

Learning Outcome based Curriculum Framework (LOCF)

Maharaja Ganga Singh University

Master of Commerce (M.Com.)

(Semester) 2024-25

Department of Business Administration

Postgraduate Programme
(Effective from Academic Year 2024-25)



SYLLABUS SCHEME OF EXAMINATION AND COURSES OF STUDY

Disclaimer: The CBCS syllabus has been approved by the Academic Council on and Board of Management. Any query may kindly be addressed to the concerned Faculty.

Background

Considering the curricular reforms as instrumental for desired learning outcomes, all academic departments of Maharaja Ganga Singh University made a rigorous attempt to revise the curriculum of postgraduate programmes in alignment with National Education Policy-2020 and UGC Quality Mandate for Higher Education Institutions-2021. The process of revising the curriculum could be prompted with the adoption of "Comprehensive Roadmap for Implementation of NEP". The Roadmap identified the key features of the Policy and elucidated the Action Plan with well-defined responsibilities and indicative timeline for major academic reforms.

The process of revamping the curriculum started with the series of webinars and discussions conducted by the University to orient the teachers about the key features of the Policy, enabling them to revise the curriculum in sync with the Policy. Proper orientation of the faculty about the vision and provisions of NEP-2020 made it easier for them to appreciate and incorporate the vital aspects of the Policy in the revised curriculum focusing on creating holistic, thoughtful, creative and well-rounded individuals equipped with the key 21st century skills 'for the development of an enlightened, socially conscious, knowledgeable, and skilled nation'. With NEP-2020 in background, the revised curricula articulate the spirit of the Policy by emphasizing upon integrated approach to learning; innovative pedagogies and assessment strategies; multidisciplinary and cross-disciplinary education; creative and critical thinking; ethical and Constitutional values through value-based courses; 21st century capabilities across the range of disciplines through life skills, entrepreneurial and professional skills; community and constructive public engagement; social, moral and environmental awareness; Organic Living and Global Citizenship Education (GCED); holistic, inquiry-based, discovery-based, discussion-based, and analysis-based learning; exposure to Indian knowledge system, cultural traditions and classical literature through relevant courses offering 'Knowledge of India'; fine blend of modern pedagogies with indigenous and traditional ways of learning; flexibility in course choices; student-centric participatory learning; imaginative and flexible curricular structures to enable creative combination of disciplines for study; offering multiple entry and exit points, alignment of Vocational courses with the International Standard Classification of Occupations maintained by the International Labour Organization; breaking the silos of disciplines; integration of extra-curricular and curricular aspects; exploring internships with local industry, businesses, artists and crafts persons; closer collaborations between industry and higher education institutions for technical, vocational and science programmes; and formative assessment tools to be aligned with the learning outcomes, capabilities, and dispositions as specified for each course. The University has also developed consensus on adoption of Blended Learning with 10-20% component of online teaching and 80% face to face classes for each programme.

The revised curricula of various programmes could be devised with concerted efforts of the Faculty, Heads of the Departments and Deans of Schools of Study. The draft prepared by each department was discussed in series of discussion sessions conducted at Department, Faculty and the University level. The leadership of the University has been a driving force behind the entire exercise of developing the uniform template and structure for the revised curriculum. The Vice Chancellor of the University conducted series of meetings with Heads and Deans to deliberate upon the vital parameters of the revised curriculum to formulate a uniform template featuring Background, Programme Outcomes, Programme Specific Outcomes, Postgraduate Attributes, Structure of Masters Course, Learning Outcome Index, Semester-wise Courses and Credit Distribution, Course-level Learning Outcomes, Teaching-Learning Process, Blended Learning, Assessment and Evaluation, Keywords, References and Appendices. The experts of various Boards of Studies and Faculties contributed to a large extent in giving the final shape to the revised curriculum of each programme.

To ensure the implementation of curricular reforms envisioned in NEP-2020, the University has decided to implement various provisions in a phased manner. Therefore, the curriculum may be reviewed annually so as to gradually include all relevant provisions of NEP-2020.

M.Com. Business Administration Programme Details

Programme Outcomes (POs)

With the vision “to nurture the young brains, to make them better employable and socially responsible citizens by encapsulating them with the right set of knowledge for a better tomorrow”, Faculty of Commerce (Business Administration) focuses on building conviction with impartiality and modesty, create an enabling environment for innovative thought processes and nurture open-mindedness, equitability and perseverance. The M. Com Business Administration programme aims to provide the following Programme Outcomes:

PO	Description
PO1	Advance the knowledge of business and the techniques of managing the business with special focus on Business Administration.
PO2	Ability to present one's candidature for wide range of opportunities in education, research and employment.
PO3	Impart higher level knowledge and understanding of contemporary trends in commerce.
PO4	Equip with relevant skills to make them Industry ready and employable.
PO5	Develop competencies like problem solving skills, communication skills, analytical skills and presentation skills to derive logical conclusions.
PO6	Developing entrepreneurial skills.
PO7	Encourage the students to advance a range of generic skills helpful in employment, internships, and social activities
PO8	Inculcating a sense of civic responsibility, corporate social citizenship, moral accountability and dignity of labour leading to a holistic development

As per the new structure, there are five courses in each semester. Under Choice Based Credit System, students will also study 'Open Elective' courses. These courses will be available for students of all programmes, including students of parent department. Students of other Department may choose these courses subject to fulfilling of eligibility of criteria as laid down by the Department. The structure for the groups has been designed with intent to provide advanced level specialization in the respective field.

In the light of augmentation in the field of Business Administration, the overall structure of the course has been changed to widen the scope and depth of the course and inclusion of research paradigms of Business Administration stream. Further, the overall structure has been improved to provide an insight of research in commerce and interdisciplinary areas and to facilitate those students aspiring for pursuing research. Few new Courses have been incorporated in this revised course. The concept of Open Elective has been introduced for the first time in the structure as per the University guidelines and courses like Ethics in Business, Entrepreneurship are offered to be relevant to the students of diverse areas disciplines. The content of existing courses too has been revised in terms of including new and relevant topics such as: psychographics, lifestyle and applications, new consumption patterns and positioning. The suggestive readings are provided for the concerned course to provide a better facilitation for self-study by the students. The course has been designed in line with outcome-based approach which requires specification of Course Outcomes and Course Learning Outcomes.

The M.Com Business Administration programme structure offers a deep dive into various facet of business management and organizational development by integration of cross-cutting issues relevant to gender, environment and sustainability, human values, professional ethics into curriculum through incorporation of relevant topics such as: Marketing Management- legal aspects of marketing, ethical, social and environmental concerns in product, pricing, distribution and promotion decisions, socially responsible marketing; green marketing, cause relating marketing; social marketing, Global Strategic Management- Ethical and Social considerations in Strategic Management Business Research- Ethics in Business Research, Advertising and Sales Management.

The programme thus aims to provide students with the opportunity to develop and broaden their business management and leadership skills. The curriculum seeks to develop managerial knowledge and strategic agility, providing students with a broader skill set and a fresh perspective and to encourage them to seek out bold, innovative solutions for today's business and societal challenges.

Programme Specific Outcomes (PSOs)

The M. Com Business Administration course serves the needs of academics and prepares students for research and teaching. The course is well received in the industry and for years they have been serving the needs of managerial cadre in business and industry. M. Com Business Administration Course offers research in diverse areas of Commerce discipline and has large base of research contribution. Teaching pedagogy is adopted to ensure all round learning for the students. It is an attempt to kindle the sense of responsibility, honesty, conscience, justice, and above all commitment to human values among course participants. This course will help students to:

PSO	Description
PSO1	Be able to develop capability of executing comprehensive knowledge of Business Administration.
PSO2	Develop an ability to show the importance of Business as a precursor to various market developments.
PSO3	Develop an ability to engage in reflective and independent thinking by understanding the concepts of Business Management.
PSO4	Develop ability to comprehend solution to various problems originating in diverse Business Management areas like Marketing, Human Resources etc.
PSO5	Ability to work both independently as well as in group; learn the art of negotiation and deal effectively with all stakeholders
PSO6	Appraise and appreciate strategic implications of local and global changes /developments in the subject area

Post Graduate Attributes:

The M. Com Business Administration course aims to provide an extreme and rigorous base for teaching, research and allied business administration to the participants. The course has been for the students to:

- Develop capability to work independently in diverse projects and ensure detailed study of various facets of Commerce and Business;
- Develop an ability to search for, locate, extract, organize, evaluate, and use or present information that is relevant to a particular business issue;
- Develop capability of lifelong learning (self-paced and self-directed) aimed at personal development and for improving knowledge/skill development and reskilling in all areas of Business Administration.

Programme Structure:

M.Com. Business Administration programme is a two-year course divided into four-semesters. For the award of degree, a student will be required to complete the credits as per the University norms.

Structure of Programme

Semester-I										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total marks	**Minimum Passing Marks (%)
							Internal Marks	External Marks		
BM6.5AECT101	Management Concepts	AEC	2	0	0	2	50	0	50	Non-CGPA S/NS*
BM6.5DCCT102	Business Environment	DCC	5	1	0	6	30	120	150	36
BM6.5DCCT103	Business Communication	DCC	5	1	0	6	30	120	150	36
BM6.5DCCT104	Human Resource Management	DCC	5	1	0	6	30	120	150	36
BM6.5DCCT105	Managerial Economics	DCC	5	1	0	6	30	120	150	36
Total Credits						26				
Total Marks							600			

- DCC: Discipline centric compulsory course / AEC: Ability Enhancement course.
- S/NS*=Satisfactory or Not satisfactory.
- A candidate shall be required to obtain 36% marks to pass in theory, practical and internals separately.
- Midterm / Internal Assessment Examination: 2 Exams of 20 Marks each to be conducted by the College / Department. Best marks obtained in any of the two, be counted for each course. Students' Participation in curricular, extra-curricular activities, class participation, Presentations, attendance etc. shall account for 10 Marks.
- Non-CGPA Courses are practice based courses having 2 Credits each and assessed internally, which shall be completely based on continuous internal assessment (no examination will be conducted by the University).
- L=Lecture; T=Tutorial; P=Practical.

Semester-II										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total marks	**Minimum Passing Marks (%)
							Internal Marks	External Marks		
BM6.5AECT201	National and Human Values	VAC	2	0	0	2	50	0	50	Non-CGPA S/NS*
BM6.5DCCT202	Marketing Management	DCC	5	1	0	6	30	120	150	36
BM6.5DCCT203	Business Research	DCC	5	1	0	6	30	120	150	36
BM6.5DCCT204	Business Laws	DCC	5	1	0	6	30	120	150	36
BM6.5DCCT205	Organisational Theory and Behaviour	DCC	5	1	0	6	30	120	150	36
Total Credits						26				
Total Marks							600			

- DCC: Discipline centric compulsory course / AEC: Ability Enhancement course.
- S/NS*=Satisfactory or Not satisfactory.
- A candidate shall be required to obtain 36% marks to pass in theory, practical and internals separately.
- Midterm / Internal Assessment Examination: 2 Exams of 20 Marks each to be conducted by the College / Department. Best marks obtained in any of the two, be counted for each course. Students' Participation in curricular, extra-curricular activities, class participation, Presentations, attendance etc. shall account for 10 Marks.
- Non-CGPA Courses are practice based courses having 2 Credits each and assessed internally, which shall be completely based on continuous internal assessment (no examination will be conducted by the University).
- L=Lecture; T=Tutorial; P=Practical.

Semester-III										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total marks	**Minimum Passing Marks (%)
							Internal Marks	External Marks		
BM6.5AECT301	Basic Communication Skills	SDC	2	0	0	2	50	0	50	Non-CGPA S/NS*
BM6.5DCCT302	Business Ethics	DCC	5	1	0	6	30	120	150	36
BM6.5DCCT303	Training and Development	DCC	5	1	0	6	30	120	150	36
BM6.5DSET304#	Knowledge Management	DSE	5	1	0	6	30	120	150	36
BM6.5DSET305#	Consumer Behaviour	DSE	5	1	0	6	30	120	150	36
BM6.5DSET306#	Entrepreneurship	DSE	5	1	0	6	30	120	150	36
Total Credits						26				
Total Marks							600			

- DCC: Discipline centric compulsory course / AEC: Ability Enhancement course.
- S/NS*=Satisfactory or Not satisfactory.
- # = Any Two out of the given Three DSE
- A candidate shall be required to obtain 36% marks to pass in theory, practical and internals separately.

- Midterm / Internal Assessment Examination: 2 Exams of 20 Marks each to be conducted by the College / Department. Best marks obtained in any of the two, be counted for each course. Students' Participation in curricular, extra-curricular activities, class participation, Presentations, attendance etc. shall account for 10 Marks.
- Non-CGPA Courses are practice based courses having 2 Credits each and assessed internally, which shall be completely based on continuous internal assessment (no examination will be conducted by the University).
- L=Lecture; T=Tutorial; P=Practical.

Semester-IV										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total marks	**Minimum Passing Marks (%)
							Internal Marks	External Marks		
BM6.5AECT401	General Health and Hygiene	AEC	2	0	0	2	50	0	50	Non-CGPA S/NS*
BM6.5DCCT402	Strategic Management	DCC	5	1	0	6	30	120	150	36
BM6.5DCCT403	Project Report	DCC	3	3	0	6	-	150	150	36
BM6.5DSET404#	Sales and Distribution	DSE	5	1	0	6	30	120	150	36
BM6.5DSET405#	International Business	DSE	5	1	0	6	30	120	150	36
BM6.5DSET406#	Industrial Relations and Compensation Laws	DSE	5	1	0	6	30	120	150	36
Total Credits						26				
Total Marks							600			

- DCC: Discipline centric compulsory course / AEC: Ability Enhancement course.
- S/NS*=Satisfactory or Not satisfactory.
- # = Any Two out of the given Three DSE
- A candidate shall be required to obtain 36% marks to pass in theory, practical and internals separately.
- Midterm / Internal Assessment Examination: 2 Exams of 20 Marks each to be conducted by the College / Department. Best marks obtained in any of the two, be counted for each course. Students' Participation in curricular, extra-curricular activities, class participation, Presentations, attendance etc. shall account for 10 Marks.
- Non-CGPA Courses are practice based courses having 2 Credits each and assessed internally, which shall be completely based on continuous internal assessment (no examination will be conducted by the University).
- L=Lecture; T=Tutorial; P=Practical.

Learning Outcome Index

I. Programme Outcomes (PO) and Programme Specific Outcomes (PSO)

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
PO1	X	X	X	X	X	X
PO2	X		X	X	X	X
PO3	X	X		X	X	X
PO4	X	X	X	X	X	
PO5		X	X	X	X	X
PO6	X	X	X	X	X	X
PO7	X	X	X		X	X
PO8	X		X	X		X

II. Programme Specific Outcomes (PSO) and Core Compulsory Courses (CC)

	CC 1	CC 2	CC 3	CC 4	CC 5	CC 6	CC 7	CC 8	CC 9	CC 10	CC 11	CC 12
PSO1	X	X	X	X	X	X	X	X	X	X	X	
PSO2	X		X	X	X	X	X	X	X		X	X
PSO3	X	X	X	X	X	X	X	X	X	X		X
PSO4	X	X		X	X	X	X	X	X	X	X	X
PSO5		X	X	X		X	X		X	X	X	X
PSO6	X	X	X	X	X	X	X	X	X		X	X

III. Programme Specific Outcomes (PSO) and Course Electives Courses (CE)

	CE1	CE2	CE3	CE4	CE5	CE6
PSO1	X	X	X	X	X	X
PSO2	X		X	X	X	X
PSO3	X	X	X	X	X	
PSO4	X	X	X	X	X	X
PSO5	X	X		X	X	X
PSO6	X	X	X	X		X

Scheme of Examination

OR

Assessment and Evaluation

Internal assessment: 30 Marks (Suggestive Markers as mentioned in the structure of program)

External Assessment: 120 marks

For 120 theory course will contain 5 units. The question paper shall contain three sections:

Section A (20 marks) shall contain 10 questions two from each Unit. Each question shall be of 2 marks. All the questions are compulsory. Section A will be prepared such that questions 1 through 5 are multiple-choice questions, while questions 6 through 10 will be fill-in-the-blank questions.

Section B (40 marks) shall contain 5 questions (two from each unit with internal choice). Each question shall be of 8 marks. The candidate is required to answer all 5 questions. The answers should not exceed 150 words.

Section C (60 marks) shall contain 5 questions, one from each Unit. Each question shall be of 20 marks. The candidate is required to answer any three questions by selecting these three questions from different units. The answers should not exceed 400 words.

Course Wise Content Details
M.Com - Business Management Programme

SEMESTER I

BM 6.5 AECT 101 Management Concepts

Marks: 50

Duration: 60 HRS

Objectives: To help the students gain understanding of the functions and responsibilities of managers. To provide them tools and techniques to be used in the performance of the managerial job. To enable them to analyze and understand the environment of the organization. To help the students to develop cognizance of the importance of management principles

Course Outcomes:

The successful completion of this course shall enable the learner:

To understand the concepts related to Business. To demonstrate the roles, skills and functions of management. To analyze effective application of management knowledge to diagnose and solve organizational problems and develop optimal managerial decisions. To understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.

Contents

Unit I

Business Organization: Introduction to business Forms of business organizations. Management: Concept, Management: Art and Science, Management as a Profession, Management V/S. Administration, Management process, Managerial roles & skills, Levels of management.

Unit II

Evolution of Management: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach.

Unit III

Process of Planning, Planning Premises and Forecasting, Decision Making.

Organizing: Concept, Forms of Organizational Structure, Combining Jobs: Departmentalization, Span of Control, Delegation of Authority, Authority and Responsibility

Unit IV

Staffing: Concept; Overview of - Manpower Planning, Job Design, Recruitment and Selection, Training & Development, Performance Appraisal.

Unit V

Directing: Concept, Direction and Supervision.

Controlling: Concept, Types of Control, Controlling Techniques.

Readings:

- Ramaswamy, I. (2011). Principles of Business Management, (8th ed.), Himalaya Publishing House, New Delhi.
- Koontz, H, & Weihrich, H (2016). Essentials of Management: An International Perspective (8th ed.), Tata McGraw Hills, New Delhi.
- Ghuman, K & Aswathapa, K, (2017). Management concepts and cases (10th ed.), Tata McGraw Hills, New Delhi.
- Telsan, M.T. (2016). Industrial and Business Management, (4th ed.), S. Chand, New Delhi.

SEMESTER I

BM 6.5 DCCT 102: Business Environment

Marks: 150

Duration: 60 HRS

Objectives: This course aims to familiarize participants with business environment and evaluate its various components in business decision making. It will provide an analysis and examination of significant contemporary issues and challenges existing throughout business environment arena. Emphasis will be placed upon social and environmental responsibilities to a wide variety of stakeholders, including employees, customers and the public.

Course Outcomes:

The successful completion of this course shall enable the learner:

To comprehend the nature of business environment and its components. To demonstrate and develop conceptual framework of business environment and outline how an entity operates in a business environment. To understand and analyze various political, technological, socio-cultural and economic environmental factors affecting business.

Contents

Unit I

Concept, Significance and Nature of Business Environment, Components of Business Environment, Internal and External Environment of Business, Concept and Meaning of Environmental Analysis or Scanning, Characteristics of Environmental Analysis, Objectives, Process and Limitations of Environmental Analysis.

Unit II

Significance and Elements of Economic Environment, Economic System and Business Environment, Economic Reforms, Liberalization and Privatization.

Unit III

Political and Legal Environment of Business, Critical Elements of Political Environment, Role of Government in Business, Fiscal and Monetary Policy.

Unit IV

Socio-Cultural Environment, Critical Elements of Socio-Cultural Environment, Problem of Uneven Income Distribution, Social Responsibility of Business.

Unit V

International Environment of Business, International Economic Institutions- IMF, WTO, World Bank and their Importance for business in India.

Readings:

- Sinha, V.C, and Sinha Ritika, Business Environment, Sahitya Bhawan Publishers & Distributors, Agra
- Cherunilam, Francis Business Environment, Himalaya Publishing House, New Delhi
- Aswathappa, K. Essentials of Business Environment Himalaya Publishing House, New Delhi
- सिन्हा, वी. सी. एवं सिंह, पुष्पा, व्यावसायिक पर्यावरण, साहित्य भवन पब्लिशर्स एंड डिस्ट्रीब्यूटर, (प्रा.लि.) लाजपत कुंज, आगरा

SEMESTER I

BM 6.5 DCCT 103: Business Communication

Marks: 150

Duration: 60 HRS

Objectives: This course is designed to enable students to understand the nature and scope of communication and its implications in the real time business world. Students will be exposed to receptive and productive skills to attain proficiency. They will familiarize the basic writing skills which lay a strong foundation for writing business documents.

Course Outcomes:

The successful completion of this course shall enable the learner:

To understand the scope of communication and learn its importance and implication strategies. To recognize and learn the sub-skills of listening and speaking and be able to deliver effectively in the real time contexts. To imbibe the mechanics of writing and use different forms of written communication techniques to make effective internal and external business correspondence. To produce different types of reports with appropriate format, organization and language.

Contents

Unit I

Communication – Nature and Scope: Communication – Significance – Process – Types – Flow of Communication – Basic Communication Skills – Verbal and Non-verbal Communication – Formal Vs Informal Communication – Oral and Written Communication – Barriers to effective communication – organizational communication – Strategic implications of modern communication.

Unit II

Oral Communication: Listening – Active and Passive Listening – Barriers to effective listening – Strategies for effective listening – Introduction to presentations – Conversations – Role play – JAM – Debate – Extempore – Individual and Group Presentations – Group Discussions – Procedure – participation – Interviews - Business presentations - Addressing large groups – Public Speaking.

Unit III

Business Correspondence: Internal Communication – External Communication – Writing a memo – Letter Vs memo – Form and Structure – Circular – Notice – Agenda – Proceedings of meetings – Minutes – Business Letters – Sales Letters – Enquiry – Quotations – Placing orders – Claims – Adjustments – Inviting – Appreciating – Thanking etc. – Writing Emails – Standard Email practices – Email etiquette – Sample Emails.

Unit IV

Reports and Proposals: Purpose of writing Reports – Format and Style – Types of reports – Regular reports – Factual reports – Survey reports – Feasibility reports. Format – Key elements for winning business proposals

Unit V

Business presentations: Business presentations – Planning – Preparing – Organizing – Rehearsing – Improving – Visual aids – Nuances of delivery

Readings:

- Bovee, C. and Thill, J.V., “Business Communication Today”, 11th edition, 2011, Prentice Hall.
- Francis Soundararaj, “Speaking and Writing for Effective Business Communication”, 2008, Macmillan.
- RK Madhukar, “Business Communication”, 2010, Vikas Publishing House Pvt. Ltd.
- Mallika Nawal, “Business Communication”, 2012, Cengage Learning India.
- Meenakshi Raman & Prakash Singh, “Business Communication”, 2012, OUP

SEMESTER I

BM 6.5 DCCT 104: Human Resource Management

Marks: 150

Duration: 60 HRS

Objectives: The objective of the course is to make student aware of the concepts, techniques and practices of Human Resource Management. This course intends to make students understand the applicability of these principles and techniques in Business organizations.

Course Outcomes:

The successful completion of this course shall enable the learner:

To develop the understanding of the concept of human resource management and to understand its relevance in organizations. To develop necessary skill set for application of various HR issues.

To analyse the strategic issues and strategies required to select and develop manpower resources.

To integrate the knowledge of HR concepts to take correct business decisions.

Contents

Unit I

Introduction: Meaning, Definition, Nature, Scope, Objectives and Functions of Human Resource Management, Difference between Personnel Management and Human Resource Management.

Unit II

Human Resource Planning: Need, Importance, Objectives and Process of Human Resource

Planning. Job Analysis: Concept, Process. Job Design: Concept, Factors Affecting Job Design, Methods and Techniques.

Unit III

Recruitment, Selection, Placement. Induction and Socialization.

Training: Concepts, Needs, Importance, Steps in Training Programme, Methods of Training.

Unit IV

Development: Concepts, Importance, Objectives, Process and Methods, Methods of Development Programme.

Unit V

Performance Appraisal: Meaning, Purpose, Process, Methods and Problems of Performance appraisal, Approaches to Performance appraisal. Human Resource Management in changing Environment.

Readings:

- Garg Dessler, Human Resource Management, Pearson Education.

- C.B. Mamoria & S.V. Gankar, Personnel Management, Himalaya Publishing House, New Delhi.
- Agarwal & Porwal, Personnel Management, Navyug Sahitya Sadan, Agra.
- Decenzo and Robbins, Human Resource Management-Prentice Hall of India.
- Garry Dessler and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi.
- Michael Armstrong: Handbook of Human Resource Management, Kogan Page.
- V.S.P Rao, Human Resource Management, Text and Cases, Excel Books, New Delhi.

SEMESTER I

BM 6.5 DCCT 105: Managerial Economics

Marks: 150

Duration: 60 HRS

Objectives: The objective of the course is to acquaint students with the basic principles of micro and macroeconomics for developing the understanding of theory of the firm, markets and the macro environment, which would help them in managerial decision-making processes.

Course Outcomes:

The successful completion of this course shall enable the learner:

To describe the nature and scope of managerial economics, demand analysis and growth model of the firm. To learn the techniques of production function and cost analysis. To comprehend the market forms and apply the pricing techniques to determine the price of factors of production.

Contents

Unit I

The meaning and scope of Managerial Economics. Economic concepts relevant to the business. Demand and supply, production. Distribution, consumption and consumption function, cost, price Competition, monopoly profit -Optimizations, Margin & Average Elasticity, Micro & Macro Analysis.

Unit II

Demand Analysis and Business forecasting. Marketing structure, Factors influencing Demand Elasticity and Demand Level, Demand analysis for various products and situations. Determinants of Demand for durable and non-durable goods, Long run & short-run, derived and autonomous Demand, Industry & firm Demand

Unit III

Production function Analysis. Factors of production, laws of production, Stages of production, Concepts of cost and revenue. Break Even point.

Unit IV

Pricing Decision: Pricing and output decision under perfect and imperfect competition, oligopoly and monopoly.

Unit V

Pricing methods, products line pricing, specific pricing problems, price problems; price discrimination, price forecasting. Theories of factor pricing: Wages, Rent & Interest.

Readings:

- Managerial Economics - Saraswat, Lodha, Sharma, Kiradoo, Ajmera Book Co., Jaipur.
- Mote V L. & Gupta G. S. Managerial Economics - Concepts and Cases. Tata Mc Graw Hill, New Delhi.
- Rangaragarn C. & Dholakia. H -Macroeconomics, McGraw Hill, New Delhi.
- Varshney R. L. & Maheshwari K. L.: Managerial Economics, Sultan Chand & Sons, New Delhi.
- Salvatore, D. & Rastogi, Siddhartha K. Managerial Economics-Principals and Worldwide Applications. Oxford University Press.
- Branson, William H. Macro Economics Theory and Policy. First East – West Press.
- Koutsyiannis, A. Modern Microeconomics. Macmillan Press Ltd.
- Business Economics-C.M. Choudhary (RBSA Publishers, Jaipur)

SEMESTER II

BM 6.5 DCCT 201: National and Human Values

Marks: 50

Duration: 60 HRS

Objectives: To inculcate national and human values in the students. To enable the students, imbibe the Indian cultural ethos. To inculcate the spirit of Patriotism so that the students develop a sense of strong bond with the nation. To enable the students grow into a citizen possessing civic sense.

Course Outcomes:

The successful completion of this course shall enable the learner:
Attain the civic skills enabling him/her to become a well-behaved citizen of the country. Imbibe and spread the feelings of devotion and dedication.

Contents

Unit I

1. NCC – Introduction, Aims, NCC Flag, NCC Song, NCC Administration, Raising of NCC in Schools/Colleges, NCC: Rank, Honours and Awards, NCC Training, NCC Camps, NCC Examinations, Incentive and Scholarship for Cadets.
2. Importance of Discipline in life, Aims and Merits of Discipline, Problems related to Indiscipline and Solutions.

3. Drill – Definition, Principles of Drill, Bad habits in drill, Words of Command, Drill Movements, Arms Drill, Squad Drill, Guard of Honour, Ceremonial Drill, Guard Mounting.
4. Contribution of NCC in Nation Building.

Unit-II

1. Armed Forces – Control Command, Organization of Armed Forces, Weapons of Army, Navy and Air Force, Training institutes, Honours and Awards, Recipients of Param Veer Chakra, Badges of Ranks.
2. Commission in Armed Forces – Recruitment in Armed Forces, Commission in Technical, Non-Technical and Territorial Forces.
3. Weapon Training – 0.22 Rifle, 7.62 Rifle, 7.62 SLR (Self Loading Rifle), 5.56 MM I.N.S.A.S. Rifle, L.M.G. (Light Machine Gun), Stan Machine Carbine, 2" Mortar, Grenade, Pistol, Various types of Firing, Range Procedure and Range Drill.
4. Military History and Geography, Field Craft, Field Engineering, Battle Craft.

Unit-III

1. Obstacle Training. Adventure Training, Self Defense, Physical Posture Training.
2. Social Service, Disaster Management, Health and Hygiene, First Aid.
3. Leadership, Personality Development, Decision Making, Motivation, Duty and Discipline, Morale.

Unit IV

1. Value system – The role of culture and civilization-Holistic living
2. Balancing the outer and inner – Body, Mind and Intellectual level- Duties and responsibilities
3. Salient values for life- Truth, commitment, honesty and integrity, forgiveness and love, empathy and ability to sacrifice, care, unity, and inclusiveness
4. Self-esteem and self confidence
5. Punctuality – Time, task and resource management, Team work
6. Positive and creative thinking.

Unit V

1. Universal Declaration of Human Rights
2. Human Rights violations
3. National Integration – Peace and non-violence (in context of Gandhi, Vivekanad)
4. Social Values and Welfare of the citizen
5. The role of media in value building
6. Fundamental Duties
7. Environment and Ecological balance – interdependence of all beings – living and non-living.

Readings:

- Hand Book of NCC: Major R C Mishra & Sanjay Kumar Mishra
- National Security: K. Subramanyam
- ASEAN Security: Air Comdr. Jasjit Singh
- Indian Political System, Dr. Pukhraj Jain & Dr. Kuldeep Fadiya
- हैंड बुक ऑफ एनसीसी, मेजर आर. सी. मिश्र एवं संजय कुमार मिश्र
- अन्तर्राष्ट्रीय राजनीति: वी. एल. फाड़िया
- भारतीय राजव्यवस्था, डॉ. पुखराज जैन, डॉ. कुलदीप फड़िया
- राष्ट्रीय प्रतिरक्षा: डॉ. हरवीर शर्मा, जयप्रकाश नाथ कंपनी, मेरठ
- राष्ट्रीय सुरक्षा: डॉ. लल्लन सिंह, प्रकाश बुक डिपो, बरेली
- राष्ट्रीय सुरक्षा: डॉ. नरेन्द्र सिंह, प्रकाश बुक डिपो, बरेली
- राष्ट्रीय सुरक्षा: डॉ. पाण्डेय व पाण्डेय, प्रकाश बुक डिपो, बरेली
- राष्ट्रीय रक्षा व सुरक्षा: डॉ. एस. के. मिश्र, मार्टन पब्लिशर्स, जालंधर
- NCERT, Education in Values, New Delhi, 1992.
- M.G.Chitakra: Education and Human Values, A.P.H. Publishing Corporation, New Delhi, 2003.
- Chakravarthy, S.K.: Values and ethics for Organizations: Theory and Practice, Oxford University Press, New Delhi, 1999.
- Satchidananda, M.K.: Ethics, Education, Indian Unity and Culture, Ajantha Publications, Delhi, 1991.
- Das, M.S. & Gupta, V.K.: Social Values among Young adults: A changing Scenario, M.D.Publications, New Delhi, 1995.
- Bandiste, D.D.: Humanist Values: A Source Book, B.R. Publishing Corporation, Delhi, 1999.
- Ruhela, S.P.: Human Values and education, Sterling Publications, New Delhi, 1986.
- Kaul, G.N.: Values and Education in Independent Indian, Associated Publishers, Mumbai, 1975.
- Swami Budhananda (1983) How to Build Character A Primer: Ramakrishna Mission, New Delhi.
- A Cultural Heritage of India (4 Vols.), Bharatiya Vidya Bhavan, Bombay.
(Selected Chapters only) For Life, For the future: Reserves and Remains –UNESCO Publication.
- Values, A Vedanta Kesari Presentation, Sri Ramakrishna Math, Chennai, 1996.
- Swami Vivekananda, Youth and Modern India, Ramakrishna Mission, Chennai.
- Swami Vivekananda, Call to the Youth for Nation Building, Advaita Ashrama, Calcutta.
- Awakening Indians to India, Chinmayananda Mission, 2003.

SEMESTER II

BM6.5DCCT202: Marketing Management	
Marks: 150	Duration: 60 HRS
<u>Objectives:</u> The course aims to familiarize the students with the basic concepts & principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.	
<u>Course Outcomes:</u> The successful completion of this course shall enable the learner: To familiarize the students with the fundamentals of marketing to enable them to take better marketing decisions. To discuss and make the students understand the nuances and complexities involved in various product and pricing decisions. To equip the students to take effective distribution decisions for products and services. To develop the skills among students to enable them to design the Promotion-Mix strategies advertising campaigns. To make the students aware about the current trends in marketing to enable them to take proactive measures while taking marketing decisions.	
Contents	
Unit I	
Introduction: Market and Marketing; Definition, nature and scope of marketing; Exchange process; Functions of marketing; Evolution of modern marketing concept; Holistic marketing concepts; Selling vs. Marketing; Marketing Mix; 4 A's of Marketing; Customer quality, value and satisfaction.	
Unit II	
Marketing Environment: Significance of scanning marketing environment.	
Buyer behaviour: Different consumer roles; Need for studying buyer behaviour; Different buying motives; Consumer buying decision process and influences; Consumer vs. business buying behaviour; Industrial buying process.	
Unit III	
Market Segmentation, Targeting and Positioning: Characteristics of a segment; Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments; Benefits of market segmentation; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.	
Product - concept and classification; Layers of products; Major product decisions; Product-Mix; New product development stages; Packaging and labelling; Product life cycle (PLC) – concept and appropriate strategies adopted at different stages	

Unit IV

Pricing – objectives; Price-sensitivity; Factors affecting price of a product; Pricing methods and strategies.

Distribution Decisions: Channels of distribution – concept and importance; Different types of distribution middlemen and their functions; selection, motivation and performance appraisal of distribution middlemen; Decisions involved in setting up the channel; Channel management strategies; Distribution logistics – concept, importance and major logistics decisions; Channel integration.

Unit V

Promotion Decisions: Role of promotion in marketing; Promotion-Mix; Integrated Marketing Communication – Concept; Communication process and promotion; Determining promotion mix; Factors influencing promotion mix.

Trends in Marketing: Service Marketing, e-marketing, Green Marketing, Customer Relationship Management, Rural marketing; Other emerging trends- ethical issues in marketing.

Readings:

- Kotler, P. & Keller, K. L. (2017). Marketing Management. Pearson
- McCarthy, E. J., Cannon, J. & Perreault, W. (2014). Basic Marketing. McGraw-Hill Education.
- Etzel, M. J., Walker, B. J., Staton, W. J., & Pandit, A. (2010). Marketing Concepts and Cases. Tata McGraw Hill.
- Cundiff, Still, Govani - Fundamentals of Modern Marketing. Pearson
- Ramaswamy-VS. and S. Namakumari, Marketing Management. Macmillan India Ltd.
- R.S.N. Pillai, Modern Marketing Principles and Practices. Baggawati

SEMESTER II

BM 6.5 DCCT 203: Business Research

Marks: 150

Duration: 60 HRS

Objectives: The objective of the course is to acquaint students with the process and techniques of conducting research. The course is expected to train the students to plan and execute the research studies in business.

Course Outcomes:

The successful completion of this course shall enable the learner:

To describe the meaning and role of Business Research. To formulate the research problem and understanding the major research designs. To determine data sources and learn the art of designing a questionnaire. To understand various sampling techniques and develop understanding of data collection and fieldwork. To enable students to analyse data using various techniques and to learn how to communicate the results and follow up.

Contents

Unit I

Introduction to Business Research: Meaning and role of business research; Business research philosophies; Scope of business research; Terminology of business research; Organization of business research: Outsourcing and in-house research; Business research process: An overview.

Problem Specification: Management problem specification; Formulating research problem.

Unit II

Developing research proposal – research objectives, research hypotheses, information needs; Determining research design: Explorative research – major techniques and their evaluation; Descriptive researches – case study, survey method and observation method; Causal research – major experimental designs; Quantitative vs qualitative research.

Unit III

Determining Data Sources: Secondary data sources and their usefulness; Primary data collection – Observation and questioning methods; Questionnaire preparation; Scaling techniques. Survey Design: Census and survey methods; Designing sample survey – Defining universe; Determining sampling frame, sampling unit, sampling method and sample size determination.

Unit IV

Data collection - organizing fieldwork – selection, training, supervision and evaluation of fieldworkers; Survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them.

Unit V

Data analysis – Univariate analysis – Bivariate analysis – Multivariate analysis. Simple and cross tabulation, simple and multiple regression, Factor analysis. Cluster analysis, Discriminant analysis. Fallacies of interpretation.

Report writing – forms of report – fundamentals of a good report, Footnotes, Bibliography and Referencing.

Readings:

- Cooper, D. R. & Schindler, P. S. (2003). Business Research Methods. Boston. McGraw-Hill/Irwin
- Wooldridge, J. M. (2001). Econometric Analysis of Cross Section and Panel Data. MIT Press, USA
- J.K. Sachdeva, Business Research Methodology, Himalaya Publishing House, New Delhi
- C. R. Kothari, Research Methodology, Methods & Techniques, New Age International Publications.
- Sharma, J.N. "Research Methodology: The Discipline and its Dimensions" Deep and Deep, New Delhi.

SEMESTER II

BM 6.5DCCT 204: Business Laws

Marks: 150

Duration: 60 HRS

Objectives: This course is designed to provide the student with knowledge of the legal environment in which a consumer and businesses operates, and to provide the student with knowledge of legal principles and generate awareness of the different business laws and its impact on Business.

Course Outcomes:

The successful completion of this course shall enable the learner:

To appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context. To identify the fundamental legal principles behind contractual agreements. To examine how businesses can be held liable in tort for the actions of their employees. To acquire problem solving basic techniques and to be able to present coherent, concise legal argument.

Contents

Unit I

The Indian Contract Act, 1872: Contract – meaning, characteristics and kinds; Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects; Void agreements; Discharge of contract – modes of discharge including breach and its remedies; Contingent contracts; Quasi – contracts; Contract of indemnity and guarantee; Contract of bailment; Contract of agency.

Unit II

The Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell; Conditions and warranties; Transfer of ownership in goods including sale by non-owners; Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.

Consumer Protection Act, 2019: Objectives, Definitions and Key features, Consumer Disputes Redressal Commission, Rights of consumer

Unit III

The Limited Liability Partnership Act, 2008: Salient features of LLP; Difference between LLP and partnership, LLP and company; LLP agreement; Nature of LLP; Partners and designated partners; Incorporation document; Incorporation by registration; Registered office of LLP and change therein; Change of name; Partners and their relations; Extent and limitation of liability of LLP and partners; Conversion to LLP; Winding up and dissolution.

Negotiable Instruments Act, 1881: Meaning, Features, Kinds of negotiable instruments, Parties to negotiable instruments, Negotiation of instruments, Presentment and Dishonor of negotiable instruments.

Unit IV

The Information Technology Act, 2000: Definitions under the Act; Digital signature; Electronic governance; Attribution, acknowledgement and dispatch of electronic records; Regulation of certifying authorities; Digital signatures certificates; Duties of subscribers; Penalties and adjudication; Appellate Tribunal; and Offences.

Unit V

Consumer Protection Act, 2019: Objectives, Definitions and Key features, Consumer Disputes Redressal Commission, Rights of consumer. Intellectual Property Laws: Subject /matter of Intellectual Property; Aim & objectives; Classification of Intellectual Property Rights.

Readings:

- Bare Acts
- Elements of Mercantile Law. N.D. Kapoor, Sultan Chand & Sons
- Business Law. N.D. Kapoor, Sultan Chand & Sons
- Legal Aspects of Business. Akhileshwar Pathak, Tata McGraw Hill
- Business Law. Tejpal Sheth, Pearson
- Business Law. D. Chandra Bose, PHI Learning Private Limited
- Business Law (6th Edition). MC Kuchhal, Vivek Kuchhal, Vikas Publishing
- Mercantile Law (8th Edition) MC Kuchhal, Vivek Kuchhal, Vikas Publishing
- Mercantile Law (3rd Edition). S.S. Gulshan, Excel Books
- Business and Corporate Laws. Prasad, Jai Bharat Publication

SEMESTER II

BM 6.5 DCCT 205: Organisational Theory and Behaviour

Marks: 150

Duration: 60 HRS

Objectives: To develop theoretical and practical understanding of different components of individual and group behavior in organizational setting.

Course Outcomes:

The successful completion of this course shall enable the learner:

To understand the theoretical development of organizational behaviour and its importance in managing people at the work place. To understand the behaviour of the people as individual and members of the group. To understand the foundation of group dynamics and the nature of conflict and its management. To distinguish between manager, boss and a leader and learn the theories of leadership. To understand different types of organizational structures, organizational climate and to know the importance of organizational culture apart from learning how to deal with change and stress.

Contents

Unit I

Emergence of organizational behavior; Management and OB; Hawthorne studies and human relations school.

Unit II

Individual Behavior: Foundations of individual behavior; Perception; Attribution; Personality; Attitude; Learning and Values; Motivation – theoretical and practical dimension.

Unit III

Group Behavior: Group dynamics; Cohesiveness and productivity; Group decision making; Managing organizational conflict; Managing misbehavior at work

Unit IV

Leadership: Influence, Power and Politics; Leadership – theoretical and practical dimension

Unit -V

Organization System and Processes: Organization Structure – foundation and types; Climate and Ethos; Organizational effectiveness & performance, Managing change.

Readings:

- Greenberg, Baron (2010). Behaviour in Organisations: Understanding and Managing the Human Side of work. Pearson
- Hegar, Kathryn W. (2011). Modern Human Relations at work, International Edition. Cengage
- Luthans, Fred. Organizational Behaviour, McGraw-Hill, Indian Edition. 12th Ed.

- Pareek, U. & Khanna, S. Understanding Organizational Behaviour. Oxford University Press.
- Robbins, Stephen P., TA Judge & Neharika Vohra (2013). Organisational Behaviour, Pearson.

SEMESTER III

BM 6.5 DCCT 302: Business Ethics	
Marks: 150	Duration: 60 HRS
<u>Objectives:</u> This course is designed for the students to understand Business Ethics and to raise students' general awareness of ethical dilemmas at work. They are expected to learn corporate governance and values and implement it in their careers to become a good manager and better understand differing perceptions of interests in business-related situations.	
<u>Course Outcomes:</u> The successful completion of this course shall enable the learner: To recognize organizational challenges to ethical behavior. To evaluate common beliefs about ethics—especially common beliefs about the role of ethics in business. To recognize the inherent conflict of interest in many business decisions. To demonstrate knowledge of established methodologies of solving ethical problems. To apply moral reasoning to specific situations and defend the conclusions of that reasoning. To develop Leadership strategies for identifying and dealing with typical ethical issues.	
Contents	
Unit I	
Business Ethics: Concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; the concept of corporate ethics; benefits of adopting ethics in business. Role and functions of Ethical Leadership in Business.	
Unit II	
Conceptual Framework of Corporate Governance: Evolution of corporate governance; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; corporate governance in PSUs and banks.	
Unit III	
Corporate Governances Practices: In India and abroad, Independent Directors, Nomination Committee, Mandatory Auditing and Major Corporate Frauds. Role and Functions of Board Committees: Standing committees, ad-hoc committees, task force committees.	
Unit IV	

Whistleblowing and Corporate Governance: The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle- Blower Legislation and development in India.

Unit V

Corporate Social Responsibility (CSR): Meaning; corporate philanthropy; environmental responsibility ; ethical responsibility ; and economic responsibility CSR initiatives in India

Readings:

- Andrew C. Wicks and R. Edward Freeman, Business Ethics: A Managerial Approach, Pearson Education
- Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
- S.K.Bhatia, Business Ethics and Managerial Values, Deep and Deep Publications Pvt. Ltd
- Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
- Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar.
- Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.

SEMESTER III

BM 6.5 DCCT 303: Training and Development

Marks: 150

Duration: 60 HRS

Objectives: The objective of the course is to familiarize the students with basic concepts and principles of Training and Development of Human Resource and train them to understand the learning environment of a business entity. The knowledge so obtained will make them capable of providing the required training to Human Resource of the Business.

Course Outcomes:

The successful completion of this course shall enable the learner:
To develop an understanding of the evolution of training and development from a tactical to a strategic function. To provide an insight into what motivates adults to learn and the most appropriate methodologies to impart training. To understand the concept training design and its implementation. To understand various training methods and evaluate them.

Contents

Unit I

Conceptual Framework: The functions of training, relationship of training to organizational and individual goals, Factors effecting successful training process, Skills of a successful trainer – Internal and external trainer.

Unit II

Training and Learning: The learning process, learning curve, principles of learning, training guidelines, experience versus training, kinds of training, system approach to training, programmed instruction, transfer of training.

Unit III

Training Needs Assessment and Curriculum Development: Identification of Training and Development needs, training needs assessment - various approaches (the job and the Individual), Advantages and disadvantages of basic needs assessment techniques.

Unit IV

Assessing curriculum needs, curriculum standards, matching organizational training needs, Developing training materials. Training Methods: Three Stages of training (Preparatory, implementation and follow - up stage), On the job and off -the job methods, experiential versus non-experiential methods.

Unit V

Evaluation of Training and Development, and Emerging Pattern: Reasons of evaluating training, Criteria for evaluation, problems of evaluation, steps involved in evaluation, methods for training evaluation, analysis and costing of training. Emerging Patterns of Training and development in India

Readings:

- Prior John, Handbook of Training and Development, Jaico Publishing House, Bombay.
- Donald F. Michalak and Edwin G. Yager, Making the Training Process Work, Harper and Row, New York.
- Jack J. Phillips, Handbook of Training Evaluation and Measurement Methods , 3rd Edition, Houston, Gulf Publishing Co.
- Lynton R., Pareek, U., Training for Development, 2nd Edition, New Delhi, Vistaar.
- Naik G Panda (2010) Training and Development, Excel Books.
- Ford J Kevin (2009) 4th Edition, Training and Development, Cengage Learning
- Ready, B Ratnah, (2009) Effective Human Resource Training and Development, Himalaya Publishing House.

SEMESTER III

BM 6.5 DSET 304: Knowledge Management

Marks: 150

Duration: 60 HRS

Objectives: The objective of this course is to prepare students to understand the current theories, practices, tools and techniques in knowledge management (KM) to deal with the challenges with the organization and management of knowledge.

Course Outcomes:

The successful completion of this course shall enable the learner:

To identify and analyze the applications of knowledge management (KM). To apply KM models and technologies to business situations. To create a KM system for an organization. To create a KM plan to leverage opportunities to create, capture, represent and share knowledge within an organization.

Contents

Unit I

Introducing the concept of KM: Why KM, KM system life cycle, and aligning KM and business strategy. KM Cycle: Knowledge creation, capturing tacit knowledge, Types of knowledge and its implications for KM.

Unit II

Knowledge codification and system development: codification, system testing and deployment, Knowledge transfer and knowledge sharing- the role of culture and structure.

KM system: Analysis design and development: Knowledge infrastructure, Knowledge audit, and knowledge team.

Unit III

KM system: Analysis design and development: Knowledge infrastructure, Knowledge audit, and knowledge team. KM tools and Portals: inferences from data, data mining and knowledge portals

Unit IV

Knowledge Base: Knowledge mapping, decision trees, decision tables, frame, knowledge works and knowledge markets.

Unit V

Evaluation of KM effectiveness: Tools and metrics, Ethical, legal and managerial issues. KM experiences form Indian companies, KM innovation and Learning organization, The future of KM.

Readings:

- Devenport, T. H. and Prusak, L.: Working Knowledge; How Organizations Manage What They Know; Harvard Business School Process.

- Fernandez I. B. and Sabherwal, R. (2010). Knowledge Management: System and Resources. PHI Delhi.
- Dorothy Leonard Barton: Well Springs of Knowledge, Harvard Business Process.
- J.W. Cortada, and J. A. Woods: Knowledge Management Year Book 1999-2000, Butterworth.
- Richard Huseman and Jon Goodman: Leading with Knowledge, Sage.
- Ikujiro Nonako and Hirotaka Tekeuchi : Knowledge Creating Company, OUP.
- Madhukan Shukla: Competing Through Knowledge, Response Books.
- Awad, E.M (2007). Knowledge Management. Pearson India, Delhi.
- John Sparrow: Knowledge in Organisations, Sage Publications.
- Kimiz Dalkir (2005). Knowledge Management in Theory and Practice. Elsevier.
- Tiwana Amrit (1999).The Knowledge Management Toolkit. Prentice Hall.

SEMESTER III

BM 6.5 DSET 305: Consumer Behaviour

Marks: 150

Duration: 60 HRS

Objectives: To provide an in-depth understanding of the consumer buying processes and their determinants as relevant for marketing decision making.

Course Outcomes:

The successful completion of this course shall enable the learner:

To understand consumer behaviour and its relationship with marketing concepts. To understand the process of consumer decision making and its application. To describe the underlying variables resulting into differences in consumer decision making. To understand the attitude-behaviour relationship and its related models. To know the socio-cultural factors affecting consumer decision making.

Contents

Unit I

Consumer Behaviour: Importance and nature of consumer behaviour; Types of consumers and their role; Consumer behaviour and marketing concept; Changing profile of Indian consumers and new consumption patterns.

Unit II

Consumer Decision Making Process: Buying motives; Buying roles; Consumer buying process; Stages and levels of consumer decision making.

Unit III

Personal Factors Affecting Consumer Behaviour: Demographic characteristics; Family, Family life cycle and consumer decision making; Household influence on consumer buying behaviour; Needs

and motivation; Perception; Perceptual mapping and positioning; Value perceptions; Attitude and attitude change; Attitude models; Learning and learning theories.

Unit IV

Consumer involvement- antecedents and consequences; Personality- Concept and personality theories; Psychographics; Life style and applications. Socio-Cultural Determinants of Consumer Behaviour: Reference group influences- Theories of reference group and applications; opinion leaders; Social class and social class stratification in India; Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system;

Unit V

Consumer socialization and inter-generational influences; Cross-cultural dimensions of consumer behaviour. Models of consumer behaviour; Business buying behaviour. Cross-cultural dimensions of consumer behaviour; Consumer research – complexities and issues.

Readings:

- Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2009). Consumer Behavior. New Delhi: Cengage Learning.
- Hawkins, D. I., Motherbaugh, D. L., & Mookerjee, A. (2016). Consumer Behavior: Building Marketing Strategies. Chennai: Mc Graw Hill Education (India).
- Schiffman, L. G., & Kanuk, L. L. (2008). Consumer Behaviour. Prentice Hall.
- Assael, H. (1994). Consumer Behaviour and Marketing Action. South-Western.

SEMESTER III

BM 6.5 DSET 306: Entrepreneurship

Marks: 150

Duration: 60 HRS

Objectives: This course aims to provide necessary inputs for entrepreneurial effort and planning to start a new venture and to enable them to investigate, understand and internalize the process of setting up a business.

Course Outcomes:

The successful completion of this course shall enable the learner:

To be familiarised with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities. To understand the concept of entrepreneurial leadership and stimulate learners to think innovative as entrepreneurs. To understand roles of various Government agencies and plan effective projects.

Contents

Unit I

Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship development, Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Concepts of Entrepreneur, Manager, Intrapreneur

/ Corporate Entrepreneur – comparative study - Roles, Responsibilities, Career opportunities. Entrepreneurship as a career, Entrepreneurship as a style of management.

Unit II

Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen Influences on development.

Unit III

Project Management: Technical, Financial, Marketing Personnel and Management feasibility Reports. Financial schemes offered by various financial institutions like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angel Capitalist.

Unit IV

Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to 'Export oriented units.

Unit V

Role of the following agencies in the Entrepreneurship Development: DIC –District Industrial Center, SISI – Small Industries Services Institute, EDII – Entrepreneurship Development Institute of India NIESBUD – National Institute of Entrepreneurship and Small Business Development, NEDB – National Entrepreneurship Development Board

SEMESTER IV

BM 6.5 DCCT 402: Strategic Management

Marks: 100

Duration: 60 HRS

Objectives: The objective of the course is to develop the knowledge about strategy making process that is informed, integrative and responsive to rapid changes in organization environment and also about tasks implementing in a global market.

Course Outcomes:

The successful completion of this course shall enable the learner:

To understand Strategy and its implementation. To understand various levels at which Strategy exist, namely Corporate, Business and Functional level. To help students learn strategic management models. To analyse how organizations make decisions in response to rapid changes that occur due to environmental changes.

Contents

Unit I

Role and concept of strategy; Strategic management process; Approaches to strategic decision making; Components of business policy; Strategic role of board of directors and top management. Strategic intent.

Unit II

Environmental Analysis: Analysis of broad environment: Environmental profile; Constructing scenarios; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond framework; Analysis of operating environment - Michael Porters model of industry analysis; Strategic group analysis; Analysis of internal environment– Resource audit; Resource Based View (RBV); Core and distinctive competencies.

Unit III

Strategic Choices: Strategic options at corporate level: Growth, stability and retrenchment strategies; Corporate restructuring; Strategic options at business level- Michael Porters' competitive strategies. Evaluation of strategic alternatives – Product portfolio models (BCG Matrix, GE Matrix, etc.)

Unit IV

Situation Specific Strategies: Strategies for situation like competing in emerging industries, maturing and declining industries. Strategies for industry leaders, runner -up firms and weak businesses.

Unit V

Strategic Issues and Alternatives in Globally Competitive Markets: Why & how firms internationalize; International entry options; Outsourcing strategies; Strategy implementation and control: Interdependence of formulation and implementation of strategy; Issues in strategy implementation- Planning and allocating resources; Organization structure and design; Budgets and support system commitment; culture and leadership. Strategy evaluation and control.

Readings:

- Ansoff "Corporate Strategy" McGraw Hill, New York.
- Glueck : Business Policy & Strategic Management, McGraw Hill
- A. Kazmi : Business Policy & Strategic Management, McGraw Hill
- Davidson, W. H. (2013). Global Strategic Management. John Wiley, New York.
- Ghemawat, P. (2017). Strategy and the Business landscape. Pearson Publishers
- Thompson, Arthur A. & A., J. Strickland (2012). Strategic Management. McGraw Hill, NY.

- Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. & Charles, E. Bamford (2017). Strategic Management and Business Policy: Globalization, Innovation and Sustainability. Prentice Hall, New Jersey.

SEMESTER IV

BM 6.5DCCT 403: Project Report

Marks: 150

Duration: 60 HRS

Objectives: This course is designed to synthesize the knowledge and skills developed in previous courses and apply them to this course. To give adequate exposure to the operational environment in the field of business management. This course will enable students to develop understanding and obtain practical experience of the research process and research skills required to undertake a supervised primary data-based research project. This course intends to provide skills to the learners discover and provide a framework within which research is conducted so that student's answers are fact based and backed-up by solid information.

Course Outcomes:

The successful completion of this course shall enable the learner:

To evaluate business problems in complex contexts using social, ethical, economic, regulatory and global perspectives. Integrate advanced theoretical and technical knowledge in business which includes a selection of issues related to Business and related disciplines. To appraise and appreciate strategic implications of local and global changes /developments in the subject area. To develop key personal and inter-personal globally-relevant skills for academic and professional enhancement. To establish links between theory and methods within field of study. To present findings in an appropriate written format.

Contents

The Project Report is a practical, in-depth study of a primary data-based problem related to contemporary business management issues. Guiding principle behind case study is improvement in knowledge/skills, employability and development of research aptitude in the students.

Teachers may be assigned students based on the total strength of staff and students of the Department by the Head of the Institution. Teachers may then assign a topic to the concerned student based on Primary Data Collection, Analysis and Reporting at the beginning of the Semester. The topics identified must help in creating conditions conducive to the quest for knowledge and its applicability in business management and must reflect requirement of an in-depth analysis and interpretation of any Business Management or related discipline problem.

Every student will have regular consultation with his/her assigned Teacher and identify objectives of study, prepare a research plan and complete the allocated task. Each student has to maintain a diary in which he/she will record the details of work/ activity progress, the diary has to be checked by the concerned Faculty Guide.

Student is expected to prepare a comprehensive report of the work done not exceeding 50 pages. The Final report needs to be submitted to the department for evaluation in accordance to the submission schedule declared by the concerned Institution.

Semester – End case study Viva-Voce will be conducted for 150 Marks and there shall be no theory/written (internal/external) examination for this course. The Project Report will be evaluated by two Examiners one internal and one external, selected from the panel of PG Examiners of the University.

This Viva-Voce, will include questions on the basis of the case study. Overall case study may be evaluated under the following heads:

- Project Report design
- Methodology and Content depth
- Presentation – Style, Comprehensiveness, Table presentation, Graphs, Charts, etc.
- Results and Discussion
- Future Scope and References
- Viva-Voce

Readings:

- Cooper, D. R. & Schindler, P. S. Business Research Methods. Boston. McGraw / Irwin
- Wooldridge, J. M. Econometric Analysis of Cross Section and Panel Data. MIT
- J.K. Sachdeva, Business Research Methodology, Himalaya Publishing House, New Delhi
- C. R. Kothari, Research Methodology, Methods & Techniques, New Age International Publications.
- Alan Bryman and Emma Bell (2011). Business Research Methods, Oxford University Press
- SL Gupta and Hetesh Gupta (2012). Business Research Methods, Tata McGraw Hill
- Naresh K Malhotra (2007). Marketing Research, Pearson Education (5th Edition)
- J K Sachdeva (2011) Business Research Methodology. Himalaya Publication

SEMESTER IV

BM 6.5 DSET 404: Sales and Distribution

Marks: 100

Duration: 60 HRS

Objectives: To introduce course participants to various sales and distribution practices. To help students understand the Sales and Distribution functions as integral part of Business. To expose course participants to the tools and strategies necessary for designing, motivating and evaluating sales and distribution systems.

Course Outcomes:

The successful completion of this course shall enable the learner:
To understand and appreciate the diverse variables affecting the sales and distribution function.
To be able to develop sales and distribution plans. To link distribution with other marketing variables. To develop ability to design and implement various channel strategies and to manage, motivate and lead sales force.

Contents

Unit I

Introduction to Sales and Distribution Management: Nature and scope of sales management, Types of sales management positions, Theories of personal selling, personal selling strategies,

Unit II

sales forecasting and budgeting decisions.

Personal Selling Process, Sales Territories and Quotas: Selling process, relationship selling.

Unit III

Designing Sales Territories, sales quotas and sales organization structures.

Sales Force Management: Recruitment and selection of sales force, Training, motivating and compensating the salesforce, controlling the salesforce.

Unit IV

Distribution Management: Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management.

Unit V

Market logistics and supply chain management: Definition and scope of logistics, Components of logistics, inventory and warehouse management, transportation, channel information systems, distribution management in international markets.

SEMESTER IV

BM 6.5 DSET 405: International Business

Marks: 100

Duration: 60 HRS

Objectives: The objective of this course is to acquaint the students with the nature and scope of international business operations and familiarize them with trends and developments in international business environment. It also intends to make them understand the theoretical foundations of international trade and investment along with the realities and rationale of trade and investment policies.

Course Outcomes:

The successful completion of this course shall enable the learner:

To understand the importance and scope of international business and identify the main drivers of globalization that have led to the expansion of international business. To identify the basic decisions regarding entry of a firm into international business and evaluate the different modes of entry into international business. To analyze the changing dimensions of international trade and appreciate the role of trade theories in explaining trade patterns in different industries. To

assess the political realities of world trade and critically examine theories of international investment. To appreciate the role international organizations like IMF, IFC etc.

Contents

Unit I

Management of International Trade: Introduction, Meaning, Need, Difference between Domestic and International trade, International Business (Trade) Theories- classical, Neoclassical, Modern and need for separate Theory of International Trade.

Unit II

The Balance of Payment Gains from Trade and Terms of trade Policies- Free vs Protection. Mechanism of International Payments and Control: Instruments of External Payments, Foreign Exchange Market, causes of fluctuations in exchange rates, Needs for Exchange Control, Techniques and methods of Exchange Control.

Unit III

Management of Human Resources in MNCs, Managing Information and Control System, Measurement Methods and Evaluation of Performance.

Unit IV

International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, Factor endowment theory, Complimentary trade theories; International Business Strategies.

Unit V

International Financial Institutions: IMF, IBRD, IDA, IFC, Organization of European Union and its Impact, Euro- Dollar Exchange Market.

Readings:

- Hill, Charles W. L. & Jain, W. L. (2014). International Business: Competing in the Global Marketplace. McGraw Education (India) Pvt. Ltd.: New Delhi.
- Charles W.L. Hill and Arun Kumar Jain, International Business, McGraw Hill, New Delhi
- Daniels John, D. Lee H. Radenbaugh and David P. Sullivan. International Business, Pearson Education
- Griffin, R. W. & Pustay, M. W. (2015). International Business: A Managerial Perspective. Pearson
- Sumati Varma, International Business, Pearson Education.
- Cherunilam, Francis. International Business: Text and Cases. PHI Learning
- Bennett, Roger. International Business. Pearson Education.
- Jaiswal, Bimal; International Business, Himalaya Publication

SEMESTER IV

BM 6.5 DSET 406: Industrial Relations and Compensation Laws

Marks: 100

Duration: 60 HRS

Objectives: The objective of the course is to make students understand the industrial relations in the light numerous augmentations in various industries and also issues related to compensation management in corporate sector and public services.

Course Outcomes:

The successful completion of this course shall enable the learner:

To understand facets of interactions between the employer and the employees and the resultant disputes. To imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relations between the employer and the employees. To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes. To design and understand principles involved and premise of the grant of bonus, wages, and minimum wages to workers. To provide the insights about reforms in industrial relations.

Contents

Unit I

Structure and Evolution of Industrial Relations: Concept, nature. Industrial relations system in India- Structure and its evolution.

Industrial Disputes Resolution and Grievance Redressal: Nature, causes and types of industrial disputes; Industrial Disputes Act, 1947- authorities, reference of disputes to boards, courts/tribunals, procedures and powers of authorities, strikes and lockouts, unfair labor practices, penalties; Methods of industrial disputes resolution; Nature of grievances and grievance procedures; Handling employee grievances.

Unit II

Trade Unionism and Collective bargaining: Provisions of Trade Union Act, 1926, Definitions, Legislations of trade unions, rights and liabilities of registered trade union, regulations, penalties and procedure.

Collective bargaining- Nature and functions; Types of bargaining; Collective bargaining in the Indian context; Emerging trends in union-management relations; Technology and industrial relations; Principles of comparative analysis, variables of comparative analysis (culture, values, ideologies, politico-economic structure), experience of UK, USA and Japan

Unit III

Compensation Management: Compensation management process, forms of pay, financial and non-financial compensation; Compensation strategies; Assessing Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure; Paying for performance, skills and competence; International pay systems- comparing costs and systems; Strategic market mind set; Expatriate pay.

Unit IV

The Workmen's Compensation Act, 1923: Objectives; Employer 's liability for compensation; Amount of compensation; Distribution of compensation; Notice and claims; remedies of employers against stranger.

Unit V

Basic understanding of the Payment of Bonus Act, 1965; The Payment of Wages Act, 1936 and The Minimum Wages Act, 1948.

Readings:

- Bhattacharya (2014) Compensation Management, Oxford University Press.
- Dwivedi, R. S. (2002). Managing Human Resources: Industrial Relations in Indian Enterprises, New Delhi, Galgotia Publishing Company.
- Srivastava, S. C. (Rev.) (2012). Labour Law and Labour Relations: Cases and Materials
- Venkataratnam, C. S. (2006). Industrial Relations: Text and Cases. Delhi. Oxford University Press.
- Bare Act on Trade Union Act, 1948
- Bare Act on Industrial Dispute Act, 1947
- Sharma, J.P. (2018). Simplified Approach to Labour Laws, Bharat Law House (P) Ltd., New Delhi