

**Andhra University**

**A.U. School of International Business (AUSIB)**

**BBA–MBA INTEGRATED COURSE**

**With effect from Admitted Batch 2020-21**



**A.U. School of International Business (AUSIB),  
Andhra University, Visakhapatnam, Andhra Pradesh 530017**

**Andhra University School of International Business (AUSIB)**  
**5-Year Integrated BBA-MBA Program Under RUSA 2.0 with Multiple Entry-Exit  
Option as per the NEP-2020**

Andhra University is the first University to start the MBA Program as a two year full-time course in India in the year 1957. University is now gearing up to begin Integrated BBA-MBA Program from the academic year 2020-21 under RUSA 2.0 with multiple entry-exit options, as a self support program. The integrated program is aimed at international students and also provides opportunity to Indian students. AUSIB is proud to announce that this program is offered in academic collaboration with IIM, Visakhapatnam. The course provides comprehensive understanding of the Business knowledge and gain the firepower of professional and leadership skills required to be an entrepreneur/ attain Top level position in powerful Global companies. The meticulous design and frame work of delivery equips students with the knowledge, skills, and expertise needed to succeed as managers, business leaders, and entrepreneurs of tomorrow. This course promises a richly rewarding undertaking with great career potential.

### **HIGHLIGHTS OF INTEGRATED BBA-MBA PROGRAM**

- Academic Collaboration with IIM-Visakhapatnam, a premiere Institute for Management in India.
- 5 year integrated BBA- MBA Program with multiple entry-exit options. If students exeunt after completion of 3 years, they shall be given BBA degree.
- New National Education Policy (NEP) 2020 is blended in this program.
- Skill based curriculum design that focuses on increasing Employability.
- Learning through practical Training and case studies.
- Opportunity for Cross-cultural Exchange.
- State of Art library and facilities.
- Online Lectures by eminent Professors of international repute from Overseas.
- Compulsory Internships at the end of each academic year.
- A full semester project work in final year
- Specializations that fit to the needs of Industry.

### **WHY ENROLL IN AUSIB?**

The 5-Year Integrated BBA-MBA Program will help the student gain in-depth knowledge and understanding of the core elements of business and management – It is also a great introduction into the world of business as the course provides global exposure. It provides industry insights, such as market trends and industry reports, which can prove to be invaluable and you will be encouraged to apply academic theory to real-life business situations that will help you kick start your career once you graduate.

## **EDUCATIONAL OBJECTIVE OF THE INTEGRATED PROGRAM**

The five year Integrated BBA-MBA program aims at providing the requisite knowledge and practices needed to potentially develop and operate your own businesses/ work for Top Global companies and open up opportunities for greater responsibility, career advancement, and increased financial reward.

1. This program provides exposure to the world of business management, planning, Business Analytics and creative thinking and strategic decision-making. These skills will put you in the perfect position to manage your business effectively, while contributing to your professional growth.
2. The program provides Hands-on learning experiences combined with practical classroom instruction and equip the students with the essential business skills needed to effectively manage and lead organizations.
3. The program assists the student in Demonstrating and applying appropriate management and statistical tools to analyze business conditions in this digital world.
4. This program enables students to apply theories of effective leadership and Summarize and apply theories of team composition, process, and motivation to effectively manage work teams.
5. This program Nurtures the firepower to excel in performance and succeed and equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.

## **PROGRAM OUTCOME**

- At the end of the five year Integrated Masters in Business Administration program, students would demonstrate the knowledge of management science to solve complex corporate problems using limited resources
- An ability to develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Global Economy.
- Develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
- Acquire analytical skills required to apply in business analysis, data management and diagnostic problem-solving skills to support management decision-making
- Gain leadership and team membership skills needed for implementing and coordinating organizational activities and the consequent responsibilities relevant to management practice.
- Apply ethical principles for making judicious managerial decisions.

## **STRUCTURE OF THE PROGRAM (ANNEXURE-I)**

The Program Consists of Core papers, Life Skills courses, Competency Development Courses and Discipline Centric Electives.

- i) Life skills and competency development courses are introduced in accordance with National Education Policy (NEP 2020) of India.
- ii) Core Courses (compulsory) that provide competencies in the emerging areas of Business.
- iii) Discipline centric electives which deliver inter disciplinary exposure and nurture the student skills.

### **SKILLS DEVELOPED THROUGH INTEGRATED BBA-MBA PROGRAM**

- Creativity and Innovation
- Critical Thinking and Decision Making
- Effective Communication
- Leadership and Team work
- Business ethics
- Strategic Analysis
- Life Skills

### **ELIGIBILITY**

International / Indian students (after 10+2) from a recognized University or Board with 50% Marks or Second Class or equivalent CGPA is eligible to apply. Candidates who pass Intermediate or 10+2 with any group is eligible for admission. Intermediate or 10+2 students who pass in one sitting shall not be eligible.

### **SELECTION PROCESS**

Foreign students shall be given admission by the respective embassies as per their criterion. If seats fall vacant, Indian students may be considered and the following shall be the procedure for selection of students.

50% weightage shall be given to Intermediate or 10+2 marks and the remaining 50% of marks shall be basing on Group Discussion and Personal Interview. Basing on this, ranks shall be given to the candidates and admission shall be given basing on the rank following the rule of reservation in vogue.

## **SPECIALIZATIONS OFFERED**

Every day new avenues are being opened up in the world of business and companies look for individuals who possess the required skills and expertise to carry out the operations in those areas. AUSIB offers Top BBA- MBA specializations in demand in industry & academia at a global level. The various specializations offered under the curriculum include:

- Marketing
- Finance
- Human Resource Management
- Hotel Management

Since this is a tailor-made program, more specializations may be offered depending on the changing market scenario. To offer any specialization minimum strength required is 15.

### **GENERAL RULES AND REGULATIONS DURING STUDY OF THE COURSE:**

#### **1. Attendance requirements:**

- a. A student shall be eligible to appear for the semester end examinations, if the student acquires a minimum of 75% of attendance in aggregate of all the subjects.

Shortage of attendance in aggregate up to 10% (65% and above, and below 75%) in each semester may be condoned by the college academic committee on genuine and valid grounds, based on the student's representation with supporting evidence.

- b. A stipulated fee shall be payable for condoning of shortage of attendance.

- c. Shortage of attendance below 65% in aggregate shall in **no** case be condoned.

- d. **Students whose shortage of attendance is not condoned in any semester are not eligible to take their end examinations of that semester. They get detained and their registration for that semester shall stand cancelled. They will not be promoted to the next semester.** They may seek re-registration for all those subjects registered in that semester in which the student is detained, by seeking re-admission into that semester as and when offered; if there are any professional electives and/ or open electives, the same may also be re-registered if offered. However, if those electives are not offered in later semesters, then alternate electives may be chosen from the **same** set of elective subjects offered under that category.

- e. A student fulfilling the attendance requirement in the present semester shall not be eligible for readmission into the same class.

2. Candidates admitted in BBA-MBA Integrated course should not undertake any assignment/employment or study any other full time/regular course simultaneously.

3. Examinations shall be conducted at the end of each Semester. No supplementary examination will be conducted.

4. **RAGGING** in any form by any student will make him/her liable for expulsion/punishment as per A.P. Ragging Act 26 of 1997 and subsequent Supreme Court verdict.

5. **International Students shall be provided Hostel Accommodation in hostels exclusively meant for them. Other students shall be provided hostel accommodation basing on the availability. The entire expenditure for the hostel should be born by the student only. No mess charges shall be be paid by Government of Andhra Pradesh to the students studying in this programme.**
6. Continuous absence from classes for more than 10 consecutive working days without permission entails automatic cancellation of admission.
7. The admission is liable for cancellation in case of proven misconduct either in the department or in the hostel or on the campus.

#### GRIEVAN REDRESSAL

In case of any grievance from any of the stackholders, ie. Students, staff, parents, etc, it shall be resolved/action shall be taken as per the established procedure in vogue in Andhra University

#### FEE STRUCTURE

BBA-MBA Integrated Program is initiated as a **SELF SUPPORT PROGRAMME**, “**and the students enrolled in this program are not entitled for any fee reimbursement/scholarship given by Government of A.P.**” Tuition Fee structure is given below:

<b>5-YEAR INTEGRATED BBA-MBA PROGRAM</b>	<b>Self Supporting Programme</b>
First Year	Rs.1,50,000/-
Second Year	Rs.1,50,000/-
Third Year	Rs.1,50,000/-

**Special Fee:** Rs.1760/- which includes : Games & Athletics Fee Rs.200/-, Reading Room Fee Rs.100/-, Library Fee Rs.200/-, Medicine Fee Rs.100/-, Medical Inspection Fee Rs.50/-, Stationery Fees Rs.150/-, Audio Visual Education Fee Rs.50/-, Poor Student Aid Fund Rs.100/-, Inter-University Sports Rs.80/-, Dramatic Association Fee Rs.50/-, University Union Fee Rs.80/-, College Magazine Fee Rs.60/-, Departmental Association Fee Rs.100/-, Student Social Service League Rs.40/-, Fresher’s Day Celebrations Rs.150/-, College Day Celebrations Rs.150/-, NCC Rs.50/-, NSS Rs.50/-

**Note: 1.** if any industrial tour is undertaken as a part of the programme, the expenditure should be borne by the student himself. The expenditure of the teacher accompanying the students should also be borne by the students as per the norms of the University.

**Note 2:** Student has to bear the expenditure of any kind for the Project work undertaken as a part of the curriculum.

**Note 3:** Student has to pay semester end examination fee every semester.

# BBA-MBA COURSE STRUCTURE

## BBA – 1<sup>st</sup> Semester

Sl. No.	Course Code	Name of the subject	Total Marks	Mid. Sem. Exam*	Sem. End Exam	Teaching Hours/week	Credits
1	1101	English	100	30	70	4	4
2	1102	Management concepts and Applications	100	30	70	5	4
3	1103	Business Economics	100	30	70	5	4
4	1104	Accounting for Business	100	30	70	5	4
5	1105	Business statistics	100	30	70	5	4
6	1106	Environmental Studies	100	30	70	2	2
7	1107	Communication Skills	100	30	70	2	2
<b>Total</b>			<b>700</b>	<b>210</b>	<b>490</b>	<b>28</b>	<b>24</b>

## BBA – 2<sup>nd</sup> Semester

Sl. No.	Course Code	Name of the subject	Total Marks	Mid. Sem. Exam*	Sem. End Exam	Teaching Hours/week	Credits
1	1201	Business Communication	100	30	70	5	4
2	1202	International Business Environment	100	30	70	5	4
3	1203	Corporate Laws	100	30	70	5	4
4	1204	Business Mathematics	100	30	70	5	4
5	1205	Computer Applications in management	100	30	70	2	2
6	1206	Leadership and Management skills	100	30	70	2	2
7	VV-A 200	INTERNSHIP-2months	100	00	100	0	4
<b>Total</b>			<b>700</b>	<b>210</b>	<b>490</b>	<b>24</b>	<b>24</b>

### BBA – 3<sup>rd</sup> Semester

Sl. No.	Course Code	Name of the subject	Total Marks	Mid. Sem. Exam*	Sem. End Exam	Teaching Hours/week	Credits
1	2101	Business Analytics	100	30	70	5	4
2	2102	Marketing Management	100	30	70	5	4
3	2103	Human Resource Management	100	30	70	5	4
4	2104	Financial Management	100	30	70	5	4
5	2105	Corporate Governance	100	30	70	5	4
6	2106	Digitalization of Business	100	30	70	2	2
7	2107	Professional skills	100	30	70	2	2
<b>Total</b>			<b>700</b>	<b>210</b>	<b>490</b>	<b>29</b>	<b>24</b>

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### BBA – 4<sup>th</sup> Semester

Sl. No.	Course Code	Name of the subject	Total Marks	Mid. Sem. Exam*	Sem. End Exam	Teaching Hours/week	Credits
1	2201	Entrepreneurship Development and Innovation	100	30	70	5	4
2	2202	Cost and Management Accounting	100	30	70	5	4
3	2203	Organization Behavior	100	30	70	5	4
4	2204	Operations Management	100	30	70	5	4
5	2205	Tally	100	30	70	2	2
6	2206	Universal Human Values	100	30	70	2	2
7	PR-A 1485	INTERNSHIP- 2months	100	00	100	0	4
<b>Total</b>			<b>700</b>	<b>180</b>	<b>520</b>	<b>24</b>	<b>24</b>



**BBA – 5<sup>th</sup> Semester (Any one of the following electives)**

Sl. No.	Course Code	Name of the subject	Total Marks	Mid. Sem. Exam*	Sem. End Exam	Teaching Hours/week	Credits
1		<b>Elective (1) Marketing</b>					
	<b>3101</b>	a) Consumer behavior	100	30	70	5	4
	<b>3102</b>	b) Advertising Management	100	30	70	5	4
	<b>3103</b>	c) Sales Management	100	30	70	5	4
	<b>3104</b>	d) Retail Management	100	30	70	5	4
	<b>3105</b>	e) Logistics and supply chain management	100	30	70	5	4
			<b>100</b>	<b>30</b>	<b>70</b>	<b>5</b>	<b>4</b>
2		<b>Elective (2) Finance</b>					
	<b>3106</b>	Financial, Institutions and Markets	100	30	70	5	4
	<b>3107</b>	Security Analysis and Portfolio Management	100	30	70	5	4
	<b>3108</b>	Foreign Exchange Management	100	30	70	5	4
	<b>3109</b>	International Trade and Finance	100	30	70	5	4
	<b>3110</b>	e) Financial Derivatives	100	30	70	5	4
			<b>100</b>	<b>30</b>	<b>70</b>	<b>5</b>	<b>4</b>
3		<b>Elective (3) Human Resource Management</b>					
	<b>3111</b>	a) Change Management	100	30	70	5	4
	<b>3112</b>	b) Compensation Management	100	30	70	5	4
	<b>3113</b>	c) Training and Development	100	30	70	5	4
	<b>3114</b>	d) industrial Relations	100	30	70	5	4
	<b>3115</b>	e) Performance Management	100	30	70	5	4
			<b>100</b>	<b>30</b>	<b>70</b>	<b>5</b>	<b>4</b>
4		<b>Elective (4) Hospitality Management</b>					
	<b>3116</b>	a) Introduction to hospitality and tourism industry	100	30	70	5	4
	<b>3117</b>	b) Accommodation operation	100	30	70	5	4
	<b>3118</b>	c) customer Services and Complaint Management	100	30	70	5	4
	<b>3119</b>	d) Front office Management	100	30	70	5	4
	<b>3120</b>	e) Food and service operations	100	30	70	5	4
			<b>100</b>	<b>30</b>	<b>70</b>	<b>5</b>	<b>4</b>

Total	400	120	280	20	16
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### BBA – 6<sup>th</sup> Semester

Sl. No.	Course Code	Name of the subject	Total Marks	Mid. Sem. Exam*	Sem. End Exam	Teaching Hours	Credits
1	PW-A88	PROJECT WORK& VIVA VOCE	100	00	100	0	12

- **2 Months internship at the end of Second and fourth semester.**
- **6 months Project work in Elective Specialisation and VIVA-VOCE in 6<sup>th</sup> Semester**

#### Compilation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) in Credit Based Semester System

1. **Credit Based Semester System (CBSS):** Under the CBSS, the requirement for awarding a degree is prescribed in terms of number of credits to be completed by the students.
2. **Credit Point:** It is the product of grade point and number of credits for a course.
3. **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
4. **Semester Grade Point Average (SGPA):** It is a measure of performance of work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.
5. **Cumulative Grade Point Average (CGPA):** It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.
6. **Grade Point:** It is a numerical weight allotted to each letter grade on a 10-point scale.
7. **Letter Grade:** It is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P and F.
8. **Programme:** An educational programme leading to award of a Degree certificate.

COMPILATION OF SGPA AND CGPA IS GIVEN BELOW (An Illustration)

- i. The UGC recommends a 10-point grading system with the following letter grades as given below:

**Table 1: Grades and Grade Points**

Marks Range Theory / Project Work (Max – 100)	Letter Grade	Grad Point
≥ 90	O (Outstanding)	10
≥80 to <90	A+ (Excellent)	9
≥70 to <80	A (Very Good)	8
≥60 to <70	B+ (Good)	7
≥50 to <60	B (Above Average)	6
≥40 to <50	C(Average)	5
40	P (Pass)	4
<40	F (Fail)	0
	Ab (Absent)	0

**Calculation of SGPA and CGPA**

**Calculation of SGPA:** Let us assume there are 6 subjects in a semester. The grades obtained as follows:

Course	Credit	Grade Obtained	Grade point	S <sub>i</sub> = Credit Point (Credit x Grade)
Subject 1	4	A	8	4 X 8 = 32
Subject 2	4	B	7	4 X 7 = 28
Subject 3	4	C	6	4 X 6 = 24
Subject 4	4	O	10	4 X 10 = 40
Subject 5	4	S	9	4 X 9 = 36
	20			160

Thus, SGPA = 160/20 = 8.0

Illustration for CGPA:

Semester 1	Semester 2	Semester 3	Semester 4
Credit : 20	Credit : 24	Credit : 20	Credit : 28
SGPA: 8.0	SGPA: 7.8	SGPA: 6.6	SGPA: 6.0

Thus, CGPA = (20×8.0 + 24× 7.8 + 20× 6.6 + 28× 6.0)/92 = 7.03

## Award of Class

After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of MBA Degree he shall be placed in one of the following four classes:

Class Awarded	CGPA to be secured	Remarks
First Class with Distinction	$\geq 7.75$ (Without any supplementary appearance)	From the CGPA secured from 198 Credits
First Class	$\geq 7.75$ (With any supplementary appearance) $\geq 6.75$ & $< 7.75$ (Without any supplementary appearance)	
Second Class	$\geq 6.75$ and $< 7.75$ (With any supplementary appearance) $\geq 6.0$ to $< 6.75$ (Without any supplementary appearance)	
Pass Class	$\geq 6.0$ to $< 6.75$ (With any supplementary appearance)	

# SYLLABUS FOR BBA-MBA INTEGRATED PROGRAM

## 1.1 ENGLISH

### Course Objectives:

CO1: To familiarise the students the English language skills and expressions

CO2: To make them independently understand the lessons

CO3: To guess the meaning of the words from the context without the help of the dictionary.  
To minimise dependency.

CO4: The students ought to comprehend the entire lesson / poem as a whole and develop individual imagination for creative activity

### FINAL EXPECTED OUTCOME OF THE COURSE

The students ought to write any creative activity without any mistakes.

### SYLLABUS

#### Prose Section

1. Of studies  
Francis Bacon
2. Dream Children  
A Revery Charles Lamb
3. The Diamond Necklace  
Guy de Maupassant
4. A Shadow  
R.K. Narayan

#### Poetry Section

1. All the world 's a Stage  
William Shakespeare
2. Daffodils  
William Wordsworth
3. Ode to Autumn  
John Keats
4. Where the mind is without Fear  
Rabindranath Tagore

#### **Suggested Readings:**

1. Echoes  
A Course in English Literature and Language – Orient Longman  
by Madhulika Jha (Author)  
Orient Longman (Publisher)
2. Contemporary English Grammar Structures and Composition  
by David Green (Author)  
Kindle Edition (Publisher)

## 1:2 MANAGEMENT –CONCEPTS AND APPLICATIONS

### Course Objectives:

CO1: The objective is to familiarize the students with concepts and principles of Management

CO2: To help the students gain understanding of the functions and responsibilities of managers.

CO4: To provide them tools and techniques to be used in the performance of the managerial job.

CO5: To enable them to analyze and understand the environment of the organization.

CO6: To help the students to develop cognizance of the importance of management principles.

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. Describe the principles of management.
2. Identify and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issues.
3. Appreciate how organizational structure and culture contribute to management control in organizations
4. Explain how leadership plays a critical role In organizations.
5. Describe the process of management's four functions: planning, organizing, leading, and controlling.

### Unit 1: INTRODUCTION TO MANAGEMENT

Introduction - Meaning, Nature and Characteristics of Management - Scope and functional areas of Management - Management as a Science, Art or Profession - Principles of management - Social responsibility of Management and Ethics.

### Unit 2: PLANNING

Nature, importance and purpose of planning - Planning process, Objectives - Types of plans - Decision making – importance & steps.

### Unit 3: ORGANIZING AND STAFFING

Nature and purpose of organization, Principles of organization - Types of organization –Departmentation, Committees - Centralization Vs decentralization of authority and responsibility - Span of Control - MBO - Nature and importance of staffing.

### Unit 4: DIRECTING AND COORDINATING

Meaning and nature of directing - Motivation theories (Maslow's, Herzberg, McGregor's X & Y theory). Leadership – Meaning -Formal and Informal Leadership – Characteristics - Leadership Styles - Coordination–Meaning, importance and Principles.

### Unit 5: CONTROLLING

Controlling - Concept, process, limitation, principles of effective control, Major techniques of control - Ratio analysis (ROI), budgetary control, PERT, and CPM

**Suggested Readings:**

1. Koontz, H. and Wehrich, H. *Essentials of Management*, Pearson Education.
2. Robbins, S. and Coulter, M. *Management*, Pearson Education.
3. Robbins, S. P. Decenzo, D.A., Bhattacharya, S. and Agrawal, M.M., *Fundamentals of Management: Essentials, Concepts and Applications*, Pearson Education.
4. Drucker P. F., *Practice of Management*, Mercury Books, London.
5. Singh, B.P. and Singh, A.K., *Essentials of Management*, Excel Books.

## 1:3 Business Economics

### Course Objectives:

C01: To familiarize the students with the basic concept of microeconomics.

CO2: To make student understand the demand and supply analysis in business applications

C03. To familiarise students with the production and cost structure under different stages of production.

C04. To understand the pricing and output decisions under various market structure.

C05. To help students understand and apply the various decision tools to understand the market structure.

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. To enable the students to understand the economic concepts into business applications.
2. Demonstrate an understanding of the concepts of scarcity and opportunity cost and the use of marginal analysis to evaluate trade-offs and make decisions
3. Demonstrate an understanding of how markets work to allocate resources and the optimal individual decision-making that underlies market outcomes.
4. Identify various market structures and discuss their implications for resource allocation
5. Explain the advantages and potential shortcomings of markets, discuss the conditions under which markets do and do not work well

### UNIT -1

Introduction to Business economics- Nature- Scope of Business economics- relationship with other sciences- Objectives of the firm.

### UNIT-2

Demand Analysis :-Demand meaning – determinants - Demand function –Demand schedule- Law of demand-Elasticity of demand and uses-Demand forecasting and various methods in practice .

### UNIT 3

Production Analysis :-\_Production function-Law of diminishing marginal utility –Isoquants and Isocost analysis-Least cost combination of output –Law of returns to scale-Cobb-Douglas production function –Cost function short run and long run- cost curves-Pricing methods.

### UNIT 4:

Market Analysis :- Different types of markets on the basis of competition –Price and Output determination under Perfect and Imperfect competition .

### UNIT 5

Profit meaning -Profit theories –Profit planning-Break even analysis.

### SUGGESTED READINGS:

1. P.L. Mehta –Managerial Economics -S.Chand and company
2. DM Dwivedi-Managerial Economics –Vikas,N.D



## 1.4: ACCOUNTING FOR BUSINESS

### Course Objectives:

C01: To help the students in developing awareness regarding the importance of accounting in organizations.

C02: To enable students analyse the corporate financials under different conditions and understand why people describe the financial statements in different manner.

C03: To provide the students to analyse accounting and their future action for expenses and income.

C04: To enable the students identify Errors there by Rectification- before and after preparations of final Accounts

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. Explain the general purposes and functions of accounting
2. Describe the main elements of financial accounting information – assets, liabilities, revenue and expenses
3. Identify the main financial statements and their purposes.
4. Demonstrate the applicability of the concept of accounting to understand the managerial Decisions.

**Unit – I** : Accounting – concepts – conventions, Generally accepted principles- Book-Keeping – Double Entry system – Branches of Accounting – Financial Accounting – Cost Accounting and Management Accounting – objectives of Financial Accounting.

**Unit – II** : Financial Accounting – Process – Types of Accounts – Rules of debit and credit- Accounting standard – Limitations of Accounting - capital and revenue items.

**Unit – III** : Journal – Ledger and Trial Balance – Final Accounts – (Simple Problems).

**Unit – IV** : Errors - Types of errors – Its rectification – simple problems.

**Unit – V** : Meaning – Cost Accounting – Cost Concepts – Objectives of Cost Accounting – Elements of Cost – Cost Sheet preparation with simple problems - Break – even analysis.

### Suggested Readings

1. Dr. S. Kr. Paul - New Central Book agency (P) Ltd Calcutta.
2. T.S. Grewal – S. Chand & Co. Ltd. Ram Nagar , New Delhi -55.
3. Grewal's Accounting – M.P. Gupta and B.M. Agarwal by S. Chand & Co. Ltd. New Delhi-55.
4. S.P. Jain and K.L. Narang – Accountancy – Part – I.
5. Cost and Management Accountancy – V Raja Sekharan, Deberrshi Bhattacharya, Aditya P. Tripathi.
6. Management Accountancy - R.K. Sharma, Shashi K Gupta. Kalyan Publishers, New Delhi.
7. Khan & Jain – Management Accounting – Tata MC Graw Hill.
8. Jawaharlal – Accounts for Management – Himalaya publications.

## 1:5 BUSINESS STATISTICS

### Course Objectives:

C01: The objective of this course is to impart basic statistical principles and techniques needed for this study of modern business.

C02: To meet the curricular requirements of students at the undergraduate level.

### Course Learning Outcomes:

- (1) : Understanding the descriptive measure of central tendency and dispersion helps in studying the various characteristics of an empirical data (distribution) and interpret them.  
Knowledge of correlation and regression analysis enables one to know the nature of inter relationship between the variables of a bivariate distribution and use this knowledge for estimation and prediction purposes.
- (2) Index numbers are highly useful for measuring the average change in prices or any other characteristics like quantity, value, etc., for the group of items as a whole. Time series analysis facilitates the process of anticipating future course of events and thus forecasting the value of variable and planning for the future.

### UNIT-I: Introduction to statistics and preliminaries:

Origin, development, importance and limitations of statistics, Primary and Secondary data, Schedule and Questionnaire, Diagrammatic and graphic presentation of data using Computers (Excel), Measures of Central tendency and their usefulness.

### UNIT-II: Measures of Dispersion:

Meaning and objective of measuring dispersion, Measures of dispersions – Range, Mean deviation, Quartile deviation, Standard deviation, Variance and coefficient of variation, Skewness-definition, Karl Pearson's and Bowley's measures of Skewness-Normal curve and Kurtosis.

### UNIT-III: Measures of Relation:

Correlation – definition and types of correlation Karl Pearson's coefficient of linear correlation and its properties, Spearman's Rank correlation, Probable error, Meaning and importance of regression, linear regression analysis, Regression equations, interpretation of regression coefficients.

### UNIT-IV: Analysis of Time Series:

Objectives of time series analysis, Components of time series, Measurement of secular trend- method of Least squares, method of moving averages and semi-averages, Seasonal variations- Ratio to trend and ratio to moving average method, Forecasting using decomposition.

### UNIT-V: Index numbers:

Characteristics and uses of index numbers, Construction of index numbers, Price index numbers, quantity index numbers, Laspeyre's, Paasche's and Fishers index numbers and their comparison, Time reversal and Factor reversal tests, construction of consumer price index and wholesale price index, Limitations of index numbers.

### Recommended Textbooks:

1. JK SHARMA, BUSINESS STATISTICS, NEW DELHI, PEARSON PUBLISHERS.
2. G C BERI, BUSINESS STATISTICS, NEW DELHI, TATA MCGRAW HILL.
3. S P GUPTA, STATISTICAL METHODS. NEW DELHI, SULTAN CHAND.
4. S.C GUPTA AND V.K KAPOOR : FUNDAMENTALS OF MATHEMATICAL STATISTICS, S CHAND AND CO, 2005

## 1:6 ENVIRONMENTAL STUDIES

### Course Objectives

- C01: To know the importance of creating awareness about environment
- C02: To know the importance of biodiversity, its threats and conservation
- C03: To know the structure and function of the ecosystem
- C04: To know the meaning of various types of pollution and their effects, control
- C05: To know the relation between Human Population and Environment

### Course Learning Outcomes

1. Master core concepts and methods from ecological and physical sciences and their application in environmental problem solving.
2. Understand the transnational character of environmental problems related to environmental pollution and ways of addressing them, including interactions across local to global scales.
3. Apply systems concepts and methodologies to analyze and understand interactions between social and environmental processes.
4. Reflect critically about their roles and identities as citizens, consumers and environmental actors in a complex, interconnected world.
5. Understand the relationships between human population and the environment.

### Unit 1:

**Introduction to Environmental studies:** Definition, scope and importance, Need for public awareness, Institutions in Environment, People in Environment. **Natural resources:** Renewable and Non-renewable resources. Natural resources and associated problems, Role of an individual in the conservation of natural resources, Concept of sustainability and sustainable development. -

### Unit 2:

**Biodiversity and its conservation:** Introduction- definition, Types of diversity: genetic, species and ecosystem biodiversity.

**Value of biodiversity:** Consumptive use, productive use, social, ethical and aesthetic values. Biodiversity at global, national and local levels. India as a mega diversity nation, Hot spots of biodiversity.

**Threats to biodiversity:** habitat loss, poaching of wildlife, man- wildlife conflicts. Endangered and endemic species of India.

**Conservation of biodiversity:** In- situ and Ex-situ conservation of biodiversity.

### Unit 3:

**Ecosystems:** Concept of ecosystem, Structure and function of ecosystem, Producers, consumers and decomposers. Energy flow in an ecosystem: food chain, food web and ecological succession Case studies of the following ecosystems:

- a) Forest ecosystem
- b) Grassland ecosystem
- c) Desert ecosystem
- d) Aquatic ecosystems ( ponds, streams, lakes, rivers, oceans, estuaries).

#### **Unit 4:**

**Environmental Pollution: Air pollution:** definition, causes, effects and Control measures.

**Water pollution:** definition, causes, effects and control measures.

**Soil pollution:** Causes of soil degradation, effects and control measures.

**Noise pollution:** Causes, effects and control measures. Nuclear hazards.

**Global warming:** Depletion of ozone layer, green house effect.

**Solid waste management:** Causes, effects and control measures of urban and industrial wastes.

**Disaster management:** Floods, Earthquakes, Cyclones, Landslides.

#### **Unit 5:**

**Social issues and the Environment: Environmental movements:** Chipko, Appiko, Silent valley, Bishnois of Rajasthan. Rain water harvesting, watershed management, Human right, Rights of animals. Reduce, Reuse and Recycle. Environment protection Act.

**Human Population and the Environment: Population explosion:** Family welfare programme, methods of sterilization, urbanization, environment and human health, infectious diseases, water-related diseases, risks due to chemicals in food, cancer. Woman and child welfare.

#### **SUGGESTED READINGS:**

1. Agarwal, K.C.(2001) Environmental Biology, Nidi Publ. Ltd. Bikaner.
2. Bharucha Erach (2003), The Biodiversity of India of India, Mapin Publishing Pvt. Ltd., Ahmedabad- 380013, India, Email: mapin@ivenet.net (R)
3. Gadgil, Madhav (2001) Ecological Journeys, The Science and Politics of conservation in India. Permanent Black.
4. Cunningham, W.P.Cooper, T.H. Gorhani, E & Hepworth, M.T.(2001). Environmental Encyclopedia, Jaico Publ. House, Mumbai, 1196p
5. Dcc A.K., Environmental Chemistry, Wiley Eastern Ltd

## 1:7 Communication Skills

### Context and Justification:

Communication plays an important role in shaping an individual's life, personal as well as professional. Also it is the backbone of any organization/institution. Success in life to a considerable extent depends on effective communication skills. In today's world of computers and digital media, a strong communication skill base is essential for learners and for smooth functioning of an organization.

### Course Objectives:

This course has been developed with the following objectives:

- C01:Identify common communication problems that may be holding learners back
- C02:Identify what their non-verbal messages are communicating to others
- C03:Understand role of communication in teaching-learning process
- C04:Learning to communicate through the digital media
- C05:Understand the importance of empathetic listening
- C06:Explore communication beyond language.

### Expected Outcome:

By the end of this program participants should have a clear understanding of what good communication skills are and what they can do to improve their abilities.

Credit: 02

Duration: 30Hours

Number & Titles of Modules: Total of 7 Modules

Module 1	Listening	4 Hours
Module 2	Speaking	6 Hours
Module 3	Reading	3 Hours
Module 4	Writing and different modes of writing	4 Hours
Module 5	Digital Literacy	4 Hours
Module 6	Effective use of Social Media	4 Hours
Module 7	Non-verbal communication	5 Hours

Module Outline:

**Module 1: Listening**

**4 Hours**

- Techniques of effective listening
- Listening and comprehension
- Probing questions
- Barriers to listening

Module 2: Speaking

6 Hours

- Pronunciation
- Enunciation
- Vocabulary
- Fluency
- Common Errors

Module 3: Reading

3 Hours

- Techniques of effective reading
- Gathering ideas and information from a given text
  - i. Identify the main claim of the text
  - ii. Identify the purpose of the text
  - iii. Identify the context of the text
  - iv. Identify the concepts mentioned
- Evaluating these ideas and information
  - i. Identify the arguments employed in the text
  - ii. Identify the theories employed or assumed in the text
- Interpret the text
  - i. To understand what a text says
  - ii. To understand what a text does
  - iii. To understand what a text means

Module 4: Writing and different modes of writing

4 Hours

- Clearly state the claims
- Avoid ambiguity, vagueness, unwanted generalisations and oversimplification of issues
- Provide background information
- Effectively argue the claim
- Provide evidence for the claims
- Use examples to explain concepts
- Follow convention
- Be properly sequenced
- Use proper signposting techniques
- Be well structured
  - i. Well-knit logical sequence
  - ii. Narrative sequence
  - iii. Category groupings

- Different modes of Writing -
  - i. E-mails
  - ii. Proposal writing for Higher Studies
  - iii. Recording the proceedings of meetings
  - iv. Any other mode of writing relevant for learners

Module 5: Digital Literacy 4 Hours

- Role of Digital literacy in professional life
- Trends and opportunities in using digital technology in workplace
- Internet Basics
- Introduction to MS Office tools
  - i. Paint
  - ii. Office
  - iii. Excel
  - iv. Powerpoint

Module 6: Effective use of Social Media 4 Hours

- Introduction to social media websites
- Advantages of social media
- Ethics and etiquettes of social media
- How to use Google search better
- Effective ways of using Social Media
- Introduction to Digital Marketing

Module 7: Non-verbal communication 5 Hours

- Meaning of non-verbal communication
- Introduction to modes of non-verbal communication
- Breaking the misbeliefs
- Open and Closed Body language
- Eye Contact and Facial Expression
- Hand Gestures
- Do's and Don'ts
- Learning from experts
- Activities-Based Learning

Pedagogy : Instructor-Led Training, Supplemented by Online Platform (SWAYAM)

Materials : Teaching & Learning

Assessment : Paper-Based or Online Assessment

### **Bibliography & Suggested Reading including audio video material:**

#### Books

- Sen Madhuchanda (2010), *An Introduction to Critical Thinking*, Pearson, Delhi
- Silvia P.J. (2007), *How to Read a Lot*, American Psychological Association, Washington DC

## **2:1 BUSINESS COMMUNICATION**

### **Course Objectives:**

C01: To understand and demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, and presentation.

C02: To understand the importance of specifying audience and purpose and to select appropriate communication choices. Objective 3: To understand and appropriately apply modes of expression in written, visual, and oral communication.

C03: To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.

C04: To develop the ability to research and write a documented paper and/or to give an oral presentation.

C05: To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of argument.

### **Course Learning Outcomes**

Upon successful completion of the course, the student will be able to:

1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
2. Utilize analytical and problem solving skills appropriate to business communication. Participate in team activities that lead to the development of collaborative work skills.
3. Select appropriate organizational formats and channels used in developing and presenting business messages.
4. Compose and revise accurate business documents using computer technology.
5. Communicate via electronic mail, Internet, and other technologies

### **Unit I: Introduction**

Nature, Process and Importance of Communication, Types of Communication (verbal & Non Verbal), Different forms of Communication. Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers.

### **Unit II: Business Correspondence**

Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter-office Memo, Notices, Agenda, Minutes, Job application letter, preparing the resume.

### **Unit III: Report Writing**

Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report, apply citation rules (APA style documentation) in reports.

### **Unit IV: Business language and presentation**

Importance of Business language, Vocabulary, Common errors in English. Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.



## **Unit V: Technology and Business Communication**

and advantages of technology in Business Communication like email, text messaging, instant messaging and modern techniques like video conferencing, social networking. Strategic importance of e-communication.

### **SUGGESTED READINGS:**

1. Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Bovee, and Thill, *Business Communication Today*, Pearson Education
3. Shirley, Taylor, *Communication for Business*, Pearson Education
4. Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH

## 2: 2 INTERNATIONAL BUSINESS

### Course Objectives:

**C01:**To expose students to the concepts and dynamics of international business.

**C02:**Analyze the role and impact of international business on national economic development.

**C03:**Explain how the economic, political/legal, and financial environments affect international business operations.

**C04:**Discuss international trade theory and how government and business decisions influence international trade.

**C05:**Assess the effects of current regional trade agreements and economic integration on countries.

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. Understand and apply appropriate frameworks to analyse the international business environment
2. Recognize and use relevant issues of importance to international business practice
3. Understand the measures used to restrict trade.
4. Identify the types of foreign investments and role played by WTO.
5. Determine how the international business environment influences business practice.

### Unit I

**Introduction to International Business:** Globalization and its growing importance in world economy; Impact of globalization; Modes of entry into international business. **Theories of International Trade – Commercial Policy Instruments-** tariff and non- tariff measures

### Unit II

**Balance of payments-components of Balance of payments-** Disequilibrium in BOP- Methods to correct BOP disequilibrium- Indias balance of payments situation- ; Foreign investments - types and flows- FII Flows and FPI

### Unit III

**International Financial Environment:** International financial system and institutions; Foreign exchange markets, Spot market, spot rate quotations, bid-ask spreads, Trading in spot markets, Cross exchange rates; Forward Market: forward rate, long and short forward positions, forward premium and discount. Arbitrage, hedging and speculation

### Unit IV

**Exchange Rate Determination:** Factors affecting exchange rate –Relative inflation rates, relative interest rates, relative income levels, government controls, expectations, government influence on exchange rates. Theories of exchange rate – Purchasing Power Parity, Interest Rate Parity and Fisher's effect.

### Unit V

**World Trade organization (WTO)-**international market implication Introduction From GATT to WTO Functions and structure of WTO -Principles of multilateral trade under the WTO -WTO agreement- an overview Standards and safety measures of international market

## **SUGGESTED READINGS:**

1. Charles W.L. Hill and Arun Kumar Jain, *International Business*. New Delhi: Tata McGraw-Hill.
2. Johnson, Derbe., and Colin Turner. *International Business - Themes & Issues in the Modern Global Economy*. London: Roulledge.
3. Cherunilam, Francis. *International Business: Text and Cases*. Prentice Hall of India Ltd.
4. Daniels John, D. Lee H. Radenbaugh and David P. Sullivan. *International Business*. Pearson Education
5. Justin, Paul. *International Business*. Prentice Hall of India Ltd.

## 2:3 CORPORATE LAW

### Course Objectives:

C01: Gain Basic and broad knowledge in business laws in management

C02: Ability to apply concepts, principles and theories to understand simple business laws.

C03: To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms

C04: To understand various modes of dispute resolution in business transactions

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

- To encourage in students a critical appreciation of the important role of corporations and corporate law in modern society
- Describe the basic rules and concepts of corporate law, such as separate legal personality, limited liability, and the duties of company directors
- Evaluate corporate problems, identifying appropriate legal obligations, duties, rights and remedies
- Demonstrate competency with the use of statutory material and its integration with common law principles.
- Integrate concept of business law with trade.

### 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 Performance of contract of sale-Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.

### 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-Whistle blowing-Winding up and dissolution

### 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-Offences

## **SUGGESTED READINGS:**

1. Lee Reach, *Business Laws*, Oxford University Press, UK.
2. Singh, Avtar, *The Principles of Mercantile Law*, Eastern Book Company, Lucknow.
3. Tulsian, P.C, *Business Law*, Tata McGraw Hill, New Delhi.
4. Sharma, J.P., and Kanojia, Sunaina. *Business Laws*, Ane Books Pvt. Ltd., New Delhi.
5. Chadha, P.R, *Business Law*, Galgotia Publishing Company, New Delhi

## 2:4 Business Mathematics

### Course Objectives:

- C01: The objective of this course is to equip the students with the necessary tools for a comprehensive understanding of the other core courses in business, management etc.  
C02: To assist effective decision making in their professional career.

### Outcomes:

- (1) The basic knowledge of matrices, determinates, differentiation and integration enable the student solve a variety of problems in economics and business.
- (2) Concept of probability and its elementary theorems help in the application of the theoretical probability distributions of to solve several problems of daily life and industry.
- (3) Statistical inference and testing of hypothesis develop a frame work for conducting a tests of significance and realise their importance in testing od hypothesis

### UNIT-I

Algebraic, Logarithmic and Exponential Functions, domain and range of functions, Progressions, Permutations and Combinations, Matrices and determinants, Solving system of linear equations using matrices and determinants.

### UNIT-II

Limit of functions, differentiation of a function, rules of differentiation, Application of differentiation- maxima and minima, elasticity of demand, inter relationships among total, marginal and average costs, concept of Integration, methods of integrations of simple functions and its applications- marginal and total costs.

### UNIT-III

Basic Concepts of Probability, Events, Conditional probability, Addition and multiplication theorems of probability, Bayes Theorem, Random variable, theoretical probability distributions- Binomial, Poisson, Normal and Exponential Probability distribution.

### UNIT-IV

Statistical Inference- Theory of estimation, Properties of good estimator, Point and interval estimation, concepts of testing of hypothesis and tests of significance, for large samples- difference between sample means and sample proportions, difference between sampling distribution of two large samples.

### UNIT-V

Tests of significance for a small samples, student t-distribution and F-distribution, chi-square test for independence of attributes and for goodness of fit, Analysis of Variance- one way and two way ANOVA.

### Recommended Textbooks:

1. FUNDAMENTALS OF MATHEMATICAL STATISTICS BY S.C. GUPTA AND V.K. KAPOOR, CHAND & SONS.
2. GUPTA S.C., FUNDAMENTALS OF STATISTICS, 6e, HIMALAYA PUBLISHING HOUSE.
3. JK SHARMA (2015). BUSSINESS STATISTICS, 4e, VIKAS PUBLISHING HOUSE.

## **2:5 COMPUTER APPLICATION IN BUSINESS**

### **COURSE OBJECTIVES:**

C01: To make the students understand the concept of information systems used in business and give basic understanding of working with MS Office.

C02: To impart knowledge about the making of presentations through MS Powerpoint.

C03: Build spreadsheets to perform calculations, display data, conduct analysis, and explore what-if scenarios.

C04: Develop technical and scientific presentations which use charts and visual aids to share data.

C05: Identify, access, and evaluate information to solve real world problems

### **COURSE LEARNING OUTCOMES:**

Upon successful completion of the course, the student will be able to

1. Recognize when to use each of the Microsoft Office programs to create professional and academic documents.
2. Use Microsoft Office programs to create personal, academic and business documents following current professional and/or industry standards.
3. Apply skills and concepts for basic use of computer hardware, software, networks, and the Internet in the workplace.
4. Equip the students with skills required for designing, developing applications in Information Technology.
5. Understand the practical concepts of MS Word, MS Excel, MS PowerPoint, and MS Access.
- 6.

### **Unit 1: INTRODUCTION TO INFORMATION SYSTEM**

Meaning and definition of system, information and information system – business information system – Features of Information system – Uses of Business Information Systems, Users of Information Systems – Components of Business Information Systems.

### **Unit 2: TYPES OF INFORMATION SYSTEMS**

Management Support Systems (MSS), Management Information systems, Transaction Processing systems, Decision Support Systems (DSS), Group Decision Support System (GDSS), Office Automation system, Process Control systems, Executive Information systems, Levels of management and Information systems.

### **Unit 3: INTRODUCTION to MS Office and MS Word**

Components of MS Office, Applications of MS Office, MS Word – Working with MS Word Documents, Text Formatting, Working with Tables, Spelling and Grammar, Adding Graphics to document, Mail Merge.

### **Unit 4: MS Excel**

Working with MS Excel Workbook, Formulae and Functions, Inserting Charts, Sorting, Filters, Printing in Excel . MS Access - Basic database concepts – Definition, Advantages, Integrity Constraints and Keys, Creating database in MS Access, Creating Forms in MS Access, Creating Reports in MS Access, Working with Queries.

## **Unit 5: MS PowerPoint**

MS PowerPoint – Creating Presentations, Working with Slides - Slide Design and Slide Layout, Working with Animation, Graphics – Pictures, ClipArt, Audio Clips, Video Clips.

### **TEXT BOOKS**

1. Management Information Systems, James Obrien, Tata McGraw Hill
2. Management Information Systems, Nirmalya Bagchi, Vikas Publishing
3. [www.tutorialspoint.com](http://www.tutorialspoint.com)



## 2:6 Leadership and Management Skills

Context with Justification :

Leaders are foundations of the society, who face and win against adversities and odds of life. Through their words and deeds, they show path to others and transform into inspirational role models, affecting social life vividly. In the current times of cut-throat competitions, disbelief in values, techno-centric complex lifestyles, there is a dire need to emphasise the 'human' agency in community living. This can be done by cultivating and nurturing the innate leadership skills of the youth so that they may transform these challenges into opportunities and become torch bearers of the future by developing creative solutions.

Course Objectives :

The Module is designed to:

- C01: Help students to develop essential skills to influence and motivate others
- C02: Inculcate emotional and social intelligence and integrative thinking for effective leadership
- C03: Create and maintain an effective and motivated team to work for the society  
Nurture a creative and entrepreneurial mindset
- C04: Make students understand the personal values and apply ethical principles in professional and social contexts.

Expected Outcomes :

Upon completion of the course students will be able to:

1. Examine various leadership models and understand/assess their skills, strengths and abilities that affect their own leadership style and can create their leadership vision
2. Learn and demonstrate a set of practical skills such as time management, self management, handling conflicts, team leadership, etc.
3. Understand the basics of entrepreneurship and develop business plans
4. Apply the design thinking approach for leadership
5. Appreciate the importance of ethics and moral values for making of a balanced personality.

Credit: 02

Duration: 30 Hours

Number & Titles of Modules:

Module 1	Leadership Skills	6 Hours
Module 2	Managerial Skills	6 Hours
Module 3	Entrepreneurial Skills	6 Hours
Module 4	Innovative Leadership and Design Thinking	6 Hours
Module 5	Ethics and Integrity	6 Hours

Module Outline:

Module 1- Leadership Skills 6 Hours

- a. Understanding Leadership and its Importance
  - What is leadership?
  - Why Leadership required?
  - Whom do you consider as an ideal leader?
- b. Traits and Models of Leadership
  - Are leaders born or made?
  - Key characteristics of an effective leader
  - Leadership styles
  - Perspectives of different leaders
- c. Basic Leadership Skills
  - Motivation
  - Team work
  - Negotiation
  - Networking

Module 2 - Managerial Skills 6 Hours

- a. Basic Managerial Skills
  - Planning for effective management
  - How to organise teams?
  - Recruiting and retaining talent
  - Delegation of tasks
  - Learn to coordinate
  - Conflict management
- b. Self Management Skills
  - Understanding self concept
  - Developing self-awareness
  - Self-examination
  - Self-regulation

Module 3 -Entrepreneurial Skills 6 Hours

- a. Basics of Entrepreneurship
  - Meaning of entrepreneurship
  - Classification and types of entrepreneurship
  - Traits and competencies of entrepreneur
- b. Creating Business Plan
  - Problem identification and idea generation
  - Idea validation
  - Pitch making

Module 4 - Innovative Leadership and Design Thinking 6 Hours

- a. Innovative Leadership
  - Concept of emotional and social intelligence

- Synthesis of human and artificial intelligence
- Why does culture matter for today's global leaders

#### **b. Design Thinking**

- What is design thinking?
- Key elements of design thinking:
  - Discovery
  - Interpretation
  - Ideation
  - Experimentation
  - Evolution.
- How to transform challenges into opportunities?
- How to develop human-centric solutions for creating social good?

### **Module 5- Ethics and Integrity**

**6 Hours**

#### **a. Learning through Biographies**

- What makes an individual great?
- Understanding the persona of a leader for deriving holistic inspiration
- Drawing insights for leadership
- How leaders sail through difficult situations?

#### **b. Ethics and Conduct**

- Importance of ethics
- Ethical decision making
- Personal and professional moral codes of conduct
- Creating a harmonious life

**Pedagogy :** Pedagogy for the modules is as follows:

1. Leadership Skills - Lectures (augmented with videos); role-plays for leadership models; team building games
2. Managerial Skills - Lectures (augmented with videos), case studies (AMUL, TESLA, Toyota, DMRC, Tata Group, Google, The Mumbai Dabbawala), SWOT analysis, Johari window
3. Entrepreneurial Skills - Lectures (augmented with videos), case studies and practicing business plans
4. Innovative Leadership and Design Thinking- Concept discussion through lecture and videos followed by role-plays and exercises for each set of intelligence, activities using 5 steps – discovery, interpretation, ideation, experimentation, and evolution (Ref.: Workbook of Design Thinking by IDEO)
5. Ethics and Integrity- Experiential learning through stories suggested list (Ahilya Bai, Holkar, Abdul Kalam, Raja Harishchandra, Mahatma Gandhi, Abraham Lincoln), audio visual augmented role plays and storytelling (leaders from varied fields like academics, corporate, social, sports, art, etc.)

Assessment : It can be combination of written evaluation and presentations, including simulations, case studies and business plan.

### Bibliography and Suggested Readings:

#### Books

- Ashokan, M. S. (2015). *Karmayogi: A Biography of E. Sreedharan*. Penguin, UK.
- Brown, T. (2012). *Change by Design*. HarperBusiness
- Elkington, J., & Hartigan, P. (2008). *The Power of Unreasonable People: How Social Entrepreneurs Create Markets that Change the World*. Harvard Business Press.
- Goleman D. (1995). *Emotional Intelligence*. Bloomsbury Publishing India Private Limited
- Kalam A. A. (2003). *Ignited Minds: Unleashing the Power within India*. Penguin Books India
- Kelly T., Kelly D. (2014). *Creative Confidence: Unleashing the Creative Potential Within Us All*. William Collins
- Kurien V., & Salve G. (2012). *I Too Had a Dream*. Roli Books Private Limited
- Livermore D. A. (2010). *Leading with cultural intelligence: The New Secret to Success*. New York: American Management Association
- McCormack M. H. (1986). *What They Don't Teach You at Harvard Business School: Notes From A Street-Smart Executive*. RHUS
- O'Toole J. (2019) *The Enlightened Capitalists: Cautionary Tales of Business Pioneers Who Tried to Do Well by Doing Good*. Harpercollins
- Sinek S. (2009). *Start with Why: How Great Leaders Inspire Everyone to Take Action*. Penguin
- Sternberg R. J., Sternberg R. J., & Baltes P. B. (Eds.). (2004). *International Handbook of Intelligence*. Cambridge University Press.

#### E-Resources

- Fries, K. (2019). 8 Essential Qualities That Define Great Leadership. *Forbes*. Retrieved 2019-02-15 from <https://www.forbes.com/sites/kimberlyfries/2018/02/08/8-essential-qualities-that-define-great-leadership/#452ecc963b63>.
- How to Build Your Creative Confidence, Ted Talk by David Kelly - [https://www.ted.com/talks/david\\_kelley\\_how\\_to\\_build\\_your\\_creative\\_confidence](https://www.ted.com/talks/david_kelley_how_to_build_your_creative_confidence)
- India's Hidden Hot Beds of Invention Ted Talk by Anil Gupta - [https://www.ted.com/talks/anil\\_gupta\\_india\\_s\\_hidden\\_hotbeds\\_of\\_invention](https://www.ted.com/talks/anil_gupta_india_s_hidden_hotbeds_of_invention)
- Knowledge@Wharton Interviews Former Indian President APJ Abdul Kalam - . "A Leader Should Know How to Manage Failure" <https://www.youtube.com/watch?v=laGZaS4sdeU>
- Martin, R. (2007). How Successful Leaders Think. *Harvard Business Review*, 85(6): 60.
- NPTEL Course on Leadership - <https://nptel.ac.in/courses/122105021/9>

### **3:1 BUSINESS ANALYTICS**

#### **Course Objectives:**

C01: Understanding the Role of Business Analyst and Data Science in business.

C02: Understanding the basic concept of data management and data mining techniques

C03: To understand the basic concept of machine learning

C04: To understand the application of business analysis.

C05: Understanding the basic concept of Data Science Project Life Cycle.

#### **Course Outcomes:**

Upon the successful completion of this course, the student will be able to:

1. Understand the basics of business analysis and Data Science Knowledge
2. Understand data management and handling and Data Science Project Life Cycle  
Comprehending
3. Understand the data mining concept and its techniques Applying
4. Understand and Analyzing machine learning concept Analyzing
5. Understand the application of business analysis in different domains

#### **Unit 1:**

Introduction: What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility

#### **Unit 2:**

Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.

#### **Unit 3:**

Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.

#### **Unit 4:**

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

#### **Unit 5:**

Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

## **SUGGESTED READINGS:**

1. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, SridharSeshadri, Springer
2. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly
3. Introduction to Data Science, Laura Igual Santi Seguí, Springer
4. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India
5. An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019

## **3:2 MARKETING MANAGEMENT**

### **Course Objectives:**

C01: Formulate a marketing plan that will meet the needs or goals of a business or organization.

C02: Develop an integrated marketing communications plan for a product, concept, good and/or service based on an identified market need or target.

C03: Formulate strategies for developing new and/or modified products, concepts, goods and services that respond to evolving market needs.

C04: Develop strategies for the efficient and effective placement/distribution of products, concepts, goods and services that respond to evolving markets.

C05: Evaluate the impact of using different marketing strategies for a product, concept, good and/or service, on the finances, Return on Investment (ROI) and business goals of an organization.

### **Course Learning Outcomes**

Upon successful completion of the course, the student will be able to:

1. Formulate a marketing plan that will meet the needs or goals of a business or organization.
2. Develop an integrated marketing communications plan for a product, concept, good and/or service based on an identified market need or target.
3. Formulate strategies for developing new and/or modified products, concepts, goods and services that respond to evolving market needs.
4. Develop strategies for the efficient and effective placement/distribution of products, concepts, goods and services that respond to evolving markets.
5. Evaluate the impact of using different marketing strategies for a product, concept, good and/or service, on the finances, and business goals of an organization

### **Unit I**

Introduction: Nature, scope and importance of marketing; Evolution of marketing concepts; Marketing mix; Marketing environment. Micro and Macro environmental factors. Consumer Behavior – An Overview: Consumer buying process; Factors influencing consumer buying decisions.

### **Unit II**

Market Selection: Market segmentation – concept, importance and bases; Target market selection; Positioning concept, importance and bases; Product: Meaning and importance. Product classifications; Concept of product mix; Branding, packaging and labeling; After-sales services; Product life-cycle; New Product Development.

### **Unit III**

Pricing: Significance; Factors affecting price of a product; Major pricing methods; Pricing policies and strategies. Promotion: Nature and importance of promotion: Promotion mix; Factors affecting promotion mix decisions; and Integrated Marketing Communication Approach. Promotion Tools: advertising, personal selling, public relations; sales promotion and publicity – concept and their distinctive characteristics;

## **Unit IV**

**Distribution: Channels of distribution** - meaning and importance; Types of distribution channels; Wholesaling and retailing; Factors affecting choice of distribution channel; Distribution Logistics; Meaning, importance and decisions.

## **Unit V**

**Recent developments in marketing:** Social Marketing, Online Marketing, Direct Marketing, Services Marketing, Green Marketing, Relationship Marketing

### **Suggested Readings:**

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, *Marketing Management: A South Asian Perspective*, Pearson Education.
2. Palmer, Adrian, *Introduction to Marketing*, Oxford University Press, UK
3. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, *Principles of Marketing*, South Western Publishing, Ohio
4. Chhabra, T.N., *Principles of Marketing*, Sun India Publication.
5. Kumar, Arun & N. Meenakshi, *Marketing Management*, Vikas Publications.



### 3:3 HUMAN RESOURCE MANAGEMENT

#### Course Objectives:

C01: To familiarize the students with the concepts of human resource practices of organization and methods and techniques of Human Resource Management.

C02: To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.

C03: To help the students focus on and analyse the issues and strategies required to select and develop manpower resources

C04: To develop relevant skills necessary for application in HR related issues

C05: To Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

#### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
2. Administer and contribute to the design and evaluation of the performance management program.
3. Develop, implement, and evaluate employee orientation, training, and development programs.
4. Facilitate and support effective employee and labour relations in both non-union and union environments.
5. Research and support the development and communication of the organization's total compensation plan.

#### UNIT I:

**Introduction of HRM:** meaning, nature, objectives and scope, Functions of Human Resource Management, significance of Human Resource Management-Role and Qualities of HR manager.

#### UNIT II:

**Human Resource Planning:** Recruitment and selection- Job analysis--process of job Analysis-Job discretion- Job specification- Methods of job analysis -Job Design-Job rotation-Job enlargement-job enrichment-Job description-Job specification-Recruitment-sources of recruitment-Selection-Selection Procedure, Employment, Interview Procedure

#### UNIT III:

**Training and Development:** Meaning, Importance-Training-types, methods of Training-Learning-Learning principles- Management Development programme-Job evaluation-Performance appraisal and career planning- Need and importance- objectives-process-methods and problems of performance appraisal- Concept of career planning –features-methods –uses career Development-Transfer-Promotion-code of conduct

#### UNIT IV:

**Compensation management :** Compensation Planning-Objectives-Principles of compensation –Pay Structure – Incentives- Rewards, Intrinsic, extrinsic- Fringe Benefits-Stress Management - Quality of Work Life.

## **UNIT V:**

**Grievance redressal procedure:** Discipline- essentials of a good discipline system- Disciplinary Process -approaches- punishment-exit interview-. Legislative Framework - Trade Unions - Managing Conflicts - - Collective Bargaining - Labor participation in management and workers empowerment.

**Case study is compulsory**

### **SUGGESTED READINGS:**

1. Human Resource Management- Text and Cases-- VSP Rao
2. Personal Management and Human Resources—Venkata Ratnam , Srivasthava
3. Human Resource Management - Aswathappa
4. Human Resource Management -Garry Dessler & Varkke

### 3:4 FINANCIAL MANAGEMENT

#### Course Objectives:

C01: Provide an in-depth view of the process in financial management of the firm.

C02: Develop knowledge on the allocation, management and funding of financial resources.

C03: Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.

C04: Enhancing student's ability in dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.

C05: Demonstrate the importance of working capital management and the tools to manage it.

#### Outcomes:

On completion of this paper, the students will be able to

1. Describe the financial environment within which organisations must operate
2. Explain the fundamental financial concepts, especially time value of money
3. Apply capital budgeting projects using traditional methods.
4. Assess the factors affecting investment decisions and opportunities presented to an organisation
5. Analyse a company's performance and make appropriate recommendations.

#### Unit-I:

**Financial management:** meaning, nature and scope of finance; financial goals: profit maximization, wealth maximization; finance functions- investment, financing and dividend decisions, role of a finance manager in contemporary business environment.

#### Unit-II:

**Capital budgeting:** nature of investment decisions; investment evaluation - net present value, Internal Rate of Return, Profitability Index, Payback Period, Accounting Rate of Return , NPV and IRR comparison; Capital Rationing; risk analysis in capital budgeting.

#### Unit-III:

**Working capital:** meaning, significance and types of working capital; financing of working capital; sources of working capital; management of inventory; management of cash; management of account receivables; optimum credit policy; credit collection, dimensions of working capital management.

#### Unit-IV:

**Capital structure and Leverage** – Meaning of Capital structure, Features of an appropriate Capital Structures. Meaning of Financial Leverage, Measures of financial Leverage, Financial leverage and shareholders Return, Operating Leverage – concept and Implications. Combining financial and Operating leverage; Capital structure theories: traditional and MM hypotheses

#### Unit-V:

**Dividend decisions**—Types of dividend- dividend models - Determinants of dividend policy - Practical aspects of dividend.

## **SUGGESTED READINGS:**

1. Pandey, I.M.: Financial Management, Prentice Hall of India, New Delhi.
2. Chandra, Prasanna: Financial Management; Tata McGraw Hill, Delhi.
3. Khan M.Y. and Jain P.K.: Financial Management; Tata McGraw Hill, Delhi.
4. Vanhorne, J.C.: Financial Management and Policy; Prentice Hall of India, New Delhi.
5. Bhattacharya, Hrishikesh: Working Capital Management: Strategies & Techniques; PHC, New Delhi.
6. Ravi M Kishore: Fundamentals of Financial Management, Taxman Publications.

## 3:5 CORPORATE GOVERNANCE

### Course Objectives:

- C01: To provide an in-depth study of the Evolution and Development of Corporate Governance.
- C02: Get detailed insight into the concept, issues and practices that governs the corporate sector.
- C03: To provide expert knowledge of legal and regulatory framework of corporate governance
- C04: To understand functioning of the board committees
- C05: To provide thorough knowledge of the global trends and developments so as to have an integrated view of the entire framework for corporate governance.

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

- Learn the basics of corporate governance with its importance & features.
- provide a range of definitions of corporate governance
- identify issues usually addressed by corporate governance structures
- summarise legal and the regulatory framework of corporate governance
- identify the other drivers of corporate governance, such as capital markets, shareholders and rating agencies.

### UNIT-I

**Evolution of Corporate Governance** – Ancient and Modern Concept-Concept of Corporate Governance, Generation of Value from Performance-Principles of Corporate Governance-Beneficiaries of Corporate Governance; Shareholder Activism and changing role of Institutional Investors-Business Ethics vis-à-vis Corporate Governance-Corporate Governance in various organizations-Corporate Social Responsibilities and good corporate citizenship

### UNIT-II

**Corporate Business Ownership Structure**-Board of Directors – Role, Composition, Systems and Procedures-Fiduciary relationship-Types of Directors-Promoter/Nominee/Shareholder/Independent-Rights, Duties and Responsibilities of Directors; Role of Directors and -Scope and Responsibilities and competencies for directors-Executive Management Process, Executive Remuneration-Functional Committees of Board-Rights and Relationship of Shareholders and Other Stakeholders

### UNIT-III

Need for Legislation of Corporate Governance-Legislative Provisions of Corporate Governance in Companies Act 1956, Securities (Contracts and Regulations) Act, 1956 (SCRA), Depositories Act 1996, Securities and Exchange Board of India Act 1992, Listing Agreement, Banking Regulation Act, 1949 and Other Corporate Laws-Legal Provisions relating to Investor Protection

### UNIT-IV

Board Committees - Audit Committee, Remuneration Committee, Shareholders' Grievance Committee, other committees-Need, Functions and Advantages of Committee Management-Constitution and Scope of Board Committees-Board Committees' Charter- -Independence of Members of Board Committees-Disclosures in Annual Report; Integrity of Financial Reporting Systems-Role of Professionals in Board Committees

## **UNIT-V**

Major Expert Committees' Reports- India (including Naresh Chandra Report) and Abroad-Study of Codes of Corporate Governance-Joint Ventures-National and International-Case Studies on Corporate business ownership structure, Core competency vis-à-vis diversified business, Working of Transnational Corporations, Public Vs Private Sector – National and International

### **SUGGESTED READINGS**

1. **Corporate Governance in India**- Jayati Sarkar, Subrata Sarkar
2. **Corporate Governance in India** AN Evaluation – Subash Chandra Das
3. Corporate Governance principles, policies and practices- BOB Tricker

SEBI Regulations on corporate governance- [www.sebi.gov.in](http://www.sebi.gov.in)

## **3:6 DIGITALISATION OF BUSINESS**

### **Course Objectives:**

C01: To orient the students towards advanced concepts in digital technology and Marketing

C02: Review key trends within the Digital Marketing landscape.

C03: Explain the holistic impact of all Digital channels.

C04: Examine an example of each Digital Marketing channel.

C05: Understand search engine optimization and preparation of reports.

### **Course Learning Outcomes**

1. Upon successful completion of the course, the student will be able to:
2. Demonstrate the understanding of Digital marketing and media concepts and Effectively run advertisements on Search Engines.
3. Get website listed for top search engine results.
4. Implement best practices for creating, measuring, and optimizing display ad campaigns.
5. Effectively build users lists, deliver e-mails & generate relevant clicks.
6. Make business decisions from the metrics available in Digital Media.

### **UNIT I: DIGITALISATION INTRODUCTION**

Digital Technology introduction-Boon or Bane- understanding types of digital technology and digital marketing process- visibility- types of visibility and increasing visibility- engagement- increasing engagement of customers-Bringing targeted traffic- converting traffic into leads

### **UNIT II: UNDERSTANDING A WEBSITE**

Website definition-Levels of websites -Difference between Blog, Portal and Website-Difference between websites either static or dynamic.

### **UNIT III: SEARCH ENGINE OPTIMIZATION (SEO) AND SOCIAL MEDIA OPTIMISATION**

SEO (Search engine Optimization- On page optimization, Off page optimization-how to prepare a reports like- Keywords, titles, meta tags-On page optimization techniques-Off page Optimization techniques Reports Social Media Optimization (SMO):how to do SMO (Social Media Optimization) like Facebook, Twitter, LinkedIn, Tumblr, Pinterest and more social media services optimization-Introduction to social Media Marketing-Advanced Facebook Marketing-Twitter marketing-LinkedIn Marketing

### **UNIT IV: SEARCH ENGINE MARKETING:**

SME (Search Engine Marketing) -many paid tools - display advertising techniques-Introduction to Search Engine Marketing-Tools used for Search engine Marketing-PPC /Google Adwords Tool-Display advertising techniques

### **UNIT V: MORE SEO TOOLS**

Google Analytics-Online Reputation Management-E•Mail Marketing-Affiliate Marketing--Social Media Analytics- Ad designing

## **SUGGESTED READINGS:**

1. Fundamentals of Digital Marketing ,Second Edition ,By Pearson Paperback -2019, Puneet Bhatia
2. The Beginner's Guide to Digital Marketing (2015). Digital Marketer. Pulizzi,J.(2014) Epic Content Marketing, Mcgraw Hill Education.
3. Ryan, D. (2014 ). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
4. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns Hardcover – 1 January 2016-by [Ian Dodson](#)
5. Digital Marketing Paperback – 1 November 2017 by [Seema Gupta](#) (Author).



## **3:7 Professional Skills**

### **Context with Justification:**

One of the significant outcomes of Higher Education is to prepare an individual for entering the job/employment market. Besides knowledge and skills required for a particular job/occupation, professional skills are also required for an individual to be gainfully employed for a successful and satisfied life. Professional skills are part of life skills. An individual should be able to demonstrate professional skills involving the use of intuitive, logical and critical thinking, communication and interpersonal skills, not limited to cognitive/creative skills. These skills, behaviour and quality of output enhance employability.

The career skills empower an individual with ability in preparing an appropriate resume, addressing the necessary gaps for facing interviews and actively and effectively participating in group discussion thereof, etc. It is also of significant importance that students /individuals possess the know- how to explore career opportunities for themselves, considering their innate strengths and weaknesses.

It is important that the students/individuals are well prepared to take on new challenges and opportunities. With the increasing use of technology in the way we live, learn and work, it is critical for students/individuals to be able to utilise basic computing concepts and also have and espouse excellent TeamSkills. Collaborating and working together can assist in resolving complex problems, which allow/offer individuals an opportunity to articulate new ideas and perspectives. It further allows allow learner / individuals design, develop, problem solve and to adapt to situations based on their experience and skills.

Credit: 02 Duration:30 hours

The Course Professional Skills is divided into two parts:

- a) Career Skills
- b) Team Skills

A. Career Skills

### **Course Objectives :**

The Objectives of the course are to help students/candidates:

C01: Acquire career skills and fully pursue to partake in a successful career path

C02: Prepare good resume, prepare for interviews and group discussions

C03: Explore desired career opportunities in the employment market in consideration of an individual SWOT.

## Expected Outcomes :

At the end of this course the students will be able to:

1. Prepare their resume in an appropriate template without grammatical and other errors and using proper syntax
2. Participate in a simulated interview
3. Actively participate in group discussions towards gainful employment
4. Capture a self - interview simulation video regarding the job role concerned
5. Enlist the common errors generally made by candidates in an interview
6. Perform appropriately and effectively in group discussions
7. Explore sources (online/offline) of career opportunities
8. Identify career opportunities in consideration of their own potential and aspirations
9. Use the necessary components required to prepare for a career in an identified occupation (as a case study).

Duration: 15 Hours

### Number & Titles of Modules:

<b>Module 1</b>	<b>Resume Skills</b>	<b>3 Hours</b>
<b>Module 2</b>	<b>Interview Skills</b>	<b>5 Hours</b>
<b>Module 3</b>	<b>Group Discussion Skills</b>	<b>4 Hours</b>
<b>Module 4</b>	<b>Exploring Career Opportunities</b>	<b>3 Hours</b>

Module Outline :

### **Module 1: Resume Skills** **3 Hours**

#### **i. Resume Skills : Preparation and Presentation**

- Introduction of resume and its importance
- Difference between a CV, Resume and Bio data
- Essential components of a good resume

#### **ii. Resume skills : common errors**

- Common errors people generally make in preparing their resume
- Prepare a good resume of her/his considering all essential components

Module 2: Interview Skills

5 Hours

#### **i. Interview Skills : Preparation and Presentation**

- Meaning and types of interview (F2F, telephonic, video, etc.)
- Dress Code, Background Research, Do's and Don'ts
- Situation, Task, Approach and Response (STAR Approach) for facing an interview
- Interview procedure (opening, listening skills, closure, etc.)
- Important questions generally asked in a job interview (open and closed ended questions)

- ii. Interview Skills : Simulation
  - Observation of exemplary interviews
  - Comment critically on simulated interviews
- iii. Interview Skills : Common Errors
  - Discuss the common errors generally candidates make in interview
  - Demonstrate an ideal interview

Module 3: Group Discussion Skills 4 Hours

- Meaning and methods of Group Discussion
- Procedure of Group Discussion
- Group Discussion- Simulation
- Group Discussion - Common Errors

Module 4: Exploring Career Opportunities 3 Hours

- Knowing yourself – personal characteristics
- Knowledge about the world of work, requirements of jobs including self-employment.
- Sources of career information
- Preparing for a career based on their potentials and availability of opportunities

Pedagogy : Besides Face to Face lectures (theory would be limited only to 20% of the component and remaining 80% would be practical oriented), the focus would be primarily on blended /hybrid learning. This could include a flipped classroom approach that leverages project-based learning, demonstration, group discussion, simulations etc.

Materials : Audio video materials, Online Platform (SWAYAM), FutureSkills Platform, Used Cases & Case Studies etc.

Assessment: Online evaluation, demonstration, assignments: Some components could be aligned to NOS (SSC/N9005) IT-ITeS Sector . The questions posed to the students would be a mix of MCQs, scenario-based, logical reasoning, comprehension, simulations, etc. Do check the assessment model and sample assessment at (<http://nac.nasscom.in/>)

**Bibliography & Suggested Reading including audio video material :**

Please check IT-ITeS Sector Skills Council readiness programs namely

- Foundation Skills In IT (FSIT) - Refer the websites like <https://www.sscnasscom.com/ssc-projects/capacity-building-and-development/training/fsit/> and
- Global Business Foundation Skills (GBFS) – Refer websites like <https://www.sscnasscom.com/ssc-projects/capacity-building-and-development/training/gbfs/>

## **B. Team Skills**

### **Objectives :**

The objectives of the course is to make learners:

1. Understand the significance of Team Skills and help them in acquiring them
2. To help them design, develop and adapt to situations as an individual and as a team.

### **Expected Outcomes :**

By the end of this course the learners/candidates will be able to:

1. Use common technology messaging tools that are used in enterprises for flow of information and transition from command and control to informal communication during an online/offline team session
2. Actively use and operate online team communication tools: Webinar, Skype, Zoom, Google hangout etc
3. Appreciate and demonstrate Team Skills
4. Participate in a digital lifestyle conversant with computers, applications, Internet and nuances of cyber security
5. Explore (online) and identify career opportunities in consideration of their own potential and aspirations.
6. Discuss and articulate the key requirements of an entrepreneurial exercise
7. Empathise and trust colleagues for improving interpersonal relations
8. Engage in effective communication by respecting diversity and embracing good listening skills
9. Distinguish the guiding principles for communication in a diverse, smaller internal world
10. Practice interpersonal skills for better relations with seniors, juniors, peers and stakeholders
11. Project a good personal image and social etiquette so as to have a positive impact on building of one's chosen career
12. Generate, share and maximise new ideas with the concept of brainstorming and the documentation of key critical ideas/thoughts articulated and action points to be implemented with timelines in a team discussion (as MOM) in identified applicable templates.

Duration: 15 Hours

**Number & Titles of Modules:**

<b>Module 1</b>	<b>Presentation Skills</b>	<b>5 Hours</b>
<b>Module 2</b>	<b>Trust and Collaboration</b>	<b>2 Hour</b>
<b>Module 3</b>	<b>Listening as a Team Skill</b>	<b>2 hour</b>
<b>Module 4</b>	<b>Brainstorming</b>	<b>2 Hour</b>
<b>Module 5</b>	<b>Social and Cultural Etiquettes</b>	<b>2 Hour</b>
<b>Module 6</b>	<b>Internal Communication</b>	<b>2 Hour</b>

Module Outline :

**Module 1: Presentation Skills** **5 Hours**

- Types of presentations
- Internal and external presentation
- Knowing the purpose
- Knowing the audience
- Opening and closing a presentation
- Using presentation tools
- Handling questions
- Presentation to heterogenic group
- Ways to improve presentation skills over time

**Module 2: Trust and Collaboration** **2 Hours**

- Explain the importance of trust in creating a collaborative team
- Agree to Disagree and Disagree to Agree – Spirit of Team work
- Understanding fear of being judged and strategies to overcome fear

**Module 3: Listening as a Team Skill** **2 Hours**

- Advantages of Effective Listening
- Listening as a team member and team leader. Use of active listening strategies to encourage sharing of ideas (full and undivided attention, no interruptions, no pre-think, use empathy, listen to tone and voice modulation, recapitulate points, etc.).

#### Module 4: Brainstorming

2 Hour

- Use of group and individual brainstorming techniques to promote idea generation.
- Learning and showcasing the principles of documentation of team session outcomes

#### Module 5: Social and Cultural Etiquette

2 Hour

- Need for etiquette (impression, image, earn respect, appreciation, etc)
- Aspects of social and cultural/corporate etiquette in promoting teamwork
- Importance of time, place, propriety and adaptability to diverse cultures

#### Module 6: Internal Communication

2 Hour

- Use of various channels of transmitting information including digital and physical, to team members.

Pedagogy : Besides Face to Face Lectures (as theory would be limited only to 20% of the component and remaining 80% would be practical oriented), the focus would be primarily on blended learning/hybrid learning. This could include a flipped classroom approach that leverage project based learning, demonstration, group discussion, simulation as well as coaching, seminars and tutorials.

Materials : Audio video materials, Online Platform (SWAYAM), Future Skills platform

#### **Assessment: Written evaluation, demonstration, assignments:**

Some components aligned to NOS (SSC/N9005) IT-ITeS . The questions posed to the students would be a mix of MCQs, Scenario-based, logical reasoning, comprehension, simulations, etc. Do check the assessment at website like (<http://nac.nasscom.in/>).

#### **Bibliography & Suggested Reading including audio video material :**

Please check IT-ITeS Sector Skills Council readiness program namely Global Business Foundation Skills (GBFS) in website (<https://www.sscnasscom.com/ssc-projects/capacity-building-and-development/training/gbfs/>), and Generic and the entrepreneurial NOS at NSQF Level 4 -7.

## 4:1 ENTREPRENEURSHIP DEVELOPMENT AND INNOVATION

### Course Objectives:

C01: To develop entrepreneurial way of thinking that will allow to identify and create business opportunities that may be commercialized successfully.

C02: Have the ability to discern distinct entrepreneurial traits that they can imbibe or emulate.

C03: Know the parameters to assess opportunities and constraints for new business ideas

C04: Understand the systematic process to select and screen a business idea

C05: Design strategies for successful implementation of ideas

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to

1. To be familiar with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.
2. understand the concept of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.
3. identify the role played by women in entrepreneurship for establishing and managing any business venture.
4. know how to raise the funding for the business from different sources for a startup venture.
5. To scan for opportunities and find avenues for new business creation

### UNIT I:

**Entrepreneurship:** Importance and Role of Entrepreneurship in Economic Development, Characteristics of Entrepreneurship and Qualities of an Entrepreneur, Theories of Entrepreneurship, Stimulants of Entrepreneurship and Barriers to Entrepreneurship, Entrepreneurial Ethics and Social Responsibility.

### UNIT II:

**Institutional support:** Role of Government, Role of Financial Institutions, Role of Commercial Banks, Role of Development Financial Institutions. Role of other supporting institutions.

### UNIT III:

**Women Entrepreneurship:** Role & Importance, Profile of Entrepreneurs, Problems of Women Entrepreneurs, Role Organizations in promoting Women Entrepreneurship in India.

### UNIT IV:

**Training:** Designing Appropriate Training Programmes to Inculcate Entrepreneurial Spirit, Significance of Entrepreneurial Training, Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees.

### UNIT V:

**Entrepreneurial Innovation:** Business Idea generation: Sourcing of business ideas, innovative ideas, opportunity identification, scanning of the environment - finding the gaps for new business and new way of business - setting-up new ventures - acquiring existing business.

**SUGGESTED READINGS:**

1. Vasant Desai, Dynamics of Entrepreneurship Development, Himalaya Publishers.
2. Mathew, J. Manimala, Entrepreneurship Theory at the Crossroads, Wiley India.
3. Tabarrok, Entrepreneurial Economics, Oxford University Press.
4. C.V.Bakshi, Entrepreneurship Development, Excel Publications.
5. Balaraj Singh, Entrepreneurship Development, Wisdom Publications.



## 4:2 COST AND MANAGEMENT ACCOUNTING

### Course Objectives:

C01: Provide an over view of cost and management accounting

C02: Develop knowledge on costing concepts and preparation of cost sheet.

C03: Improving students' understanding of the cost benefit analysis.

C04: Helps in understanding budgets and budgetary analysis

C05: Help the learner to explore the different tools in performing financial statement analysis.

### Course Learning Outcomes:

On completion of this paper, the students will be able to

1. Analyse and provide recommendations to improve the operations of organisations through the application of management accounting techniques;
2. Understands costing systems, cost management systems, budgeting systems and performance measurement systems
3. Make obvious the need for a balance between financial and non-financial information in decision making, control and performance evaluation applications of management accounting;
4. Assess the costs and benefits of different conventional and contemporary costing systems;
5. Estimate complex ideas and tolerate uncertainty in managerial and organisational problem-solving

### Unit-I:

**Overview of Cost Accounting**, Concepts and practices. Management Accounting: Scope, Objects, Functions, Tools and Techniques of Management Accounting, Difference between Cost Accounting and Management Accounting.

### Unit-II:

**ROLE OF COST ACCOUNTING IN DECISION-MAKING** - Cost concepts, Element of cost, classification of costs, Preparation of cost sheet. Marginal Costing – Concept, Scope, Assumptions and Limitations, Marginal Costing Vs Absorption costing, Cost Volume Profit analysis, methods of determination of Break even point, Assumptions & Limitations of Break even point.

### **Unit-III:**

**Standard Costing** – Meaning and need of Standard Costing, Steps involved in Standard Costing, Standard Cost Vs Estimated cost, Establishing a system of Standard Costing, Variance Analysis, Classification of Variances, Introduction of direct material Variances and direct labour Variances.

### **Unit-IV:**

**Budgeting & Budgetary control** - Meaning , Characteristics and Types of budgets. Objectives of budgetary control, Budgeting Vs Forecasting, Limitation of Budgetary control.

### **Unit-V:**

**Analysis of financial statements:** Tools, Comparative statements, common size statements and trend analysis, Ratio Analysis, Fund Flow Analysis and Cash Flow analysis.

### **SUGGESTED READINGS:**

1. *Management Accounting: Text, Problems and Cases-* M Y Khan P K Jain, McGraw-Hill Education
2. Cost Accounting, S.. P. Jain & K.L. Narang, Kalyani Publishers.
3. Cost Accounting- An Introduction , Nigam B.M.L. & Jain, I.C., PHI
4. Cost and Management Accounting , Prof. M.L. Agarwal, Dr. K.L. Gupta - Sahitya Bhawan publications
5. *Management Accounting*, **R.S.N. Pillai**, S Chand Publications

## **4:3 ORGANIZATIONAL BEHAVIOR**

### **Course Objectives:-**

C01: The objective of the course is to give to the students a foundation in understanding human behavior at work.

C02: This course aims to improve students understanding of human behavior in organization and the ability to lead people to achieve more effectively toward increased organizational performance

C03: Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, personality, perception, decision making, and motivational theories.

C04: Understand group behavior in organizations, including communication, leadership and conflict

C05: Understand the organizational system, including organizational structures, culture, human resources, and change.lead people to achieve more effectively toward increased organizational performance.

### **Course Learning Outcomes**

Upon successful completion of the course, the student will be able to:

1. Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
2. Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
3. Analyze the complexities associated with management of the group behavior in the organization
4. Demonstrate how the organizational behavior can integrate in understanding the motivation behind behavior of people in the organization.
5. To discuss the implementation of organizational change.

### **UNIT-I:**

Introduction Nature and Importance of Organizational Behavior - Management Functions, Roles and Skills – People Skills.

### **UNIT-II:**

Foundations of Individual Behavior - The Perception process – Factors, Person Perception - Learning – Theories of Learning, Principles of Learning - Motivation – Primary and General Motives, Theories of Motivation – Maslow, Herzberg, Equity Theory, Goal-Setting Theory – Expectancy Theory

### **UNIT-III:**

Foundations of Group Behavior - Nature of Groups – Structure, Types, Stages of Group Development - Group Decision-Making – Groups vs. Individual, Groupthink, Group shift, Group Decision-Making Techniques.

### **UNIT-IV:**

Managing Group Behavior - Leadership – Nature and Importance, Theories-Trait theories, Behavioral Theories, Contingency Theories - Understanding Work Teams Nature of Teams, Types of Teams, Effectiveness of Teams, Team Building - Conflict Intra-personal and Interpersonal Conflict.

### **UNIT-V:**

Foundations of Organizational Behavior - Organizational Structure – Work Specialization, Departmentalization - Span of Management, - Organizational Culture: Nature – Creating and Maintaining a Culture.

**Case study is compulsory**

### **SUGGESTED READINGS:**

1. Stephen P. Robins, Organizational Behavior, PHI Learning/Pearson Education, 2008.
2. Fred Luthans, Organizational Behavior, McGraw Hill, 2001.
3. Schermerhorn, Hunt and Osborn, Organizational behavior, John Wiley, 9<sup>th</sup> Edition, 2008.
4. Udai Pareek, Understanding Organizational Behaviour, Oxford Higher Education, 2004.
5. Mc Shane & Von Glinov, Organizational Behaviour, 4<sup>th</sup> Edition, Tata Mc Graw Hill, 2007.
6. Hellrigal, Slocum and Woodman, Organizational Behavior, Cengage Learning, 2007.

## 4:4 OPERATIONS MANAGEMENT

### Course Objectives:

C01: To understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.

C02: introduce concepts of the management of business processes and how operations provide a competitive advantage in the marketplace

C03: identify the issues related to designing and managing operations such as project management, strategic capacity planning, process analysis, production process, facility layouts, etc.

C04: greater understanding of the supply chain and associated decisions in business environments

C05: Demonstrate comprehension of the business operations and their role within an organization

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to

1. Develop an understanding of and an appreciation for the production and operations Management function in any organization.
2. To understand the importance of productivity and competitiveness to organizations
3. To understand the importance of an effective production and operations strategy to an organization
4. The student can be able to identify and characterize different types of manufacturing and nonmanufacturing operations
5. Plan capacity of the plant and design work study and will be able to efficiently manage Operations Planning and Control.

### UNIT I:

**Operations management - meaning**, definitions, scope and objectives- interaction of operations management with other areas - manufacturing and non manufacturing operations and their characteristics. Types of Manufacturing Systems.

### UNIT II:

**Facilities planning** - plant location - factors determining plant location - plant layout—process layout and product layout - materials handling – MRP - Principle equipments.

### **UNIT III:**

**Capacity planning** - estimation of capital requirements - maintenance management—types of maintenance -work study - time and method study - work measurement, meaning, scope and importance

### **UNIT IV:**

**Operations planning and control** - Objectives of Operations planning—planning procedure - Operations planning categories.

### **UNIT V:**

**Operations control** - Meaning, Importance and objectives - Techniques of operations control (PERT & CPM).

### **SUGGESTED READINGS:**

1. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy. John Willy& Sons Asia Pvt Limited.
5. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai

## 4:5 TALLY

### Course Objectives

C01: To impart knowledge regarding concepts of Financial Accounting

C02: To enable the learners to gain an in-depth knowledge in Accounting Tally Software and its allied subjects.

C03: To enable the learners to acquire necessary competencies by imparting knowledge of various concepts, methods and approaches to analyze complex business issues.

C04: To improve their competitive position through practical methods and up-date the changes in the subject areas.

C05: To learn and practice Computerized Accounting Systems using Tally

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

- Learn the introduction of Tally with its importance & features.
- Gain practical exposure of this software while solving examples.
- Be confident towards using Tally software while solving practical problems.
- Understand Various concepts pertaining to formation of company & creation of different accounts under Tally.
- Learning about accounts and voucher entries along with practice session on individual basics

### UNIT-I

**Introduction to computerised accounting**-significance, advantages and disadvantages – different accounting software available in the market.

### UNIT-II

**Introduction to tally ERP-9** characteristics –gateway of tally – creation of company- Alter –display –delete company –Accounts information – creation of ledgers –(single and group) –alter-delete ledgers in tally (with lab practicals.)

### UNIT-III

**Introducing accounting vouchers**-types- alteration-displaying vouchers-(with lab practicals)

## **UNIT-IV**

**Inventory handling** –a practical approach – creation of stocks groups- stock categories – stock items – godown – units of measures.

## **UNIT-V**

**Tally reports** – displaying reports – characteristics – printing reports – display of trial balance, profit and loss account, Balancesheet , ratio analysis, day book. Short cut keys in tally, F11 features F12-configuration.

## **SUGGESTED READINGS**

1. Tally.ERP 9 – Ashok K. Nandhini
2. Learning Tally. ERP 9 – Vishnu Priya Singh
3. Straight To The Point - Tally.ERP 9 - Dinesh Maidasani
4. Implementing Tally 6.3 –K.K Nantheni



## 4:6 Universal Human Values

### Context with Justification:

Human civilisation is known for the values that it cherishes and practices. Across various times and places, sages, saints and seers, drawing on their experience, developed practices that placed central importance on values, though the names used by them differed, as their languages varied but the spirit was same. Universal human values are values that human beings cherish and hold in common consciously and otherwise in most of the places and times and practice them.

Renunciation is the foundational value. Renunciation or greedlessness has two preconditions: love for all living beings and absence of selfishness. Renunciation is not self-directed but other-directed and is for life in all forms and shapes, for welfare of all. Renunciation begins when selfishness ends. Renunciation to run away from the problems of life is cowardice. Renunciation without action means parasitic life. Also, service can be practised only when renunciation with action begins. Unegoistical service is inconceivable without renunciation; and true service is possible only through love and compassion. Life and death are eternal truths, so is the truth as fact and truth as value. Truth exists between the two ends of life and death and is to be pursued.

**Truth, Love, Peace, Non-Violence and Righteous Conduct** are the Universal Human Values. Renunciation (sacrifice), Compassion and Service are also commonly acceptable human values, which at the operation level have been named differently as sincerity, honesty, righteousness, humility, gratitude, aspiration, prosperity, non-violence, trust, faith, forgiveness, mercy, peace and so on. These are needed for well-being of an individual, society and humanity and ultimately Peace in the world.

This course aims at making learners conscious about universal human values in an integral manner, without ignoring other aspects that are needed for learner's personality development.

### Course Objectives :

C01: The understand meaning, purpose, and relevance of universal human values

C02: To inculcate and practice Universal human values consciously to be a good human being and realise one's potentials.

### Learning outcomes :

By the end of the course the learners will be able to:

1. Know about universal human values and understand the importance of values in individual, social circles, career path, and national life.
2. Learn from case studies of lives of great and successful people who followed and practised human values and achieved self-actualisation.

3. Become conscious practitioners of human values.
4. Realise their potential as human beings and conduct themselves properly in the ways of the world.

Credit: 02

**Duration: 30 Hours**

**Number & Titles of Modules:**

<b>Module 1: Love &amp; Compassion Hours</b>	<b>5</b>
<b>Module 2: Truth Hours</b>	<b>5</b>
<b>Module 3: Non-Violence Hours</b>	<b>5</b>
<b>Module 4: Righteousness Hours</b>	<b>5</b>
<b>Module 5: Peace Hours</b>	<b>4</b>
<b>Module 6: Service Hours</b>	<b>3</b>
<b>Module 7: Renunciation (Sacrifice) Hours</b>	<b>3</b>

Module Outline :

**Module 1: Love & Compassion** **5 Hours**

- Introduction: What is love? Forms of love—for self, parents, family, friend, spouse, community, nation, humanity and other beings, both for living and non-living
  - Love and compassion and inter-relatedness
  - Love, compassion, empathy, sympathy and non-violence
  - Individuals who are remembered in history for practicing compassion and love.
  - Narratives and anecdotes from history, literature including local folklore
  - Practicing love and compassion: What will learners learn gain if they practice love and compassion? What will learners lose if they don't practice love and compassion?
  - Sharing learner's individual and/or group experience(s)
  - Simulated Situations

- Case studies

## Module 2: Truth

5 Hours

- Introduction: What is truth? Universal truth, truth as value, truth as fact (veracity, sincerity, honesty among others)
- Individuals who are remembered in history for practicing this value
- Narratives and anecdotes from history, literature including local folklore
- Practicing Truth: What will learners learn/gain if they practice truth? What will learners lose if they don't practice it?
- Learners' individual and/or group experience(s)
- Simulated situations
- Case studies

## Module 3: Non-Violence

5 Hours

- Introduction: What is non-violence? Its need. Love, compassion, empathy sympathy for others as pre-requisites for non-violence
- Ahimsa as non-violence and non-killing
- Individuals and organisations that are known for their commitment to non-violence
- Narratives and anecdotes about non-violence from history, and literature including local folklore
- Practicing non-violence: What will learners learn/gain if they practice non-violence? What will learners lose if they don't practice it?
- Sharing learner's individual and/or group experience(s) about non-violence
- Simulated situations
- Case studies

## Module 4: Righteousness

5 Hours

- Introduction: What is righteousness?
- Righteousness and *dharma*, Righteousness and Propriety
- Individuals who are remembered in history for practicing righteousness
- Narratives and anecdotes from history, literature including local folklore
- Practicing righteousness: What will learners learn/gain if they practice righteousness? What will learners lose if they don't practice it?
- Sharing learners' individual and/or group experience(s)
- Simulated situations
- Case studies

## Module 5: Peace

4 hours

- Introduction: What is peace? Its need, relation with harmony and balance
- Individuals and organisations that are known for their commitment to peace
- Narratives and Anecdotes about peace from history, and literature including local folklore
- Practicing peace: What will learners learn/gain if they practice peace? What will learners lose if they don't practice it?
- Sharing learner's individual and/or group experience(s) about peace
- Simulated situations
- Case studies

## Module 5: Service

3 Hours

- Introduction: What is service? Forms of service, for self, parents, family, friend, spouse, community, nation, humanity and other beings—living and non-living, persons in distress or disaster.
- Individuals who are remembered in history for practicing this value.
- Narratives and anecdotes dealing with instances of service from history, literature including local folklore
- Practicing service: What will learners learn/gain if they practice service? What will learners lose if they don't practice it?
- Sharing learners' individual and/or group experience(s) regarding service
- Simulated situations
- Case studies

## Module 6: Renunciation (Sacrifice)

3 Hours

- Introduction: What is renunciation? Renunciation and sacrifice. Self-restrain and Ways of overcoming greed. Renunciation with action as true renunciation
- Individuals who are remembered in history for practicing this value.
- Narratives and anecdotes from history and literature, including local folklore about individuals who are remembered for their sacrifice and renunciation.
- Practicing renunciation and sacrifice: What will learners learn/gain if they practice Renunciation and sacrifice? What will learners lose if they don't practice it?
- Sharing learners' individual and/or group experience(s)
- Simulated situations
- Case studies

## **5:1(a) CONSUMER BEHAVIOR**

### **Course Objectives:**

The objective is to enable students to understand the behavior and its applications and the recent trends in understanding consumers better.

C01: To understand consumer behaviour in an informed and systematic way.

C02: To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making.

C03: To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.

C04: To give the students a perspective to understand the application of market research in framing effective marketing strategies.

### **Course Learning Outcomes**

Upon successful completion of the course, the student will be able to:

1. Discuss the rationale for studying consumer behaviour.
2. Identify and explain factors which influence consumer behaviour inclusive of society and culture.
3. Demonstrate how knowledge of consumer behaviour can be applied to marketing.
4. Develop communication skills both orally and in writing within marketing contexts
5. Demonstrate the capability to work both independently and in a team environment employing inquiry processes to complete marketing projects.

### **Unit I:**

**Introduction to Consumer Behaviour** - Need to study Consumer Behaviour;; current trends in Consumer Behaviour; Market segmentation & consumer behaviour.

### **Unit II:**

**INDIVIDUAL DETERMINANTS OF CONSUMER BEHAVIOUR**  
:motivation; personality and self-concept; consumer perception; learning & memory; nature of consumer attitudes; consumer attitude formation and change.

### **Unit III**

#### **ENVIRONMENTAL DETERMINANTS OF CONSUMER BEHAVIOUR**

Family influences; Influence of culture; subculture & cross cultural influences; group dynamics and consumer reference groups; social class & consumer behaviour.

### **Unit IV:**

**CONSUMER'S DECISION MAKING PROCESS** :Problem recognition; Search & Evaluation; Purchase processes; Post-purchase behaviour; personal influence & opinion leadership process; Diffusion of innovations; Models of Consumer Behaviour;

### **Unit V:**

**CONSUMER SATISFACTION & CONSUMERISM** :Concept of Consumer Satisfaction; Working towards enhancing consumer satisfaction; sources of consumer dissatisfaction; dealing with consumer complaint. Concept of consumerism; consumerism in India and consumer protection act in india;

### **SUGGESTED READINGS:**

1. Leon. G. Schiffman & Leslve Lazer Kanuk; Consumer behaviour; 6th Edition; PHI, New Delhi, 2000.
2. Suja.R.Nair, Consumer behaviour in Indian perspective, First Edition, Himalaya Publishing House, Mumbai, 2003.
3. Batra/Kazmi; Consumer Behaviour.
4. David. L. Loudon & Albert J. Bitta; Consumer Behaviour; 4th Edition, Mcgraw Hill, Inc; New Delhi, 1993.
5. K. Venkatramana, Consumer Behaviour, SHBP

## 5:1 (b) ADVERTISING MANAGEMENT

### Course Objectives:

C01: The objective is to provide an understanding about the purpose of advertising and learn the concepts of advertising.

C02: To provide with a working knowledge of the major frameworks and research findings in the area of advertising management.

C03: The goal of this course is not to simply learn the material, but rather it is to integrate and apply it. By the end of this course, Student should not only be familiar with a large body of advertising knowledge, but you should also be able to apply this information to create and evaluate effective advertising strategies and tactics.

C04: Identify and make decisions regarding the most feasible advertising appeal and media mix.

C05: Identify key players in advertising industry.

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. Appreciate the ways that communication through advertising influences and persuades consumers;
2. Discuss the role of the advertising agency and its client relationships;
3. Identify advertising's place in the communications mix;
4. Discuss the decisions which need to be made in budgeting and planning for promotion;
5. Research and prepare a profile of media habits for a given target market;

### Unit I

**INTRODUCTION & BASIC CONCEPTS:** Definition -Advertising purpose and functions; Economic, social & ethical aspects of advertising; Advertising & the marketing mix, Advertising as a communication process; types of advertising;

### Unit II:

**ADVERTISING AND CAMPAIGN PLANNING** :Marketing strategy & Situation analysis; Advertising plan; Advertising objectives; DAGMAR approach; Advertising strategy; Advertising campaign-planning process.

### Unit III:

**CREATIVE STRATEGY:** Creative approaches in advertising; The art of copywriting; Advertising copy testing; creativity in communication, motivational approaches & appeals

**Unit IV:**

**Role of media; types of media;** their advantages and disadvantages; Media research & advertising decisions; media planning, selection & scheduling strategies.

Advertising budget process; Methods of determining Advertising appropriations.-Advertising agencies and their role.

**Unit V:**

**Advertising Agencies:** structure & functions of an advertising agency; Selection & co-ordination of advertising agency; Advertising regulations; Internet advertising. Methods of measuring advertising effectiveness;

**SUGGESTED READINGS:**

1. Rajeev Batra, John. G.Myers. T. David.A. Aaker; Advertising Management; 5th Edition, PHI Edition, New Delhi, 1998.
2. Kazmi/Batra; Advertising & Sales promotion 3<sup>rd</sup> Edition
3. Jefkins&Yadin; Advertising, 4th Edition; Pearson Education, New Delhi, 2000.
4. Manendra Mohan; Advertising Management - Concepts & Cases; Tata McGraw Hill Publishing company Ltd, New Delhi 2001.
5. K. Venkataraman, Advertising & Media Management, SHBP.



## 5:1 (c) SALES MANAGEMENT

### Course Objectives:

C01: Understanding the human dynamic in managing salespeople and discussing some of the opportunities and challenges that sales managers face in their day-to-day work

C02: To familiarize students with the process of selling and increase the skills required for personal selling.

C03: Demonstrate an understanding of the role of the sales force as a part of the marketing mix;

C04: Apply in a competent manner sales management tools such as sales forecasting, sales compensation methods, sales budgeting, sales reports, routings, quotas, sales analysis, and evaluation of performance by means of a team project that creates a sales force plan.

C05: Understand the role of the function of sales management in the corporate structure.

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. Understand the skills required to become adept in personal selling.
2. Identify the steps in personal selling and gain understanding on lead generation and converting prospects into customers.
3. Develop an effective **sales** compensation plan.
4. Evaluate the performance of a **sales** person.
5. Organize **sales** territories to maximize selling effectiveness. Evaluate **sales** and **sales management** strategies in relation to current legal and ethical standards of practice.

### UNIT I:

Introduction to sales management: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations

## **UNIT II:**

Selling skills & Selling strategies: Selling and business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-up action.

## **UNIT III:**

Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of sales force.

## **UNIT IV:**

Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process

## **UNIT V:**

Sales Manager and Sales Person: Role of sales manager and sales people; functions of sales manager, functions of sales person, types and characteristics of sales manager and sales people-Time management for sales manager and sales person.

## **Suggested Readings:**

1. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.
2. Aftab Alam Sales and Distribution Management, Wisdom Publication
3. Richard R.Stire, Edward W.Candiff and Norman, A.P.Gavani, Sales Management Decisions, Policies and Cases – Prentice Hall.
4. Eugene. M.Johnson, David L.Kurty and Enirhard. E.Scheuing – Sales Management, Concepts, Practices and Cases by McGraw Hill International.
5. S.L.Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.

## 5:1 (d) RETAIL MANAGEMENT

### Course Objectives:

C01: To enable students to acquire skills in Retail Management.

C02: Become competent to answer as to How retailing works and the factors that influence its success

C03: Understand how to create a shopping experience that builds customer loyalty.

C04: Learn how to receive, present and maintain merchandise.

C05: Learn how to identify, hire, retain and build retail talent and the functions that support service and sales.

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. Evaluate current retailing trends based on retail environment in India.
2. Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.
3. Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.
4. Identify important aspects of Merchandise Management.
5. Assess current Indian retail practices in their ability to respond to environmental trends.

### Unit I:

**Definition – functions of retailing** - types of retailing – forms of retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario.

### Unit II

**Buying decision process and its implication to retailing** – influence of group and individual factors. Customer shopping behavior - Customer Service satisfaction. Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis.

### Unit III

**Choice of Store location** – Influencing Factors, Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Store

Layout and visual merchandising – Store designing, Retail Operations -  
Inventory management –.

#### **Unit IV**

**Merchandise Management** – Category Management Retail marketing mix –  
Introduction. Human Resource Management in Retailing – Manpower planning  
– recruitment and training – compensation – performance appraisal.

#### **Unit V**

**Non store retailing (E tailing)** The impact of Information Technology in retailing - Integrated  
systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf  
labels – customer database management system.

#### **SUGGESTED READINGS:**

1. BarryBermansandJoelEvans,"RetailManagement–  
AStrategicApproach",8thedition,PHIPrivate Limited, New Delhi,2002.
2. Suja Nair: Retail Management,HPH.
3. A.J. Lamba, "The Art of Retailing", 1st edition, Tata Mc GrawHill, New  
Delhi,2003.
4. SwapnaPradhan, Retailing Management, 2/e, 2007 & 2008,TMH
5. A. Siva Kumar; Retail Marketing, ExcelBooks

## 5:1 (e) LOGISTICS AND SUPPLY CHAIN MANAGEMENT

### Course Objectives:

- C01: understanding of the primary differences between logistics and supply chain management
- C02: Identify the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain
- C03: To know the management components of supply chain management
- C04: understanding of the tools and techniques useful in implementing supply chain management .
- C05: Knowledge about the professional opportunities in supply chain management.

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to

1. The student Can understand the Tier Suppliers, Vendors and end users contribution in Value chain.
2. Could enhance the knowledge of Value added service and gap Management for effective and smooth Supply chain within the frame of suitable Logistics.
3. Demonstrate operational purchasing methods and techniques on supplier management and supply in specific business contexts.
4. Explain the strategic importance of logistic elements and describe how they affect supply chain management.
5. Gain understanding on transportation and routing and scheduling.

#### UNIT I:

**Nature and Concepts** - Logistics in India – Strategic Logistics Planning Process – Value Chain – Outsourcing and 3 pls – 4<sup>th</sup> Party Logistics (4pls)

#### UNIT II:

**Bullwhip effect and Supply Chain** – Supply Chain Relationships –Conflict Resolution strategies for harmonious relationships – Components of Logistics – Gaps analysis for Customer service measurements.

#### UNIT III:

**Operational Logistical information system** – Integrated information technology - solution for Logistics and Supply chain – Emerging technologies in Logistics and Supply chain.

#### UNIT IV:

**Warehousing and Distribution Centers** – Concepts of Warehousing – Types of Warehouse – Functions of Ware housing – Strategy – Design – Operational Mechanism – Materials handling – objectives –principles – equipments

## **UNIT V:**

**Transportation – Position of transportation** – elements of cost – Modes -0  
Multi model transport – Containerisation – Indian infrastructure – Decision –  
Networks– Protective Packaging – concept – forms of packaging – problems –  
policy .

### **SUGGESTED READINGS:**

1. D.K. Agarwal (2010), Logistics and Supply Chain Management, New Delhi: Macmillan Publications.
2. Sunil Chopra (2013), Supply Chain Management: Strategy, Planning and
3. Operations (5<sup>th</sup> Ed.), New Delhi: Pearson Education.
4. Vinod V Sople (2012), Supply Chain Management: Text and Cases, New Delhi: Pearson Education.
5. G. Srinivasan(2010), Quantitative Models in Operations and Supply Chain Management, New Delhi: PHI Learning.

## 5: 2(a) FINANCIAL INSTITUTIONS AND MARKETS

### Course Objectives:

C01: To introduce students with financial system and financial markets.

C02: Provide an understanding to the world of financial services.

C03: To enrich student's understanding of the fundamental concepts and working of financial service institutions.

C04: Helps in understanding roles, functions and regulatory system of Indian financial institutions.

C05: To equip students with the knowledge and skills necessary to become employable in the financial service industry.

### Outcomes:

On completion of this paper, the students will be able to

1. Understand the role and function of the financial system in reference to the Indian Economy.
2. Demonstrate an awareness of the current structure of the Indian financial services sector.
3. Evaluate and create strategies to promote financial products and services.
4. Distinguishes effects of money market tools on the financial system.
5. Understand Regulatory system of Indian Financial Institutions & System

### Unit-I

**Financial Markets:** Financial System and Financial Markets- Meaning, Types, Classification of Financial Markets, Money Market, Call money Market, Govt. Securities Market. Capital Market, Debt Market, Primary and Secondary Market, Interlinking Financial Markets-Indian and Global Financial Markets.

### Unit-II

**Financial Institutions-** meaning, purpose: Broad Categories- Special Characteristics, Money Market Institutions, Capital Market Institutions, Stock Exchanges: functions, Security and Exchange Board of India (SEBI) – Introduction, objectives and powers.

### **Unit-III**

**Financial Services Institutions:** Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd, Credit Rating Institutions.

### **Unit-IV**

**Financial Instruments:** Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt- edged Securities, Equity Shares, Dematerialisation, Preference Shares, Debentures and Warrants

### **Unit-V**

**Indian Financial Institutions:** Commercial Banks- Roles, Functions, Regulations, Public Sector, Private Sector and Foreign Banks, Development Banks: IFCI, IDBI, SFCs, NABARD, RRBs, SIDBI, IIBI, Non-Banking Financial Institutions, Insurance Companies- Public and Private, Investment Policy, Regulatory Authority

### **SUGGESTED READINGS:**

1. S Gurusamy, Financial Markets and Institutions, Thomson
2. Gordon & Natrajan; Financial Markets and Services, Himalaya Publishing House
3. Khan & Jain, Financial Services – TMH Publishers.
4. Machiraju V, Financial Services - Vikas Publishing House.
5. V.A. Avadhani, Indian Capital Market- Himalaya Publishing house.



## 5:2 (b) SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

### Course Objectives:

C01: To introduce the student the process of investment and associated considerations

C02: To make the student aware of the theoretical basis of management of investment portfolios.

C03: To help the student learn how to analyse portfolios

C04: To acquaint the students with the working of security market and principles of security analysis

C05: To develop the skills required for students to judge the competitive position of firms in capital market and review the related business decisions.

### Course Learning Outcomes:

On completion of this paper, the students will be able to

1. Explain the process of investment and how investment decisions will be taken.
2. Construct the portfolios to minimise risk and maximise returns.
3. Identify the best yielding portfolios in the market.
4. Judge the different alternatives based on risk and return to have better investment.

Unit- I: Investment management: Introduction, Meaning and scope of Investments; Investment Process; Objective; Investment Planning, Variables in Investment Decisions; Investment Avenues; Investment versus Speculation, Types of securities.

Unit –II: Risk and return: Meaning and Types of security risks-systematic risk, unsystematic risk; measurement of total risk and valuation of securities.

Unit –III: Fundamental analysis: concept and significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis, Company analysis: nature and style of management, key role of financial analysis, ratio analysis. Technical analysis: different techniques of technical analysis.

Unit- IV: Elements of Portfolio Management, Portfolio models- Markowitz model, Sharpe single Index model, Capital Asset Pricing Model.

Unit –V: Performance Evaluation of Portfolios: Sharpe Model and Jensen’s model, Emerging issues in SAPM.

**Reference Books:**

1. Avadhani, VA, Security Analysis and Portfolio Management, Himalaya Publishers.
2. Investment Analysis and Portfolio management – Prasanna Chandra – TMH
3. Investment Management – VK Bhalla - S.Chand & Co
- 4 Security Analysis & Portfolio Management, S.Bhat, Excel Books.
5. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House.

## 5:2 (C) FOREIGN EXCHANGE MANAGEMENT

### Course Objectives:

C01: To understand how the foreign Exchange Market operates

C02: To understand the principles of Currency valuation

C03: To explain techniques that can be used to hedge foreign exchange risk

C04: To create an understanding on foreign exchange Management in India

### Outcomes:

On completion of this paper, the students will be able to

1. Understand the mechanism of foreign exchange markets as well as how exchange rates are quoted.
2. Know the factors that drive exchange rates, in particular how spot and forward rates are related to interest rates and inflation dynamics.
3. Learn how to use these relations in foreign exchange rates forecasting.
4. Use main techniques of hedging foreign exchange risk.

### Unit-I:

**Forex management:** Objectives, significance, Nature and scope of Forex management, relationship between Forex management and financial management, Forex management and global environment.

### Unit-II:

**International financial markets and instruments:** An overview of international capital and money markets, arbitrage opportunities, International capital and money market instruments – GDRs, ADRs, Euro Bonds, dual currency bonds, euro equity, euro deposits.

### **Unit-III:**

**Foreign Exchange Market: Functions**, characteristics, organization, and participants, mechanism of making international payments and cost associated with international payments.

### **Unit-IV:**

**Foreign exchange rates** and its determinations: exchange rate, spot, forward and cross exchange rates, Forex trading and financing of international trade.

### **Unit-V:**

**Foreign Exchange Risk Hedging techniques:** Swaps, Options, offshore banking, payment terms.

### **SUGGESTED READINGS:**

1. Jeevanandan, C, Foreign Exchange and risk Management, Sultan Chand and sons.
2. Chatterjee, Principles of Foreign Exchange, Himalaya.
3. Ian Giddy, Global Financial Markets, AIYBS, New Delhi.
4. Sudhir Kochhar, Foreign Exchange Operations under FEMA , Bloomsbury India

## 5:2 (d) INTERNATIONAL TRADE AND FINANCE

### Course Objectives:

- C01: To Gain understanding of the basic concepts and principles of International trade.
- C02: To outline the relationship between foreign trade and economic growth.
- C03: To understand EXIM policy, role of trade credit agencies and FEMA.
- C04: To elucidate the basics of International Financial markets such as Capital markets and Forex markets.
- C05: To understand export promotion schemes and incentives offered by Indian government in promoting international trade.

### Course Learning Outcomes:

On completion of this paper, the students will be able to

1. Explain the fundamental theories and concepts of international trade.
2. Apply functions, provisions of international trade system to facilitate the global trade.
3. Apply the different methods to mitigate the foreign trade and exchange rate risks in their respective organizations.
4. Perform financial documentation work related to international trade.
5. Understand Financing methods for import of Capital goods.

### Unit – I:

**International Trade** : Basis of International Trade, Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Barriers to International Trade – Indian EXIM Policy.

### Unit – II:

**Export and Import Finance**: Special need for Finance in International Trade – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

**Unit – III:**

**Foreign Exchange Markets** – Spot Prices and Forward Prices Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade –FEMA Determination of Foreign Exchange rate and Forecasting

**Unit – IV:**

**Export Trade Documents:** Financial Documents – Bill of Exchange – Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note.

**Unit – V:**

**Export Promotion Schemes** – Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License –EPZ – EQU – SEZ.

**SUGGESTED READINGS:**

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2008.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 8th Edition, 2008.
3. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 4th Edition, 2008.
4. Eun and Resnik, International Financial Management, Tata McGraw Hill, 4th Edition, 2008.
5. Jeevanandam. C, International Business, M/s Sultan & Chand, Delhi, 2008
6. Sumati Varma, International Business, Pearson Publications, 3<sup>rd</sup> Edition, 2016

## 5:2 (e) FINANCIAL DERIVATIVES

Objective: To equip students with principles and techniques of Complex Derivatives like Greeks & Exotic Options Course Contents

### Course Objectives:

C01: To enlighten the students with the Concepts and Practical applications of derivatives in the Security markets.

C02: To enable students understand forwards, futures, options and swaps

C03: To enable students identify derivatives as hedging techniques for minimising risk.

C04: To make students capable of calculating option pricings of different options

### Outcomes:

On completion of this paper, the students will be able to

1. Present in detail the concepts of forward, futures, options, swaps etc.
2. Understand option pricing models.
3. Understanding the concept of hedging, speculation and arbitrage.

Unit- I: Introduction: Origin and History of derivatives in India, the classification of derivatives, the important features of derivatives, Uses of Derivatives, Financial and Derivative markets - Fundamental linkages between spot & Derivative Markets.

Unit- II: Future and Forward Market: structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Determination of Forward and future prices - Interest rate futures, Currency futures and Forwards.

Unit – III: Options Market – Meaning & Need – Options Vs futures – Types of Options Contracts – Call Options – Put Options – Trading Strategies Involving Options – Basic Option Positions – Margins – Options on stock Indices.

Unit – IV : Option Pricing – Intrinsic Value and Time Value - Pricing at Expiration – Factors Affecting Options pricing – Put-Call Parity Pricing Relationship – Pricing Models – Introduction to Binomial Option Pricing Model: One Period, Two Period and multiple Period – Black Scholes Option Pricing Model.

Unit – V: Swaps: Concept and Nature, Evolution of Swap Market, The structure of swaps - Interest Rate Swaps, Currency Swaps, Commodity Swaps, Credit Risk in Swaps, Swaps to Manage Risk, Pricing and Valuing Swaps.

### Reference Books:

1. John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education

2. N.D.Vohra & B.R.Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
3. David A. Dubofsky, Thomas W.Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
4. Sunil K.Parameswaran, "Futures Markets: Theory and Practice" Tata-McGraw-Hill Publishing Company Ltd.
5. D.C.Parwari, Financial Futures and Options, Jaico Publishing House 8. T.V.Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.



## 5:3 (a) CHANGE MANAGEMENT

### Course Objectives:

C01: Developing a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.

C02: To understand the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance.

C03: Gain fundamental knowledge of the models and theories of change management.

C04: Acquire basic understanding of how organizations behave and react to change, why change efforts can fail, overcoming organizational resistance, and making change possible.

C05: Learning how to apply some of the key concepts and tools organizational development and change leadership and management.

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. To understand the need and philosophy of organization change and development in the changing times.
2. To learn the models of change and its applications to the field of change.
3. To understand the nature of corporate culture and its role in change management.
4. To comprehend designing and evaluation of different types and levels of interventions and their ability to address organization's survival.
5. To explore the role of intergroup development in improving the organizational performance

### UNIT-I:

**Organizational Change:** Introduction, forces of change, planned internal change, planned external change, types of change.

### UNIT-II:

**Models of Change:** Characteristics, Systems Model, Lewin's Force Field Analysis, Continuous Change Process Model, change and its impact, resistance to change.

### UNIT-III:

**Organizational Culture and Change:** Corporate culture, a systematic approach to making change, ten keys to effective Change Management.

### UNIT-IV:

**Organizational Development:** Characteristics, assumptions of OD, Model of OD Action Research.

## **UNIT-V:**

**OD Interventions:** Selecting an OD intervention, classification of OD interventions, OD interpersonal interventions, OD team development interventions, OD intergroup development interventions.

**Case study is compulsory**

### **SUGGESTED READINGS:**

1. Radha R. Sharma, "Change Management", Tata McGraw Hill, New Delhi, 2012
2. Nilakant and Ramanarayan, "Change Management", Response Books, New Delhi, 2012
3. Kirpatrick, D. L., "Managing Change Effectively", Butterworth, New Delhi, 201

## 5:3(b) COMPENSATION MANAGEMENT

### Course Objectives:-

C01: The aim of this subject is to develop students' understanding of the concepts of compensation and rewards in the organization.

C02: To develop the underpinning knowledge and skills required to understand the one of the complex management functions i.e. compensating employees and its importance.

C03: To understand about the compensation structure and differentials.

C04: To develop an understanding of the process, issues and techniques involved in developing and administering a compensation system.

C05: Design performance pay and indirect pay plans necessary to attract, retain and motivate the workforce.

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.
2. To understand the principles involved and premise of the grant of bonus, wages, and minimum wages to workers.
3. To be well versed with the unique features of executive remuneration.
4. To handle the organizations scenarios having large scale variation of minimum wages both within the country and internationally.
5. To have insights about the impact of globalization on compensation

### UNIT I:

**Compensation:** Meaning, Scope and Significance, Concepts of Wage: Salary, Earnings, Take-Home pay, C.T.C, Types of Wages, Time Rate and Piece Rate.

### UNIT II:

**Wage Structure:** Basic, Dearness, Allowance, Variable Dearness Allowance (V.D.A.), Calculation of V.D.A., Incremental System, Fringe Benefits, Preparation of Pay-Roll.

### UNIT III:

**Executive Remuneration** - Concept, Unique features of Executive Remuneration Why managers should be paid more. CEO's compensation package, new developments in CEO's compensation

### UNIT IV:

**Wage Fixation:** Methods of Wage Fixation for Employees: Collective Bargaining Wage Boards, Pay Commissions; Adjudication, Principles & Procedures for Preparation of Remuneration for Consultants and Other Outsourcing Agencies

## **UNIT V:**

**Role of HR department in Compensation Administration:** important recommendations of National Commission on Labour - II, impact of globalization on compensation.

**Case study is compulsory**

### **SUGGESTED READINGS:**

1. Aswathappa, K ., Human Resources & Personnel Management. Tata Mc Graw Hill Publishing Limited. New Delhi: 2014.
2. Sharma,A.M., Understanding wage systems in India. Himalaya Publishing House. Mumbai: 2014B D Singh, Compensation And Reward Management, Excel Books, 2008
3. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition

## 5:3 (c) TRAINING AND DEVELOPMENT

### Course Objectives:-

- C01: Determine and discuss how and under what circumstances training can help organizations gain a strategic advantage.
- C02: Conduct a needs assessment to determine whether and what kind of training is necessary.
- C03: Evaluate and create conditions to ensure employees' readiness for training.
- C04: Determine and discuss the strengths and weaknesses of presentation, hands-on, and group training methods.
- C05: Select appropriate training methods based on training objectives, trainee characteristics, and organizational constraint

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. Explain the role of training and development in human resources management.
2. Describe the psychology of the learning process on which training is based.
3. Analyze the training needs of an organization.
4. Assess, design, access and implement various methods, techniques and sources of training.
5. Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

#### UNIT I:

**Training:** concepts, definition, types, Purpose of Training- Training Principles-Training and development-Organization climate for Training and Development, Training and Development model-Management Development-concept, definition, principles and Importance.

#### UNIT II:

**Training Methods:** Concept-Approaches-Choosing Appropriate Training and Development method, designing training Methods-Training and development methods-on the site methods-off the site Method-Sensitivity-Transactional analysis-selecting a training method.

#### UNIT III:

**Learning:** concept, definition, learning Principles-Identification of Training and Development Needs-concepts, objectives, Process of training and development needs, Methods of Training and Development Needs-Development of competency based training.

#### UNIT IV:

**Designing and conducting Training and Development:** concept-process of designing and conducting Training and development. Designing A Training Unit (Cross Cultural, Leadership, Training the Trainer, Change), Budgeting of Training.

## **UNIT V:**

**Evaluation of Training and Development Programme: Concept-Definition of Training Evaluation-Types of Evaluation-Evaluation design issues, Induction versus Orientation-Evaluating Training and development-objectives, process, purpose, Effectiveness of training and development,**

**Case study is compulsory**

### **SUGGESTED READINGS:**

1. Lynton R Pareek, U, Training for Development, Vistaar, New Delhi .
2. Peppar, Allan D, Managing the Training and Development Function, Gower, Aldershot
3. Buckley, R., &Caple, J The theory and practice of Training (5th ed.) London and Sterling,

## 5:3(d) INDUSTRIAL RELATIONS

### Course Objectives:-

C01: Explain how the labour market operates and how it affects the distribution of power in employment relationships.

C02: Describe the role of the state and its interventions in the employment relationship.

C03: Define, compare and contrast the key theoretical perspectives in labour relations and how the perspectives shape the practice of labour relations.

C04: Explain the underlying logic of trade unionism, the structure of the labour movement and the practice of unionism .

C05: Outline the key steps in the labour relations process through bargaining, conflict resolution and administration of the collective agreement

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. To understand facets of interactions between the employer and the employees. In such relations whenever there is a clash of interest, it may result in dissatisfaction for either of the parties involved and hence lead to industrial disputes or conflicts
2. To develop a comprehensive perspective about the legal frame work stipulated under the Industrial Disputes Act, 1947.
3. To imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relations between the employer and the employees
4. To understand the procedure of workers participation and gain knowledge about participative management.
5. To identify the process of collective bargaining and understand the role of negotiations in organizations.

### UNIT I:

**Introduction:** Meaning and Definitions, Importance, content of Industrial Relations, Objectives of Industrial Relations, Industrial Relations program, Scope of Industrial Relations work, Functional Requirements of successful Industrial Relations.

### Unit-II:

**Industrial Disputes:** Types of Disputes, causes of Industrial Disputes, procedure for the settlement of industrial disputes, Government and Industrial Relations, organs of Industrial peace, Tripartite Machinery, code of discipline, voluntary arbitration, grievance Redressal Procedure.

### **Unit-III:**

**Trade Unions:** Principles of Trade Unionism, Objectives and function of trade union, Achieving of Trade Union objectives, growth of Trade union movement, Factors affecting growth of Trade union, Features, Weakness of Trade unions, essentials of successful Trade union.

### **Unit-IV:**

**Participative Management:** Meaning and objectives, forms of participation, objectives of workers participations in management, levels of participation, forms of participation in India, Causes of failure of joint management council.

### **Unit-V:**

**Collective Bargaining:** Meaning, Main Features of collective bargaining, necessity and importance of collective bargaining, Principles of Collective Bargaining, Process of negotiations, contract administration.

**Case study is compulsory**

### **SUGGESTED READINGS:**

1. S C Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House.
2. Mamoria & Mamoria – Dynamics of Industrial Relations in India, Himalaya Publishing House.
3. Bhagoliwal – Personnel Management and Industrial Relations. Agra Publishers.
4. Arun Monapa – Industrial Relations. Tata Mc graw Hill.



## 5: 3(e) PERFORMANCE MANAGEMENT

### Course Objectives: -

C01: To understand the basic concepts of Performance Management as a tool to measure performance of employees in the workplace.

C02: Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.

C03: Employ job-related performance standards and performance indicators that reflect the employees range of responsibilities.

C04: Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.

C05: Identify and communicate appropriate actions with employees based on their performance strengths and weaknesses

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. To outline and understand the core objectives of performance management.
2. To understand the key stages of performance management cycle and differentiate between performance management and performance appraisal.
3. To understand the organizations performance management process.
4. To understand different approaches of talent management.
5. To understand the talent management in India with the examples of different companies.

### UNIT-I:

**Performance Management:** Concept and objectives, prerequisites, dimensions of Performance Management, factors affecting Performance Management, Performance Management and Performance Appraisal.

### UNIT-II:

**Performance Management Model:** importance, Performance Management Systems (PMS) - introduction, strategies, Assessment of performance needs - objectives, characteristics, Goal Setting Theory, Expectancy Theory.

### **UNIT-III:**

**Performance Management Process:** prerequisites, performance planning, goal setting levels; corporate and individual, key result areas, key performance areas.

### **UNIT-IV:**

**Performance Managing:** Objectives, importance, characteristics, process, need for performance standard, performance measurement/assessment, review, need for employee development, methods of development.

### **UNIT-V:**

**Integrated Performance Management:** the concept of Maturity Alignment - 360 degree appraisal; high performance teams: concept - characteristics, determinants, building and leading high performance teams.

**Case study is compulsory**

### **SUGGESTED READINGS:**

1. Herman Aguinis (2008), *Performance Management*, New Delhi: Pearson Education.
2. Michael Armstrong and Angela Baron (2009), *Performance Management*, Mumbai: Jaico Publishing House
3. Rao, T. V (2007), *Performance Management and Appraisal Systems*, New Delhi: Response books.

## **5:4(a) INTRODUCTION TO HOSPITALITY & TOURISM INDUSTRY**

### **Course Objectives: -**

C01: To study the flow of activities and functions in today's hotel operations, and to get familiarize in the hospitality industry.

C02: Describe the various aspects of tourism in the hospitality industry.

C03: Outline the traditional organizational chart for each segment of the hospitality industry.

C04: Give an overview of the hotel and restaurant business.

C05: Discuss recreation and leisure markets in the hospitality industry.

C06: Describe leadership and professionalism as it relates to the hospitality industry.

### **Course Learning Outcomes**

Upon successful completion of the course, the student will be able to

1. Use knowledge and skills associated with problem solving, creative and critical thinking, reflection and decision making to function effectively in the hospitality industry.
2. Apply the concepts and skills necessary to achieve guest satisfaction.
3. Conduct him/herself in a professional and ethical manner.
4. Execute effectively and confidently the duties of house keeping.
5. Demonstrate knowledge of marketing strategies for hospitality and tourism.

### **UNIT I:**

**Hospitality Management/Industry:** Introduction of the Hospitality Industry. Origin & Nature, Evolution and Growth of Hospitality Industry, Hospitality Industry in Today's Scenario, Importance of Hospitality Management, Training for Hospitality Management.

### **UNIT II:**

**Tourism and Hospitality:** Definition of Tourism, Evolution of Tourism Industry, Components of Tourism, Concept of Domestic & International Tourism, Basic Travel Regulation, Significance & Impacts of Tourism: Socio- Cultural, Economic & Environmental. Typologies of Tourism, Travel Motivators. Tourism products of India (Worlds Heritage Countries)

### **UNIT III:**

**Hotel Management Overview** of the Accommodation Industry, Hotel Organization Structure. Classification of Hotels, Departments of Hotel, Hotel Categories – Star Rating, Types of Hotel Rooms, Plans & Rates. Front Office & its Co-ordination with Other Departments. Food & Beverages: Organization Chart of House keeping Departments, Responsibilities, Traits & Duties of House Keeping Staff, Knowledge of other Departments, Menu, The cover, Service

Equipments: Linen, Furniture, Chinaware, Glassware, Tableware, Briefing, Banquets, Alcoholic & Non Alcoholic Beverages, Conference & Convention Management.

#### **UNIT IV:**

**Laws & Guidelines:** Recognition of Travel Agency, Tour Operator and Travel Guide License & Permits required for Hotels National & International Organization: IATA, PATA, ICAO, WTO, UFTAA, FHRAI, TAAL.

#### **UNIT V:**

**Marketing for Hospitality and Tourism:** Service Characteristics Segmentation, Targeting and Positioning of Hospitality Industry, Marketing Mix and Marketing Strategies for Hospitality and Tourism.

#### **SUGGESTED READINGS:**

1. Stephen Ball, Jones Peter, Kirk David and Lockwood Andrew – Hospitality Operations. A System Approach (Cengage Learning, 1st ED.)
2. James A BARDI – Hotel Front Office Management (Wiley).
3. G. Raghubalan, Smritee Raghubalan – Hotel House Keeping (Oxford University Press)
4. Sudhir Andrews – Hotel House Keeping Training Manual (Tata Mc Graw Hill, 1st Ed.)
5. Negi Jagmohan – Hotel and Tourism Laws (Frank Brothers)
6. Michael Flynn, Caroline Ritchie – Public House and Beverage Management (Butterworth).
7. Lee-Ross Darren – HRM in Tourism and Hospitality (Cengage Learning, 1st Ed.)

## 5:4(b) ACCOMODATION OPERATIONS

### Course Objectives:-

C01: Understand the history of the Hotel industry and identify future trends that will affect it.

C02: Identify the relationship between a hotel's operational departments.

C03: Understand the different stages of a "Guest Cycle" i.e. reservation, registration, and checkout.

C04: Understand the nuances of infrastructure management

C05: Comprehend the management decisions on projected costs, room pricing, and future demand.

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to

1. knows operational models and the inter-relationship between different divisions of the accommodation business
2. can analyse and develop accommodation business service processes
3. identifies different ways to management the infrastructure in a hotel
4. understands the significance of housekeeping in the hotel.
5. It enables the student in maintaining proper the human relations with the guests along with green HR

### UNIT I:

**Accommodation:** concept, types & Typologies, Linkage & Significance with relation to tourism. Emerging dimensions of Accommodation Industry: Heritage hotels, motels & Resort properties & time share establishments; Hotel: Origin, growth & diversification, various departments of a standard hotel. Classification / Categorization of hotels.

### UNIT II:

**Role of House Keeping in the Hotel:** Leading multinational hotel chains operating in India, public sector in hoteliering business: role, contribution & performance. Duties & Responsibilities of Housekeeping department: Executive Housekeeper, Asst Executive Housekeeper-Middle level Management-Skill based employee's responsibilities-Communication responsibilities-Total quality innovations-tariffs

### **UNIT III:**

**Infrastructure Management** :Interior decoration & design: Elements and Purpose-Fixtures & Furniture's-Carpets & Floor Lighting & Colours-Managing Inventories:-Linen & Uniforms-Cleaning equipments & Agents-Budget Process-Safety & Security-pest control-Safety and security, types of Linen used in restaurants.

### **UNIT IV:**

**Hospitality Personnel Management Managing Human Resources:** Induction and Training-Recruiting, Selecting-Skill Training & Coordination-Motivation & Employee Discipline. HRD perspective with special reference to India, Fiscal & non fiscal incentive available to hotel industry in India: Ethical, legal & regulatory aspects.

### **UNIT V:**

**Green Hospitality:** Eco housekeeping-Horticulture-Contemporary spas-Conservation practices and methods Eco hotels and recent trends- Emerging trends- Practices at private and public sector.

### **SUGGESTED READINGS:**

1. Sudhir Andrews, Hotel House Keeping Training Manual, (2005) Tata Mc Graw Hill
2. Tiwari Jatashankar R. (2009) Hotel Front office. Oxford University Press,
3. Casado Matt A. A (2012), Housekeeping Management, John Wiley & Sons Inc.
4. Aleta Nitschke, Marget M.M. Kappa (1990) Managing Housekeeping operations. Amer Hotel
5. Robert J. Martin, Professional Management of Housekeeping operations, John Wiley & Sons Inc. Publishers, New Delhi

## **5:4(c) CUSTOMER SERVICES AND COMPLAINT MANAGEMENT**

### **COURSE OBJECTIVE**

C01: The objective is to familiarize the students with service sector and provide them with an understanding of skills required to manage services.

C02: Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.

C03: Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.

C04: Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.

C05: Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.

### **Course Learning Outcomes**

Upon successful completion of the course, the student will be able to:

1. Discuss how the services sector operates .
2. Define and illustrate the main components of services marketing theory.
3. Critically appraise the way in which this theory can be practically applied in the service sector.
4. Develop and justify alternative marketing approaches that can be used by service managers.
5. Understand the recent trends in Hospitality Industry.

**Unit I:**

Meaning of Services – Concepts - Characteristics of Services – Classification of Services – Growth of Service Sector in India.

**Unit II:**

Meaning of services marketing – Differences between Products and Services – Importance of Services Marketing – Marketing Mix for Services – 7 P's (in detail)

**Unit III:**

Managing Demand and Supply in Service Industry. Service Delivery Process: Role of Customer in Service delivery process- Quality issues in Services – GAP Model. Managing moments of Truth

**Unit IV:**

Service product – concept and tools; service pricing – process and techniques- service distribution.

**Unit V:**

Customer Complaints-Types of complaints- customer handling: structure and method- Do's and Don'ts of Complaint Handling- the escalation process- Guest satisfaction- moments of truth- expectation vs. reality-service models- from satisfaction to delight

**Suggested Readings:**

1. S.M. Jha: Services Marketing HPH
2. Dr. Shajahan. S; Service Marketing (Concept, Practices & Cases); Himalaya Publishing House; Mumbai; First Edition 2001.
3. Sunil B Rao – Service Management
4. Shanker, Ravi; Services Marketing – the Indian Perspective; Excel Books, New Delhi; First Edition; 2002
5. Dutta : Service Management, I.K. International



## 5.4(d) FRONT OFFICE MANAGEMENT

### Course Objectives:-

C01: The course is aimed at familiarizing the students with various functions of front office & to develop work ethics toward customer care & satisfaction.

C02: To develop interest and attitudes in hospitality industry.

C03: To develop sufficient trained manpower for Hotels, Motels, Restaurants, Railway Catering Services, Flight Catering Services etc.

C04: To assist in the tourism development programmes

C05: To develop necessary employable skills in the students

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to

1. Explain the interdependent components of the hospitality and tourism industry including the responsibilities of front office staff.
2. Demonstrate professional lodging specific technical skills, supervisory techniques and management skills.
3. Understanding of the process of reservation system
4. Demonstrate front of the house technical and supervision techniques.
5. Describe hotel accounting and layout of front office .

### UNIT I:

**Importance of Front Office in a Hotel:** Front Office Organization & Hierarchy, Different sections & layouts of front office and their importance; coordination of FO with other departments; front office organization and hierarchy; duties and responsibilities of principal staff and their job description – FO Manager- Duty Manager- Lounge Manager- FO Agent- Cashier- Bell Captain Bell Boy- GRE- Concierge; introduction to Bell Desk Operations. Attributes- qualities telephone manners- standard phrases required for office staff.

### UNIT II:

**Reservation Section:** Reservation/ pre arrival phase & Guest Cycle ,Importance and definition of reservation , Sources and modes of Reservation, Systems of reservations – Manual and Automated, Processing a reservation – Booking, blocking, availability, confirmation and storage of information, Processing reservation – FIT, Group, Amendment and cancellation , Types of reservation – guaranteed, non-guaranteed , Over booking policy .

### **UNIT III:**

**Guest reception and registration (domestic & foreign)** - Room allocation and allotment – Check-in & check-out, Bell desk service – Information service for guest mail and message – Telephone courtesy and manners – Guest history record.

### **UNIT IV:**

**Hotel Accounting & Layout & Equipment:** Settlement of bill – Room charge procedure – Night audit – office accounting system (Cash Bill, Credit Card, Travellers' Cheques, etc.) Layout of the front office, F.O. Equipments

### **UNIT V:**

**Post Registration Activities:** Rooming & handling C-forms. Travel agents voucher, Luggage handling, Amenities and special arrangements.

### **SUGGESTED READINGS:**

1. Front Office Operation by Colin Dix & Chirs Baird
2. Front Office Training Manual by Sudhir Andrew
3. Principles of Hotel Front Office Operations, Sue Baker & Jeremy Huyton, Continuum
4. Front Office Procedures, Social Skills and Management, Peter Aboott & Sue Lewry  
Butterworth Heinemann

## 5:4 (e) FOOD & SERVICE OPERATIONS

### Course Objectives:-

C01: identify and articulate the necessity of good communication between food production and service employees.

C02: Identify and list the job responsibilities and personnel requirements of a manager of dining room service.

C03: Analyze, evaluate and discuss several aspects, development and trends which have affected lodging and food service operations in recent years and which will continue to have an impact on the industry in the future.

C04: Apply the principles of human resource management to different situations in food and services operations.

### Course Learning Outcomes

Upon successful completion of the course, the student will be able to

1. Gain understanding of the food service operations in hotels and restaurants.
2. Develop understanding of the operational features of restaurants.
3. Manage industrial and transport catering.
4. Demonstrate professional behaviours expected within the food service industry
5. Manage food services staffing levels and productivity

### UNIT I:

**Food service industry:** Food production system – types of food service - classification of restaurant and its types – future of the industry. Food service operation in hotels and restaurants, Food service department in hotels, Food service operation, Restaurant operation, Lounge & Room service and Banqueting.

### UNIT II:

**Restaurant:** Operational features, Specialty Restaurant, Catering, Franchising, Licensed trade catering and Fast food: Reason for growth of fast food, operational features and fast food trends, Wine bars.

### UNIT III:

**Industrial Catering & Transport Catering** – Industrial catering management – scope of industrial catering and industrial food service system – Railway catering, Airline catering and marine catering.

#### **UNIT IV:**

**Outside catering operations** – Fast food, Street food – Welfare catering – Planning and designing of food service – Layout of seating arrangements – Furniture – Interior design – Maintenance and cleaning – Food service equipment – Menu planning.

#### **UNIT V:**

**Staffing & Training:** Source of staff, staffing levels and productivity, Staff turnovers, Staff training, Setting standards, Food & Beverage (F&B) control, Sales transaction, Pricing and sales analysis.

#### **SUGGESTED READINGS:**

1. P.Jones&P.Merriurs : Management of Food Services Operations
2. P.Jones : Management of Hotel Operations
3. P.Jones : Food Services Operations