Instruments – Inflation – Meaning – Causes – Types of inflation – Demand-Pull & Cost-Push – Deflation – Meaning – Causes – Fiscal Policy – Objectives – Indian Banking History - Bank Rate - CRR - SLR - Repo Rate - Reverse Repo rate - Interest rate - Influencing factors - Reasons for change in interest rate (ONLY THEORY).	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Textbooks

1. P L Mehta, *Managerial Economics: Analysis, Problems & Cases*, Sultan Chand & Sons, 2019.
2. D M Mithani, *Managerial Economics*, Himalaya Publishing House, 2018.
3. D Muraleedharan, *Modern Banking: Theory & Practice*, PHI Learning, 2014.

#### Suggested Readings

1. D N Dwivedi, *Managerial Economics*, Vikas Publishing, 2015.
2. G S Gupta, *Managerial Economics*, Tata Mc Graw Hill, 2014.
3. E Narayanan Nadar & S Vijayan, *Managerial Economics*, PHI Learning, 2012.

#### Web Resources

1. <https://www.managementstudyguide.com/managerial-economics.htm>
2. [https://www.researchgate.net/publication/327882739\\_Manage\\_rial\\_Economics\\_Concepts\\_and\\_Tools](https://www.researchgate.net/publication/327882739_Manage_rial_Economics_Concepts_and_Tools)

### Course Outcomes (COs) and Cognitive Level Mapping

COs	CO Description	Cognitive Level
CO 1	To understand the dynamics of Micro Economics in Managing Business units.	K1, K2
CO 2	To design and apply various channel strategies.	K3
CO 3	To analyze, identify and select the various Micro and Macro Economic Tools to be applied in different Business Situations.	K4
CO 4	To evaluate alternate solutions for better profitability and productivity of Business Units.	K5
CO 5	To create the Simple Economic Models for Business Units.	K6

<b>Course Code</b>	UBU 2502
<b>Course Title</b>	Business Statistics
<b>Credits</b>	06
<b>Hours/Week</b>	06
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	II
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. Business Statistics is a course that aims at providing knowledge in sampling and how data is represented in a diagrammatical format.</li> <li>2. The course will provide basic knowledge about Arithmetic Mean, Median and Mode.</li> <li>3. The modules of the course will examine different areas like Correlation and Regression.</li> <li>4. The course is to focus on the components of the Time Series.</li> <li>5. The other important aspects discussed in this course are Range, Quartile Deviation, Standard Deviation and Skewness.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the Importance and Scope of Statistics.</li> <li>2. To understand the merits and demerits of Mean, Median and Mode.</li> <li>3. To understand the importance of Regression.</li> <li>4. To apply the knowledge of Time Series and forecast the future pattern.</li> <li>5. To represent statistical data in diagrammatical format.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of Statistics.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Origin and Development of Statistics – Definition of Statistics- Importance and Scope of Statistics – Limitations of Statistics – Misuse of Statistics- Collection of Data: Census method – Sampling method- Diagrammatic Representation of Data-Bar Diagram-Pie Diagram-Histogram-Frequency Polygon and Frequency Curve-Pictogram and Cartogram.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Measures of Central tendency: Simple Average, Mean, Median, and Mode-Geometric Mean and Harmonic Mean – Weighted Arithmetic Mean.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Range- Quartile Deviation- Mean Deviation- Standard Deviation- Coefficient of Variation -Combined Mean and Standard Deviation-Skewness: Karl Pearson and Bowley's Coefficient of Skewness.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Scatter Diagram- Karl Pearson's Coefficient of Correlation - Rank Correlation- Regression Analysis: Importance of Regression Analysis- Regression Equations.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Components of time series-measurements of trend-graphical method-Semi Average method, Moving Average Method and Method of Least Squares-Measurements of Seasonal Variation- Method of Simple Averages, Ratio-to-Trend Method, Ratio to Moving Average Method and Link Relative Method.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. S P Gupta, *Statistical Method*, Sultan Chand & Sons Publishers, 2010.
2. S G Gupta & V K Kapoor, *Fundamentals of Applied Statistics*, Sultan Chand & Sons Publishers, 2010.
3. R D Sharma, *Business Statistics*, Pearson Publishers, 2010.

#### Suggested Readings

1. K Alagar, *Business Statistics*, Tata Mc Graw Hill, 2009.
2. P R Vittal, *Business Statistics*, Margham Publications, 2018.

#### Web Resources

1. <https://d3bxy9euw4e147.cloudfront.net/oscmsprodcms/media/documents/IntroductoryBusinessStatistics-OP.pdf>
2. <http://103.5.132.213:8080/jspui/bitstream/123456789/1103/1/Business%20Statistics%20%28%20PDFDrive.com%20%29%20%282%29.pdf>
3. <https://www.dcehvpvm.org/EContent/Stat/FUNDAMENTAL%20OF%20MATHEMATICAL%20STATISTICS-S%20C%20GUPTA%20&%20V%20K%20KAPOOR.pdf>

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To understand and recall the basic concepts of Business Statistics.	K1, K2
CO 2	To compute and experiment efficiently to achieve organizational goals.	K3
CO 3	To survey and correlate the given statistical data for the progress of an organization.	K4
CO 4	To evaluate and appraise how Diagrammatical Representation of Data, Measures of Central Tendency, Measures of Dispersion, Correlation, Regression and Time Series showcase holistic development of an organization.	K5
CO 5	To facilitate in-depth knowledge, to speculate the complexities and to design a favourable statistical curve with a futuristic outlook.	K6

<b>Course Code</b>	UBU 3501
<b>Course Title</b>	Cost Accounting
<b>Credits</b>	07
<b>Hours/Week</b>	07
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	III
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. The course aims to give the conceptual framework of the Cost accounting system and preparation of cost sheet.</li> <li>2. The subject gives basic knowledge about costing systems for the decision-making process.</li> <li>3. The different modules of the course will examine the methods and classification and controlling of costs.</li> <li>4. In this course, we will also examine the different application methods of costing.</li> <li>5. The Cost Accounting topics are focused on students to apply in their professional careers.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the basic concepts of preparing a cost sheet.</li> <li>2. To remember the concept of material control and to compute the purchase price of materials.</li> <li>3. To understand and evaluate the labour cost and overheads allocation.</li> <li>4. To understand the various methods of costing and their importance.</li> <li>5. To apply the cost accounting techniques for preparing cost information.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of Financial Accounting.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Introduction - Cost accounting – Objectives- Limitations – Implementation of cost system – Cost Accounting Vs Financial Accounting - Classification of costs – Cost centre – Cost unit – Cost control – Elements of Cost - Preparation of Cost Sheet- Reconciliation of Cost and Financial accounts.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Materials -. Material Control – Meaning & Need – Purchase Control – Centralized Vs Decentralized Purchasing – Purchase Procedure – Purchase Price Computation – Store Keeping – Inventory Control – Receipt & Issue of Materials – Bin Card & Stores Ledger Card – Stock Level Determination – EOQ – ABC Analysis – Methods of Pricing Materials Issues – FIFO, LIFO, Simple Average, Weighted Average Method & Standard Price	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

	Method.			
III	Labour -. Labour Cost – Types – Control over Labour Cost – Labour Turnover – Causes & Effects – Methods of Measurement – Idle Time & Abnormal Idle Time – Labour Remuneration – Essentials of a Good Wage System – Methods of Labour Remuneration – Time rate system – Piece rate system – Straight piece rate – Differential piece rates – Taylor's differential piece rate system – Merrick's differential piece rate system & Gantt Bonus Plan – Incentive Methods – Halsey Premium Plan – Rowan Plan.	19	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Overheads and Operating costing- Overheads – Classification – Allocation of Overheads– Apportionment of Overheads – Primary & Secondary Distribution – Absorption of Overheads – Methods – Computation of Machine Hour Rate – Operating Costing – Meaning & Applications – Transport Costing only.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Job, Batch and Process Costing - Job Costing – Meaning – Procedure of Job Cost Accounting – Batch Costing – Meaning – Determination of EBQ – Process Costing – Applications – Process vs Job Costing – Process Losses, Work-in-progress & Equivalent Production – Joint & by-products (Excluding Inter-process profits).	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. T S Reddy & Y Hari Prasad Reddy, *Cost Accounting*, Margham Publications, 2018.
2. A Murthy & S Gurusamy, *Cost Accounting*, Vijay Nicole Imprints Pvt Ltd, 2016.
3. S N Maheshwari, *Principles of Cost Accounting*, Sultan Chand & Sons, 2010.

#### Suggested Readings

1. Jain & Naranag, *Cost Accounting*, Kalyani Publishers, 2015.
2. M N Arora, *Cost Accounting: Principles & Practice*, Vikas Publishing House, 2012.
3. M Y Khan & P K Jain, *Cost Accounting*, Tata Mc Graw Hill. 2017.

#### Web Resources

1. [www.accountingtools.com](http://www.accountingtools.com)
2. [www.investopedia.com](http://www.investopedia.com)
3. [www.accountingedu.org](http://www.accountingedu.org)
4. [www.icmai.in](http://www.icmai.in)
5. [www.costmanagement.edu](http://www.costmanagement.edu)
6. [www.accountingcoach.com](http://www.accountingcoach.com)
7. [www.learn.financestrategists.com](http://www.learn.financestrategists.com)
8. [www.efinancemanagement.com](http://www.efinancemanagement.com)
9. [www.accountlearning.com](http://www.accountlearning.com)

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To understand and recall the elements of cost accounting.	K1, K2
CO 2	To apply the elements of costing methods.	K3
CO 3	To analyse and determine the methods of costing.	K4
CO 4	To evaluate and interpret the methods of costing.	K5
CO 5	To prepare and relate the elements of cost information for managerial decision making.	K6

<b>Course Code</b>	UBU 3502
<b>Course Title</b>	Principles of Marketing
<b>Credits</b>	07
<b>Hours/Week</b>	07
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	III
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. Marketing gives an understanding of the marketing environment and consumer orientation.</li> <li>2. The course gives basic knowledge about market segmentation, targeting and positioning.</li> <li>3. The course examines different tools used in the marketing mix.</li> <li>4. This course will evaluate the different marketing channels of distribution.</li> <li>5. The course also outlines the importance of Marketing Communication.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the marketplace and its environment.</li> <li>2. To understand the needs and wants of customers by creating opportunities for the exchange of products, services, and experiences.</li> <li>3. To Understand the pricing strategies to enhance the marketing of products and services.</li> <li>4. To study the various competitors' strategies in Marketing.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of Marketing.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Definition & Meaning of Marketing – Understanding the Market Place & Customer Needs – Designing a Customer Driven Marketing Strategy – Preparing an Integrated Marketing Plan and Program – Capturing Value from Customers – Changing Marketing Landscape – Marketing Strategy – Marketing Mix – 4P's & 7C's of Marketing – SWOT Analysis – Analysing Marketing Environment – Micro & Macro Environment – Developing Marketing Information – Marketing Research – Meaning.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Consumer Behaviour – Characteristics – Types of Buying Decision Behaviour – Buyer Decision Process – Buyer Decision Process for New Products – Business Markets & Business Buyer Behaviour – Market segmentation – Requirements for Effective Segmentation – Segmentation of Consumer & Business Markets – Market Targeting – Differentiation & Positioning.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Product – Levels of a product – Product & service classification – Product & Service decisions – Branding – Labeling – Packaging – New Product Development Process – Product Life Cycle – Price – Pricing Objectives – Major Pricing Strategies – Internal and External Considerations affecting Price Decisions – New Product Pricing Strategies – Product Mix Pricing Strategies – Price Adjustment Strategies – Price Changes.	19	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Marketing Channels – Importance – Levels of Channels – Channel Members – Channel Behaviour & Organization – Channel Design Decisions – Channel Management Decisions – Marketing Logistics & SCM – Wholesaling & Retailing – Types & Functions – Promotion Mix – Marketing Information Model – Need – Communication Process – Steps in developing Effective Marketing Communication – Advertising & Public Relations – Personal Selling & Sales Promotion – Online Marketing – Direct Marketing.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Competitor Analysis – Identifying Competitors – Assessing Competitors – Selecting Competitors to Attack and avoid – Competitive strategies – Approaches to marketing strategy – Basic competitive strategies – Competitive positions – Market Leader strategies – Market Challenger strategies – Market Follower strategies – Market Nicher strategies – Types of Marketing – Buzz Marketing – Referral Marketing – Inbound & Outbound Marketing – Influencer Marketing – Geo Marketing – Call-to-Action Marketing – Close Range Marketing (CONCEPTS ONLY).	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

### Textbooks

1. Philip Kotler & Gary Armstrong, *Principles of Marketing: A South Asian Perspective*, Pearson Education, 2018.
2. Rajan Saxena, *Marketing Management*, Tata Mc Graw Hill, 2017.
3. L Natarajan, *Marketing*, Margham Publications, 2017.

### Suggested Readings

1. J P Mahajan & Anupama Mahajan, *Principles of Marketing*, Vikas Publishing House, 2014.
2. K Karunakaran, *Marketing Management*, Himalaya Publishing House, 2017.
3. Harsh V Verma & Ekta Duggal, *Marketing*, Oxford University Press, 2017.
4. Philip Kotler, *Principles of Marketing*, 10 ed., Pearson/PHI.
5. "Social media platforms used by marketers worldwide 2015". Retrieved 6 October 2015.
6. Saravanakumar, M., Suganthalakshmi, T. (2012). "Social Media Marketing" (PDF). *Life Science Journal*. 9 (4).
7. McCarthy, Jerome E., *Basic Marketing – A Managerial Approach*, 12 ed., Homewood, Illinois, 1960.

**Web Resources**

1. <http://www.marketingprofs.com/charts/2014/25490/google-universal-search-trends>
2. <http://www.marketingprofs.com/chirp/2014/25520/men-vs-women-on-instagram-infographic>

**Course Outcomes (COs) and Cognitive Level Mapping**

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To understand the dynamics of marketing in business.	K1, K2
CO 2	To apply the theoretical marketing concepts to practical situations.	K3
CO 3	To analyze and design the various strategies in the field of marketing.	K4
CO 4	To evaluate the role of various marketing channel members.	K5
CO 5	To design the tools of the marketing mix	K6

<b>Course Code</b>	UBU 3503
<b>Course Title</b>	Human Resource Management
<b>Credits</b>	06
<b>Hours/Week</b>	06
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	III
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. Human Resource Management deals with the basic concepts related to Managing Human Resources, Recruitment, Selection, Training, Performance Appraisal and Employee Welfare Relations and Strategic HRM.</li> <li>2. It aims to give Human Resource Planning activity and Managing Grievances.</li> <li>3. The course aims to study the essential elements of a disciplinary system.</li> <li>4. In this course, we will also examine the methods that are used to appraise the employees.</li> <li>5. The other important aspects of HRM that will be discussed in the course include Sources of Recruitment, steps in the selection process, methods of training along with the different methods of performance appraisal system of employees.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the functions and purpose of HRM.</li> <li>2. To understand the methods of recruiting and selection of employees.</li> <li>3. To understand the various process of managing people in an organization.</li> <li>4. To enable and apply the knowledge of employee welfare and relations which helps in building the employee and employer relationship.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of HR

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Human Resource Management – Definition –Nature & Objectives – Importance-Functions – HRM and 3P's – HRM and IT – HR Manager – Skills & Roles – Strategic HRM – Meaning– Outsourcing – Meaning – Benefits – Human Resource Planning (HRP) – Objectives – Factors affecting HRP – Process of HRP – E-HRM – Meaning – Advantages.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Job Analysis – Definition – Objectives – Process of Job Analysis – Methods of Collecting Job Analysis Data – Job Description – Job Specifications – Job Evaluation – Job Design – HR Audit – Benefits – Issues – Recruitment – Definition – Factor affecting Recruitment – Constraints & Challenges in Recruitment Process – Recruitment Process – Sources of Recruitment – Recruitment Practices in India – Retention of Employees.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Employee Selection – Definition – Purpose – Steps in Selection Process – Selection Tests – Placement, lay-off, Downsizing – Meaning – Training – Need & Importance – Training vs Development – Training Methods – New Training Techniques – Limitations of Training – Succession Planning – Meaning – Executive Development – Factors influencing Executive Development – Executive Development Methods.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Performance Appraisal – Meaning & Objectives – Characteristics of an Effective Appraisal – Measures of Performance – Performance Appraisal Process – Methods of Performance Appraisal – Potential Appraisal – Possible Errors in Appraisal Process.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Incentives – Types – Employee Assistance Program – Objectives – Employee Welfare Facilities – Teams – Team Work – Team Building – Employee Grievances – Grievance Procedure – Discipline – Kinds – Punishments – Essentials of a good Disciplinary System – Stress Management – Meaning – Benefits.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. P Jyothi & D N Venkatesh, *Human Resource Management*, Oxford University, 2016.
2. V S P Rao, *Human Resource Management*, Excel Books, 2016.
3. C B Gupta, *Human Resource Management*, Sultan Chand & Sons, 2016.

#### Suggested Readings

1. P Subba Rao, *Personnel & Human Resource Management*, Himalaya Publication House, 2018.
2. K Ashwathappa, *Human Resource Management*, Tata Mc Graw Hill, 2017.

#### Web Resources

1. <https://open.lib.umn.edu/>
2. <https://www.digitalhrtech.com/>
3. <https://www.managementstudyguide.com/>

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To understand and recall the basic concepts of HRM.	K1, K2
CO 2	To determine and explain the values in developing human skills.	K3
CO 3	To analyze the activities of the HR department in attaining organizational goals.	K4
CO 4	To assess the role of employees in the development of an organization for complying with corporate social responsibility.	K5
CO 5	To construct and simulate the role of HR managers in Recruitment, Selection, Placement, Training, Performance Appraisal of an employee and solving their grievances to form a better corporate culture.	K6

<b>Course Code</b>	UBU 4501
<b>Course Title</b>	Operations Research
<b>Credits</b>	07
<b>Hour/Week</b>	07
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	IV
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>To state to students the meaning and the basic concepts related to Operations Research.</li> <li>To Analyze the various methods in OR to reduce cost and to improve profit.</li> <li>To make the students understand the process involved in finding solutions to industrial Problems.</li> <li>To enable students, understand on arriving an Optimal Solution to an industrial problem.</li> <li>To prepare the students with knowledge aptly suitable for the industry as an employee in an operation firm.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>To understand the concepts in Operations Research and its functions.</li> <li>To give the outline of arriving at optimal solutions to an Industrial Problem.</li> <li>To understand the functions and concepts of LPP and graphical Methods.</li> <li>To Explain the different methods used in solving transportation problems.</li> <li>To understand the importance of Game theory and its function in real life.</li> </ol>	
<b>Prerequisites</b>	Basic Knowledge about Operations Research

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Operation Research – Meaning & Definition – Origin and History – Characteristic Features – Need – Scope – Steps – Techniques – Application – Limitations – Meaning of LPP –Requirements – Assumptions – Applications – Formulating LPP – Advantages – Limitations – Formulating LPP (Simple Problems only).	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Graphical method – Problems – Simplex method for $\leq$ type of LPP & for Slack Variable Case – Maximization Function – Minimization Function (Simple Problems only).	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
III	Assumptions – Balanced and Unbalanced Problems – Initial Basic Feasible Solution by North-West Corner Method – Least Cost Method – Vogel’s Approximation Method (No MODI Method) – Degenerate Solution (Simple Problems only).	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

IV	Assignment Problems – Features – Transportation Problem Vs Assignment Problem – PERT – CPM – Project Duration – Difference between PERT and CPM – Simple Problems only (No Project Crashing).	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Meaning – Types of Games – Basic Assumptions – Two Person Zero Sum Games–Maximin-Minimax Principle– Pure Strategy– Saddle Point– Value of Game – Mixed Strategy –Dominance Method– Graphical Method – (Simple Problems only).	19	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
<b>Text Books</b>				
<ol style="list-style-type: none"> <li>1. N P Agarwal and Sonia Agarwal, <i>Operations Research and Quantitative techniques</i>, R B S A Publishers, 2009.</li> <li>2. Anand Sharma, <i>Operations Research</i>, Himalaya Publication House, 2019.</li> <li>3. S.Gurusamy, <i>Elements of Operation Research</i>, Vijay Nicole Imprints, 2018.</li> </ol>				
<b>Suggested Readings</b>				
<ol style="list-style-type: none"> <li>1. PK Gupta and SK Gupta, <i>Operation Techniques and Operation Research</i>, Sultan Chand and Sons, 2014.</li> <li>2. V.K Kapoor, <i>Operation Research: Quantitative Techniques and Management</i>, Sultan Chand and Sons, 2013.</li> <li>3. Kanti Swarup, PK Gupta &amp; Man Mohan, <i>Operation Research</i>, Jain Book Agency, 2014.</li> </ol>				
<b>Web Resources</b>				
<ol style="list-style-type: none"> <li>1. <a href="https://whatis.techtargget.com/definition/operations-research-OR">https://whatis.techtargget.com/definition/operations-research-OR</a></li> <li>2. <a href="https://towardsdatascience.com/what-is-operations-research-1541fb6f4963">https://towardsdatascience.com/what-is-operations-research-1541fb6f4963</a>.</li> <li>3. <a href="https://www.britannica.com/topic/operations-research">https://www.britannica.com/topic/operations-research</a></li> <li>4. <a href="https://pubsonline.informs.org/journal/">https://pubsonline.informs.org/journal/</a></li> </ol>				

### Course Outcomes (COs) and Cognitive Level Mapping

COs	CO Description	Cognitive Level
CO 1	Recall and understand the basic concepts of Operations Research.	K1, K2
CO 2	Illustrate and apply the LPP and Transportation Problem to arrive at an optimal solution.	K3
CO 3	Analyze the data to check the progress in completing a project.	K4
CO 4	Evaluate different methods in assessing to minimize the cost and maximize the profit.	K5
CO 5	To Facilitate in-depth knowledge and holistic development for future progress.	K6

<b>Course Code</b>	UBU 4502
<b>Course Title</b>	Business Research Methodology
<b>Credits</b>	07
<b>Hours / Week</b>	07
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	IV
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. This course aims to cover the basic concepts relating to marketing research.</li> <li>2. The subject focuses on the modes of collecting information for research.</li> <li>3. An emphasis on making market research proposals by understanding dynamics of Marketing Landscape.</li> <li>4. The course focuses on evaluating Marketing Decisions.</li> <li>5. The topics are focused on students applying statistical tools for marketing research.</li> </ol>	
<b>Course Objectives</b>	
The students will be able to	
<ol style="list-style-type: none"> <li>1. Understand the basic concepts relating to market research.</li> <li>2. Identify the methods of identification and collecting information for research.</li> <li>3. Explain the dynamics of the market research proposal.</li> <li>4. Evaluate the various marketing decision in market research.</li> <li>5. Apply and analyze the statistical tools in the decision-making process in market research.</li> </ol>	
<b>Prerequisites</b>	Knowledge in Marketing and Statistical terms.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Marketing Research – Definition – Objectives – Classification – Marketing Research Process – Role of MR in Marketing Decision Making – Marketing Research & Competitive Intelligence – Decision to Conduct MR – Selecting a Research Supplier – Defining the Marketing Research Problem – Importance – Tasks Involved – Environmental Context of the Problem – Components of Approach.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Research Design – Definition – Classification – Potential Sources of Error – Marketing Research Proposal – Primary & Secondary Data – Advantages & Disadvantages – Criteria for Evaluating Secondary Data – Sources of Secondary Data – Qualitative & Quantitative Research – Focus Group Interviews, Online Focus Groups, Depth Interviews – Advantages, Disadvantages & Uses.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Survey Methods – Telephone Methods, Personal Methods, Mail & Electronic Methods – Evaluation of Survey Methods – Observation Methods – Evaluation of Observation Methods – Mystery Shopping – Causal – Concept – Conditions – Definition of Symbols – Validity in Experimentation – Extraneous Variables – Controlling Extraneous Variables – Classification of Experimental Designs – Laboratory vs Field Experiments – Experimental vs Non-Experimental Designs – Limitations of Experimentation – Application : Test Marketing.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Measurement & Scaling – Scale Characteristics & Levels of Measurement – Primary Scales of Measurement – Comparative Scaling Techniques – Non-Comparative Scaling Techniques – Multi-Item Scales – Choosing a Scaling Technique – Questionnaire & Observation Forms – Objectives – Questionnaire Design Process.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Sample/Census – Sample Design Process – Classification of Sampling Techniques – Probability & Non-Probability – Uses – Determine Sample Size – Non response issues in Sampling – Calculation of response rates – Statistical Tools (ONLY CONCEPTS) –Independent T-Test – f-Test – z-Test – ANOVA – Chi-Square Analysis – Research Report Preparation – Report Format – Report Writing – Guidelines for Tabulation & Graphs.	19	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. Naresh K Malhotra & Satyabhusan Dash, *Marketing Research*, Pearson Education, 2015.
2. C R Kothari & Gaurav Garg, *Research Methodology: Methods & Techniques*, New Age International Publishers, 2019.
3. Prahlad Mishra, *Business Research Methods*, Oxford University Press, 2015.

#### Suggested Readings

1. S L Gupta, *Marketing Research*, Excel Books, 2014.
2. Deepak Chawla & Neena Sondhi, *Research Methodology: Concept & Cases*, Vikas Publishing House, 2016.
3. D. D Sharma, *Marketing Research*, Sultan Chand & Sons, 2016.

#### Web Resources

1. <https://www.sciencedirect.com/science/article/pii/S0148296319304564?via%3Dihub>
2. <https://www.emerald.com/insight/content/doi/10.1108/13552559910259829/full/html>
3. [https://sibresearch.org/uploads/3/4/0/9/34097180/riber\\_7-s1\\_sp\\_h17-083\\_91-105.pdf](https://sibresearch.org/uploads/3/4/0/9/34097180/riber_7-s1_sp_h17-083_91-105.pdf)
4. <https://www.sciedupress.com/journal/index.php/mos/article/view/12708>

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	Recall and understand the Concept of Market Research.	K1, K2
CO 2	Examine and apply the Marketing Research process in problem- solving.	K3
CO 3	Analyze the concept to draft Marketing Research Proposals.	K4
CO 4	Justify the concept of Market research in decision making.	K5
CO 5	Revise the analytical concept in real-time market situations.	K6

<b>Course Code</b>	UBU 4601
<b>Course Title</b>	Sales and Distribution Management
<b>Credits</b>	06
<b>Hours/Week</b>	06
<b>Category</b>	Major Elective (ME) - Theory
<b>Semester</b>	IV
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. Sales Management gives an in-depth knowledge of the objectives, scope and functions of the Sales Team.</li> <li>2. The course gives inputs on how a Sales Team can be formed and nurtured for higher productivity.</li> <li>3. The course will introduce students to the tools and strategies necessary for designing, motivating and evaluating sales &amp; distribution management systems.</li> <li>4. This course will enable students to link distribution with other marketing variables.</li> <li>5. The course also outlines the diverse variables affecting the sales &amp; distribution function.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the roles and responsibilities of the sales function.</li> <li>2. To manage and enhance the sales force productivity and performance.</li> <li>3. To design effective sales strategies for their organizations.</li> <li>4. To be able to frame effective and ethical policies and plans for the Sales Team and Marketing channels.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge about Sales and Distribution Channels.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Sales Management – Definition – Nature – Importance – Roles & Skills of Modern Sales Managers – Sales Management Positions – Sales Objectives – Strategies & Tactics – Sales Manager as coordinator – Emerging Trends in Sales Management – Psychology in Selling – Buyer Decision Process of Consumers & Business Buyers – Buying Situations/Types of Purchases – Sales Knowledge & Sales related Marketing Policies – Sales Process/Personal Selling Process – Sales through voice process.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Marketing & Personal Selling Strategies – Sales Strategy – Sales Forecast – Types – Methods – Forecasting Approaches – Improving Forecasting Accuracy – Sales Budgets – Purpose – Sales Budget Process – Defining Sales Territory – Benefits – Procedure for designing Sales Territories – Assigning	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

	Salespeople to Territories – Managing Territorial Coverage – Sales Quotas/Targets – Meaning – Objectives – Types – Methods of setting Sales Quotas – Sales Promotions – Definition – Benefits & Drawbacks – Types of Sales Promotions – Marketing Metrics – ROI, CPA, ROAS, CLV & Customer Retention Rate.			
III	Sales Organization – Types of Sales Organizational Structures – Specialization within Sales Organization – Size of Salesforce – Methods – Salesforce Staffing – Process – Sales Training – Process – Motivating the Salesforce – Importance – Selecting a Mix of Motivational Tools – Compensating Salesforce – Objectives of Compensation Plan – Designing effective Sales Compensation Plan – Types of Compensation Plans – Leading the Salesforce – Supervising Salespeople – Salesforce Expenses – Types of Expense Plans – Salesforce Audit – Evaluation of Effectiveness of Sales Organization & Controlling performance Salespeople.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Distribution Management – Definition – Need for Distribution Channels – Marketing Channels – Channel Formats – Levels – Retailing – Definition – Retailer as salesman – Retail Scene in India – Retail Formats – Types of Retailers – Roles – Retail Strategies – E-Tailing – Wholesaler – Definition – Functions – Classification – Key Tasks – Wholesaling Decisions – Cash & Carry Wholesale – Distributors – Need – Selection of Distributors – Trends in Wholesaling.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Channel Design & Planning Process – Hybrid Channels – Selecting Channel Partners – Factors influencing Channel Selection – Evaluating Channel Members – Channel Management – Channel Coordination – Use of Channel Power – Channel Conflict – Types – Reasons – Managing Conflict – Principles of Channel Management – Channel Policies – Distribution Management for Services.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### **Textbooks**

1. Krishna K Havaldar & Vasant Cavale, *Sales & Distribution Management*, Tata Mc Graw Hill, Sultan Chand & Sons, 2011.
2. S L Gupta, *Sales & Distribution Management*, Excel Books, 2009.

#### **Suggested Readings**

1. Richard R Still, Edward W. Cundiff, *Sales & Distribution Management*, Pearson Education, 2017.
2. Tapan K Panda & Sunil Sahadev, *Sales & Distribution Management*, Oxford University Press, 2011.
3. Pingali Venugopal, *Management: An Indian Perspective*, SAGE Publications, 2008.

**Web Resources**

1. [http://www.stet.edu.in/SSR\\_Report/Study%20Material/PDF/MBA/6-2.pdf](http://www.stet.edu.in/SSR_Report/Study%20Material/PDF/MBA/6-2.pdf)
2. <https://nptel.ac.in/courses/110/105/110105122/>
3. <https://www.pipedrive.com/en/blog/sales-management>

**Course Outcomes (COs) and Cognitive Level Mapping**

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To understand the various roles, responsibilities and policies of the Sales Team.	K1, K2
CO 2	To apply the various methods and Techniques in Sales Management.	K3
CO 3	To analyze, identify and select the various methods and tools for effective Sales and Distribution Management.	K4
CO 4	To evaluate and assess the effectiveness of the various methods and tools deployed.	K5
CO 5	To design strategies and Tactics to improve the productivity of the Sales Team.	K6

<b>Course Code</b>	UBU 4602
<b>Course Title</b>	Financial Services
<b>Credits</b>	06
<b>Hours/Week</b>	06
<b>Category</b>	Major Elective (ME) - Theory
<b>Semester</b>	IV
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. Financial service is part of the financial system that provides different types of finance through various credit instruments, financial products, and services.</li> <li>2. The course aims to provide basic knowledge about the financial market and financial services.</li> <li>3. The different modules of the course will examine the various financial services offered in India.</li> <li>4. This course will also evaluate the different types of financial products.</li> <li>5. The other important aspects of Mutual funds, venture capital financing, factoring, and forfeiting.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the concept of financial markets and services.</li> <li>2. To understand how to Select the financial products regarding the investment decisions related to the securities market.</li> <li>3. To Understand the role of merchant banking and insurance services.</li> <li>4. To apply the concept to infer suitable Leasing methods and types of factoring.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge in Financial Markets.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Financial Markets – Classification – Features, Services, Instruments & Advantages of each market – Financial Services – Meaning & Features – Advantages & Limitations – Financial Services offered in India – Reforms in Indian Financial Services - Stock Exchanges – Meaning – Features – Functions – Benefits & Limitations – Recent Developments in Stock Exchanges in India – SEBI – Objectives – Functions & Powers – Role of SEBI in Investor's Protection.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Commercial Banks – Structure – Functions – Central Bank/RBI – Structure – Functions – Merchant Banking – Nature & Scope – Services provided by Merchant Banker – SEBI Regulations – Code of Conduct for Merchant Bankers – Insurance & its Types – IRDA – Powers & Functions – Regulatory Measures.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Mutual Funds – Meaning & Features – Scope – Classification – Advantages & Drawbacks – Choosing a Mutual Fund – SEBI Regulations – Venture Capital Financing – Meaning & Features – Scope – Dimensions of Venture Capital – Venture Capital Financing Stages – SEBI Regulations.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Depository – Meaning – Nature & Scope – Depository Participants – Depositories in India – Securitization – Meaning – Scope – Process – Securitization in India – Regulatory Framework – Advantages – Factoring – Meaning – Scope – Functions – Types of Factoring – Factoring Services in India – RBI Regulations – Forfeiting – Concept – Benefits – Factoring vs Forfeiting.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Leasing – Meaning – Elements – Scope – Types of Leasing – Advantages & Limitations – Lease Agreement – Credit Rating – Meaning & Features – Objectives – Advantages & Limitations – Services Provided by Credit Rating Agencies – Credit Rating Agencies in India – Credit Rating Process – Credit Rating in India – SEBI Guidelines.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### **Textbooks**

1. Mukund Sharma, *Banking & Financial Services*, Himalaya Publishing House, 2015.
2. S. Gurusamy, *Financial Services*, Vijay Nicole Imprints, 2009.
3. Nalini Prava Tripathy, *Financial Services*, PHI Learning, 2007.

#### **Suggested Readings**

1. Thummuluri Siddaiah, *Financial Services*, PHI Learning, 2011.
2. M Y Khan, *Financial Services*, Tata Mc Graw Hill, 2017.
3. L Natarajan, *Merchant Banking & Financial Services*, Margham Publications, 2017.
4. Vasanth Desai, *Financial Markets & Services*, Himalaya Publishing House, 2009.
5. Gordon & Natarajan, *Financial services*, Himalaya Publishing House, 2009.

#### **Web Resources**

1. <http://14.139.185.6/website/SDE/sde168.pdf>
2. <http://ddegjust.ac.in/studymaterial/mba/fm-404.pdf>
3. <https://www.smartworld.com/notes/financial-services-pdf-notes-fs-notes-pdf/>
4. <https://capitalante.com/venture-capital-financing/>
5. [https://www.sebi.gov.in/legal/circulars/sep-2020/circular-on-mutual-funds\\_47574.html](https://www.sebi.gov.in/legal/circulars/sep-2020/circular-on-mutual-funds_47574.html)

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To understand the basics of financial markets and services.	K1, K2
CO 2	To apply the concepts and dynamics of the Indian Financial System.	K3
CO 3	To analyze and differentiate financial services based on structure, features, and functions.	K4
CO 4	To evaluate the regulatory framework of the financial and securities market.	K5
CO 5	To construct and simulate the role and functions of the banking system and tools for monetary control.	K6

<b>Course Code</b>	UBU 4603
<b>Course Title</b>	Corporate Accounting
<b>Credits</b>	06
<b>Hours/Week</b>	06
<b>Category</b>	Major Elective (ME) - Theory
<b>Semester</b>	IV
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. Corporate Accounting is a course that aims to give basic knowledge on issuing corporate securities.</li> <li>2. The course will provide basic knowledge about the preparation of corporate financial statements.</li> <li>3. In this course we will also examine the accounting standards applied for the preparation of corporate financial statements.</li> <li>4. The course is to focus on the different methods of valuation of securities.</li> <li>5. The topics of corporate accounting are focused on for students to apply in their professional careers.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the mechanism of issuing shares and debentures.</li> <li>2. To remember the methods for issuing and redemption of preference shares.</li> <li>3. To understand the mechanism of preparing financial statements of Joint Stock Companies.</li> <li>4. To understand the mechanism of preparing the cash flow statements.</li> <li>5. To identify the methods of valuation of shares and goodwill.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of Financial Accounting.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Introduction - Issue of Shares – Under-Subscription and Over-Subscription - Pro-rata Allotment – Forfeiture & Reissue of Shares - Sweat Equity - Stock to Invest - Lien on Share - Issue of Debenture for cash and kind only - Underwriting of Shares and Debentures- Marked and Unmarked Applications–Firm Underwriting.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Meaning – Guidelines for Issue and Redemption of Preference Shares- Redemption at Par and at Premium - Redemption out of Revenue reserve and out of Fresh Issue - Bonus Issue out of Capital Redemption Reserve.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
III	Objectives of Financial Statements – Preparation and Presentation of Financial Statements of Joint Stock Companies; Form and Contents of Profit & Loss Account and Profit & Loss Appropriation Account- Balance Sheet (Schedule III) - Preparation of Cash Flow Statement (AS-3).	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

IV	Introduction - Treatment of Profits or Loss Prior to Incorporation – Relevance of ‘Date of Commencement of Business’ – Methods of ascertaining Profit or Loss prior to incorporation (P&L A/c and Balance Sheet Method) - Buyback of shares-Rights issue- Calculation of right price- Bonus Issue-Rules Regarding bonus issue.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Definition - nature- sources – need – factors affecting value of goodwill-profitability-Normal Rate of return – methods of valuation of goodwill – introduction of valuation of shares - Need and Methods of Valuation of Shares - Alteration of Share Capital of Company.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
<b>Text Books</b>				
1. T.S. Reddy & Dr. A. Murthy, <i>Corporate Accounting</i> , Margham Publishers, 2018.				
2. Gupta & Radhaswamy, <i>Advanced Accounting</i> , Sultan Chand & Sons Publishers, 2017.				
<b>Suggested Readings</b>				
1. Shukla M.C.& Grewal T.S, <i>Corporate Accounting</i> , Sultan Chand & Sons Publishers, 2017.				
2. S N Pillai, Bhagawathi, S. Uma, <i>Fundamentals of Advanced Accounting</i> , Sultan Chand & Sons Publishers, 2016.				
<b>Web Resources</b>				
1. <a href="https://groww.in/p/redemption-of-debentures/">https://groww.in/p/redemption-of-debentures/</a>				
2. <a href="https://corporatefinanceinstitute.com/resources/knowledge/accounting/three-financial-statements/">https://corporatefinanceinstitute.com/resources/knowledge/accounting/three-financial-statements/</a>				
3. <a href="https://coursecontent.indusuni.ac.in/wp-content/uploads/sites/8/2020/04/Valuation-of-Goodwill-and-Shares-1.pdf">https://coursecontent.indusuni.ac.in/wp-content/uploads/sites/8/2020/04/Valuation-of-Goodwill-and-Shares-1.pdf</a>				

### Course Outcomes (COs) and Cognitive Level Mapping

COs	CO Description	Cognitive Level
CO 1	To understand and recall the basic methods of issuing corporate securities.	K1, K2
CO 2	To apply the methods for valuing corporate securities.	K3
CO 3	To analyze and relate the methods for preparing corporate financial reports.	K4
CO 4	To evaluate and interpret the methods involved in issuing and redemption of securities.	K5
CO 5	To prepare and summarize the corporate financial reports.	K6

<b>Course Code</b>	UBU 5501
<b>Course Title</b>	Financial Management
<b>Credits</b>	06
<b>Hours / Week</b>	06
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	V
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. This course aims to cover the basic concepts relating to managing finance and its resources.</li> <li>2. An emphasis on making financial decisions by understanding long-term and short-term sources of funds.</li> <li>3. The subject focuses on the models of a financial decision framework.</li> <li>4. The course focuses on evaluating financial decisions and the value of the firm.</li> <li>5. The topics are focused on students to apply in their professional careers.</li> </ol>	
<b>Course Objectives</b>	
The students will be able to	
<ol style="list-style-type: none"> <li>1. To identify the different sources of finance and the implications of the time value of money.</li> <li>2. To identify and apply the components of cost of capital.</li> <li>3. To explain the importance of Capital structure theories and their application.</li> <li>4. To study the factors influencing capital budgeting and dividend policy decisions.</li> <li>5. To analyze the working capital and cash management requirements of an organization.</li> </ol>	
<b>Prerequisites</b>	Knowledge in Management Principles and Accounting terminologies.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Financial Management – Meaning & Definition – Objectives – Scope – Profit Maximization - Wealth Maximization – Financial Management and other Functional Areas – Finance Manager – Role of a Finance Manager – Methods and Tools of Financial Management – Sources of Finance – Long Term & Short Term – Concept of Time Value of Money – Compounding & Discounting – Applications of Time Value of Money.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Cost of Capital – Meaning – Components – Importance – Factors Determining Cost of Capital – Computation of Cost of Capital – Cost of Debt – Cost of Preference Share Capital – Cost of Equity Capital – Cost of Retained Earnings – Weighted Average Cost of Capital – Applications of Cost of Capital.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Capital Structure – Meaning – Capital Structure and Capitalization – Optimum Capital Structure – Factors determining Capital Structure – Capital Structure Theories – Net Income Approach – Net Operating Income Approach – Traditional Approach – MM Approach – EBIT–EPS Analysis – Point of Indifference – Leverages – Meaning – Types of Leverages – Operating Leverage – Financial Leverage – Combined Leverage – Significance – Applications of Leverages in Business.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Capital Budgeting – Meaning & Features – Objectives – Need & Significance – Types of Capital Budgeting Decisions – Factors influencing Capital Budgeting Decisions – Capital Budgeting Methods – Non–Discounting Methods & Discounted Cash Flow Methods – Applications of Capital Budgeting – Dividend - Meaning - Types - Dividend Policy - Meaning - Objectives - Factors determining Dividend – Types of Dividend - Dividend Theories - Walter's Model - Gordon's Model - MM Model.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Working Capital – Concept – Types – Significance – Determinants of Working Capital Requirements – Operating Cycle Method – Estimation of Components of Working Capital – Cash Management – Objectives – Cash Management Models – William Baumol's EOQ Model (Simple Problems).	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. Dr. A. Murthy, *Financial Management*, Margham Publications, 2019.
2. S N Maheshwari, *Financial Management*, S. Chand and Co' Ltd., New Delhi, 2017.
3. M Y Khan & P K Jain, *Financial Management*, Tata Mc Graw Hill, 2017.

#### Suggested Readings

1. I M Pandey, *Financial Management*, Vikas Publishing House, 2016.
2. Prasanna Chandra, *Financial Management*, Tata Mc Graw Hill, 2017.

#### Web Resources

1. <https://onlinelibrary.wiley.com/journal/1755053x>
2. <https://www.netsuite.com/portal/resource/articles/financial-management/financial-management.shtml>
3. [https://jyotivas.org/pdf/e\\_content/bcom/bba\\_financial\\_management.pdf](https://jyotivas.org/pdf/e_content/bcom/bba_financial_management.pdf)
4. <https://www.investopedia.com/terms/s/strategic-financial-management.asp>
5. <https://www.mdpi.com/journal/jrfm>

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	Recall and understand the importance of financial decisions.	K1, K2
CO 2	Illustrate and apply the financial models of decision making.	K3
CO 3	Analyze the concept and theories related to the financial decision framework.	K4
CO 4	Choose and evaluating financial models and their impact on the value of an organization.	K5
CO 5	Construct financial plan requirements of an organization.	K6

<b>Course Code</b>	UBU 5502
<b>Course Title</b>	Strategic Management
<b>Credits</b>	06
<b>Hours/Week</b>	06
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	V
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. Strategic management deals with the formulation of business strategies in an organization.</li> <li>2. The course aims to analyze and evaluate the internal and external environment of a business entity.</li> <li>3. The modules of the course will examine the resource requirements of a Business.</li> <li>4. This course will evaluate the implementation of different strategies in an organization.</li> <li>5. This course will help identify and evaluate competitors' strategies for sustainability.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the meaning of strategy and its components.</li> <li>2. To understand the various levels of business strategies.</li> <li>3. To understand the components of a strategic management framework.</li> <li>4. To study the importance of strategic evaluation and control process.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of Business and Management.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Strategic Management – Definition – Elements – Concept of Strategy – Levels – Strategic Decision Making – Issues in Strategic Decision Making – Model of Strategic Management Process – Strategic Intent – Concept of Stretch, Leverage & Fit – Defining Vision – Nature & Benefits – Defining Mission – Mission Statement Formulation – Characteristics – Defining Business – Dimensions – Levels at which Business could be defined – Product/Service Concept – Goals & Objectives – Characteristics & Roles of Objectives.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Strategy Formulation – Environmental Appraisal – Concept of Environment – Environment Sectors – Environmental Scanning – Appraising the Environment – Organizational Appraisal – Dynamics of Internal Environment – Organizational Capability Factors – Considerations in Organizational Appraisal – Methods & Techniques in Organizational Appraisal – Structuring Organizational Appraisal.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Corporate Level Strategies (Expansion, Stability, Retrenchment, Concentration, Integration, Diversification) – Business Level Strategies – Generic Business Strategies (Cost Leadership, Differentiation & Focus) – Tactics for Business Strategies – Process of Strategic Choice – Strategic Analysis – Strategic Plan.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Strategy Implementation – Nature – Barriers – Model of Strategy Implementation – Project Implementation – Procedural Implementation – Resource Allocation – Structural Implementation (Organizational Structures, Design & Change) – Behavioural Implementation (Stakeholders, Corporate Governance, Board of Directors, Strategic Leadership) – Functional & Operational Implementation (Functional Strategies – Financial, Marketing, Operations, Personnel & Information Management Plans & Policies).	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Nature & Importance of Strategic Evaluation & Control – Participants in Strategic Evaluation – Barriers – Requirements for Strategic Evaluation – Premise Control – Implementation Control – Strategic Surveillance – Special Alert Control – Process of Evaluation – Techniques – Role of Organizational Systems in Evaluation.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. Azhar Kazmi, *Strategic Management & Business Policy*, Tata Mc Graw Hill, 2015.
2. L M Prasad, *Strategic Management*, Sultan Chand & Sons, 2018.
3. S Sankaran, *Strategic Management*, Margham Publication, 2017.

#### Suggested Readings

1. John Pearce, Richard Robinson & Amita Mital, *Strategic Management: Formulation*, Tata Mc Graw Hill, 2017.
2. Thomas L Wheelen, J. David Hunger, Purva Kansal, Alan N Hoffman & Charles E Bamford, *Strategic Management & Business Policy*, Pearson Education, 2018.
3. R Srinivasan, *Strategic Management*, PHI Learning, 2014.

#### Web Resources

1. <https://corporatefinanceinstitute.com/resources/knowledge/strategy/strategic-management/>
2. <https://www.managementstudyguide.com/strategic-management.htm>
3. <https://www.stratadecision.com/blog/strategic-management-process-what-is-it/>
4. <https://www.economicdiscussion.net/strategic-management/what-is-strategic-management-process/31761>
5. <https://www.yourarticlelibrary.com/strategic-management/strategic-control/99745>
6. <https://www.businessmanagementideas.com/strategic-management/strategy-implementation/strategy-implementation/21447>

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To define and identify the significance of planning a strategy.	K1, K2
CO 2	To examine and formulate organizational strategies and business level strategies.	K3
CO 3	To analyze the different forms of business strategies.	K4
CO 4	To appraise and control the strategic plan of a business organization.	K5
CO 5	To design new strategies for business sustainability.	K6

<b>Course Code</b>	UBU 5503
<b>Course Title</b>	Supply Chain Management
<b>Credits</b>	06
<b>Hour/Week</b>	06
<b>Category</b>	Major Core
<b>Semester</b>	V
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. To explain the meaning and basic concepts related to Supply chain Management.</li> <li>2. To make the students understand the process involved in creating a product from the point of Origin to the Point of Consumption.</li> <li>3. To enable students, understand how the Supply chain helps in value creation in an organization.</li> <li>4. To analyze and understand the suitable modes of Transportation and how it aids the physical process in an organization.</li> <li>5. To prepare the students with knowledge aptly suitable for Logistics firms.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the concepts in supply chain management and also to understand the difference between Supply chain and Logistics Management.</li> <li>2. To give the outline of Outsourcing and procurement and to gain knowledge in the types of Lean manufacturing.</li> <li>3. To understand the functions and concepts of Warehousing and Distribution.</li> <li>4. To Explain the different Modes and multi-modal transportation utilized in the organization.</li> <li>5. To distinguish different Material Handling Equipment and Inventory Models.</li> </ol>	
<b>Pre-requisites</b>	Basic Knowledge in Marketing and Business.

## SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Logistics– Definition – Objectives – Functions – Scope & Importance –Stages of Logistics – Green Logistics – Supply Chain Management – Definition – Objectives – Importance – Functions – Difference between Logistics & Supply Chain Management – Extended Supply Chain – Supply Chain Integration (Push & Pull Mechanisms) – Supply Chain Linkages – Decisions in Supply Chain – Value Chain – Value Chain Analysis – Demand Chain – Supply Chain – Supplier–Customer Connect.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

II	Service – Objectives – Levels – Dimensions – Customer Value – Customer Service for Competitiveness – Service Attributes – Supply Chain Value Delivery – Value-added Services in Supply Chain – Supply Chain Planning – Supply Chain Planning Matrix – Collaborative Planning – Role of Technology in Planning – Strategic Alliance – Logistics Outsourcing – Objectives – Benefits – 3PL, 4PL & 5PL – Selection of Logistics Service Provider – Role of IT in Supply Chain.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
III	Procurement – Nature & Scope – Importance – Process – EOQ – VMI – Online Procurement – Purchasing Cards – E-Procurement – Types – Benefits & Constraints – E-Procurement Models – Lean Manufacturing – Principles of Lean Manufacturing – Benefits – Gaining Competitiveness – Value Stream Analysis – Essentials of Lean Supply Chain – Distribution Decisions – Flows in Distribution Channel – Channel Strategy – Channel Members – Distribution Centres – Distribution Centre Site Selection.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Warehousing – Functions – Benefits – Types of Warehouses – Warehousing Principles – Factors affecting Warehousing – Warehouse Design – Transportation – Transportation Infrastructure – Modes of Transportation – Multi Modal Networks – Freight Management – Transportation related problems in Supply Chain – Route Planning – Containerization – Packaging – Objectives & Functions – Packaging Design – Types of Packaging Materials – Packaging Costs.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Handling – Objectives – Functions – Importance – Principles – Material Handling Equipment's – Types – Factors affecting selection of Material Handling Equipment's – Inventory Management – Functions – Importance – Types of Inventory – Inventory related costs – Risk Pooling in Inventory Management – Bull-Whip Effect – Inventory Management Techniques – EOQ – JIT – ABC Analysis – ABC- VED Analysis – DRP – MRP – Cold Supply Chain, Green SCM, Cross-docking, Drop-shipping (CONCEPTS ONLY).	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

**Text Books**

1. Vinod V Sople, *Supply Chain Management*, Pearson Education, 2012.
2. Chandrasekaran, *Supply Chain Management Process: System and Practice*, Oxford University Press, 2010.
3. K Shridhara Bhat, *Logistics and Supply Chain Management*, Himalaya Publishing House, 2018.

**Reference Text**

1. Janat Shah, *Supply Chain Management*, Pearson Education 2016.
2. Sunil Sharma, *Supply chain Management: Concepts, Practices & Implementation*, Oxford University Press, 2010.
3. DK Agarwal, *Logistics and Supply Chain Management*, Laxmi Publications, 2018.

**Web Resources**

1. <http://www.scmdojo.com/supply-chain-blogs/>
2. [www.udemy.com](http://www.udemy.com)
3. <https://www.lucasware.com/top-38-resources-for-logistics-and-supply-chain-professionals/>
4. <https://www.scmr.com/topic/category/procurement>
5. [https://www.scmr.com/topic/category/third\\_party\\_logistics](https://www.scmr.com/topic/category/third_party_logistics)
6. <https://sheridancollege.libguides.com/SupplyChainManagement>

**Course Outcomes (COs) and Cognitive Level Mapping**

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	Recall and understand the importance of the supply chain and its functions.	K1, K2
CO 2	Illustrate and apply the strategic factors related to customer service and planning activities.	K3
CO 3	Analyze the concept and theories related to Supply and Purchase.	K4
CO 4	Choose and evaluating different types of storage and transportation systems.	K5
CO 5	Revise the basic concepts in Inventory Management and its techniques to Manage them.	K6

<b>Course Code</b>	UBU 5504
<b>Course Title</b>	Entrepreneurship Development
<b>Credits</b>	06
<b>Hours/Week</b>	06
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	V
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. Entrepreneurship development gives the basic meaning and skills of an entrepreneur.</li> <li>2. The course aims to give a basic understanding of the theories and functions of entrepreneurship development.</li> <li>3. This course is designed to provide information on institutional support, business opportunities and creating a new business plan.</li> <li>4. This course allows us to examine the problems and challenges of setting up a new business.</li> <li>5. The course prepares the students to become successful entrepreneurs.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the role of entrepreneurship in economic development.</li> <li>2. To study the challenges of entrepreneurship and the institutional facilities available to an entrepreneur.</li> <li>3. To understand the process involved in starting a new business venture.</li> <li>4. To study the contemporary topics related to the growth and development of entrepreneurship.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of Business.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Defining Entrepreneurship - Nature - Role of Entrepreneurship in Economic Development - Significance of Entrepreneurship for Indian Economy - Entrepreneur - Meaning - Classification of Entrepreneurs - Entrepreneur vs Manager - Qualities & Functions of an Entrepreneur - Problems faced by Entrepreneur - Risks in Entrepreneurship - Intrapreneur - Meaning - Entrepreneur vs Intrapreneur.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Entrepreneurial Theories - Sociological Theories (Theory of Religious Belief - Max Weber, Theory of Entrepreneurial Supply - Thomas Cochran) - Economic Theories (Schumpeter's Theory of Innovation, Harvard School Theory) - Walker's View on Entrepreneurship.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Business Idea - Sources - Business Opportunity - Sources - Business Plan - Outline of a Business Plan - Features of a sound business plan - Significance - Common Errors in Business Plan Formulation - Entrepreneurial Motivation - Factors - Institutional Support for Entrepreneurship - SIDO - NSIC - NIESBUD - IFCI - TCO's - IRBI - Objectives & Functions ONLY.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Process of Setting up a New Business - Documents Required - Problems in New Venture - Sources of Financing - Start-ups in India - MUDRA scheme - Stand-up India - ASPIRE scheme - Atal Innovation Mission Scheme (AIM) - Credit Guarantee Scheme for Start-ups (CGSS) - Challenges and Opportunities faced by Family Entrepreneurship in India.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	EDP-Meaning and Objectives-Indian EDP Model-Phases of EDP-Evaluation of EDP-Role and Achievements of EDP-Women Entrepreneurship - Meaning - Empowerment of women through entrepreneurship - Factors governing Women Entrepreneurship – Schemes of Women Entrepreneurs-Rural Entrepreneurship - Need & Problems - Development of Rural Entrepreneurship.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. S.S.Khanka, *Entrepreneurial Development*, S.Chand and Company Ltd, 2017.
2. Sangram Keshari Mohanty, *Fundamentals of Entrepreneurship*, PHI Learning, 2017.
3. Sangeeta Sharma, *Entrepreneurship Development*, PHI Learning, 2016.

#### Suggested Readings

1. Poornima M Charantimath, *Entrepreneurship Development & Small Business Enterprises*, Tata Mc Graw Hill, 2012.
2. David H Holt, *Entrepreneurship: New Venture Creation*, John Wiley & Sons, 2016.
3. B Janakiram & M Rizwana, *Entrepreneurship Development: Text & Cases*, Excel Books, S Chand Publications, 2011.
4. Vasanth Desai, *The dynamics of Entrepreneurial Development and Managing*, Himalaya Publishing House, 2009.
5. Nandan, *Fundamentals of Entrepreneurship*, PHI, First/e, New Delhi, 2009.
6. Vasanth Desai, *Entrepreneurship Management*, Himalaya Publishing House, Mumbai, 2011.
7. Hisrich, *Entrepreneurship*, Tata McGraw Hill, New Delhi, 2001.
8. Saravanavel. P, *Entrepreneurial Development*, Ess Pee kay Publishing House, Chennai, 1997.

#### Web Resources

1. <http://scholarsmepub.com/sjbms/>
2. <https://www.economicdiscussion.net/entrepreneurship/women-entrepreneurs-in-india/32337>
3. <https://www.tourismbeast.com/rural-entrepreneurship>
4. <https://www.businessmanagementideas.com/entrepreneurship-2/entrepreneurship-development-programme/21011>
5. [Y:\DTP\Himalaya\Pending\SWAPNA~ \(himpub.com\)](Y:\DTP\Himalaya\Pending\SWAPNA~ (himpub.com))

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To understand and recall the entrepreneurial opportunities required for a business plan.	K1, K2
CO 2	To interpret their learning and assess with specific needs of the family business.	K3
CO 3	To analyze a new venture with technology as a basis for its products or services.	K4
CO 4	To evaluate the role of an organization towards Entrepreneurship development.	K5
CO 5	To construct and simulate the economic and social value of a business.	K6

<b>Course Code</b>	UBU 5601
<b>Course Title</b>	Organisational Behavior
<b>Credits</b>	06
<b>Hours/Week</b>	06
<b>Category</b>	Major Elective (ME) – Theory
<b>Semester</b>	V
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. Organisational Behavior is a course that integrates the fields of Psychology, Sociology and Anthropology.</li> <li>2. The course aims to give basic knowledge about Attitudes, Values, Perception, Personality, Motivation, Leadership, Counselling and Negotiation.</li> <li>3. The different modules of the course will examine different areas like Attitudes, Values and Personality of an individual in an organization.</li> <li>4. This course also examines the different stages of Group Development.</li> <li>5. The other important aspects discussed in this course: characteristics and roles of a counsellor, Importance of Negotiation and role of trust in Negotiation.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the elements and approaches of Organisational Behavior.</li> <li>2. To understand the characteristics of attitudes and values of an individual.</li> <li>3. To understand the factors that influence perception.</li> <li>4. To apply the knowledge of negotiation and build better industrial relations.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of Business and Management.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Organisational Behaviour – Definition – Scope – Elements – Approaches – Disciplines that contribute to OB – Challenges & Opportunities for OB – Developing an OB Model – OB Model (Autocratic, Custodial, Supportive, Collegial & System) – Biographical Characteristics – Ability.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Attitudes – Definition – Characteristics – Importance – Sources of attitude – Components of Attitudes – Major Job Attitudes – Measuring Attitude – Developing Positive attitude – Job Satisfaction – Causes of job satisfaction & job dissatisfaction – Impact of satisfied & dissatisfied employees on the workplace – Personality – Definition – Factors influencing personality – Myers-Briggs Type Indicator – The Big Five Personality	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

	Model – Personality Traits – Values – Definition – Importance – Types of Values.			
III	Perception– Definition – Importance – Types – Factors that influence perception – Making Judgements about others – Decision Making in Organizations – Ethics in Decision Making –Criteria – Improving creativity in decision making – Motivation – Definition – Importance – Using Rewards to motivate employees – Relevance of Motivation to OB.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Defining Groups – Classifying Groups –Stages of Group Development – Group Properties – Group Decision Making – Groups vs Individual – Defining Teams – Types of Teams – Groups & Teams – Creating Effective Teams - Leadership - Definition - Finding & Creating Effective Leaders - Mentoring – Definition - Importance - Conflict – Definition - Types – Process.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Counselling - Meaning - Approaches to Counselling - Goals of Counselling –Characteristics & Roles of a Counsellor – Counselling Procedures - Counselling Skills – Counsellor's Qualities - Principles of Counselling - Negotiation - Meaning - Objectives - Scope –Elements - Types - Importance – Negotiation Process - Role of Trust in Negotiation - Barriers in effective Negotiation - Breaking Deadlocks.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. Stephen P. Robbins & Timothy A. Judge, *Organizational Behaviour*, Pearson Education, 2019.
2. Kavita Singh, *Counselling Skills for Managers*, PHI Learning, 2015.
3. B D Singh, *Negotiation & Counselling: Text & Cases*, Excel Books, 2012.

#### Suggested Readings

1. Fred Luthans, *Organizational Behaviour*, Tata Mc Graw Hill, 2017.
2. Premvir Kapoor, *Counselling & Negotiation Skills for Managers*, Dreamtech Press, 2011.
3. J Jayasankar, *Organizational Behaviour*, Margham Publications, 2017.

#### Web Resources

1. <https://www.iedunote.com/organizational-behavior>
2. <https://www.civilserviceindia.com/>
3. <https://www.geektonight.com/>

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To understand and recall the basic concepts of organisational behaviour.	K1, K2
CO 2	To explain and develop the ability to lead and efficiently achieve organisational goals.	K3
CO 3	To analyze the practical problems in a real-lifetime situation.	K4
CO 4	To evaluate how different personalities, attitudes, perceptions affect employee's performance in an organization for a better humanity.	K5
CO 5	To construct and simulate the complexities and in-depth knowledge regarding the organisation ethically.	K6

<b>Course Code</b>	UBU 5602
<b>Course Title</b>	Retail Marketing
<b>Credits</b>	06
<b>Hours/Week</b>	06
<b>Category</b>	Major Elective (ME) - Theory
<b>Semester</b>	V
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. The course Retail Marketing promotes awareness and interest of goods and services of consumers in a retail format.</li> <li>2. The course aims to give basic knowledge about retail marketing and its classifications.</li> <li>3. This course also appraises the different concepts like segmentation, location and products in retail.</li> <li>4. This course explores the importance of promotion, merchandising, and store management.</li> <li>5. The course deals with the different approaches and strategies used in retail merchandising.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the fundamentals of retail marketing and its classifications.</li> <li>2. To help students know segmenting, locating and product-related information on retail marketing.</li> <li>3. To allow students in understanding the concepts and importance of merchandising, promotion and pricing.</li> <li>4. To know various strategies formulated and followed in a successful retail format marketing.</li> <li>5. To study the retail buyer behaviour and to appraise the knowledge on stores management.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of Marketing.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Meaning & Definition – Retailing – Meaning – Features – Functions & Activities – Categorizing Retailers – Role of IT in Retailing – Drivers of Success in Retail Sector – Social & Economic Significance of Retailing – Opportunities in Retailing – Classification of Retail Units – Retail Life Cycle – Method of Customer Interaction – Organized & Unorganized Retailing – Emergence of Organized Retailing – Modern Retail Formats – Concept of Green Retailing.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Meaning – Benefits – Dimensions for Segmentation – Retail Market Segmentation in India – Retail Location – Meaning – Importance of Retail Location Decision – Levels of Location Decisions & its Determining Factors – Types of Retail Locations – Legal Considerations – Site	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

	Selection Analysis – Retail Product – Product Assortment Strategy – Retailer’s Criteria for Selection.			
III	Meaning – Merchandise Mix – Merchandise Handling – Merchandise Management in various Retail Segments – Category Management – Meaning – Benefits – Retail Pricing – Meaning – Factors influencing – Retailing Pricing Objectives – Retail Pricing Strategies – Retail Promotion – Selection of Promotion Mix – Advertising – Media Selection – Sales Promotion – Personal Selling – Publicity.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Building a Sustainable Competitive Advantage – Growth strategies – Strategic Retail Planning Process – Retail Store Manager – Roles & Responsibilities – Customer Service & Shopping Experience – Online Retailing – Meaning – Online Retail Industry – Scope of E-tailing in India – Selecting Right Online Format – Retail Formats – Meaning & Types – Stores Layout – Meaning & Types – Stores Design – Elements – Visual Merchandising.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Factors influencing Buyer decision making – Process of Consumer Decision making – Consumer’s Image of Retail Stores – Consumer Behaviour in Online Retail in India – Loyalty Programmes – Atmospherics – Meaning – Importance of Atmospherics Planning – Role of Atmospherics in Retail Strategy – Store Space Management – Basis of Space Allocation – Colour Planning – Physical Materials in Store Designing – Atmospherics in Internet Retailing.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Textbooks

1. Chetan Bajaj, Rajnish Tuli & Nidhi Varma Srivastava, *Retail Management*, Oxford University Press, 2016.
2. David Gilbert, *Retail Marketing Management*, Pearson Education, 2006.

#### Suggested Readings

1. Piyush Kumar Sinha & Dwarika Prasad Uniyal, *Managing Retailing*, Oxford University Press, 2018.
2. Barry R Berman, Joel R Evans & Patrali M Chatterjee, *Retail Management: A Strategic Approach*, Pearson Education, 2017.
3. Swapna Pradhan, *Retailing Management: Text & Cases*, Tata Mc Graw Hill, 2020.

#### Web Resources

1. <http://www.marketingprofs.com/charts/2014/25490/google-universal-search-trends>
2. <http://www.marketingprofs.com/chirp/2014/25520/men-vs-women-on-instagram-infographic>
3. <https://www.feedough.com/retail-marketing/>
4. <https://www.marketingevolution.com/knowledge-center/retail-marketing-trends-2020>
5. [https://www.researchgate.net/publication/334250751\\_Understanding\\_online\\_shopping\\_behaviour\\_of\\_Indian\\_shoppers](https://www.researchgate.net/publication/334250751_Understanding_online_shopping_behaviour_of_Indian_shoppers)

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To understand the basics of retailing and its various forms in marketing.	K1, K2
CO 2	To modify the retailing locations and their various promotional activities.	K3
CO 3	To analyze and devise different retail formats.	K4
CO 4	To evaluate the effective Retail Strategy, Merchandise Management & Stores Management.	K5
CO 5	To compile the Factors influencing Retail Pricing & Buyer Behaviour.	K6

<b>Course Code</b>	UBU 6501
<b>Course Title</b>	Goods and Services Tax
<b>Credits</b>	06
<b>Hours / Week</b>	06
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	VI
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. The course focuses on the basic concepts relating to Goods and Services Tax.</li> <li>2. The subject creates awareness of the Legal structure of the GST Council.</li> <li>3. The course also examines the Supply of goods and services under GST.</li> <li>4. The course focuses on the management of Records and Input Tax Credit.</li> <li>5. The topics are focused on students applying GST returns in their real-time business environment.</li> </ol>	
<b>Course Objectives</b>	
The students will be able to	
<ol style="list-style-type: none"> <li>1. Understand the basic concepts relating to Goods and Services Tax.</li> <li>2. Identify the mechanism of registration under GST.</li> <li>3. Examine the dynamics of Supply under GST.</li> <li>4. Evaluate the various marketing decision in Input Tax Credit.</li> <li>5. Apply and analyze the returns, Tax payments and Penalties under GST.</li> </ol>	
<b>Prerequisites</b>	Knowledge in Business and Management.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Indirect Taxes – Features – Kinds – GST – Concept – Features – Objectives – Scope – Need –Framework of GST in India – Concept of CGST, SGST, UTGST, IGST – IGST Model – Flow of Credit under GST – Benefits & Drawbacks of GST – Taxes subsumed & not subsumed in GST – GST Council – Composition – Functions – Quorum – Difference between Previous Tax Regime and GST Regime – Basis of Charge of GST – Provisions relating to Levy & Collection of CGST – Reverse Charge Mechanism – Rates of GST – Basic definitions (Relevant to this Unit).	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Composition Levy – Advantages – Turnover Limit – Composition Scheme Rates – Persons not eligible for Composition Levy – Conditions & Restrictions – Forms – Validity – Registration under GST – Persons liable & not liable for registration – Compulsory Registration – Casual taxable person & Non-resident taxable person – Procedure for Registration – Deemed Registration – Amendment of Registration – Cancellation of	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

	Registration – Revocation of Cancellation of Registration – Basic definitions (Relevant to this Unit) [CGST Rules wherever applicable].			
III	Supply – Concept – Scope (Section 7 with Schedule I, II & III of CGST Act) – Composite Supply – Mixed Supply – Types of Supply – Goods & Services Exempt from GST – Provisions for Time of Supply of Goods & Services – Change in rate of tax – Provisions for Place of Supply of Goods & Services (Section 10, 11, 12 & 13 of IGST Act) – Value of Supply of Goods & Services (Section 15 of CGST Act) – Basic definitions (Relevant to this Unit) [CGST Rules wherever applicable].	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Meaning of Input Tax Credit – Eligibility & Conditions for taking ITC – Apportionment of Credit for inputs or input services and capital goods – Blocked Credits – Order of Utilization of Credit – Computation of ITC & GST Payable – Input Service Distributor – GST Records – Tax Invoice – Revised Invoice – Bill of Supply – Delivery Challan – Receipt Voucher – Payment Voucher – Credit & Debit Notes – E-invoicing – Benefits – Generating E-invoice – E-invoice workflow – Concept of HSN/SAC Code – Accounts and records to be maintained – Period of retention of accounts – Basic definitions (Relevant to this Unit) [CGST Rules wherever applicable].	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	GST Returns – Types – Penalty for not filing returns – Electronic Cash, Credit & Liability Ledgers – E-Way Bill – Benefits – Information to be furnished – Provisions for Generation of E-Way Bill – Consolidated E-Way Bill – Validity & Cancellation of E-Way Bill – Documentary Provisions – Verification of Documents & Conveyance – Modes of Generating E-Way Bill – GST Refund – When can refund be claimed – Time Limit for Claiming Refund – Offences & Penalties – Anti-profiteering measure – National Anti-Profiteering Authority – Basic definitions (Relevant to this Unit) [CGST Rules wherever applicable].	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### **Text Books**

1. Dr. Vinod K Singhania & Dr. Monica Singhania, *Students Guide to Income Tax Including GST*, Taxmann Publications, 2019.
2. Dr. Anil Kumar Swain & Gopal Prasad Agrawal, *GST Concepts and Applications*, Himalaya Publishing House, 2018.
3. H C Mehrotra & V P Agarwal, *Goods and Services Tax (GST)*, Sahitya Bhawan Publications, 2018.

#### **Suggested Readings**

1. R.K Jain's *GST Law Manual (Set of 2 Vols.) – Acts, Rules, Forms with Ready Reckoner*, CENTAX Law Publications Pvt. Ltd, 2021.

2. CA Pankaj Jain, *GST for Layman - A Book for Non-tax Professionals*, Amazon Asia-Pacific Holdings Private Limited, 2021.
3. Balachandran V., *Textbook of GST and Customs Law Paperback – 1 January 2021*, Sultan Chand and Sons, 2021.

### Web Resources

1. <http://www.gstcouncil.gov.in/>
2. <https://selfservice.gstsystem.in/>
3. Bird, Richard M. (2012). *The GST/HST: Creating an integrated Sales Tax in a Federal Country. The School of Public Policy*, SPP Research Papers, 5(12), 1-38
4. Empowered Committee of Finance Ministers (2009). *First Discussion Paper on Goods and Services Tax in India*, The Empowered Committee of State Finance Ministers, New Delhi
5. Garg, Girish (2014). Basic Concepts and Features of Good and Services Tax in India. *International Journal of scientific research and Management*, 2(2), 542-549
6. *International Journal of Trade, Economics and Finance*, Vol. 2, No. 2, April 2011
7. Kelkar, Vijay (2009). GST Reduces Manufacturing Cost and Increases Employment, *Times of India*, 6. Satya and Amaresh Bagchi (2007), Revenue-neutral rate for GST, *The Economic Times*, November 15

### Course Outcomes (COs) and Cognitive Level Mapping

COs	CO Description	Cognitive Level
CO 1	Recall and understand the Concept and Applicability of Goods and Service Tax.	K1, K2
CO 2	Examine and apply the procedure of GST rules in real-time business situations.	K3
CO 3	Analyze the elements of the GST mechanism in India.	K4
CO 4	Justify the principle rules involved in the implementation of GST.	K5
CO 5	Prepare the needed documents under GST compliance.	K6

<b>Course Code</b>	UBU 6502
<b>Course Title</b>	Management Accounting
<b>Credits</b>	06
<b>Hours/Week</b>	06
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	VI
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. The course aims to give the conceptual framework of Management accounting systems.</li> <li>2. The subject gives basic knowledge about the techniques of management accounting for the decision-making process.</li> <li>3. The different modules of the course will examine the need for preparing financial reports for managerial decision making.</li> <li>4. The course examines the methods for interpreting financial information for decision making.</li> <li>5. The topics are focused on students to apply in their professional careers.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the basic methods of assessing financial statements.</li> <li>2. To apply the concept of Ratio analysis for assessing the financial performance.</li> <li>3. To understand and prepare the Funds flow statement, Cash flow statement and Budgets for managerial decision making.</li> <li>4. To understand the application of Marginal costing and its importance.</li> <li>5. To apply the standard cost accounting techniques for cost control and performance evaluation.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of Financial and Cost accounting.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Management Accounting – Definition – Objectives – Functions – Scope – Financial Accounting vs. Management Accounting – Management Accounting vs. Cost Accounting – Merits & Limitations of Management Accounting – Tools and Techniques of Management Accounting – Financial Statements – Importance – Financial Statement Analysis – Comparative Statements – Common Size Statements.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Ratio – Meaning – Modes of Expression of Ratios – Steps in Ratio Analysis – Advantages & Limitations – Classification of Ratios – Profitability Ratios – Activity Ratios – Solvency Ratios – Sundry Ratios – Computation of Items of Financial Statements from Ratios and Other Data – Reconstruction of P & L A/c & Balance	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

	Sheet.			
III	Funds Flow Statement – Meaning – Objectives – Advantages & Limitations – Preparation of Funds Flow Statement (Simple Problems) – Cash Flow Statement (As per AS 3) – Meaning – Objectives –Preparation of Cash Flow Statement (Except Issue of Shares for Non-Cash Assets & Bank O.D.) - Budgets –Meaning – Budgetary Control – Objectives –Advantages & Limitations – Essentials of Successful Budgetary Control – Types of Budgets –Zero Based Budget – Preparation of Budgets – Fixed & Flexible – Sales – Production – Production Cost Budget – Materials – Labor – Overhead – Cash Budget.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Marginal Costing – Definition – Features – Advantages & Limitations – Marginal Costing & Absorption Costing – Cost Volume Profit Analysis – Break-Even Analysis and Break-Even Point – Margin of Safety – Applications of Marginal Costing – Key factor – Make or buy decision – Sales mix – Plant Merger.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Standard Cost &Standard Costing – Meaning – Advantages & Limitations –Basis for standards – Variance Analysis –Meaning –Computation of Variances – Direct Material Variances – Direct Labour Variances (including Direct Labour Idle Time Variance).	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
<b>Text Books</b>				
<ol style="list-style-type: none"> <li>1. T S Reddy &amp; Y Hari Prasad Reddy, <i>Management Accounting</i>, Margham Publications, 2018.</li> <li>2. A Murthy &amp; S Gurusamy, <i>Management Accounting</i>, Theory and Practice, Vijay Nicole Imprints Pvt Ltd, 2016.</li> <li>3. S N Maheshwari &amp; K.Maheswari, <i>Principles of Management Accounting</i>, Sultan Chand &amp; Sons, 2010.</li> </ol>				
<b>Suggested Reading</b>				
<ol style="list-style-type: none"> <li>1. Jain &amp; Naranag, <i>Management Accounting</i>, Kalyani Publishers, 2015.</li> <li>2. Rajiv Kumar Goel &amp; Ishaan Goel, <i>Management Accounting</i>, Cengage, 2017.</li> <li>3. M Y Khan &amp; P K Jain, <i>Cost Accounting</i>, Tata Mc Graw Hill. 2017.</li> </ol>				
<b>Web Resources</b>				
<ol style="list-style-type: none"> <li>1. <a href="http://www.accountingedu.org">www.accountingedu.org</a></li> <li>2. <a href="http://www.icmai.in">www.icmai.in</a></li> <li>3. <a href="http://www.costmanagement.edu">www.costmanagement.edu</a></li> <li>4. <a href="http://www.accountingcoach.com">www.accountingcoach.com</a></li> <li>5. <a href="http://www.learn.financestrategists.com">www.learn.financestrategists.com</a></li> <li>6. <a href="http://www.efinancemanagement.com">www.efinancemanagement.com</a></li> </ol>				

**Course Outcomes (COs) and Cognitive Level Mapping**

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To understand and recall the elements of Management accounting.	K1, K2
CO 2	To identify and apply the tools of Management accounting methods.	K3
CO 3	To analyze and determine the methods of Management accounting.	K4
CO 4	To evaluate and interpret the methods of Management accounting.	K5
CO 5	To prepare and relate the elements of financial and cost information for managerial decision making.	K6

<b>Course Code</b>	UBU 6503
<b>Course Title</b>	International Business Management
<b>Credits</b>	06
<b>Hour/Week</b>	06
<b>Category</b>	Major Core (MC) - Theory
<b>Semester</b>	VI
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. To understand the importance of International Business under the era of globalization.</li> <li>2. To make students understand the International Business Environment and the various theories.</li> <li>3. To enable student's, understand how international business policy helps in expanding the business opportunities.</li> <li>4. To analyze and understand the suitable modes of Global Market Operations.</li> <li>5. The topics of international marketing are focused on for students to apply in their professional careers.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the concept of International Business Environment and Globalization.</li> <li>2. To study the relevance of international trade theories and trade policy.</li> <li>3. To understand the functions and concepts of FDI and its sources.</li> <li>4. To explain about International Marketing and the different types of the system involved.</li> <li>5. To understand the concept of Global Market Operations.</li> </ol>	
<b>Pre-requisites</b>	Basic Knowledge in International Business Policies and Procedures.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Globalization – Features – Dimensions – Drivers of Globalization – Advantages & Disadvantages – Changing Demographics of Global Economy – National Differences in Political Economy – Political Economy & Economic Development – International Business – Features – Advantages – Problems – International Orientations (EPRG) – International Business Environment – Meaning & Factors affecting International Business.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	International Trade – Benefits – Pattern – International Trade Theories – Absolute Advantage, Heckscher–Ohlin Theory, New Trade Theory, National Competitive Advantage: Porter's Diamonds – Instruments of Trade Policy – Economic Integration – Levels – Free Trade Area, Customs Union, Common Market, Economic Union, Political Union – Case for & Against Regional Integration – NAFTA – ASEAN – SAPTA – BRICS – GATT – WTO – Objectives & Functions ONLY – TRIPS & TRIMS Agreements.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	International Business Entry Modes – FDI – Meaning – Types – Trends – Direction & Source – Pattern of FDI – Benefits & Costs of FDI – Government Policy Instruments and FDI – Methods of FDI – IMF – Objectives, Functions & Structure – World Bank – Objectives, Functions & Operations – Asian Development Bank – Objectives & Functions.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	International Marketing – Meaning & Features – Need – Problems – Market Segmentation – Market Selection Process – International Product & Pricing Strategies – Foreign Exchange Market – Nature – Functions – Interest Rates & Exchange Rates – Exchange Rate Forecasting – Currency Convertibility – International Monetary System – Gold Standard – Bretton Woods System – Fixed & Floating Exchange Rates – Balance of Payments – Concept & Components – Balance of Payments vs Balance of Trade – Methods of payments in International Trade – FEMA 1999 – Features & Objectives.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Global Capital Market – Benefits – Growth – Risks – Eurocurrency Market – Euro – Benefits & Costs – Euro vs Dollar – Economic Zones – Types – Special Economic Zones (SEZ) – Export Processing Zone (EPZ) International Business Negotiations – Process of Negotiation – Negotiations Strategies – Most Favoured Nation (MFN) Status – India's Foreign Trade Policy – Objectives – Future trends in International Business.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. Charles W. L. Hill & G. Tomas M. Hult, *International Business: Competing in the Global Marketplace*, Tata Mc Graw Hill, 2018.
2. S Sankaran, *International Business Environment*, Margham Publications, 2017.
3. Bimal Jaiswal, *International Business*, Himalaya Publishing House, 2017.

#### Reference Text

1. Sanjay Misra & P.K. Yadav, *International Business*, PHI Learning, 2017.
2. K Aswathappa, *International Business*, Tata Mc Graw Hill, 2011.
3. Pradip Kumar Sinha & Sanchari Sinha, *International Business Management*, 2008.

#### Web Resources

1. <https://www.researchgate.net/publication/343628390> International Business Management Lecture Notes C 2018
2. [https://www.academia.edu/36433081/BA7401\\_International\\_Business\\_Management\\_1\\_pdf](https://www.academia.edu/36433081/BA7401_International_Business_Management_1_pdf)
3. <https://www.geektonight.com/international-business-notes/>
4. [https://scholar.google.co.in/scholar?q=International+Management:+Culture,+Strategy+and+Behavior&hl=en&as\\_sdt=0&as\\_vis=1&oi=scholar](https://scholar.google.co.in/scholar?q=International+Management:+Culture,+Strategy+and+Behavior&hl=en&as_sdt=0&as_vis=1&oi=scholar)

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	Recall and understand the concept and theories of International Business.	K1, K2
CO 2	Illustrate and apply the models of international business strategies.	K3
CO 3	Analyze and develop the mechanism for promoting international business.	K4
CO 4	Identity and choose the international business strategies for achieving competitive advantage.	K5
CO 5	Revise and select the elements of promoting international business.	K6

<b>Course Code</b>	UBU 6701
<b>Course Title</b>	Business Innovation and Environment
<b>Credits</b>	05
<b>Hours / Week</b>	06
<b>Category</b>	Major Skill (MS) - Theory
<b>Semester</b>	VI
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. The course aims to focus on the elements of the business environment and its impact on business.</li> <li>2. This course explains the need for promoting business innovation.</li> <li>3. The course also examines the various innovative practices related to real-life business problems.</li> <li>4. The course will help students to understand Intellectual property laws for protecting their business innovations.</li> <li>5. The topics are focused on for students to apply in their business careers.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To Understand the basic concepts of Innovation enhancing Business Growth &amp; Development.</li> <li>2. To Identify the opportunities, strategies, &amp; theories to build an innovative organization.</li> <li>3. To Understand the Role of Intellectual Property Rights for protecting business Innovations.</li> <li>4. To analyze the role of technology in promoting sustainable business.</li> </ol>	
<b>Prerequisites</b>	Basic Knowledge in Business Environment and Management.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Business Innovation – Meaning – Need – Types – Benefits – 4P's of Innovation Space – 12 Dimensions of Innovation (Innovation Radar) – Open & Closed Innovation – Innovation Life Cycle – Role of Technology in Innovation – Role of Innovation in achieving Competitive Advantage – Concept of Innovation Labs – Creativity – Meaning – Factors influencing Creativity – Difference between Creativity & Innovation – Creativity & Innovation enhancing Business Growth & Development.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Process of Innovation – Risks involved in process of Innovation – Innovation Strategy – Steps for Developing Innovation Strategy – Impact of Globalization on Innovation Strategy – Building Innovative Organization – Sources of Innovation – Innovation Opportunity – Meaning & Sources – Search Strategies for Innovation – Innovation	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

	Theories – Theory of Open Innovation – Disruptive Innovation Theory.			
III	Intellectual Property Rights in India – Meaning – Types – Patent – Meaning – Types – Importance – Procedure for Grant of Patent – Rights of Patentee – Term of Patent – Copyright – Meaning – Importance – Ownership of Copyright – Procedure for Grant of Copyright – Rights of the Copyright Owner – Term of Copyright – Trademark – Meaning – Developing a Trademark – Procedure for Trademark Registration – Term of Trademark – Role of Intellectual Property Rights in Innovation.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Business Environment – Meaning & Nature – Micro & Macro Environment – Significance – Environmental Analysis – Meaning & Techniques – Importance & Limitations – Approaches – Economic Environment – Economic Parameters in an economy – Impact of India’s Industrial Policy on Economic Reforms – NITI Aayog – Objectives & Functions – Constitutional Environment – Features – Fundamental Rights & Duties – Functions & Economic Roles of the State.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Legal Environment – Consumer Protection Act, 2019– Socio-Cultural Environment – Cultural Adaptation – Impact of Foreign culture on Business – Social Responsibilities of Business towards different stakeholders – Global Environment – Globalization & its Impact on India – Technological Environment – Role of Technology in Business.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Textbooks

1. Joe Tidd & John Bessant, *Managing Innovation: Integrating Technological, Market & Organizational Change*, Wiley, 2020.
2. Neeraj Pandey & Khushdeep Dharni, *Intellectual Property Rights*, PHI Learning, 2019.
3. C B Gupta, *Business Environment*, Sultan Chand & Sons, 2018.

#### Suggested Readings

1. Jauhari, *Innovation Management: Strategies Implementation*, Oxford University Press, 2014.
2. V K Ahuja, *Intellectual Property Rights in India*, Lexis Nexis, 2015.
3. S Sankaran, *Business Environment*, Margham Publications, 2018.
4. Francis Cherunilam, *Business Environment*, Himalaya Publishing House, New Delhi, 2009.
5. Aswathappa, *Essentials of Business Environment*, Himalaya Publishing House, New Delhi.
6. Justin Paul, *Business Environment*, Tata McGraw Hill, New Delhi, 2006.
7. MisraPuri, *Indian Economy*, Himalaya Publishing House, 2007.

#### Web Resources

1. [https://www.icsi.edu/media/webmodules/FINAL\\_IPR&LP\\_BOOK\\_10022020.pdf](https://www.icsi.edu/media/webmodules/FINAL_IPR&LP_BOOK_10022020.pdf)
2. <https://www.smartzworld.com/notes/intellectual-property-rights-pdf-notes-ipr-pdf-notes/>
3. <https://www.sciencedirect.com/science/article/pii/S1809203916311287>

4. <https://ncert.nic.in/textbook/pdf/lebs103.pdf>
5. <https://www.economicdiscussion.net/business-environment/business-environment/32496>

### Course Outcomes (COs) and Cognitive Level Mapping

COs	CO Description	Cognitive Level
CO 1	To understand the concepts of Business Innovation.	K1, K2
CO 2	To apply the sources of Innovation in Business.	K3
CO 3	To analyze and differentiate various innovation strategies.	K4
CO 4	To evaluate the types of the business environment and its global impact.	K5
CO 5	To construct and simulate innovative business models for real-time business.	K6

<b>Course Code</b>	UBU 6702
<b>Course Title</b>	Business Culture and Etiquette
<b>Credits</b>	05
<b>Hours/Week</b>	06
<b>Category</b>	Major Skill (MS) - Theory
<b>Semester</b>	VI
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. The course focuses on the mechanism of enhancing the knowledge and skills of Managers.</li> <li>2. The course aims to give a basic understanding of corporate culture.</li> <li>3. This course will enable students to understand Business etiquette and Business communication.</li> <li>4. The course also focuses on understanding the tenets of Business communication.</li> <li>5. The course will enable students to understand the importance of drafting Business Letters.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the concept of Organizational culture and its dynamics.</li> <li>2. To understand business etiquette from a multicultural perspective.</li> <li>3. To understand the importance of Business communication and Media implications.</li> <li>4. To apply the knowledge of Business communication to draft effective Business correspondence.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge in Business Culture.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Corporate Culture – Meaning – Elements – Importance – Types – Corporate Culture Model by Edgar Schein & Deal and Kennedy's –Creating & Maintaining Corporate Culture –Philosophy of Organization's founders – Selection Criteria – Top Management – Socialization process – Cultural Web by Gerry Johnson & Kevan Scholes.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Business Etiquette – Meaning – Importance – Types – Business Etiquettes in Asia (India, China, Singapore, Malaysia, Japan) – Business Etiquettes in North America (USA, Canada) – Business Etiquettes in Europe (Germany, Russia, Sweden) – Business Etiquettes in Australia.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Business Communication – Meaning – Importance – 10C's of Communication – Listening Skills – Listening Process – Active Listening – Interview – Types – Process–Candidates preparation – Guidelines for Interviewee – Video Conferencing – Benefits – Press Release – Media Interviews – Negotiation – Negotiation Process – Negotiating Skills – Outcome of Negotiation – Bargaining Strategies – Usage of Business Jargons.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Presentations in Business – Elements of a Presentation – Steps for Successful Presentation – Designing a Presentation – Appearance & Posture – Practical Delivery of Presentation – Meetings – Importance – Preparing for Meetings – Steps in Conduct of Meetings – Conferences – Seminars – Workshops.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Business Letters – Types – Layout of Business Letter – Drafting Letters – Enquires & Replies to Enquires – Offers & Quotations – Orders & Replies – Complaints Letters – Collection Letters – Bank Correspondence – Job Application Letter – CV & Resume –Difference between CV & Resume – Drafting CV & Resume – Rules for writing CV & Resume.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. Payal Mehra, *Business Communication for Managers*, Pearson Education, 2016.
2. Edgar H. Schein, Peter Schein, *Organizational Culture and Leadership*, Wiley Publications, 2016.
3. N S Raghunathan & B Santhanam, *Business Communication*, Margham Publications, 2019.

#### Suggested Readings

1. Asha Kaul, *Effective Business Communication*, PHI Learning, 2015.
2. Courtland L. Bovee, John V. Thill & Roshan Lal Raina, *Business Communication Today*, Pearson Education 2018.
3. Mark G. Ehrhart, Benjamin Schneider, William H. Macey, *Organizational Climate and Culture*, Taylor & Francis 2013.

#### Web Resources

1. <https://whatis.techtarget.com/definition/corporate-culture>.
2. <https://www.trainingcoursematerial.com/full-course-material-packages/business-etiquette>
3. [https://ddceutkal.ac.in/Syllabus/MA\\_English/Paper\\_21.pdf](https://ddceutkal.ac.in/Syllabus/MA_English/Paper_21.pdf)
4. <https://www.skillsyouneed.com/present/what-is-a-presentation.html>
5. <https://www.smith.edu/sites/default/files/media/Documents/Lazarus-Center/resume-book.pdf>

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To understand and recollect the principles of building a strong business culture.	K1, K2
CO 2	To examine the varied components of Business culture and Etiquette.	K3
CO 3	To analyze the impact of Business culture and Etiquette on organizational performance.	K4
CO 4	To evaluate the levels of building a strong business culture.	K5
CO 5	To construct and simulate the elements of Business culture.	K6

<b>Course Code</b>	UBU 1301
<b>Course Title</b>	Principles of Marketing
<b>Credits</b>	03
<b>Hours/Week</b>	06
<b>Category</b>	Allied Required (AR) - Theory
<b>Semester</b>	I
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. To understand the meaning and the different functions of marketing.</li> <li>2. The course aims to give basic knowledge about marketing and sales functions to deliver superior customer value and to achieve higher profitability.</li> <li>3. The different modules of the course will examine different areas of product development, pricing, place related decisions.</li> <li>4. In this course, we will also examine the importance of promotion and distribution function in the entire chain of marketing.</li> <li>5. We will also discuss the new types of marketing concepts like Social Media Marketing, Buzz Marketing, Referral Marketing, Influencer Marketing, Green Marketing.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the fundamentals of marketing and be able to connect them with sales.</li> <li>2. To recognize the inputs and components of a marketing mix.</li> <li>3. To describe how a marketing strategy optimizes the marketing mix.</li> <li>4. To Apply the concepts of promotion and physical distribution in business.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of Marketing.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Definition & Meaning of Marketing – Characteristics – Marketing Process – Marketing Plan – Marketing Environment – Micro & Macro Environment – Marketing Mix.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Consumer Behaviour – Buying Decision Process – Business & Consumer Markets – Market Segmentation – Targeting – Positioning – Product – Levels of a Product – Types of Products – Product Life Cycle – New Product Development Process – Branding – Labeling – Packaging.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Price – Pricing Objectives – Pricing Strategies – Factors affecting Pricing – Internal & External Factors – Marketing Channels – Meaning & Importance – Levels of Channels – Channel Members – Channel Behaviour – Wholesaling & Retailing – Functions.	18	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Promotion – Meaning – Types of Promotion – Advertising – Sales Promotion – Personal Selling – Communication – Process of Communication – Steps in developing effective communication.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Competitor Analysis – Identifying & Assessing Competitors – Types of Marketing – Social Media Marketing – Buzz Marketing – Referral Marketing – Influencer Marketing – Green Marketing.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. Philip Kotler & Gary Armstrong, *Principles of Marketing: A South Asian Perspective*, Pearson Education, 2018.
2. Rajan Saxena, *Marketing Management*, Tata Mc Graw Hill, 2017.
3. L Natarajan, *Marketing*, Margham Publications, 2017.

#### Suggested Readings

1. Harsh V Verma & Ekta Duggal, *Marketing*, Oxford University Press, 2017.
2. J P Mahajan & Anupama Mahajan, *Principles of Marketing*, Vikas Publishing House, 2014.
3. K Karunakaran, *Marketing Management*, Himalaya Publishing House, 2017.
4. Mogoş, R. "Digital Marketing for Identifying Customers' Preferences -- A Solution for SMEs in Obtaining Competitive Advantages". *International Journal of Economic Practices & Theories*. 5 (3): 240–247.
5. "Social media platforms used by marketers worldwide 2015". Retrieved 6 October 2015.
6. Saravanakumar, M., Suganthalakshmi, T. (2012). "Social Media Marketing" (PDF). *Life Science Journal*. 9 (4).
7. McCarthy, Jerome E., *Basic Marketing – A Managerial Approach*, 12 ed., Homewood, Illinois, 1960.
8. Philip Kotler, *Principles of Marketing*, 10 ed., Pearson/PHI.

#### Web Resources

1. <http://www.marketingprofs.com/charts/2014/25490/google-universal-search-trends>
2. <http://www.marketingprofs.com/chirp/2014/25520/men-vs-women-on-instagram-infographic>
3. <https://optamarkgraphics.com/blog/7-different-types-of-promotion-in-marketing>
4. <https://www.mykpono.com/how-to-conduct-competitive-analysis/>

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To understand the basics of marketing and its interlinkages with business functions.	K1, K2
CO 2	To examine the marketing channel and communication tools to infer the target market.	K3
CO 3	To analyze and distinguish various marketing strategies.	K4
CO 4	To evaluate the role of marketing in building and managing customer relationships.	K5
CO 5	To construct and simulate the role of a marketing plan as a guiding document for marketing activities.	K6

<b>Course Code</b>	UBU 3401
<b>Course Title</b>	Elements of Organizational Behaviour
<b>Credits</b>	03
<b>Hours/Week</b>	05
<b>Category</b>	Allied Optional (AO) - Theory
<b>Semester</b>	3
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. The course aims to study the behavioural relationship in an organization.</li> <li>2. It aims to study the different models in OB.</li> <li>3. The course aims to inculcate the right attitude and values needed for the organization.</li> <li>4. To enable and create better leaders for enhancing organizational values.</li> <li>5. To develop and managing dynamic group behaviour and in handling organizational stress.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To have extensive knowledge of organizational behaviour and OB models.</li> <li>2. To give the right attitude, personality and to uphold organizational values.</li> <li>3. To create awareness between job satisfaction and job dissatisfaction.</li> <li>4. To appreciate the power of motivation and perception in handling organizational politics.</li> <li>5. To enhance the leadership qualities to handle dynamic groups and teams.</li> </ol>	
<b>Prerequisites</b>	Basic Knowledge in Business Management.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Organizational Behaviour – Definition – Scope – Elements – Approaches to OB – Disciplines that contribute to OB – Challenges & Opportunities for OB – Developing an OB Model – OB Model (Autocratic, Custodial, Supportive, Collegial & System) – Biographical Characteristics – Ability.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Attitudes – Characteristics & Importance – Sources of attitude – Components of Attitudes – Major Job Attitudes – Measuring Attitude – Developing Positive attitude – Job Satisfaction – Causes of job satisfaction & job dissatisfaction – Personality – Types – Factors influencing personality – Personality Traits – Values – Importance – Types of Values.	20	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Perception – Importance – Types – Factors influencing Perception – Motivation – Importance – Rewards for Motivation – Power – Meaning – Formal & Personal Power – Power Tactics – Organizational Politics – Meaning – Factors contributing to Political Behaviour.	10	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Define Groups – Classifying Groups – Stages of Group Development – Group Properties – Group Decision Making – Groups vs Individual – Defining Teams – Types of Teams – Groups & Teams – Creating Effective Teams.	10	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Leadership – Definition – Finding & Creating Effective Leaders – Mentoring – Definition – Importance – Conflict – Definition – Process – Negotiation – Definition – Process – Stress Management – Definition – Sources of Stress – Consequences of Stress – Managing Stress.	10	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
<b>Text Books</b>				
1. Fred Luthans, <i>Organizational Behaviour</i> , Tata Mc Graw Hill, 2017. 2. S S Khanka, <i>Organizational Behaviour</i> , S Chand Publications, 2007.				
<b>Suggested Readings</b>				
1. Ray French, Charlotte Rayner, Gary Rees & Sally Rumbles, <i>Organizational Behaviour</i> , John Wiley & Sons, 2011.				
<b>Web Resources</b>				
1. <a href="https://open.umn.edu/opentextbooks/textbooks/30">https://open.umn.edu/opentextbooks/textbooks/30</a> 2. <a href="https://www.sciencedirect.com/topics/organisational-behaviour">https://www.sciencedirect.com/topics/organisational-behaviour</a> 3. <a href="https://www.oxfordreference.com/view">https://www.oxfordreference.com/view</a>				

### Course Outcomes (COs) and Cognitive Level Mapping

COs	CO Description	Cognitive Level
CO 1	To understand and recall about the organizational behaviour, handle teams and dynamic groups.	K1, K2
CO 2	To explain the elements of OB models.	K3
CO 3	To evaluate the positive attitude and exhibit a better personality with values.	K4
CO 4	To compare groups and construct their development by motivation and power.	K5
CO 5	To facilitate and create effective leaders to manage stress.	K6

<b>Course Code</b>	UBU 3801
<b>Course Title</b>	Business Leadership
<b>Credits</b>	02
<b>Hours/Week</b>	03
<b>Category</b>	Non-Major Elective (NME) - Theory
<b>Semester</b>	III
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. To improve the attitudes and skills of a Leader in an organization.</li> <li>2. To give a basic understanding of the functions of a Leader.</li> <li>3. This course is designed to complement information on Leadership skills, Business Traits.</li> <li>4. This course examines the different Theories and Styles of Leadership.</li> <li>5. The course deals with Leadership Qualities, and managing organizational culture.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To Know the role of Leader in Business.</li> <li>2. To equip the challenges faced by Business Leader.</li> <li>3. To understand different Theories in Leadership and Styles.</li> <li>4. To enrich the qualities required for a Good Leader and to Manage Cross Culture.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of Leadership.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Management Meaning –Features-Importance-Functions of Management- Management in India.	7	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Business Leadership-Meaning-Importance-Scope- Leadership & Management-Qualities of a Good Leader- Leadership Theories-Trait Theory-Blake & Mouton's Managerial Grid.	8	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
III	Leadership styles --Meaning-Types of Leadership Styles-Democratic, Autocratic, Laissez-faire, Transformational, Bureaucratic. (With suitable Examples).	8	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

IV	Leadership skills sets Business Leaders in India- Leadership Qualities-Growth, Sustaining, Business – sustained Business Ethics.	8	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Leadership Culture-Meaning-Features- Importance- Key elements of strong leadership culture-Managing Cultural Web.	8	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. All India Management association, *Leaders on Leadership: Insights from Corporate India*, Sage Publications 2018.
2. Gopalakrishnan, *Doodles of Leadership: Experiences within and beyond Tata*, Rupa Publications 2019.
3. Daniel F Pinnow, *Leadership-What Really Matters: A Handbook on Systemic Leadership (Management for Professionals)*, Springer Publications 2011.

#### Suggested Readings

1. CB Gupta, *Business Management*, Sultan Chand & Sons 2011.
2. Poonam Sharma, Kanika T Bhal, *Managerial Ethics: Dilemmas and Decision Making*, 2004.
3. Management In India: *Trends and Transition (Response Books)*, Sage Publications, 2005.

#### Web Resources

1. [www.semanticscholar.org](http://www.semanticscholar.org)
2. [www.sciencedirect.com](http://www.sciencedirect.com)
3. [www.worldcat.org](http://www.worldcat.org)

### Course Outcomes (COs) and Cognitive Level Mapping

COs	CO Description	Cognitive Level
CO 1	To understand and classify the types of Business Leadership.	K1, K2
CO 2	To administer the importance of being a leader in an organization.	K3
CO 3	To analyze the different types of leaders adopted in an organization	K4
CO 4	To evaluate the impact of Leadership in creating organizational values.	K5
CO 5	To develop and simulate the cultural and ethical values of an organization.	K6

<b>Course Code</b>	UBU 4401
<b>Course Title</b>	Introduction to Project Management
<b>Credits</b>	03
<b>Hours/Week</b>	05
<b>Category</b>	Allied Optional (AO) - Theory
<b>Semester</b>	IV
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. The course aims to understand the need for Project Management.</li> <li>2. The subject gives basic knowledge about Project management systems and their impact on business performance.</li> <li>3. The different modules of the course will examine the different components of the project environment.</li> <li>4. In this course, we will also examine the benefits of applying managerial functions in managing projects.</li> <li>5. The topics are focused on for students to apply in their Entrepreneurial ventures.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the basic characteristics and Classification of Projects.</li> <li>2. To remember the concept of project preparation and appraisal of projects.</li> <li>3. To understand the various sources of financing a project.</li> <li>4. To understand and evaluate the mechanism of implementing projects.</li> <li>5. To apply the contemporary management concepts in managing projects.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of Business and Management.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Project – Meaning – Characteristics of a project – Attributes of a good project manager – Taxonomy/Types of projects – Project Management – Meaning – History of Project Management – Importance – Project as a conversion process – Roles & Responsibilities of Project Manager – Project Life Cycle.	15	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Government, the regulator – Project identification– Project preparation/formulation Stages – Tax incentives & Project Investment Decisions – Tax planning for Project Investment Decisions – Zero Based Budget Formulation – Project Appraisal – Technical, Commercial, Economic, Financial, Management Appraisal – Social Cost Benefit Analysis – Objectives & Benefits – Shadow Prices – Project Risk Analysis – Kinds of Project Risks.	10	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Cost of the Project – Components of Capital Cost of a Project – Project Financing – Sources of Finance – Role of Financial Institutions in Project Financing – Financial Analysis of Projects – Financial Projections – Project Planning & Scheduling – Scheduling Techniques – PERT (Simple Problems only) – CPM (Simple Problems only) – Project Cost Control – Resource Allocation.	20	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Project Organization – Types – Advantages & Disadvantages – Project Contracts – Types – Sub-contract – Tenders – Project Evaluation – Objectives – Evaluation Methods – Post Project Evaluation – Objectives – Phases of Post Audit – Types of Post Audit – Definition of Sickness– BIFR – Causes of Sickness –Consequences &Prediction of Sickness.	10	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Project Plan – Contents – Preparation of a Project Plan – Project Report – Contents –Topics of Interest of Project Management –Bank Guarantee, E–Commerce for Projects, Project Abandonment, Project Failures.	10	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. Dr.Sanjiv Marwah, *Project Management*, Wiley India, 2018.
2. Sitangshu Khatua, *Project Management and Appraisal*, Oxford university press, April 2016.
3. Nagarajan, *Project Management*, New Age Publishers, 2018.

#### Suggested Readings

1. Harvey Meylor, *Project Management*, Pearson Education 2015.
2. Vasant Desai, *Project Management*, Himalaya Publishers, 2018.
3. Jack Gido, *Successful Project Management*, Cengage Learning India Pvt Ltd, 2015.
4. Prasanna Chandra, *Projects: Planning, Analysis, Selection, Financing, Implementation and Review*, Mc Graw Hill India. 2017.

#### Web Resources

1. [www.pmi.org](http://www.pmi.org)
2. [www.projectmanagement.com](http://www.projectmanagement.com)
3. [www.projectmanager.com](http://www.projectmanager.com)
4. [www.mindtools.com](http://www.mindtools.com)
5. [www.taskworld.com](http://www.taskworld.com)
6. [www.targetprocess.com](http://www.targetprocess.com)
7. [www.smartsheet.com](http://www.smartsheet.com)
8. [www.projecttimes.com](http://www.projecttimes.com)
9. [www.projectcentral.com](http://www.projectcentral.com)
10. [www.ntaskmanager.com](http://www.ntaskmanager.com)

### Course Outcomes (COs) and Cognitive Level Mapping

<b>COs</b>	<b>CO Description</b>	<b>Cognitive Level</b>
CO 1	To understand and recall the elements of Project management activities.	K1, K2
CO 2	To identify and apply the tools of Project management.	K3
CO 3	To analyze and determine the need for Project management activities.	K4
CO 4	To evaluate and interpret the methods of managing projects.	K5
CO 5	To prepare and relate the elements of Project plan information for managerial decision making.	K6

<b>Course Code</b>	UBU 4801
<b>Course Title</b>	Business Models
<b>Credits</b>	02
<b>Hours/Week</b>	03
<b>Category</b>	Non-Major Elective (NME) - Theory
<b>Semester</b>	IV
<b>Regulation</b>	2019
<b>Course Overview</b>	
<ol style="list-style-type: none"> <li>1. Business Models is the means of enhancing the knowledge and skills of Businessmen.</li> <li>2. The course aims to give a basic understanding of the functions of a Business Model.</li> <li>3. This course is designed to provide information on Business model planning skills, business opportunities, creating a business plan, etc.</li> <li>4. This course examines the process of creating a business unit.</li> <li>5. The other important aspects of business models that will be discussed in the course include Food Delivery Business Models, Business Models in other countries, Key Importance - Procedure for getting Copyright in India.</li> </ol>	
<b>Course Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the role of Business in economic development.</li> <li>2. To understand the challenges of Business Models in India.</li> <li>3. To understand the Business Models in other countries.</li> <li>4. To apply the knowledge on legal aspects, government policy and its Procedure for getting Copyright in India.</li> </ol>	
<b>Prerequisites</b>	Basic knowledge of Business Models.

### SYLLABUS

Unit	Content	Hours	COs	Cognitive Level
I	Business Model - Meaning - Elements of a Strong Business Model - Benefits of a Business Model - Types of Business Models.	7	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
II	Creating Business Model – Four Box business model- Business Models in India – New Business Models in India (E-Commerce Business Models, E-Payments Business Models, Ridesharing Business Models (Ola, Uber), Food Delivery Business Models (Zomato, Swiggy) – Challenges in New business Model.	8	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

III	Business Models in other countries (Google, Apple, Amazon) – Its Emergence – Its operation blue prints– Its challenges – Its sustenance in business Model.	8	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
IV	Innovations - Meaning - Importance - Patents - Meaning - Importance – General Procedure for applying for Patent in India - Rights of Patentee – Validity.	8	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6
V	Copyrights - Meaning - Importance - Procedure for getting Copyright in India - Rights of Owner – Validity.	8	CO 1 CO 2 CO 3 CO 4 CO 5	K1, K2, K3, K4, K5, K6

#### Text Books

1. Neeraj Pandey & Khushdeep Dharni, *Intellectual Property Rights*, PHI Learning Pvt Ltd, 2014.
2. Asllani Arben, *Business Analytics with Management Science Models and Methods*, PHI Learning Pvt Ltd, 2017.
3. Mark W. Johnson, *Reinvent Your Business Model*, HBR Press 2018.

#### Suggested Readings

1. John Barlow, *Excel Models for Business and Operations Management*, Wiley Publisher, 2005.

#### Web Resources

1. <https://www.bigcommerce.com/articles/ecommerce/types-of-business-models/>
2. [https://emmc.info/wp-content/uploads/2019/01/EMMC-CSA-D5.5\\_M22\\_vfinal2-PU-WEBa.pdf](https://emmc.info/wp-content/uploads/2019/01/EMMC-CSA-D5.5_M22_vfinal2-PU-WEBa.pdf)
3. <https://startuptalky.com/business-models-types/>
4. <https://timesnext.com/business-models-of-most-successful-startups-in-india/>

### Course Outcomes (COs) and Cognitive Level Mapping

COs	CO Description	Cognitive Level
CO 1	To enumerate and recall the Business opportunities and create new business plans.	K1, K2
CO 2	To develop their learning and apply it to specific needs of the business.	K3
CO 3	To analyze a new model with technology as a basis for its products or services.	K4
CO 4	To evaluate the role of models towards the Business.	K5
CO 5	To construct the economic values and social value for a business.	K6

**CL AND CO BASED CIA QUESTION PAPER FORMAT FOR UG THEORY COURSES MC, AR, AO, MS, ME, GL and NME\***  
(Excluding other languages)

SECTION	MARKS	Q. No	K1	K2	K3	K4	K5	K6
<b>A</b>	Answer ALL (6 x 1 = 6)	1	+					
		2	+					
		3	+					
		4		+				
		5		+				
		6		+				
<b>B</b>	Answer 1 out of 2 (1 x 6 = 6)	7			+			
		8			+			
<b>C</b>	Answer 1 out of 2 (1 x 6 = 6)	9				+		
		10				+		
<b>D</b>	Answer 1 out of 2 (1 x 12 = 12)	11					+	
		12						+
<b>No. of CL based Questions with Max. marks</b>			<b>3 (3)</b>	<b>3 (3)</b>	<b>1 (6)</b>	<b>1 (6)</b>	<b>1 (12)</b>	<b>1 (12)</b>
<b>No. of CO based Questions with Max. marks</b>			<b>CO</b>	<b>CO</b>	<b>CO</b>	<b>CO</b>	<b>CO</b>	<b>CO</b>
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
			<b>6 (6)</b>	<b>1 (6)</b>	<b>1 (6)</b>	<b>1 (12)</b>	<b>1 (12)</b>	<b>1 (12)</b>

- **MC**-Major Core, **AR**-Allied Required, **AO**-Allied Optional, **MS**-Major Skill, **ME**-Major Elective, **GL**-General Languages, **NME**-Non-Major Elective.
- **Section A** could have one or more of the following: Fill in the blanks, True or False, Match the following, Definition, Comment on, Reason out etc., But, K1 and K2 should carry equal weightage.
- In **Section D** students have choice between K5 and K6. III Component Assessment carries 40% of CIA and the assessment(s) should be for cognitive levels K1 to K4 and all should carry equal weightage.

**LOYOLA COLLEGE (AUTONOMOUS), CHENNAI 60034**  
**Department of Business Administration**  
**FIRST CONTINUOUS ASSESSMENT TEST, JULY, 2021**  
**UBU 3502 - PRINCIPLES OF MARKETING (MC)**

Class: II BBA

Date:

Time:

Max. Marks: 30

<b>SECTION A</b>			
<b>Answer ALL the questions in one or two sentences</b>		<b>(6 x 1 = 6 Marks)</b>	
1.	Define 'Marketing'.	K1	CO1
2.	Recall the concept of Customer Driven Marketing Strategy.	K1	CO1
3.	State the significance of CRM.	K1	CO1
4.	Describe 'Marketing Myopia'.	K2	CO1
5.	Differentiate 'Sales from Marketing'.	K2	CO1
6.	Discuss the significance of 'choosing the right Value Proposition.	K2	CO1
<b>SECTION B</b>			
<b>Answer any ONE of the following in 100 words</b>		<b>(1 x 6 = 6 Marks)</b>	
7.	Classify 'Buyers Behaviour' giving suitable examples	K3	CO2
8.	Illustrate the process of Marketing	K3	CO2
<b>SECTION C</b>			
<b>Answer any ONE of the following in 100 words</b>		<b>(1 x 6 = 6 Marks)</b>	
9.	Analyse the role of Marketing in Building Brand Equity	K4	CO3
10.	Distinguish Customer Relationship Management from Customer Managed Relationship with suitable examples.	K4	CO3
<b>SECTION D</b>			
<b>Answer any ONE of the following in 200 words</b>		<b>(1 x 12 = 12 Marks)</b>	
11.	Evaluate the process of Integrating Customer Driven Marketing Strategy with the 4 P's of Marketing	K5	CO4
12.	Compile the Marketing Environment and its types in detail	K6	CO5

**CL AND CO BASED END SEMESTER EXAMINATION QUESTION PAPER FORMAT FOR UG THEORY COURSES  
(MC, AR, AO, MS, ME and GL)**

SECTION		Q. NO	K1	K2	K3	K4	K5	K6
A	(4 x 5 = 20) Answer ALL	1	+					
		2	+					
		3		+				
		4		+				
B	(2 x 10 = 20) Answer 2 out of 4	5			+			
		6			+			
		7			+			
		8			+			
C	(2 x 10 = 20) Answer 2 out of 4	9				+		
		10				+		
		11					+	
		12					+	
D	(2 x 20 = 40) Answer 2 out of 4	13					+	
		14					+	
		15						+
		16						+
No. of CL based Questions with Max. marks			2 (10)	2 (10)	2 (20)	2 (20)	2 (40)	2 (40)
No. of CO based Questions with Max. marks			CO 1		CO 2	CO 3	CO 4	CO 5
			4 (20)		2 (20)	2 (20)	2 (40)	2 (40)

- **MC**-Major Core, **AR**-Allied Required, **AO**-Allied Optional, **MS**-Major Skill, **ME**-Major Elective, **GL**-General Languages.
- **Section A** could have one or more of the following: Fill in the blanks, True or False, Match the following, Definition, Comment on, Reason out, but K1 and K2 should carry equal weightage.
- In **Section D** students have choice between K5 and K6.

**LOYOLA COLLEGE (AUTONOMOUS), CHENNAI 60034**

**Department of Business Administration**

**END SEMESTER EXAMINATION, OCTOBER, 2021**

**UBU 3502 - PRINCIPLES OF MARKETING (MC)**

Class: II BBA

Date:

Duration: 3 hrs.

Max. Marks: 100

**SECTION A**

**Answer ALL the Questions**

<b>1.</b>	<b>Define the following</b>	<b>(5 x 1 = 5 Marks)</b>		
a)	Marketing.		K1	CO1
b)	Value Proposition.		K1	CO1
c)	Marketing Myopia.		K1	CO1
d)	CRM.		K1	CO1
e)	Customer Equity.		K1	CO1
<b>2.</b>	<b>Fill in the Blanks</b>	<b>(5 x 1 = 5 Marks)</b>		
a)	_____ is breaking a market into segments and then concentrating your marketing efforts on one or a few key segments.		K1	CO1
b)	_____ is the process of deciding and communicating how you want your market to think and feel about your product.		K1	CO1
c)	_____ targets audience with a specialized offering.		K1	CO1
d)	_____ is an art of person-to-person communication for persuading prospects or consumers in the sales process.		K1	CO1
e)	_____ is the process by which an affiliate earns a commission for marketing another person's or company's products.		K1	CO1
<b>3.</b>	<b>Match the following</b>	<b>(5 x 1 = 5 Marks)</b>		
a)	Butterflies	Low Profitability, Low Loyalty	K2	CO1
b)	Barnacles	Market Gap	K2	CO1
c)	Strangers	Low Loyalty, Higher Profitability	K2	CO1
d)	True Friends	Low Profitability, High Loyalty	K2	CO1
e)	Market Nicher	High Profitability, High Loyalty	K2	CO1
<b>4.</b>	<b>TRUE or FALSE</b>	<b>(5 x 1 = 5 Marks)</b>		
a)	Marketing is making Selling unnecessary - Philip Kotler		K2	CO1
b)	Marketing Myopia is concentrating more on the product than the value proposition.		K2	CO1
c)	Planning is the most important element of the "4 P's of Marketing"		K2	CO1

d)	If consumers believe there is only one product or brand that meets their needs, they will usually be willing to pay a higher price.	K2	CO1
e)	Value proposition is the way in which the target market perceives the product in comparison to competitors.	K2	CO1

**SECTION B**

**Answer any TWO of the following in 150 words (2 x 10 = 20 Marks)**

5.	Explain the significance in deciding the levels of products and services offered.	K3	CO2
6.	Illustrate and explain the pricing strategies.	K3	CO2
7.	Prepare and present the benefits of an Integrated Marketing Plan and Program.	K3	CO2
8.	Interpret the role and importance of the distribution channel.	K3	CO2

**SECTION C**

**Answer any TWO of the following in 150 words (2 x 10 = 20 Marks)**

9.	Analyze the stages of new product development.	K4	CO3
10.	Classify the different types of Retailers	K4	CO3
11.	Compare Customer Value based Pricing and Cost-Based Pricing.	K4	CO3
12.	Correlate Consumer behaviour with Segmentation of Consumer Markets.	K4	CO3

**SECTION D**

**Answer any TWO of the following in 250 words (2 x 20 = 40 Marks)**

13.	Evaluate the Basic Competitor Strategies with suitable examples.	K5	CO4
14.	Summarize the steps in developing effective marketing communication with Illustrations.	K5	CO4
15.	Substantiate for the various platforms being used by the business organizations to seek attention and to promote their product.	K6	CO5
16.	Channel Behavior and Organization adds value to the Business Unit - Defend	K6	CO5

**UNIT WISE DISTRIBUTION OF CL AND CO BASED QUESTIONS AND MARKS FOR END OF SEMESTER QUESTION PAPER  
SETTING FOR UG COURSES (MC, AR, AO, MS, ME and GL)**

	SECTION A (1 Mark/Question)		SECTION B (10 Marks/Question)	SECTION C (10 Marks/Question)	SECTION D (20 Marks/Question)	
	K1	K2	K3	K4	K5	K6
UNIT I	2 (1)	2 (1)	-	1 (10)	-	
UNIT II	2 (1)	2 (1)	1 (10)	1 (10)	1 (20)	-
UNIT III	2 (1)	2 (1)	1 (10)	1 (10)	1 (20)	-
UNIT IV	2 (1)	2 (1)	1 (10)	1 (10)	-	1 (20)
UNIT V	2 (1)	2 (1)	1 (10)	-	-	1 (20)
No. of CL based Questions with Max. Marks	10 (10)	10 (10)	2 (20)	2 (20)	2 (40)	2 (40)
No. of CO based Questions with Max. Marks	CO1		CO2	CO3	CO4	CO5
	20 (20)		2 (20)	2 (20)	2 (40)	2 (40)

MC-Major Core, AR-Allied Required, AO-Allied Optional, MS-Major Skill, ME-Major Elective, GL-General Languages.

In Section D students have choice between K5 and K6.

**CL AND CO BASED MARKS DISTRIBUTION FOR DIRECT ASSESSMENTS OF UG COURSES MC, AR, AO, MS, ME and GL**

SECTION	CL	CO	CIA I	CIA II	III Component	Semester	Total (200)	CL and CO %
A	K1, K2	CO1	6	6	20	20	52	26%
B	K3	CO2	6	6	10	20	42	21%
C	K4	CO3	6	6	10	20	42	21%
D	K5, K6	CO4, CO5	12	12	-	40	64	32%

MC-Major Core, AR-Allied Required, AO-Allied Optional, MS-Major Skill, ME-Major Elective, GL-General Languages.

## COMPONENT III ASSESSMENTS AND RUBRICS

### Mini Project

The project work is also encouraged. It is optional for our students. Students can select any staff from the department as their research guide. They are encouraged to select research problems relevant to society and environment. The project report of UG students will be evaluated by their respective guides.

### Seminar/Assignment

Seminars are optional to UG. Topics for the seminar are suggested by the course teacher and the students are encouraged to collect necessary information on the chosen topic, arrange them in order and make a presentation. They are expected to use visual aids for the presentation, Assignment is mandatory.

### Rubrics for evaluation

S. No	Criteria	Max. Marks
1.	Topic introduction	5
2.	Collection of literature (primary, secondary and tertiary)	5
3.	Presentation methodology	10
4.	Articulation and Communication skills	5
5.	Time management	5
6.	Discussion and Interaction	5
7.	Summary and Conclusion	5

### Internship/Field visit

Internship allows the students to gain hands on experience and industry exposure. The internship for UG is conducted during the Christmas Vacation for a period of 4 weeks. The UG students are free to select industry/organization of their choice, and the period of internship is 4 weeks.

### Rubrics for evaluation of Internship

S. No	Criteria	Max. Marks
1.	Industry/Organization profile	10
2.	Thrust areas and specialization	10
3.	Internship module and participation	20
4.	Expertise of the industry/organization	10
5.	Regularity and hands on training	10
6.	Presentation/Demonstration	20
7.	Report writing	20