

USHAMARTIN UNIVERSITY, RANCHI

**CENTRE FOR DISTANCE AND ONLINE
EDUCATION**



PROGRAMME PROJECT REPORT

**BACHELOR OF BUSINESS
ADMINISTRATION**

2026-27

[1]



Registrar
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Introduction:

The 4-Year Bachelor of Business Administration (Honours) Degree Programme (FYUP) offered through Online Learning(OL) mode is one of the most sought-after undergraduate programs after 12th grade. This programme provides comprehensive knowledge in leadership and management, equipping students with the skills needed to excel in the field of business administration. The BBA (Hons.) degree serves as a gateway to a career in management and entrepreneurship. It covers essential aspects of business operations, preparing students to become effective business managers and future leaders. Regardless of your academic background—whether in Arts, Science, or Humanities—you are eligible to pursue this programme. Highly popular among students, the BBA (Hons.) programme also lays a strong foundation for pursuing advanced studies such as an MBA. To succeed in this field, students are encouraged to develop leadership abilities, decision-making skills, and strong communication—both oral and written. To maintain academic rigor and ensure quality instruction, the programme incorporates partially ICT-supported teaching and learning practices.

A. Programme’s Mission and Objectives

Mission: To deliver accessible, flexible, and high-quality undergraduate business education for aspiring professionals and online learners. It aims to equip students with foundational knowledge, practical skills, and a growth mindset to succeed in evolving business environments and contribute effectively to the economy and society.

Objectives: The BBA Online Programme at Usha Martin University aims to provide flexible, affordable, and quality business education. It builds a strong foundation in core business areas while developing critical thinking, communication, and decision-making skills. The programme also encourages ethical practices, innovation, and social responsibility to shape competent and responsible future professionals.

B. Relevance of the Program with HEI’s Mission and Goals

The vision and mission of HEI, Usha Martin University, Ranchi (UMU) are:

Vision: To provide value-based education relevant for all, nurture local talent, support creation of excellence in teaching, learning and research, produce high quality innovative graduates and contribute towards sustainable development of the state”.

Mission: The University shall strive to promote innovative strategies for seamless dissemination and creation of knowledge using latest techniques, available media and technologies so that its graduates acquire skills to get sustainable employment and contribute with a sense of service to national and global society.

The 4-Year Bachelor of Business Administration (Honours) Degree Programme offered by the University is designed to fulfill its vision and mission by prioritizing student-centric initiatives and engaging with the local community through various social clubs such as NSS, Kadam, and the Alumni Association. The University also encourages multidisciplinary and allied research, fostering a vibrant and joyful learning environment. The primary goal of the Online Learning (OL) programme is to extend educational opportunities to all qualified individuals who are unable to attend regular classes due to personal or professional constraints. Many aspiring learners are often restricted by job responsibilities or personal commitments, making it difficult for them to pursue full-time education. For such individuals, the BBA (Hons.) through online

mode serves as an ideal option for expanding their knowledge and enhancing their skills. This programme also offers an alternative learning pathway for those seeking refresher courses or skill upgrades, catering to a broader audience of potential learners in need of flexible and accessible education.

A. Nature of Prospective Target Group of Learners

The OL programme at Usha Martin University (UMU), Ranchi, is designed to meet the needs of working professionals, executives, and individuals who are unable to attend a full-time course due to personal or professional commitments. The BBA (Hons.) programme offered through the Online Learning (OL) mode is open to all eligible candidates who meet the following criteria:

1. The applicant must have successfully completed 10+2 (in any stream) from a recognized board.
2. A pass in the 10+2 examination is mandatory for admission.

UMU's OL BBA (Hons.) programme is tailored to serve a wide range of undergraduate learners across different disciplines. It especially supports individuals from underserved backgrounds, including those with limited financial resources, rural populations, women, and minority groups who may have restricted access to conventional higher education institutions. The programme aims to make quality education accessible and inclusive for all.

B. Appropriateness of Programme to be conducted in OL mode to acquire specific skills and competence

The University has identified the following program outcomes and program specific outcomes as acquisition of specific skills and competence for BBA (Hons.) Program.

1. Programme Outcomes (PO's)

PO1. Demonstrate knowledge and skills of business management concepts to analyze and diagnose problems to find suitable solutions in all functional areas.

PO2. Critically appraise all functional areas of organization by applying modern qualitative & mathematical models using IT & research capabilities.

PO3. Appraise and implement modern communication tools and techniques through ICT tools deal with all functional areas of business effectively and efficiently.

PO4. Analyze economic, social, political, legal, and global business environment and use it to identify opportunities & threats for formulating suitable business strategies.

PO5. Integrate & appraise legal and ethical considerations while making critical business decisions in business for safeguarding Human& Intellectual capital.

PO6. Using & implementing entrepreneurial skills and competency to design & start a new business venture in chosen functional area through research & ICT tools.

2. **Programme Specific Outcomes**

PSO 1. Critically evaluate various financial statements pertaining to business and prepare balance sheet & income statement for the business for taking suitable financial decision.

PSO 2. Differentiate & judge all operational level issues in marketing area associated with businesses to generate suitable marketing strategies.

PSO 3. Apply & appraise suitable HR management practices and techniques in resolving HR related problems and create HRD mechanism to develop sustainable human resource capital in an organization.

The University has managed care to introduce BBA (Hons.) Program taking into consideration, 1, and 2, to maintain the quality and to face the competition at the National/International level.

C. Instructional Design

The 4-Year BBA (Hons.) Programme is divided into eight semesters and minimum credit requirement is 160 to get BBA (Hons.) degree through OL mode from Usha Martin University, Ranchi (UMU). Minimum time period for acquiring BBA(Hons.) degree will be four years and maximum time (extended) period is eight years.

1. Programme Structure and Credit Framework

- The programme is structured in a **semester-based modular format** with defined credits aligned with **UGC norms and NEP 2020 guidelines**.
- Each course is divided into:
 - **Blocks → Units → Topics → Learning Activities**
- Credit distribution ensures a balance between:
 - Theory
 - Practical/Lab work
 - Projects and internships
- Provision for:
 - **Multiple entry-exit options (if applicable)**
 - **Credit transfer and accumulation (ABC framework)**

2. Learning Design Approach (Pedagogical Framework)

The instructional design follows a **learner-centric and outcome-based approach**, integrating:

- **Outcome-Based Education (OBE)**
 - Alignment of **Course Outcomes (COs), Programme Outcomes (POs), and PSOs**
- **Constructivist Learning Theory**
 - Encouraging active participation and knowledge construction

Combination of synchronous and asynchronous learning

3. Mode of Content Delivery

The programme adopts a **multi-mode digital delivery system**:

a) E-Content (Quadrant I: Digital Self-Learning Material)

- Developed as per **UGC-DEB guidelines**
- Features:
 - Simple and interactive language
 - Learning objectives at the beginning
 - In-text questions and summaries
 - Case studies or examples
 - Glossary and references

b. Interactive Video (Quadrant II: e-Tutorials / Video Lectures)

Video lectures enhance conceptual clarity and simulate classroom experience.

Types of Video Content:

- **Concept-based lectures** (theoretical explanations)
- **Demonstration videos** (SPSS,Excel,ERP,Tally)

Design Features:

- Duration: **5 Hours per 1 Credit Course which can be subsequently divided into blocks and units.**
- Chunking of topics for better retention
- Subtitles and transcripts for accessibility
- Use of:
 - Screen recording (for programming)
 - Simulation Tools (for algorithms, networks)
 - Real-life problem-solving demonstrations

Interactive Elements:

- In-video quizzes (pause-and-answer)
- Scenario-based questions

c. Quizzes and Assignments (Quadrant III: Assessment & Evaluation)

Continuous assessment ensures learning reinforcement and outcome achievement.

Types of Assessments:

1. Quizzes:

- MCQs, True/False, Match the Following
- Auto-graded through LMS
- Topic-wise and module-wise quizzes
- Timed assessments for self-evaluation

2. Assignments:

- Descriptive/problem-solving questions
- Programming assignments (C, C++, Python, Java)
- Case study analysis (e.g., cybersecurity breach case)
- Mini-projects (e.g., web development, data analytics)

3. Practical/Lab Work:

- Virtual lab assignments
- Simulation-based exercises
- Code submission and evaluation

4. *Assessment Design Features:*

- Aligned with **Bloom's Taxonomy**
- Rubric-based evaluation
- Feedback mechanism (automated + faculty)

d. Discussion Forums (Quadrant IV: Interaction & Collaboration)

Discussion forums promote **collaborative learning and academic engagement**.

Types of Forums:

- Course-wise discussion boards
- Topic-specific threads (e.g., AI, DBMS, Networks)
- Doubt-clearing forums
- Peer discussion groups

Key Features:

- Moderated by faculty/subject experts
- Encourages:
 - Question-answer interactions
 - Idea sharing and problem-solving
- Weekly discussion prompts
- Integration with LMS notifications

Engagement Strategies:

- Case-based discussions
- Group discussions and debates
- Problem-solving threads (coding/debugging help)
- Live doubt-clearing sessions
- Chat-based instant support

4. Teaching-Learning Strategies

A variety of instructional methods are used:

- **Synchronous Learning**
 - Live online lectures
 - Webinars and expert sessions
 - Virtual classrooms
- **Asynchronous Learning**

- Recorded lectures
- Discussion forums
- Self-paced modules
- **Experiential Learning**
 - Case studies
 - Simulations
 - Industry-based projects
- **Collaborative Learning**
 - Group discussions
 - Peer learning activities
 - Team-based assignments

5. Learner Support Services

To ensure effectiveness of online learning:

- **Academic Support**
 - Faculty mentoring
 - Doubt-clearing sessions
 - Discussion boards
- **Technical Support**
 - LMS helpdesk
 - IT support team
- **Administrative Support**
 - Admission and examination helpdesk
- **Counselling Services**
 - Career guidance

6. Induction and Orientation Programme

- Orientation on:
 - LMS usage
 - Online learning strategies
 - Programme structure
- Awareness about:
 - Academic integrity
 - Digital etiquette

7. Feedback and Continuous Improvement

- Regular learner feedback surveys
- Course improvement cycles
- Faculty development programmes (FDPs)

The minimum credits required for the award of 3-Year and 4-Year UG programme degree are given in Table-1.

Table 1: Credit Requirement for the Award of Degree in Each Category in UGC-NEP, 2020

S. No.	Type of Courses	Credits	
		(3-Year UG)	(4-Year UG)
1.	Major (Core)	60	92
2.	Minor Stream	24	32
3.	Interdisciplinary	09	09
4.	Ability Enhancement Courses (AECs)	08	08
5.	Skill Enhancement Courses (SECs)	10	10
6.	Value Added Courses (VACs)	06	06
7.	Summer Internship	03	03
Total		120	160

Curricular Components of 4-Year BBA (Hons.) Programme:

The curriculum is thoughtfully designed to include a blend of major (core) courses, minor stream courses, and interdisciplinary subjects. It also features language courses, skill enhancement modules, and value-added components such as Environmental Education, Understanding India, Digital and Technological Solutions, Health & Wellness, Yoga Education, and Sports and Fitness. At the end of the second semester, students have the flexibility to either continue with their initially chosen major or opt for a change in their major subject. The minor stream also offers vocational courses aimed at equipping students with practical, job-oriented skills to enhance employability.

An overview of these curriculum components is provided below:

Major Stream (92 credits) – The discipline or subject of main focus and the degree will be awarded in that discipline. Students should secure the prescribed number of credits (about 50% of total credits) through core courses in the major discipline.

Minor Stream (32 credits) – It helps a student to gain a broader understanding beyond the major discipline.

Interdisciplinary (9 credits) – All UG students are required to undergo 3 introductory-level courses relating to any of the broad disciplines. These courses are intended to broaden the intellectual experience and form part of liberal arts and science education. Students are not allowed to choose or repeat courses already undergone at the higher secondary level (12th class or equivalent) in the proposed major and minor stream under this category.

Ability Enhancement Courses (AEC; 08 credits) - Students are required to achieve competency in a Modern Indian Language (MIL) and in the English language with special emphasis on language and communication skills.

Skill Enhancement Courses (SEC; 10 credits) – These courses are aimed at imparting practical skills, hands-on training, soft skills etc. to enhance the employability of the students.

Value-Added Courses (VAC) (Common to all UG students; 06 credits) – The Centre for Distance and Online Education (CDOE) offers two VAC courses as follows:

1. Environmental Education
2. Understanding India

Note:

1. The major subject would provide the opportunity for a student to pursue in-depth study of a particular subject or discipline. Students may only be allowed to change major within the broad discipline at the end of the second semester. So, at the end of the second semester, students can decide either to continue with the chosen major or request a change of major.
2. Beyond the major discipline, student would have to choose a minor stream subject for the award of the degree.

Table 2: The Broad Course Structure of the Undergraduate Programmes-

Semester	Discipline Specific Courses	Minor	Inter-Disciplinary Courses	Ability Enhancement Courses (language)	Skill Enhancement Courses/ Internship	Value-Added Courses	Total Credits
I	2 courses (8C)	2 courses (8C)		1 course (2C)	1 course (2C)		20
II	2 courses (8C)	2 courses (8C)		1 course (2C)	1 course (2C)		20
Students exiting the programme after securing 40 credits will be awarded UG Certificate in the relevant Discipline /Subject.							40

III	2 courses (8C)	1 course (4C)		1 course (2C)	1 course (3C)	1 course (3C)	20
IV	2 courses (8C)	1 course (4C)	-	1 course (2C)	1 course (3C)	1 course (3C)	20
Students exiting the programme after securing 80 credits will be awarded Diploma in the relevant Discipline /Subject.							80

V	4 courses (14 C)		2 courses (6C)	-			20
VI	4 courses (14 C)		1 course (3C)	-	Internshi p(3C)		20
Total	60	24	09	08	10+03	06	120
Students who want to undertake 3-year UG programme will be awarded (BBA Degree) in the relevant Discipline / Subject upon securing 120 credits.							120

VII	4 courses (16 C)	1 course (4C)	-				20
VIII	4 courses (16 C)	1 course (4C)	-				20
Total	92	32	09	08	10+03	06	160
Students will be awarded BBA (Honours) Degree in the relevant Discipline /Subject provided they secure 160 credits.							160

***DSC: Discipline Specific Courses**

***IDC: Interdisciplinary Courses**

***AEC: Ability Enhancement Course**

***SEC: Skill Enhancement Courses**

***VAC: Value Added Courses**

Note-

1. Students who opt to exit after completion of the first year and have secured 40 credits will be awarded a **UG certificate**.
2. Students who opt to exit after completion of the second year and have secured 80 credits will be awarded the **UG diploma**.
3. Students can exit after completion of six semesters with **120 credits** and will be awarded a **Bachelor's Degree**. For BBA(Hons.) Programme, a student has to earn minimum 60 credits of core courses (**Major discipline**), 24 credits in **Minor discipline**, 09 credits in **Interdisciplinary** area, 08 credits in **Ability Enhancement Area (AEC)**, 10 credits in **Skill Enhancement Area (SEC)** and 6 credits in two **Value-Added Courses** (3 credits each) and 3 credits in one **internship** course as per the course structure (Table 2).
4. If the student wants to continue in **FYUP** then he/she may have to earn 20 more credits in **Core Courses** and 8 credits in **Minor discipline** as per the UGC curriculum. So, after completion of 8 semesters with **160 credits**, the student will be awarded a **Bachelor's Degree (Hons.)** in the selected major subject.

Table 3: Evaluation Scheme, NEP, 2020**Bachelor of Business Administration (Honours)**

I – Year: Certificate in Business Administration							
Semester-I							
Sl.No.	Course Code	Course Name	Category	Credit	Continuous Assessment Max. Marks	Term End Exam Max. Marks	Total
1	MTBO-1101	Principles of Management and Organizational Structure	DSC	4	30	70	100
2	MTBO-1102	Financial Accounting	DSC	4	30	70	100
3	MTBO-1103	Principles of Marketing	Minor	4	30	70	100
4	MTBO-1104	Principles of Micro Economics	Minor	4	30	70	100
5	ENBO-1101 / HNBO-1101	opt one of the language courses (English/Hindi)-I	AEC	2	30	70	100
6	MECO-1101	Fundamentals of Computer System and Office Automation	SEC	2	30	70	100
Total				20	180	420	600

Semester-II							
S.No	Course Code	Course Name	Category	Credit	Continu ous Assessm ent Max. Marks	Term End Exam Max. Marks	Total
1	MTBO-1201	Human Resource Management	DSC	4	30	70	100
2	MTBO-1202	Financial Management	DSC	4	30	70	100
3	MTBO-1203	Business Environment	Minor	4	30	70	100
4	MTBO-1204	Indian Economy	Minor	4	30	70	100
5	ENBO-1201/ HNBO-1201	Opt one of the language courses (English/Hindi)-II	AEC	2	30	70	100
6	MECO-1201	Reasoning	SEC	2	30	70	100
Total				20	180	420	600
Students exiting the programme after securing 40 credits will be awarded UG Certificate in Business Management							

Semester-III							
S.No.	Course Code	Course Name	Category	Credit	Continuous Assessment Max. Marks	Term End Exam Max. Marks	Total
1	MTBO-1301	Management & Cost Accounting	DSC	4	30	70	100
2	MTBO-1302	Consumer Behaviour	DSC	4	30	70	100
3	MTBO-1303	Business Law	Minor	4	30	70	100
4	ENBO-1301/ HNBO-1301	Opt one of the language courses (English/Hindi)-III	AEC	2	30	70	100
5	MECO-1301	Business Communication	SEC	3	30	70	100
7	VACO-1301	Environmental Education	VAC	3	30	70	100
Total				20	180	420	600

Semester-IV							
S.No.	Course Code	Course Name	Category	Credit	Continuous Assessment Max. Marks	Term End Exam Max. Marks	Total
1	MTBO-1401	Basics of Business Statistics	DSC	4	30	70	100
2	MTBO-1402	Advertising Management	DSC	4	30	70	100
3	MTBO-1403	Company Law	Minor	4	30	70	100
4	ENBO-1401/ HNBO-1401	Opt one of the language courses (English/Hindi)-IV	AEC	2	30	70	100
5	MECO-1401	Personal Selling	SEC	3	30	70	100
6	VACO-1401	Understanding India	VAC	3	30	70	100
Total				20	180	420	600
Students exiting the programme after securing 80 credits will be awarded UG Diploma in Business Management							
Semester-V							
S.No.	Course Code	Course Name	Category	Credit	Continuous Assessment Max. Marks	Term End Exam Max. Marks	Total
1	MTBO-1501	Income Tax	DSC	4	30	70	100
2	MTBO-1502	Production Management	DSC	4	30	70	100
3	MTBO-1503	Retail Management	DSC	4	30	70	100
4	MTBO-1504	Entrepreneurship and Small Business Management	DSC	2	30	70	100
5	MDCO-1501	Financial Institutions and Market	IDC	3	30	70	100
6	MDCO-1502	Marketing of Services	IDC	3	30	70	100
Total				20	180	420	600

Semester-VI

S.No.	Course Code	Course Name	Category	Credit	Continuous Assessment Max. Marks	Term End Exam Max. Marks	Total
1	MTBO-1601	Sales management	DSC	4	30	70	100
2	MTBO-1602	Goods & Service Tax	DSC	4	30	70	100
3	MTBO-1603	Brand Management	DSC	4	30	70	100
4	MTBO-1604	Business Ethics and Corporate Governance	DSC	2	30	70	100
5	MDCO-1601	Business Research Methodology	IDC	3	30	70	100
6	MGBO-1691	Internship	SEC	3	30	70	100
Total				20	180	420	600

Students who want to undertake 3-year UG programme will be awarded BBA Degree in the relevant Discipline / Subject upon securing 120 credits.

Semester-VII

S.No.	Course Code	Course Name	Category	Credit	Continuous Assessment Max. Marks	Term End Exam Max. Marks	Total
1	MTBO-1701	International Trade	DSC	4	30	70	100
2	MTBO-1702	Industrial Relations	DSC	4	30	70	100
3	MTBO-1703	Project Management	DSC	4	30	70	100
4	MTBO-1704	Strategic Management	DSC	4	30	70	100
5	MTBO-1705	E-Commerce	Minor	4	30	70	100
Total				20	150	350	500

Semester-VIII

S.No.	Course Code	Course Name	Category	Credit	Continuous Assessment Max. Marks	Term End Exam Max. Marks	Total
1	MTBO-1801	Digital Marketing	DSC	4	30	70	100
2	MTBO-1802	Customer Relationship Management	DSC	4	30	70	100
3	MTBO-1803	Supply Chain Management	DSC	4	30	70	100
4	MTBO-1804	Compensation Management	DSC	4	30	70	100
5	MTBO-1805	Investing in stock markets	Minor	4	30	70	100
Total				20	150	350	500

Students will be awarded BBA (Honours) Degree in the relevant Discipline /Subject provided they secure 160 credits.

Table 4: Skill Enhancement Courses (SECs):

S. No.	Name of the Course	Sem.	Course Code
1	Fundamentals of Computer System and Office Automation	I	MECO-1101
2	Reasoning	II	MECO-1201
3	Business Communication	III	MECO-1301
4	Personal Selling	IV	MECO-1401

* First two courses are of two credits and rest are of three credits subject specific

Table 5: Ability Enhancement Courses (AECs):

S. No.	Sem	Course Name	Course Code	Credits	Language	Remarks
1.	I	English Communication	ENBO-1101	2	English	Students are advised to opt one of the language courses
2.	II	Creative Writing	ENBO-1201	2		
3.	III	Personality Development	ENBO-1301	2		
4.	IV	Basic Knowledge of English Grammar	ENBO-1401	2		
5.	I	रचनात्मक और समाचार लेखन	HNBO-1101	2	Hindi	
6.	II	फ़िल्म और मीडिया लेखन	HNBO-1201	2		
7.	III	पटकथा लेखन	HNBO-1301	2		
8.	IV	कायालयी लेखन	HNBO-1401	2		

Table 6: Interdisciplinary Courses (IDCs):

S. No.	Name of the Course	Course Code	Offered by Department
1	Financial Institutions and Market	MDC-1501	Business Management
2	Marketing of Services	MDC-1502	
3	Business Research Methodology	MDC-1601	

Table 7: Value-Added Courses (VACs):

S. No.	Name of the Course	Semester	Course Code
1.	Environmental Education	III	VAC-1301
2.	Understanding India	IV	VAC-1401

MOOCS (Massive Online Open Courses):

The University will offer students the flexibility to enroll in MOOC courses relevant to their prescribed curriculum. Credits earned through these MOOC courses may be considered as part of the overall evaluation framework, in accordance with the UGC (Online Learning Programmes and Online Programmes) Regulations, 2020.

Syllabi and Course Materials:

The Syllabi, PPR and Self Learning Material (SLM) are developed mostly by experienced faculty members of Usha Martin University, Ranchi (UMU) in consultation with content experts and the same will be forwarded to CIQA (Centre for Quality Assurance) and Board of Studies/Academic Council/ Executive Council for further suggestions and approval.

Table 8: List of Major and Minor courses					
YEAR	SEM	COURSE CODE	COURSE NAME	CREDITS	CATEGORY
I	I	MTBO-1101	Principles of Management and Organizational Structure	4	Major
	I	MTBO-1102	Financial Accounting	4	Major
	I	MTBO-1103	Principles of Marketing	4	Minor
	I	MTBO-1104	Principles of Micro Economics	4	Minor
	II	MTBO-1201	Human Resource Management	4	Major
	II	MTBO-1202	Financial Management	4	Major
	II	MTBO-1203	Business Environment	4	Minor
	II	MTBO-1204	Indian Economy	4	Minor
II	III	MTBO-1301	Management & Cost Accounting	4	Major
	III	MTBO-1302	Consumer Behaviour	4	Major
	III	MTBO-1303	Business Law	4	Minor
	IV	MTBO-1401	Basics of Business Statistics	4	Major
	IV	MTBO-1402	Advertising Management	4	Major
	IV	MTBO-1403	Company Law	4	Minor
III	V	MTBO-1501	Income Tax	4	Major
	V	MTBO-1502	Production Management	4	Major
	V	MTBO-1503	Retail Management	4	Major
	V	MTBO-1504	Entrepreneurship and Small Business Management	2	Major
	VI	MTBO-1601	Sales management	4	Major
	VI	MTBO-1602	Goods & Service Tax	4	Major
	VI	MTBO-1603	Brand Management	4	Major
IV	VI	MTBO-1604	Business Ethics and Corporate Governance	2	Major
	VII	MTBO-1701	International Trade	4	Major
	VII	MTBO-1702	Industrial Relations	4	Major
	VII	MTBO-1703	Project Management	4	Major
	VII	MTBO-1704	Strategic Management	4	Major
	VII	MTBO-1705	E-Commerce	4	Minor
	VIII	MTBO-1801	Digital Marketing	4	Major
	VIII	MTBO-1802	Customer Relationship Management	4	Major
	VIII	MTBO-1803	Supply Chain Management	4	Major
	VIII	MTBO-1804	Compensation Management	4	Major
VIII	MTBO-1805	Investing in stock markets	4	Minor	

Semester I

Course Code: MTBO-1101	L	T	P	C
Course Title: Principles of Management and Organizational Structure	4	0	0	4

Course Objective: This course is designed to provide students understanding basic Principles and concept of Management. To provide an overview of the major functions of management. Emphasis ison planning, organizing, controlling, directing, and communicating.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Demonstrate dynamics of business organizations and management practices.	Discuss
CO2: Explain varied perspectives related to business environment and entrepreneurship.	Elaborate
CO3: Analyze how organizations adapt to an uncertain environment and decipher decision making techniques managers use to influence and control the internal environment.	Analyze
CO4: Analyze the relationship amongst functions of management	Analyze
CO5: Compare the change in working pattern of modern organizations.	Differentiate

Block I: Evolution of Management Thought

Unit 1: Classical School: F. W. Taylor: Scientific Management Theory, Classical Organization Theory

Unit 2: Fayol’s Principles of Management, And Max Webers’ Bureaucratic Model.

Unit 3: Behavioral School: Mary Parker Follet, Chester Bearnard, howthron Studies.

Block II: Management Function and Planning

Unit 4: Basics management functions, role of manager, Overview of Planning: Types of Plans & Theplanning process;

Unit 5: Decision making: Process, Types and Techniques

Unit 6: Control: Function, Process and types of Control

Block III: Organizing & Coordinating Work

Unit 7: Principles of organizing: Common Organizational structures. **Unit 8:** Decentralization: Factors affecting the extent of decentralization**Unit 9:** Delegation: Process and Principles of delegation.

Block IV: Ownership

Unit 10: Basic forms of Business Ownership;

Unit 11: Special forms of ownership: Franchising, Licensing, Leasing; choosing a form of Businessownership

Unit 12: Corporate Expansion: mergers and acquisitions, diversification, forward and backwardintegration, joint ventures, Strategic alliance.

Block V: Staffing

Unit 13: Concept of staffing - Recruitment and Selection.

Unit 14: Orientations; Training and Development.

Unit 15: Career Developments; Performance Appraisal.

References:

1. Prasad, L. M. (2025). *Principles and Practice of Management* (11th ed.). New Delhi: Sultan Chand & Sons.
2. Chhabra, T. N. (2024). *Business Organization and Management* (13th ed.). New Delhi: Sun India Publications.
3. Koontz, H., & Weihrich, H. (2021). *Essentials of Management* (10th ed.). New Delhi: McGraw Hill Education.

Course Code: MTBO-1103

L T P C

Course Title: Principles of Marketing

4 0 0 4

Course Objective: This course aims to familiarize students with the marketing function organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1 Explain the basic concepts and principles of marketing and to develop their conceptual skill to be able to manage marketing operations of a business firm.	Discuss
CO2: Describe the concept of segmentation and targeting	Explain
CO3: Demonstrate the complexities involved in various different ion and positioning decisions	Elaborate
CO4: Take effective decisions for launching new products and to understand the implications of different pricing strategies.	Apply

Block I: Introduction of Marketing

Unit 1: Introduction to Marketing: Definition of Marketing, Entities that can be marketed

Unit 2: Marketing from an organization's viewpoint

Unit 3: Types of markets, Difference between marketing and selling

Block II: Segmentation and Targeting

Unit 4: Concept of segmentation

Unit 5: Bases for segmentation

Unit 6: Targeting, Targeting strategies

Block III: Differentiation and Positioning

Unit 7: Introductions to Differentiation and Positioning

Unit 8: Differentiated, Undifferentiated and Niche marketing

Unit 9: Differentiation parameters, Competition, Positioning

Block IV: Marketing Strategy – I: Product and Price

Unit 10: Meaning and levels of product: Product classification

Unit 11: Product mix concept, Brand and brand decisions

Unit 12: Introduction to Pricing, Pricing decisions

Block V: Marketing Strategy – II: Place and Promotion

Unit 13: Introduction to Distribution: Distribution channels

Unit 14: Channel design and management, Introduction to Promotion, Promotional vehicles,

Unit 15: Product life cycle

References:

1. **Kotler, P., Armstrong, G., Agnihotri, P., & Balasubramanian, S.** (2023). *Principles of Marketing* (19th ed.). Pearson Education India. ISBN: 9789357055215.
2. **Kapoor, N.** (2022). *Principles of Marketing* (2nd ed.). PHI Learning. ISBN: 9789391818128.
3. **Gupta, B. K., & Utarid, R. H.** (2025). *Principles of Marketing* (1st ed.). AITBS Publishers, India. ISBN: 9789374736289.

Course Code: MTBO-1102

L T P C

Course Title: Financial Accounting

4 0 0 4

Course Objective: The objective of this subject is to acquaint students with the accounting concepts, tools and techniques influencing business organizations.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Explain theoretical framework of accounting.	Discuss
CO2: Explain accounting process and develop the skill of preparation of final accounts.	Describe
CO3: Develop understanding of accounting for hire purchase transactions and determine depreciation.	Apply
CO4 Illustrate branch and departmental accounting.	Distinguish
CO5: Develop the skill of preparation of Royalty Accounts.	Apply

Block I: Introduction

Unit 1: Conceptual Framework: Book keeping, Accounting & Accountancy, objectives, functions, advantage, limitations,

Unit 2: Accounting principle, Concepts and Conventions, Accounting Equations,

Unit 3: Introduction to Accounting Standards and Indian Accounting Standards (AS & Ind. AS).

Block II: Accounting Process

Unit 4: Journal, ledger, Cash Book, Trial Balance,

Unit 5: Preparation of Financial Statements of a profit-making sole proprietorship trading firm with additional information

Unit 6: Preparations of Final Accounts.

Block III: Depreciation and Hire Purchase Accounting

Unit 7: Accounting for Plant Property and Equipment

Unit 8: Depreciation: Meaning of Depreciation, Objective and Methods of depreciation (Straight line, Diminishing Balance), Change of Method. (*Relevant accounting Standards as applicable*)

Unit 9: Hire Purchase Accounting: Calculation of Interest, Partial and Full Repossession, profit Computation (Stock & Debtors System only), Accounting for Installment System (Simple practical problems)

Block IV: Special Types of Accounting

Unit 10: Accounting for Branches (excluding foreign branches): Dependent branches ('Debtors system' and 'Stock & debtors System') and overview of Independent branches.

Unit 11: Departmental Accounting: Concept, Type of departments, Basis of allocation of departmental expenses

Unit 12: Methods of departmental accounting (Relevant accounting Standards as applicable)

Block V: Royalties Accounts

Unit 13: Royalty account, Minimum Rent,

Unit 14: Computation and recovery of Short working in the books of Land lord etc.

Unit 15: Practical questions

References:

1. **Libby, R., Libby, P., & Hodge, F.** (2023). *Financial Accounting* (11th ed.). McGraw Hill Education. ISBN: 9781264229734.
2. **Weygandt, J. J., Kimmel, P. D., & Mitchell, J. E.** (2022). *Financial Accounting* (12th ed.). Wiley. ISBN: 9781119874324.
3. **Walther, L. M.** (2023). *Financial Accounting* (2023 ed.). Independently published. ISBN: 9798375021379.
4. **Annand, D., & Dauderis, H.** (2024). *Introduction to Financial Accounting*. Open Textbook Library.
5. **OpenStax.** (2022). *Principles of Accounting, Volume 1: Financial Accounting*. OpenStax.

Course Code: MTBO-1104

L T P C

Course Title: Principles of Micro Economics

4 0 0 4

Course Objective: The course aims to promote students' understanding of the basic concepts of Economics, develop their ability to relate economic principles to business decision-making, and equip them with economic tools for consumer decision-making and business analysis.

Course Outcomes: After completing the course, the student shall be able to

Course Outcome	Cognitive level
CO1: Discuss Basic Concepts and Principles of micro economics.	Explain
CO2: Explain the mechanics of supply and demand in allocating goods and services and resources	Discuss
CO3: Compare the choices made by a rational consumer	Evaluate
CO4: Identify relationships between production and costs	Apply
CO5: Demonstrate key characteristics and consequences of different forms of markets	Apply

Block I: Introduction to Economics

Unit 1: Nature and Characteristics and Scope

Unit 2: Relationship with other disciplines, Concept of Utility

Unit 3: Law of Diminishing Marginal Utility. Concept of Consumer Surplus

Block II: Demand, Supply and Market Equilibrium

Unit 4: Individual demand, market demand, Laws of Demand. Determinants of demand, Elasticity of demand

Unit 5: Determinants of Supply.

Unit 6: Market equilibrium and price determination.

Block III: Factors of Production

Unit 7: Law of returns, Law of variable proportions, Law of returns to scale, Economics and

Unit 8: Diseconomies of scale.

Unit 9: Types of costs and behavior of costs in short run and long run.

Block IV: Market Structures

Unit 10: Types, Factors affecting types of market structures, Perfect and imperfect competition.

Unit 11: Monopoly, Monopolistic competition and Oligopoly.

Unit 12: Price and Output determination under perfect competition.

Block V: National Income

Unit 13: Concepts, Measurement and

Unit 14: Difficulties in measurement

Unit 15: Inequalities of Income, Causes. Inflation.

Reference:

1. **Mankiw, N. G., & Taylor, M. P.** (2023). *Principles of Microeconomics* (10th ed.). Cengage Learning.
2. **Stevenson, B., & Wolfers, J.** (2023). *Principles of Microeconomics* (2nd ed.). Macmillan Learning.
3. **Frank, R. H., & Bernanke, B. S.** (2025). *Principles of Microeconomics* (8th ed.). McGraw Hill Education.
4. **CORE Econ Team** (2023). *The Economy 2.0: Microeconomics*. CORE Econ. Available online

Course title: English Communication

L T P C
2 0 0 2

Course code: ENBO-1101

Course Objectives: The course aims to develop students' understanding of fundamental communication skills in personal, social, and professional interactions, while enhancing their ability to express thoughts, emotions, and ideas effectively through both verbal and nonverbal forms of communication.

Course Outcomes: After completing the course, the student shall be able to

Course Outcome	Cognitive Level
CO1: Develop effective self-introduction and communication strategies	Understanding
CO2: Enhance public speaking and presentation skills through structured speeches	Applying
CO3: Master body language and paralanguage techniques to improve non-verbal communication	Understanding
CO4: Develop skills in debate and role play to express ideas and arguments coherently	Applying
CO5: Create and deliver compelling stories and narrations to engage and inform an audience	Creating

Block I: Self-Introduction

Unit 1: Introducing Self

Unit 2: Skills and Strengths

Unit 3: Speaking about Achievements and Voicing Future Aspects

Unit 4: Body Language

Unit 5: Paralanguage Skills

Block II: Public Speaking Skills

Unit 6: Speeches

Unit 7: Role Play

Unit 8: Debates

Unit 9: Presentation

Unit 10: Story telling or Narration

References:

1. **Merriam, S. B., & Tisdell, E. J.** (2023). *Qualitative Research: A Guide to Design and Implementation* (5th ed.). Jossey-Bass.
2. **O'Hair, D., Stewart, R., & Rubenstein, H.** (2023). *A Speaker's Guidebook: Text and Reference* (8th ed.). Bedford/St. Martin's.
3. **Pease, A., & Pease, B.** (2022). *The Definitive Book of Body Language*. Pease International.
4. **Lucas, S. E.** (2022). *The Art of Public Speaking* (13th ed.). McGraw Hill Education.
5. **Duarte, N.** (2023). *Resonate: Present Visual Stories that Transform Audiences*. Wiley.
6. **Tannen, D.** (2021). *Talking from 9 to 5: Women and Men at Work*. William Morrow Paperbacks.
7. **Allen, M. W., & M. J. Brooks.** (2022). *Creating and Delivering Effective Presentations* (2nd ed.). Pearson.

उद्देश्य

ह5िंदीकीप्रमुखगद्य-पद्यहिधाओंकीलेखन-प्रहियासेपरिहितकिंातेहुएलेखन-अभ्यासद्वारिंहिद्याहिय
िंकीलेखन-प्रहतभाक
हनखािनाएिंउन्हेंसृजनात्मकलेखन5ेतुप्रेरितकिना।समािंिलेखनसेपरिहितकिना।

अधिगम की उपलब्धियां

समािंिके स्वरूप एिं लेखन प्रहिया से परििय 5 गा।

-हिहभन्न हिधाओं में लेखन कौशल का हिकास 5 गा।

-हिद्यािी ििनात्मक भाषा का उपय ग कि पाने में समिथ 5 िंगे तिा लेखन क्षेत्र में ि जगाि के असि
िं की उपलब्धता।

खांड-1रचनात्मक लेखन

इकाई-1ििनात्मक लेखन : अिथ एिं स्वरूप

इकाई-2 कहिता लेखन: स्वरूप एिं अभ्यास

इकाई-3 लघु किा लेखन ;स्वरूप एिं अभ्यास

इकाई-4 यात्रा िृतान्त-लेखन, स्वरूप एिं अभ्यास

इकाई-5 रिप ताथज-लेखन स्वरूप एिं अभ्यास

खांड-2 समाचार लेखन

इकाई-6 समािंिके अिथ,परिभाषा एिं तत्त्व

इकाई-7 समािंिके प्रकाि, स्र त

इकाई-8 सिंिाददाता गुण अिौ

प्रकाि इकाई-9 समािंिके लेखन-

अभ्यास १ इकाई-10 समािंिके

लेखन-अभ्यास २

संदर्भ पुस्तकें:

1. गुप्ता, सूर्भमुखी. (2022). सृजनात्मक लेखन: एक पररचय. फ़िल्ली: राजकमल प्रकाशन.
2. शमाभ, महेश. (2023). समाचार लेखन: फ़सद्ांत और अभ्यास. जयपुर: फ़िद्याथी प्रकाशन.
3. र्ादव, संजीव. (2022). कफ़िता लेखन: स्वरूप और अभ्यास. फ़िल्ली: फ़5ांिी साफ़5त्य मांिल.
4. शुक्ल, रामनिवास. (2023). लघु कथा लेखन: सांरचना और फ़िफ़ियाँ. मुंबई: िाणी प्रकाशन.
5. गुप्ता, िंनदी. (2023). यात्रािृतान्त लेखन: एक ग5न अध्ययन. इला5ाबाि: सत्य प्रकाशन.

6. **कुमार, सुरेश.** (2024). समाचार लेखन: प्रकार और स्रोत. फ़िल्ली: आकृषत प्रकाशन.
 7. **पांडेर्, नवजर्.** (2023). सांििििाता: गुण और प्रकार. कानपुर: भारत प्रकाशन.
- Course Title: Fundamental of Computer System & Office Automation**

Course Code: MECO-1101

L T P C
2 0 0 2

Course Objectives: The course aims to develop proficiency in computer system concepts and office automation tools, enhance workplace productivity and communication, support data-driven decision-making, and build problem-solving skills for handling common technical issues.

Course Outcomes: After completing the course, the student shall be able to

Course Outcome	Cognitive Level
CO1: Recall fundamental computer system concepts and office automation tools to understand their role in improving workflows.	Remembering
CO2: Understand the impact of office automation on productivity by minimizing manual tasks and optimizing resource allocation.	Understanding
CO3: Apply office automation tools to reduce errors, minimize manual labor, and optimize resource utilization, leading to cost reduction.	Applying
CO4: Analyze how office automation and computer systems enhance communication, enabling efficient collaboration through email, instant messaging, and collaborative software	Analyzing
CO5: Create informed decision-making processes based on relevant data and analysis from computer systems to achieve strategic outcomes.	Creating

Course Content:

Block I: Introduction To Computer & Storage Devices

Unit 1: Brief history of development of computers, computer system concept, characteristics, capabilities and limitations, types of computers.

Unit 2: BIOS, Software, Hardware, Firmware, Booting files & Directory system. Data, information and their need, Levels of information, Quality of information, Comparison of manual & electronic storage of data,

Unit 3: Organization of data as file, Use of information in data processing systems, various data processing methods.

Unit 4: Primary Storage: Storage locations and addresses, storage capacity, RAM, ROM, PROM, EPROM, Cache memory.

Unit 5: Secondary Storage: Sequential & Direct Access devices, Punched paper devices Magnetic tape, Magnetic Disk, Floppy Disk, Optical Disk, Magnetic Bubble Memory.

Block II: Input-Output, Operating System & Office

Unit 6: Input-Output devices: Keyboard, Pointing Devices: Mouse Trackball, Touch pad, Track point, Joystick, Touch Screen, Scanner, Barcode Reader, Optical Mark Reader.

Unit 7: Basic Elements, Functions and Types of Operating System, Serial Processing, Multi-Programmed, Batch System.

Unit 8: Time Sharing Systems, System Components, Operating System Services, Interrupts, Interrupt Processing,

Unit 9: MS-Office, Introduction to MS-Word menus shortcuts, create a word document, opening a file-saving, editing text documents, cut, copy, paste, formatting a document, alignments, font styles, indents. Creating tables – merging, splitting, drawing-shapes, picture tools, mail merge, spell check.

Unit 10: MS-Excel, Introduction, working spread sheets, formatting spread sheets, creating charts, formula usage.

References:

1. **Norton, P.** (2023). Introduction to Computers (10th ed.). McGraw-Hill Education.
2. **Leon, A., & Leon, M.** (2021). Fundamentals of Information Technology (7th ed.). Leon Techworld.
3. **Gupta, V.** (2022). Comdex Computer Kit (7th ed.). Wiley India Pvt. Ltd.
4. **Sinha, P. K., & Sinha, P.** (2021). Computer Fundamentals (8th ed.). BPB Publications.
5. **Raja Raman, V.** (2020). Introduction to Computers (6th ed.). PHI Learning Pvt. Ltd.
6. **Leon, A., & Leon, M.** (2021). Introduction to Computers (6th ed.). Vikas Publishing House.
7. **Carter, N.** (2019). Computer Architecture and Organization (2nd ed.). McGraw-Hill Education.

Semester II

Course Code: MTBO-1201

L T P C

Course Name: Human Resource Management

4 0 0 4

Course Objective: To enable the students to understand and comprehend the vital issues of HRM in adynamic environment.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Describe basic nature and importance of human resource management.	Understand
CO2: Analyze the current theory and practice of recruitment and selection.	Analyze
CO3:Realize the importance of performance management system in enhancing employee performance.	Evaluate
CO4: Recommend actions based on results of the compensation analysis and design compensation schemes that are cost effective, that increase productivity of the workforce, and comply with the legal framework.	Apply
CO5: Discuss the role of modern HRM in meeting challenges of changing business environment.	Evaluate

Block I: Introduction

Unit 1: Meaning, importance and scope of HRM;

Unit 2: Evolution of HRM; functions, status and competencies of HR manager;

Unit 3: Human Resource Planning - quantitative and qualitative dimensions; Job analysis—jobdescription and job specification; HR Policies.

Block II: Recruitment, Selection & Development

Unit 4: Recruitment, selection, placement, induction, and socialization –

Unit 5: An overview; Developing Human Resources; Training – need, types, and evaluation;

Unit 6: Role specific and competency-based training.

Block III: Performance Appraisal

Unit 7: Performance appraisal- nature and objectives,

Unit 8: Methods of performance appraisal, potential appraisal & employee counseling;

Unit 9: Job changes—transfers and promotions; HR audit.

Block IV: Compensation

Unit 10: Job evaluation; Compensation—concept and policies,

Unit 11: Base and supplementary compensation,

Unit 12: Performance linked compensation—individual, group, and organization level.

Block V: Employee Maintenance and Emerging Issues in HRM

Unit 13: Employee health and safety, employee welfare, Social security (excluding legal provisions);

Unit 14: Grievance handling and redressal; Industrial disputes and settlement machinery; Emerging issues

Unit 15: Challenges of HRM—employee empowerment, downsizing, work-life balance, use of technology in HRM functions.

References:

1. **Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M.** (2024). *Fundamentals of Human Resource Management* (9th ed.). McGraw-Hill Education.
2. **Verhulst, S. L., & DeCenzo, D. A.** (2021). *Fundamentals of Human Resource Management* (14th ed.). Wiley.
3. **Phillips, J. M.** (2021). *Human Resource Management: An Applied Approach* (3rd ed.). SAGE Publications.
4. **Bohlander, G. W., & Snell, S. A.** (2021). *Principles of Human Resource Management* (18th ed.). Cengage Learning.
5. **Dessler, G.** (2020). *Human Resource Management* (15th ed.). Pearson Education.

Course Code: MTBO-1202

L T P C

Course Name: Financial Management

4 0 0 4

Course Objective:

This course aims to acquaint students with the techniques of financial management and their applications for business decision making.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1 - Explain the nature and scope of financial management as well as time value of money and risk return trade off.	Describe
CO2 – Analyze capital budgeting process and capital budgeting techniques	Analyze
CO3 - Estimate various capital structure theories and factors affecting capital structure decisions in a firm	Assess
CO4 - Critically examine various theories of dividend and factors affecting dividend policy	Evaluate
CO5 - Evaluate working capital requirement	Evaluate

Block I: Introduction

Unit 1: Nature, scope and objectives of financial management

Unit 2: Time value of money

Unit 3: Risk and Return.

Block II: Capital Budgeting

Unit 4: The Capital Budgeting Process, Cash Flow Estimation

Unit 5: Payback Period Method, Accounting Rate of Return

Unit 6: Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index method.

Block III: Cost of Capital and Financing Decision

Unit 7: Sources of long-term financing, Estimation of components of cost of capital, Method for Calculating Cost of Equity, Cost of Retained Earnings

Unit 8: Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital.

Unit 9: Capital Structure- Theories of Capital Structure, Operating, Financial and Combined Leverage, EBITEPS, Analysis. Determinants of Capital Structure.

Block IV: Dividend Decision

- Unit 10:** Theories for relevance and irrelevance of dividend decision for corporate valuation
- Unit 11:** Walter's Model, Gordon's Model, MM Approach
- Unit 12:** Forms of dividend payment and Determinants of Dividend policy.

Block V: Working Capital Decision

- Unit 13:** Concepts of Working Capital, Operating & Cash Cycles,
- Unit 14:** Sources of short-term finance,
- Unit 15:** Working capital estimation, cash management, receivables management, inventorymanagement.

References:

1. **Rao, P. R. S.** (2021). *Financial Management* (5th ed.). Himalaya Publishing House.
2. **Chandra, P.** (2023). *Financial Management: Theory and Practice* (10th ed.). Tata McGraw-Hill Education.
3. **Damodaran, A.** (2022). *Corporate Finance: Theory and Practice* (3rd ed.). Wiley India Pvt. Ltd.
4. **Brigham, E. F., & Houston, J. F.** (2023). *Fundamentals of Financial Management* (16th ed.). Cengage Learning.
5. **Brealey, R. A., Myers, S. C., Allen, F., & Edmans, A.** (2022). *Principles of Corporate Finance* (14th ed.). McGraw-Hill Education.
6. **Block, S. B., Hirt, G. A., & Danielsen, B.** (2024). *Foundations of Financial Management* (18th ed.). McGraw-Hill Education.

Course Code: MTBO-1203

L T P C

Course Title: Business Environment

4 0 0 4

Course Objective: To enable the students to gain insights into various concepts which characterize the business environment of a business in every aspect.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive Level
CO1 - Describe business environment and its importance	Describe
CO2 – Discuss on political and legal issues in business	Explain
CO3 - Elaborate knowledge on social beliefs, customs and cultural heritage.	Understand
CO4 - Acquire knowledge on micro and macroeconomic concepts.	Apply
CO5 - Acquire knowledge on various national, international financial service and trade institutions.	Integrate

Block I: Theoretical Framework of Business Environment

Unit 1: Concept of India Business Environment,

Unit 2: Significance, Nature, Elements & Dimensions;

Unit 3: Environmental Scanning and Monitoring.

Block II: Economic Trends (overview): Income

Unit4: Economic Trends (overview)

Unit 5: Income; Savings and investment; Industry

Unit 6: Trade and balance of Payments, Money; finance; Prices.

Block III: The Current Five-Year Plan: Major Policies; Resource allocation

Unit 7: The Current Five-Year Plan: Major Policies; Resource allocation,

Unit 8: Problems of Growth: Unemployment; Poverty;

Unit 9: Regional imbalances; Social injustice; inflation; Parallel economy; Industrial sickness.

Block IV: Role of Governments

Unit 10: Role of Government: Monetary and fiscal policy;

Unit 11: Industrial Policy; Industrial licensing,

Unit 12: Privatization; Devaluation; EXIM Policy.

Block V: International Environments & Institutions

Unit 13: International Environment: International trading environment (overview)**Unit 14**
Trends in world trade and the problems of developing countries;

Unit 15: International economic institutions- GATT, WTO, UNCTAD, World Bank, IMF.

References:

1. **Thompson, E., Worthington, I., Britton, C., & Montfort, A.** (2023). *The Business Environment: A Global Perspective* (9th ed.). Pearson Education.
2. **Wetherly, P., & Otter, D.** (2018). *The Business Environment: Themes and Issues in a Globalizing World* (4th ed.). Oxford University Press.
3. **Saleem, S.** (2020). *Business Environment* (4th ed.). Pearson India.
4. **Kapoor, A.** (2023). *Global Business Environment: Industry 5.0 and Beyond*. Routledge.

Course Code: MTBO-1204

L T P C

Course Name: Indian Economy

4 0 0 4

Objective: This course seeks to enable the student to grasp the major economic problems in India and their solution.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1 - Describe the concept and related terms in Indian Economy.	Understand
CO2 – Describe the Basic Features of the Indian Economy at Independence	Explain
CO3 - Explain the planning and import substituting industrialization	Apply
CO4 - Classify of Growth, Development and Structural Change in different phases of growth and policy regimes across sectors and regions	Differentiate
CO5 - Determine Sectoral Trends.	Evaluate

Course Content:

Block I: Basic Issues in Economic Development

Unit 1: Concept and Measures of Development and

Unit 2: Underdevelopment;

Unit 3: Human Development

Block II: Basic Features of the Indian Economy at Independence

Unit 4: Composition of national income and

Unit 5: Occupational structure,

Unit 6: The agrarian scene and industrial structure

Block III: Policy Regimes

Unit 7: The evolution of planning and import substituting industrialization.

Unit 8: Economic Reforms since 1991.

Unit 9: Monetary and Fiscal policies with their implications on economy

Block IV: Growth, Development and Structural Change

Unit 10: The experience of Growth, Development and Structural Change in different phases of growth and policy regimes across sectors and regions.

Unit 11: The Institutional Framework: Patterns of assets ownership in agriculture and industry; Policies for restructuring agrarian relations and for regulating concentration of economic power;

Unit 12: Changes in policy perspectives on the role of institutional framework after 1991. Growth and Distribution; Unemployment and Poverty; Human Development; Environmental concerns. Demographic Constraints: Interaction between population change and economic development.

Block V: Sectoral Trends and Issues

Unit 13: Agriculture Sector

Unit 14: Industry and Services Sector.

Unit 15: Financial Sector

References:

1. **Kapila, U.** (Ed.). (2023). *Indian Economy Since Independence: A Comprehensive and Critical Analysis of India's Economy, 1947-2023* (34th ed.). Academic Foundation.
2. **Reddy, Y. V.** (2022). *India's Economy: From Nehru to Modi* (2nd ed.). Orient Black Swan.
3. **Basu, K.** (2021). *An Economist in the Real World: The Art of Policymaking in India*. HarperCollins India.

Course code: ENBO-1201

L T P C
2 0 0 2

Course Title: Creative Writing

Course Objectives: The course aims to develop students' creativity, imagination, and writing skills, enable effective self-expression through different writing styles and genres, and foster a collaborative environment for sharing and improving creative work.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Effectively communicate thoughts and emotions through writing.	Understanding
CO2: Demonstrate proficiency in different writing styles and techniques.	Applying
CO3: Give and receive constructive feedback on own and others' work.	Evaluating
CO4: Have a solid understanding of various forms of creative writing and their unique characteristics.	Analyzing
CO5: Generate original ideas and develop them into well-crafted pieces of writing.	Creating

Block I: Introduction to Creative Writing

Unit 1: Understanding the Basics of Creative Writing

Unit 2: Exploring Different Genres of Writing

Unit 3: Developing a Writing Routine

Unit 4: Understanding the Importance of Feedback

Unit 5: Practicing Self-editing Techniques

Block II: Elements of Creative Writing

Unit 6: Character Development

Unit 7: Setting and Atmosphere

Unit 8: Plot Development

Unit 9: Dialogue and Voice

Unit 10: Theme and Symbolism

References:

1. LaPlante, A. (2010). *The Making of a Story: A Norton Guide to Creative Writing*. W.W. Norton & Company.
2. Bell, J., & Magrs, P. (Eds.). (2019). *The Creative Writing Coursebook: Forty Authors Share Advice and Exercises for Fiction and Poetry*. Macmillan.
3. King, S. (2000). *On Writing: A Memoir of the Craft*. Scribner.
4. Febos, M. (2023). *Body Work: The Radical Power of Personal Narrative*. Norton & Company.
5. Dreyer, B. (2019). *Dreyer's English: An Utterly Correct Guide to Clarity and Style*. Random House.
6. Swain, D. V. (2012). *Creating Characters: How to Build Story People*. Writers Digest Books.
7. Harris, M. (2023). *The Art of Setting: Creating Vivid and Immersive Worlds in Fiction*. Writer's Digest Books.
8. Truby, J. (2023). *The Anatomy of Story: 22 Steps to Becoming a Master Storyteller*. Faber & Faber.
9. Rasley, A. (2008). *The Power of Point of View: Make Your Story Come to Life*. Writer's Digest Books.
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पाठ्यक्रमशीर्षक-धिल्मऔरमीडियालेखन

पाठ्यक्रमक्रमांक- HNBO-1201

L T P C

उद्देश्य

2 0 0 2

हिल्म के स्वरूप, प्रकाश से परिहित किना ; हिल्म के तकनीकी पक्ष का ज्ञान किना।; मीडिया लेखन के स्वरूप से परिहित किना; मीडिया लेखन के हिहिध रूप िं का ज्ञान किना।

अधिगम की उपलब्धियां

हिद्यािी हिल्म लेखन के स्वरूप, हिल्म के प्रकाशिऔ हिल्म के तकनीकी पक्ष से परिहित 5 िंगे; मीडिया लेखन के स्वरूप औ हिहिध रूप िं का ज्ञान प्राप्त कि सकेंगे।

खांड-1 धिल्मलेखन

इकाई-1 हिल्मलेखन:

स्वरूप िंम5त्त्व इकाई-

2 हिल्मके प्रकाशि

इकाई-3 हिल्मका कलापक्ष (पटकथा, सिंिाद, अहभनय, सिंगीत)

इकाई-4 हिल्मका तकनीकी पक्ष (ध्वहन, प्रकाश, हिल्मािंकन, सिंपादन)

इकाई-5 हिल्म-समीक्षा: स्वरूप िंम5त्त्व

खांड-2 मीडियालेखन

इकाई-6 मीडियालेखन: अिध, परिभाषा िंअिधािणा

इकाई-7 हप्रिंट मीडियाके हिहिध रूप (समािंाि-पत्रपहत्रकाँ, पस्टि, हिज्ञापन)

इकाई-8 इलेक्ट्रॉहनक मीडियाके हिहिध रूप (िंहिय, टेलीहिजन, स

शल मीडिया) इकाई-9 मीडिया लेखन में ह5िंदी की भूहमका

इकाई-10 मीडियालेखनकी सिंभािनाए िंिंिुनौहतयािं

सहायकग्रन्थ

नििल्म लेखि

1. Dancyger, K. (2019). िैकल्पिक पटकथा लेखन: 5ॉलीिुि सूत्र के पार। राउटलेज।
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3. Foster, T. C. (2023). कैसे साफ़5त्य को प्रोिेसर की तर5 पढें: लाइनों के बीच पढने के फ़लए एक जीिंत और मनोरांजक मागािशक। 5ापार पेररफ़नयल।

Course Code: MECO-1201

L T P C
2 0 0 2

Course Objectives: The course aims to develop learners' critical thinking, logical reasoning, and data interpretation skills, enabling them to analyze arguments, evaluate evidence, solve complex problems effectively, and make accurate decisions with confidence and creativity.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Understand the basic concepts of logical reasoning, including deductive and inductive reasoning techniques, and types of relationships in analogies.	Understand
CO2: Analyze and apply logical statements and arguments using connectives, and understand the significance of two-premise and multi-premise arguments.	Analyze
CO3: Solve problems using Venn diagrams and identify different moods and figures in logical reasoning.	Apply
CO4: Evaluate and practice syllogisms, and identify and correct logical fallacies in reasoning processes.	Evaluate
CO5: Create complex logical arguments, demonstrating the ability to use reasoning techniques in various real-life problem-solving scenarios.	Create

Block 1: Foundational Reasoning Skills

Unit 1: Introduction to Logical Reasoning

Unit 2: Deductive Reasoning

Unit 3: Inductive Reasoning

Unit 4: Analogy based on kinds of relationships

Unit 5: Logical statements- Two premise argument, more than two premise argument using connectives.

Block 2: Application of Reasoning

Unit 6: Venn diagrams

Unit 7: Moods and figures

Unit 8: Problem on Cubes and Dices

Unit 9: Syllogism

Unit 10: Logical Fallacies

References:

1. **Dowden, B. H.** (2020). *Logical Reasoning*. Routledge.
2. **Galef, J.** (2021). *The Scout Mindset: Why Some People See Things Clearly and Others Don't*. Portfolio.
3. **Levitin, D. J.** (2016). *A Field Guide to Lies: Critical Thinking in the Information Age*. Dutton.
6. **Dowden, B. H.** (2020). *Logical Reasoning*. Routledge.
7. **Galef, J.** (2021). *The Scout Mindset: Why Some People See Things Clearly and Others Don't*. Portfolio.
8. **Levitin, D. J.** (2016). *A Field Guide to Lies: Critical Thinking in the Information Age*. Dutton. Equips readers with tools to assess the credibility of information and identify logical fallacies.

Semester III

Course Code: MTBO-1301	L	T	P	C
Course Name: Management and Cost Accounting	4	0	0	4

Course Objective: To acquaint the students with basic concepts used in cost and management accounting and various methods involved in cost ascertainment systems, and use of costing data for planning, control and decision making.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive Level
CO1 - Describe thoroughly the conceptual framework of Cost Accounting; identification of differences between different financial and cost accounting.	Explain
CO2 – Discuss the cost concepts and elements of cost; preparation of cost sheet, contract costing, and reconciliation statement of cost and financial accounting.	Discuss
CO3 – Explain the concept of management Accounting.	Describe
CO4 - Discuss the basic concepts Analysis and Interpretation of Financial Statements.	Explain
CO5 - Apply budgetary control system as a tool of managerial planning and control; ability to understand ratio analysis.	Apply

Course Content:

Block I: Cost Accounting

Unit 1: Introduction: Nature and scope of cost accounting;

Unit 2: Cost concepts and classification; methods and techniques

Unit 3: Installation of costing system; concept of cost audit.

Block II: Cost Ascertainment

Unit 4: Costing; job, batch and contract costing.

Unit 5: Operating costing; Process costing,

Unit 6: Reconciliation of cost and financial accounts.

Block III: Management Accounting

Unit 7: Definitions, Scope, Objectives, and Limitations;

Unit 8: Difference between Financial Accounting,

Unit 9: Management Accounting, Tools of management accounting, Role of Management Accountant.

Block IV: Analysis and Interpretation of Financial Statements

Unit 10: Methods of analysis and interpretations,

Unit 11: Fund flow analysis and preparation of Fund Flow Statement;

Unit 12: Cash Flow Analysis and preparation of Cash Flow Statement

Block V: Budgets & Ratio Analysis

Unit 13: Definition, Necessity and kinds of Business Budgets,

Unit 14: Types of Budgets; Preparation of Flexible & Cash Budget Zero-base

Unit 15: Budgeting concept Ratio analysis: Nature, meaning, scope, advantages and classification of various ratios.

References:

1. Drury, C., & Tayles, M. (2022). *Management and Cost Accounting* (12th ed.). Cengage Learning.
2. Lanen, W. N., Anderson, S. W., & Maher, M. W. (2020). *Fundamentals of Cost Accounting* (6th ed.). McGraw Hill Education.
3. Sinha, D. (2024). *Cost and Management Accounting*. SAGE Publications.
4. OpenStax. (2022). *Principles of Accounting, Volume 2: Managerial Accounting*. OpenStax, Rice University.
5. Revsine, L., Collins, D. W., Johnson, B., & Mittelstaedt, F. (2020). *Financial Reporting and Analysis* (8th ed.). McGraw Hill Education.
6. Alexander, J. (2021). *Financial Planning & Analysis and Performance Management*. Wiley.
7. Easton, P. D., McAnally, M. L., Zhang, X. J., & Halsey, R. F. (2021). *Financial Statement Analysis & Valuation* (6th ed.). Cambridge Business Publishers.

Course Code: MTBO-1302

L T P C

Course Name: Consumer Behaviour

4 0 0 4

Course Objective:

The objective of this paper is to give the basic knowledge about the consumer behaviour.

Course Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive Level
CO1 - Identify the key concepts and theories of consumer behaviour.	Discuss
CO2 – Describe models for describing consumer behaviour.	Explain
CO3– Discuss the concepts of perception and consumer behaviour	Discuss
CO4 –Explain Consumer Decision making process.	Explain
CO5 - Develop an understanding about industrial buying behavior	Describe

Course Content:

Block I: Consumer Behaviour

Unit 1: Introduction- Meaning of consumer behavior, Importance,

Unit 2: Market Analysis, Consumer decision process,

Unit 3: Factors influencing consumer buying decisions.

Block II: Consumer Behavior Models

Unit 4: Economic model, Psycho- analytic model,

Unit 5: Sociological model, Howard & Seth model,

Unit 6: Nicosia model, Engel-Kollat-Blackwell model.

Block III: Perception and consumer behaviour

Unit 7: Individual determinants: Perceptual process,

Unit 8: consumer learning process Introduction: Concept, importance and scope of CB, need for studying,

Unit 9: consumer attitude formation, attitude measurement, meaning and nature of personality, self-concept.

Block IV: Influences & Consumer Decision making

Unit 10: Family, reference group, personal, social and cultural influence on CB,

Unit 11: Consumer Decision making process,

Unit 12: Consumer Communication process, consumer satisfaction.

Block V: Industrial Buying Behavior

Unit 13: Participants, characteristics of industrial markets,

Unit 14: factors influencing industrial markets, stages of industrial buying process,

Unit 15: Customer and marketing of services.

References:

1. Blackwell, R. D., Miniard, P. W., Engel, J. F., & Rahman, Z. (2023). *Consumer Behavior* (10th ed.). Cengage Learning India.
2. Smith, A. (2020). *Consumer Behaviour and Analytics*. Routledge.
3. Young, B. M. (2018). *Consumer Psychology*. Routledge.
4. Cialdini, R. B. (2021). *Influence: The Psychology of Persuasion* (Revised ed.). Harper Business.
5. Burleigh Dodds Science Publishing. (2023). *Consumers and Food: Understanding and Shaping Consumer Behaviour*.
6. Chang, H. H., & Mukherjee, A. (2023). *Machine Learning and Consumer Data*. arXiv preprint.

Course Code: MTBO-1303

L T P C

Course Title: Business Law

4 0 0 4

Course Objective:

This course aims to acquaint students with general business laws issues to help them become more informed, sensitive and effective business leaders.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Explain basic aspects of contracts for making the agreements, contracts and subsequently enter valid business propositions.	Describe
CO2: Demonstrate legitimate rights and obligations under The Sale of Goods Act.	Elaborate
CO3: Explain negotiable instruments.	Discuss
CO4: Make use of skills to initiate entrepreneurial ventures as LLP.	Apply
CO5: Explain the fundamentals of Internet based activities under the Information and Technology Act.	Explain

Course Content:

Block I: The Indian Contract Act, 1872

Unit 1: Contract– meaning, characteristics and kinds.

Unit 2: Essentials of valid contract -Offer and acceptance, consideration, contractual capacity, free consent, legality of objects.

Unit 3: Void agreements. Discharge of contract – modes of discharge including breach and its remedies. Quasi – contracts.

Block II: The Sale of Goods Act, 1930

Unit 4: Contract of sale, meaning and difference between sale and agreement to sell. Conditions and warranties.

Unit 5: Transfer of ownership in goods including sale by non-owners.

Unit 6: Performance of contract of sale. Unpaid seller – meaning and rights of an unpaid seller against the goods.

Block III: Negotiable Instrument Act (1981)

Unit 7: Definition of negotiable instruments, features, promissory note,

Unit 8: Bill of exchange and cheque, holder and holder in due course, crossing of a cheque,

Unit 9: Types of crossings, negotiation dishonor and discharge of negotiable instrument.

Block IV: The Limited Liability Partnership Act, 2008

Unit 10: Salient Features of LLP, Difference between LLP and Partnership,

Unit 11: LLP and Company LLP Agreement. Nature of LLP. Partners and Designated Partners. Incorporation Document Incorporation by Registration, Registered office of LLP and change therein.

Unit 12: Change of name. Partners and their Relations. Extent and limitation of liability of LLP and partners. Whistle blowing. Taxation of LLP. Conversion of LLP.

Block V: The Information Technology Act 2000

Unit 13: Definitions under the Act. Digital signature. Electronic governance. Attribution, acknowledgement

Unit 14: Dispatch of electronic records. Regulation of certifying authorities Digital signatures certificates.

Unit 15: Duties of subscribers. Penalties and adjudication. Offences.

References:

1. Kuchhal, M. C., & Kuchhal, V. (2024). *Business Law* (9th ed.). Vikas Publishing House.
2. Kapoor, N. D. (2021). *Business Law* (7th Revised ed.). Sultan Chand & Sons.
3. Oxford University Press India. (2023). *Business Laws* (2nd ed.).
4. Taxmann Publications. (2023). *Business Laws* (UGCF | NEP).
5. Singh, A. (2024). *Law of Contract & Specific Relief*. Eastern Book Company.

Course title: Personality Development

L T P C

Course code: ENBO-1301

2 0 0 2

Course Objectives:

The course aims to provide a comprehensive framework for personal growth and development by enhancing learners' understanding of personality, building self-awareness, improving verbal and non-verbal communication skills, and developing emotional intelligence for effective personal and professional interactions.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Identify and explain personal strengths, limitations, and areas for improvement to enhance self-awareness.	Understanding
CO2: Demonstrate effective verbal and non-verbal communication strategies tailored to different audiences and situations.	Applying
CO3: Utilize emotional intelligence techniques to manage interpersonal relationships with empathy and professionalism.	Applying
CO4: Analyze challenging scenarios to make confident and assertive decisions in both personal and professional contexts.	Analyzing
CO5: Design and present persuasive ideas and solutions using a combination of emotional awareness, communication strategies, and self-confidence.	Creating

Block I: Understanding Self and Interpersonal Skills

Unit 1: Introduction to Personality Development

Unit 2: Communication Skills

Unit 3: Emotional Intelligence

Unit 4: Time Management

Unit 5: Stress Management

Block II: Enhancing Personal Effectiveness and Building Relationships

Unit 6: Critical Thinking and Problem Solving

Unit 7: Leadership and Teamwork

Unit 8: Adaptability and Resilience

Unit 9: Personal Branding and Networking

Unit 10: Planning for the Future

References:

1. **Purushothaman, R.** (2024). *Emotional Intelligence: Mastering Personal and Professional Growth in the Digital Era*. Penguin Business. ISBN: 9780143464150.
2. **Connors, C. D.** (2023). *Emotional Intelligence for the Modern Leader: A Guide to Cultivating Effective Leadership and Organizations*. Rockridge Press.
3. **Sharma, P.** (2021). *Soft Skills: Personality Development for Life Success* (3rd ed.). BPB

Publications.

4. **Miles, J. R.** (2024). *Passion Struck: Twelve Powerful Principles to Unlock Your Purpose and Ignite Your Most Intentional Life*. Post Hill Press.
5. **Schuster, S.** (2020). *The Critical Thinker: The Path to Better Problem Solving, Accurate Decision Making, and Self-Disciplined Thinking*. Independently Published.
6. **Bailey, C. Q.** (2020). *Show Up as Your Best Self: Mindful Leaders, Meditation, & More*. Independently Published.

उद्देश्य

पटकथा लेखन का परिचय किना।

हिद्याहितय िं की लेखन क्षमता का हिकास

हिद्याहितय िं क लेखन में ि जगाि सिंबद्ध क्षेत्र िं के हलए तैयाि किना।

अधिगमकीउपलब्धियां

पटकथा-लेखनकेस्वरूपऔतकनीकीशब् िंसेपरिहित5 िंगे।

पटकथालेखनकीजानकािीहमलनेकेउपिािंतहिद्यािीि जगाि-बाजािकेहलएतैयाि5 िंगे।

अहभव्यक्तिकौशलकाहिकास।

भाषायीसिंप्रेषणकेम5त्त्वसेअगत5 िंगे।

खांड-1पटकथालेखन

इकाई-1पटकथा-लेखन:स्वरूप,तत्त्व

इकाई-2पटकथालेखनकेप्रकाि

इकाई-3पटकथालेखनमेंश धकाम5त्त्व

इकाई-4पटकथाकीशब्ािलीति

एकअंक(श्रीएक्ट)औपािंिअंक(िाइएक्ट)क समझना

खांड-2पटकथालेखन-2

इकाई-

5िेबसीिीजकेहलएपटकथालेखन

इकाई-6लघुहिल्मकेहलएपटकथालेखन

इकाई-7िॉक्युमेंटरी के हलए पटकथा

लेखन इकाई-

8हिजापनहिल्मकेहलएपटकथालेखन

सहायकपुस्तकें

व्यि5ारिकहनदेहशका:पटकथालेखन:असगििजा5

त आइड्यासेपिदेतक- िामकुमािहसिं5

पटकथाकैसेहलखें- िाजेन्द्रपािंिे

किा-पटकथा-मन्नूभिंिािी

Course title: Business Communication

L T P C
2 0 0 2

Course code: MECO-1301

Course Objective:

The course aims to equip students with effective reading, writing, comprehension, and business communication skills, including the use of electronic media, while developing professional, persuasive, and presentation skills for various communication situations.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Explain the fundamental concepts, processes, and significance of business communication in organizational settings.	Understanding
CO2: Apply basic principles and techniques to various forms of workplace communication, including oral, written, and digital formats.	Applying
CO3: Analyze the effectiveness of communication strategies used in intra- and inter-organizational contexts.	Analyzing
CO4: Evaluate communication methods and tools for clarity, conciseness, and professionalism in diverse business scenarios.	Evaluating
CO5: Create effective business messages, presentations, and job application documents tailored to specific professional contexts.	Creating

Block I: Introduction

Unit 1: Definition, importance, features, purpose and process of communication.

Unit 2: Dimensions and channels of communication, the 7 c's of communication,

Unit 3: Barriers to communication, guidelines for effective communication.

Block II: Modern techniques and Self Development

Unit 4: Modern techniques like video conferencing, social networking. Strategic importance of e- communication.

Unit 5: Self Development and Communication Development of positive personal attitude

Unit 6: Communication models and processes; Self Development and Communication Development of positive personal attitude; Corporate

Block III : Verbal and NON-Verbal Aspects of Communicating

Unit 7: Introduction of Verbal and NON-Verbal communication

Unit 8 : Body Language, Kinesics, Proxemics, Paralanguage. Effective Listening: Principles of Effective listening, Factors affecting listening exercises, Oral, Written and video sessions.

Unit 9: Interviewing skills: Appearing in interviews, Writing resume and letter of application.

Block IV : Business language and presentation

Unit 10: Importance of Business language, Vocabulary Words often confused Words often misspelt, Common errors in English.

Unit 11: Oral Presentation Importance, Purpose, Presentation Plan, Power point presentation, Visual aids.

Unit 12: Writing skills: Planning business messages, Rewriting and editing, The first draft and Reconstructing the final draft.

Block V : Report Writing

Unit 13: Identify the types of reports, define the basic format of a report.

Unit 14: Identify the steps of report writing, write a report meeting the format requirements.

Unit 15: Determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report.

References:

1. **Williams, V., & Sonja, N.** (2022). *Fundamentals of Business Communication* (Revised ed.). Pressbooks.
2. **Locker, K. O.** (2023). *Business Communication* (13th ed.). McGraw-Hill Education.
3. **McLean, S.** (2023). *Effective Business Communication*. FlatWorld.
4. **Cunningham, H., & Greene, B.** (2012). *The Business Style Handbook: An A-to-Z Guide for Effective Writing on the Job* (2nd ed.). McGraw-Hill.
5. **Fujishin, R.** (2023). *Creating Effective Groups: The Art of Small Group Communication* (4th ed.). Rowman & Littlefield Publishers.

Course Title: Environmental Education

L T P C
2 0 0 2

Course code: VACO-1301

Course Objectives:

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Identify and describe the different types of natural resources, including water, soil, forest, and energy resources.	Remembering
CO2: Analyze the relationship between ecosystems, biodiversity, and human activities, with a focus on global biodiversity hotspots.	Analyzing
CO3: Explain the impact of pollution on various ecosystems and identify strategies for pollution prevention and waste management.	Understanding
CO4: Apply sustainable practices in industries and energy conservation techniques to minimize environmental impact.	Applying
CO5: Evaluate the effectiveness of environmental policies and legislation in promoting sustainable environmental practices.	Evaluating

Block 1: Understanding Natural Resources

Unit 1: Introduction to Natural Resources

Unit 2: Water Resources

Unit 3: Soil Resources

Unit 4: Forest Resources, Forest management and conservation

Unit 5: Mineral and Energy Resources

Block 2: Ecosystems and Biodiversity

Unit 6: Basics of Ecology and Ecosystems

Unit 7: Terrestrial Ecosystems

Unit 8: Aquatic Ecosystems

Unit 9: Urban Ecosystems

Unit 10: Global Biodiversity Hotspots

Block 3: Pollution and its prevention

Unit 11: Pollution: Meaning and types

Unit 12: Solid Waste Management

Unit 13: Sustainable Practices in Industries

Unit 14: Energy Conservation and Renewable Energies

Unit 15: Environmental Policies and Legislation

References:

1. **Enger, E., & Smith, B.** (2025). *Environmental Science* (16th ed.). McGraw-Hill Education. ISBN: 9781260722239.
2. **BIOZONE.** (2025). *Environmental Science* (4th ed.). BIOZONE. ISBN: 978-1-99-101409-2.
3. **Shostell, J.** (2025). *Environmental Science: A Need for Living Sustainably*. FlatWorld. ISBN: 978-1-4533-9138-9.
4. **Vallero, D. A.** (2025). *Fundamentals of Air Pollution* (6th ed.). Academic Press. ISBN: 9780128137187.
5. **Johnson, L.** (2025). *Environmental Law: Legal Studies of the Environment and Natural Resources*. FlatWorld. ISBN: 978-1-4533-8976-8.

Semester IV

Course Code: MTBO-1401

L T P C

Course Title: Basics of Business Statistics

4 0 0 4

Course Objective:

The objective of course is to provide basic knowledge of quantitative methods and their commercial application for decision making in business.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Explain meaning, scope and functions of statistics and data processing.	Describe
CO2: Apply various measurement of central tendency	Apply
CO3: Apply various measurement of dispersion and skewness.	Apply
CO4: Evaluate relationship between two variables using concepts of correlation and regression and its use in identifying and predicting the variables.	Analyze
CO5: Learn patterns revealed by the time series data and to use it to make predictions for the future.	Apply

Course Content:

Block I: Introduction

Unit 1: Meaning, Characteristics, scope and function, limitations & misuse of statistics

Unit 2: Primary & secondary data, collection & editing of data

Unit 3: Classification, Frequency distribution and statistical series, Tabulation of data.

Block II: Measures of Central Tendency

Unit 4: Concept and properties of mathematical averages including arithmetic mean, geometric mean and harmonic mean.

Unit 5: Positional Averages including Mode and Median

Unit 6: Partition values - quartiles, deciles, and percentiles with graphic presentation.

Block III: Measures of Dispersion and Skewness

Unit 7: Measures of Dispersion: absolute and relative. Range, Quartile deviation, Mean deviation

Unit 8: Standard deviation, and their coefficients; Properties of standard deviation/variance.

Unit 9: Moments: Calculation and significance; Skewness: Meaning and Measurement (Karl Pearson and Bowley's measures); Kurtosis.

Block IV: Simple Correlation and Regression Analysis

Unit 10: Simple correlation – Kari Pearson formula in grouped and ungrouped. Data, Ranking method, con-current deviations method

Unit 11: Regression Analysis: Principle of least squares and regression lines; Regression equations and estimation

Unit 12: Properties of regression coefficients; Relationships between Correlation and Regression coefficients.

Block V: Time Series

Unit 13: Meaning, Importance and Component of Time series

Unit 14: Additive model, Multiplication model, Measurement of Trend

Unit 15: Semi average method, Moving average method and Methods of Least squares.

References:

1. Jaggia, S. & Kelly, A. (2024). *Essentials of Business Statistics* (3rd ed.). McGraw-Hill Education.
2. Black, K. (2023). *Business Statistics: For Contemporary Decision Making* (11th ed.). Wiley.
3. Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2022). *Essentials of Modern Business Statistics with Microsoft Excel* (9th ed.). Cengage Learning.
4. Doane, D. P., & Seward, L. E. (2021). *Applied Statistics in Business and Economics* (7th ed.). McGraw-Hill Education.
5. Bowerman, B. L., O'Connell, R. T., & Murphree, E. S. (2020). *Business Statistics in Practice* (9th ed.). McGraw-Hill Education.

Course Code: MTBO-1402

L T P C

Course Name: Advertising Management

4 0 0 4

Course Objective:

The aim of the course is to build knowledge and understanding of advertisement among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about advertising Management.

Course Learning Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive Level
CO1 –Explain concepts of advertising and their use in business	Discuss
CO2 –Discuss Integrated Communication Mix	Evaluate
CO3 –Explain about Promotional marketing.	Describe
CO4 –Understand about components & types of advertising copy.	Differentiate

Course Content:

Block I: Advertising Management

Unit 1: Introduction, Scope, importance in business,

Unit 2: Role of advertising in social and economic development of India,

Unit 3: Ethics and truths in Indian Advertising.

Block II: Integrated Communication Mix (IMC)

Unit 4: Introduction, meaning, importance

Unit 5: The Role of Advertising in IMC and Marketing Strategy

Unit 6: Branding-meaning, importance in advertising.

Block III: Promotional Marketing;

Unit 7: Introduction, objectives, importance, Promotional Marketing Strategies,

Unit 8: DAGMAR- Objectives, DAGMAR Model,

Unit 9: Advertising Budget- importance, establishing the budget.

Block IV: Advertising Copy

Unit 10: Meaning, components, types of advertising copy,

Unit 11: importance of creativity in advertising,

Unit 12: Media planning-importance, strategies, media mix.

Block V: Advertising Research: importance,

Unit 13: Overview of Advertising Research and importance,

Unit 14: Testing advertising effectiveness market,

Unit 15: International Advertising-importance, international Vs local advertising.

References:

1. Batra, R., Myers, J. G., & Aaker, D. A. (2013). *Advertising Management* (5th ed.). Pearson Education.
2. Kelley, L. D., & Sheehan, K. B. (2021). *Advertising Management in a Digital Environment: Text and Cases*. Routledge.
3. Jethwaney, J., & Jain, S. (2012). *Advertising Management* (2nd ed.). Oxford University Press.
4. Rosenbaum-Elliott, R., & Percy, L. (2016). *Strategic Advertising Management* (5th ed.). Oxford University Press.
5. Blokdyk, G. (2020). *Advertising Management A Complete Guide - 2020 Edition*. 5STARCOoks.

Course Code: MTBO-1403

L T P C

Course Name: Company Law

4 0 0 4

Course Objective:

The objective of the course is to impart basic knowledge of the provisions of the Companies Act 2013. Case studies involving issues in company law are required to be discussed.

Course Learning Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Explain the regulatory aspects and the legal documents and their usage essential for registration of company.	Explain
CO2: Describe the contents of prospectus, Share capital and debentures.	Discuss
CO3: Explain management of company.	Describe
CO4: Use the understanding of framework of dividend distribution and role of auditors in a company.	Apply
CO5: Discuss the procedure of winding up.	Describe

Course Content:

Block I: Incorporation and its Consequences

Unit 1: Formation of a company, Classification of company, Memorandum of association, Articles of association additional documents required for incorporation, certificate of incorporation;

Unit 2: commencement of business, alteration of Memorandum and Articles and limitations on power of alteration,

Unit 3: Conversion of public Ltd. Company to private Ltd. Company and private Ltd. Company to public Ltd. Company.

Block II: Prospectus, Share Capital and Debentures

Unit 4: Prospectus: Meaning of prospectus, contents of prospectus, Registration of prospectus, penalties for misrepresentation in prospectus. Share capital: Shares,

Unit 5: Classification of shares, alteration of capital, reduction of capital, voting rights.

Unit 6: Debentures: Kinds of debentures, Remedies for debentures holders, Creations of charges, mortgages and registration charges.

Block III: Management of Company

Unit 7: Directors: Structure of board of directors, Qualifications, remuneration, powers and duties of directors.

Unit 8: Appointment of directors, Independent directors, resignation and vacation of office of director.

Unit 9: Appointment and remuneration of Managing director.

Block IV: Meetings, Account and Audit of Company

Unit 10: Meetings: Classifications of meetings, General rules for meetings, proxies, quorum, voting rights, special and ordinary resolution.

Unit 11: Account and Audit: Accounts, statutory books, filing accounts with registrar.

Unit 12: Audit: Appointment of auditor, rights, powers and duties of auditor, special audit.

Block V: Winding Up

Unit 13: Meaning of winding up, modes of winding up,

Unit 14: Procedure of winding up, Liquidator: Rights and liabilities of liquidator,

Unit 15: Dissolution of company, consequences of winding up.

References:

1. **S. M. Shukla** (2021). *Company Law* (11th ed.). Eastern Book Company.
2. **M. C. Bhandari** (2022). *Guide to Company Law Procedures* (15th ed.). Wadhwa & Company.
3. **Avtar Singh** (2020). *Company Law* (11th ed.). Eastern Book Company.
4. **T. T. S. Suresh** (2018). *Company Law and Practice* (2nd ed.). Bharat Law House.
5. **Dr. N. D. Kapoor** (2020). *Company Law* (15th ed.). Sultan Chand & Sons.

Course code: ENBO-1401

L T P C
2 0 0 2

Course Title: Basic Knowledge of English Grammar

Course Objectives:

The course aims to develop a fundamental understanding of English grammar, improve spoken and written communication skills, enhance confidence in using correct grammar in different contexts, and provide a strong foundation for advanced studies in English language and literature.

Course Learning Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Identify and apply key grammar rules such as subject-verb agreement, tense usage, and sentence	Remembering
CO2: Effectively use parts of speech , including nouns, pronouns, verbs, adjectives, and adverbs.	Applying
CO3: Recognize and correct common grammatical errors in writing.	Analyzing
CO4: Demonstrate improved proficiency in grammar through quizzes, exams, and class assignments.	Evaluating
CO5: Communicate clearly and confidently in both informal and formal settings using correct grammar.	Creating

Block I: Parts of Speech

Unit 1: Nouns

Unit 2: Pronouns

Unit 3: Verbs

Unit 4: Adjectives

Unit 5: Adverbs

Block II: Sentence Structure

Unit 6: Subject-Verb Agreement

Unit 7: Sentence Fragments

Unit 8: Run-on Sentences

Unit 9: Types of Sentences

Unit 10: Sentence Combining

References:

1. Murphy, R. (2019). *English Grammar in Use* (5th ed.). Cambridge University Press.
2. Woods, G. (2021). *Basic English Grammar For Dummies*. Wiley.
3. Moss, L. (2018). *The English Grammar Workbook for Grades 6, 7, and 8: 125+ Simple Exercises to Improve Grammar, Punctuation, and Word Usage*. Rockridge Press.
4. Brehe, R. L. (2019). *Brehe's Grammar Anatomy*. Broadview Press.

पाठ्यक्रमक्रमांक- HNBO- 1401

उद्देश्य

कायथलयी लेखन से परिहित किना।

हटप्पण एिंं प्रारूपण लेखन एिंं उसकी हिशेषताओं से परिहित किना सांि 5ी उसका अभ्यास किना।

अधिगम की उपलब्धियां

हटप्पण एिंं प्रारूपण-लेखन का कौशल हिकहसत 5
गा। औपारिक पत्र-लेखन का कौशल हिकहसत 5 गा।

खांड-1 कायषलयी प्रणाली एवं धटप्पण-लेखन

इकाई-1 सिकांिी कायथप्रणाली
इकाई-2 हटप्पण का स्वरूप, अिथ
इकाई-3 हटप्पण-लेखन की प्रहिया औ प्रकांि
इकाई-4 हटप्पण लेखन का अभ्यास

खांड-2 प्रारूप-लेखन और सरकारी पत्र-लेखन

इकाई-5 प्रारूपण: स्वरूप , प्रारूप लेखन-प्रहिया
इकाई-6 प्रारूप लेखन: हिशेषताएि औ अभ्यास
इकाई-7 सिकांिी पत्र िं का स्वरूप एिंं
प्रकांि इकाई-8 सिकांिी पत्र का अभ्यास

सहायक पुस्तकें

प्रय जनमूलक ह5िंंदी-हिन द ग दि
प्रय जनमूलक प्रशासहनक ह5िंंदी-हदनेश िम ला "शैलेश"
व्यि5ारिक ह5िंंदी-ओमप्रकाश हसिंघल
प्रय जनमूलक ह5िंंदी:हसद्धांिंत औ प्रय ग- दिंगल झालटे

Course Code: MEC-1401

L T P C

Course Name: Personal Selling

4 0 0 4

Objective: The purpose of this course is to familiarize the students with the fundamentals of personal selling and the selling process.

Course Objective:

The aim of the course is to build knowledge, understanding and skills in sales management among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about sales management.

Course Outcome

The outcome of the course will be as follows –

Course Outcome	Cognitive level
CO1: Understand the key concepts and importance of personal selling, differentiating it from sales management and salesmanship.	Understanding
CO2: Analyze different selling theories and techniques, including AIDAS Model, Problem Solving Approach, and the Right Set of Circumstances Theory.	Analyzing
CO3: Evaluate the various buying motives and their impact on personal selling, applying Maslow’s need hierarchy in the sales process.	Evaluating
CO4: Apply the personal selling process effectively by prospecting, approaching, presenting, handling objections, and closing the sale.	Applying
CO5: Develop sales plans, including forecasting, budgeting, and managing sales quotas while understanding the ethical aspects of selling.	Creating

Course Contents

Block: I: Introduction to Personal Selling

Unit 1 : Nature and importance of personal selling, Difference between Personal Selling, Salesmanship and Sales Management, Myths of selling,

Unit 2 : Relationship Marketing and Role of Personal Selling.

Unit 3 : Characteristics of a good salesman, Types of selling situations, Types of salespersons; Career opportunities in selling, Measures for making selling an attractive career.

Block: II: Theories of Selling

Unit 4 : Traditional and Modern: AIDAS Model of Selling,

Unit 5 : Problem Solving Approach,

Unit 6 : Right Set of Circumstances Theory and Modern Sales Approaches.

Block: III: Buying Motives

Unit 7 : Concept of motivation, Maslow's theory of need hierarchy;

Unit 8 : Dynamic nature of motivation;

Unit 9 : Buying motives and their uses in personal selling.

Block: IV: Selling Process

Unit 10 : Prospecting and qualifying; Pre-approach; Approach;

Unit 11 : Presentation and demonstration; handling of objections and complaints; Closing the sale; techniques for closing the sale;

Unit 12 : Customer Relations, Follow up and Dealing customer concerns and complaints.

Block: V: Sales Planning and Control

Unit 13 : Sales Forecasting, Sales Budget,

Unit 14: Sales Territories, Sales quota,

Unit 15: Ethical aspects of Selling.

References:

1. **Hunt, S. D., Deitz, G. D., & Hansen, J. D.** (2023). *Professional Selling* (2nd ed.). McGraw-Hill Education.
2. **McGovern, C.** (2022). *Sell Yourself: How to Create, Live, and Sell a Powerful Personal Brand*. McGraw-Hill Education.
3. **Dudayev, S.** (2024). *The Happy Sales System: A Stress-Free Sales System Designed for You*. Self-published.
4. **VK Global Publications Pvt. Ltd.** (2024). *Personal Selling and Salesmanship for B.Com 3rd Year (HPU University)*. ISBN: 9789388272605.
5. **Journal of Personal Selling & Sales Management.** (2025). *Volume 45, Issue 1*. Taylor & Francis.

Course Code: VACO-1401

L T P C
3 0 0 3

Course Title: Understanding India

Course Objectives:

The course aims to provide students with a foundational understanding of the historical background, structure, and key features of the Indian Constitution, while examining fundamental rights and duties and explaining the functioning of governance at the Union and State levels.

Course Outcome

The outcome of the course will be as follows –

Course Outcome	Cognitive level
CO1: Understand the historical context and foundational principles of the Indian Constitution.	Understanding
CO2: Analyze the key components and features of the Indian Constitution, including the Fundamental Rights and Duties.	Analyzing
CO3: Apply knowledge of the structure of the Indian government to assess the functioning of various governmental bodies.	Applying
CO4: Evaluate the role of the judiciary in protecting constitutional values, including judicial review and activism.	Evaluating
CO5: Create informed opinions about the impact of constitutional amendments and the functioning of non-constitutional bodies.	Creating

Block 1: The Indian Constitution

Unit 1: Historical Background of the Constitution

Unit 2: Basic structure of the Constitution

Unit 3: Salient Features of Indian Constitution

Unit 4: Union and its Territory, Citizenship

Unit 5: Fundamental Rights

Block 2: System of Government

Unit 6: Fundamental Duties & Directive Principles of State Policy

Unit 7: Parliamentary System & Federal system

Unit 8: Parliament

Unit 9: Prime Minister & President

Unit 10: Chief Minister & Governor

Block 3: Various Bodies

Unit 11: Panchayati Raj System

Unit 12: Supreme Court & High Court

Unit 13: Judicial Review, Judicial Activism, Public Interest Litigation

Unit 14: Constitutional Bodies

Unit 15: Non - Constitutional Bodies

References:

1. **Basu, D. D.** (2024). *Introduction to the Constitution of India* (26th ed.). LexisNexis India.
2. **Kapur, A. C., & Mehta, K. K.** (2023). *Constitutional Law of India* (14th ed.). Eastern Book Company.
3. **Jain, M. P.** (2022). *Indian Constitutional Law* (8th ed.). LexisNexis Butterworths.
4. **Mishra, K. K.** (2025). *Constitutional Law of India: A Comprehensive Approach* (1st ed.). Prabhat Prakashan.
5. **Khanna, H. R.** (2023). *The Constitution of India: A Detailed Commentary* (3rd ed.). Universal Law Publishing.
6. **Gupta, A.** (2023). *Panchayati Raj and Local Governance in India* (2nd ed.). Orient BlackSwan.
7. **Constitutional Law Review Journal** (2024). *Indian Judiciary and Its Evolution*. Volume 18, Issue 1. Taylor & Francis.

Semester V

Course Code: MTBO-1501

L T P C

Course Title: Income Tax

4 0 0 4

Course Objective:

The course aims to develop students' understanding of the basic concepts of income tax, including residence and tax liability, familiarize them with the various heads of income, and equip them with the skills to compute taxable income under different heads and determine the total tax liability of individuals.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive Level
CO1 - Describe the basic concepts and determination of Residence & Tax Liability.	Remembering
CO2 – - Identify the five heads in which income is categorized and to compute income under the heads 'Salaries'.	Apply
CO3 - Compute income under the heads 'Income from House Property'. And 'Income from Profits and gains from Business or Profession'.	Apply
CO4 - Compute income under the head 'Capital gains' and 'Income from othersources'	Apply
CO5 - Compute total tax liability of individuals.	Apply

Block I: Introduction

Unit 1: Introduction, Important Definitions: Previous Year, Assessment Year, Person, Assese, Income (including agricultural income),Gross Total Income, and total Income.

Unit 2: Income which do not form part of total income,

Unit 3: Residence & Tax Liability (Basis of Charge).

Block II: Computation of Income –I

Unit 4: Income from Salaries-I

Unit 5: Income from Salaries-II

Unit 6: Income from Salaries-III

Block III: Computation of Income –II

Unit 7: Income from House property-I

Unit 8: Income from House property-II

Unit 9: Income from Profits and gains from Business or Profession

Block IV: Computation of Income -III

Unit 10: Income from Capital Gains

Unit 11: Income from other sources.

Unit 12: Clubbing of Income

Block V: Computation of Total Income and Tax Liability

Unit 13: Set-off and carry-forward of losses

Unit 14:, Deductions from gross total income as applicable to an individual

Unit 15:Computation of total income and tax liability of an individual.

References:

1. **Singhania, V. K., & Singhania, M. (2024).** *Students' Guide to Income Tax, Including GST* (42nd ed.). Taxmann.
2. **Ahuja, H., & Gupta, R. (2023).** *Systematic Approach to Income Tax* (44th ed.). Bharat Law House.
3. **Bansal, S. (2023).** *Income Tax Law and Practice* (33rd ed.). Taxmann.
4. **Chandra, S. (2023).** *Direct Taxes: Law and Practice* (6th ed.). Vikas Publishing.
5. **Garg, V. K. (2023).** *Income Tax: A Comprehensive Guide* (6th ed.). Ramesh Book Depot.

Course Code: MTBO-1502

L T P C

Course Name: Production Management

4 0 0 4

Course objectives:

The objective of this paper is to give the basic knowledge about the Management and cost accounting.

Course Learning Outcomes: After completing the course, the student shall be able to:

Course Outcomes	Cognitive level
CO 1: Understand the principles and concepts of production management.	Understanding
CO 2: Analyze the production process and its impact on efficiency and cost.	Analyzing
CO 3: Evaluate the importance of plant location, layout, and their role in production efficiency.	Evaluating
CO 4: Apply material management techniques to optimize inventory and reduce waste.	Applying
CO 5: Assess the quality control processes in production to ensure product standards.	Evaluating

Course Content:

Block-1 Production Management-Planning

Unit-1-Nature, scope and significance of production management; objectives of production management; difference between production and operations management,

Unit-2- Functions of production management; Characteristics; recent trends in production management, Production systems; Responsibilities of production manager,

Unit-3-Production planning and control, Objectives of PPC.

Block-2- Production Management Process, Manufacturing Service & Organizations.

Unit-4-Production Process.

Unit-5-Manufacturing & Service Organizations; Types of manufacturing systems- Intermittent; continuous systems and others manufacturing systems,

Unit-6- Product design and development.

Block-3- Plant Location And Layout

Unit-7-Plant location; Plant location methods, Factors affecting location;

Unit-8-Plant layout; types of plant layout, Factors affecting plant layout, types of plant layout.

Unit-9- Plant environment and maintenance.

Block-4- Material Management

UNIT-10-Meaning, Objectives and Importance of Material Management, Techniques of Inventory Management, Inventory control,

Unit-11- Purchasing economic lot quality/Economic order quantity (EOQ); Lead Time, Reorder level,

Unit-12-ABC analysis, Stock keeping, Quality.

Block-5-Quality Control

Unit-13-Quality control, Phases of QC, Quality assurance,

Unit-14-Quality circles, Quality cost,

Unit-15-TQM, JIT, Statistical Quality control.

References:

1. **Kumar, S. & Saha, P. (2023).** *Production and Operations Management: Text and Cases* (4th ed.). McGraw Hill Education.
2. **Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2022).** *Operations and Supply Chain Management* (15th ed.). McGraw-Hill Education.
3. **Russell, R. S., & Taylor, B. W. (2022).** *Operations Management: Creating Value Along the Supply Chain* (11th ed.). Wiley.
4. **Heizer, J., & Render, B. (2021).** *Operations Management* (13th ed.). Pearson.
5. **Tersine, R. J. (2020).** *Principles of Operations Management* (6th ed.). Pearson.

Course Code: MTBO-1503

L T P C

Course Title: Retail Management

4 0 0 4

Course objectives:

This course provides the student with a comprehensive view of retailing, an analysis of the retail environment and exposure to issues and developments in the industry. Retailing is changing today, and the successful business will know how to identify, adapt, and plan with these changes.

Course Learning Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive Level
CO 1: Understand the basic concepts and functions of retail management.	Understanding
CO 2: Analyze different retail formats and their impact on consumer behavior and sales.	Analyzing
CO 3: Evaluate the importance of retail marketing strategies and their role in driving business growth.	Evaluating
CO 4: Apply retail pricing, merchandising, and inventory management techniques to improve store operations.	Applying
CO 5: Assess the role of technology in retail management, including e-commerce and digital tools.	Evaluating

Block 1: Introduction to Retailing and Retail types

Unit 1 : Concept of retailing, Functions of retailing, Terms & Definition, Introduction to Retailing and Retail types,

Unit 2 : Retailing Channels, Retail Industry in India, Importance of retailing,

Unit 3 : Changing trends in retailing.

Block 2: Retail Consumer

Unit 4 : Retail consumer behaviour, Factors influencing the Retail consumer,

Unit 5 : Retail Customer Buying Behaviour, Customer decision making process,

Unit 6 : Market research for understanding retail consumer, Responding and Targeting Consumers

Block 3: Retail Locations

Unit 7 : Importance of Retail locations, Types of retail locations, Factors determining the location decision,

Unit 8 : Steps involved in choosing a Retail Site Location, Measurement of success of location,

Unit 9 : Store Layout and Design, Merchandising and Assortment Planning

Block 4: Merchandising

Unit 10 : Meaning of Merchandising, Factors influencing Merchandising, Merchandise planning,

Unit 11 : Merchandise buying, Pricing Decisions,

Unit 12 : Retail Communication Mix, and International Aspects of Retailing.

Block 5: Operations Pricing and Space Management

Unit 13 : Store administration, Premises and Inventory Management, Store Management, Receipt Management,

Unit 14 : Customer service, Retail Pricing, Factors influencing retail prices, Retail Information System, Operations Management in Retail.

Unit 15 : Definition of Space Management, Store layout and Design, Visual Merchandising, Retail Communication Mix, POP Displays.

References:

1. **Cohen, M. C., Ray, S., & Zhu, S. (2021).** *How In-Store Tech Will Transform Retail.* Harvard Business Review.
2. **Neves-Moreira, F., & Amorim, P. (2023).** *Playing Hide and Seek: Tackling In-Store Picking Operations While Improving Customer Experience.* arXiv preprint arXiv:2301.02142.
3. **Hossam, A., Ramadan, A., Magdy, M., Abdelwahab, R., Ashraf, S., & Mohamed, Z. (2024).** *Revolutionizing Retail Analytics: Advancing Inventory and Customer Insight with AI.* arXiv preprint arXiv:2405.00023.
4. **Apte, M., Kale, K., Datar, P., & Deshmukh, P. (2024).** *Dynamic Retail Pricing via Q-Learning — A Reinforcement Learning Framework for Enhanced Revenue Management.* arXiv preprint arXiv:2411.18261.
5. **Deloitte Insights. (2025).** *2025 US Retail Industry Outlook.* Deloitte.

Course Code: MTBO-1504

L T P C

Course Name: Entrepreneurship for Small Business Management

2 0 0 2

Course objectives:

The main objectives of the course are to familiarize students with various concepts used in understanding processes involved in entrepreneurship and business formation and development. Provide context to those processes in the form of differences between small and large firms, and the economic environment.

Course Learning Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Define the concept and importance of entrepreneurship in the context of small business management.	Remembering
CO2: Analyze the various types of small business models and the challenges faced by entrepreneurs.	Analyzing
CO3: Design a business plan that includes market analysis, financial projections, and strategic goals for a small business.	Creating
CO4: Evaluate the role of innovation, leadership, and risk management in the success of small businesses.	Evaluating
CO5: Apply financial and marketing strategies to develop a sustainable and profitable small business.	Applying

Block I: Introduction

Unit 1: Entrepreneurship- meaning and importance, entrepreneurship in Indian context, entrepreneurship as a creative solution provider,

Unit 2: Meaning of various terms related to entrepreneurship-

Unit 3: Entrepreneurship, social entrepreneurship, net entrepreneurship, technopreneurship.

Block II: Entrepreneurial Eco System

Unit 4: Socio-economic support system for entrepreneurship; Public and private system of stimulation;

Unit 5: Role of development institutes, availability of finance, marketing, technology and project related assistance; Role of trade associations and self-help groups for promotion of entrepreneurship;

Unit 6: Types of business entities- micro, small and medium enterprises, role of MSME sector in Indian economy family businesses in India; Conflicts in family business; Startup Action Plan; Make in India initiative.

Block III: Enterprise Formation Process

Unit 7: Understanding and analyzing business opportunities, market demand analysis, project feasibility study; preparation of business plan;

Unit 8: Start ups and basic start ups problems, sources of financing business start ups;

Unit 9: Cases of Indian start ups (practical knowledge on preparation of business plan/project report shall be imparted).

Block IV: Managerial Aspects of Business

Unit 10: Managing finance- preparation of operating/cost budget, cash budget; Understanding management of short term and long term capital;

Unit 11: Human resource planning; Contract management;

Unit 12: Understanding marketing methods; Understanding of GST and other tax compliances.

Block V: Managing Growth

Unit 13: Business growth strategies specific to small enterprises;

Unit 14: Enterprise life cycle and various growth strategies; Business collaboration and outsourcing of resources;

Unit 15: Network management; Succession planning for sustenance.

References:

1. Kuratko, D. F., & Hodgetts, R. M. (2024). *Entrepreneurship: Theory, Process, and Practice*. Cengage Learning.
2. Zimmerer, T. W., & Scarborough, N. M. (2023). *Essentials of Entrepreneurship and Small Business Management*. Pearson.
3. Hisrich, R. D., & Peters, M. P. (2023). *Entrepreneurship: Starting, Developing, and Managing a New Enterprise*. McGraw-Hill Education.
4. Shane, S. (2024). *The Illusions of Entrepreneurship: The Costly Myths That Entrepreneurs, Investors, and Policy Makers Live By*. Yale University Press.
5. Neeraj, J. (2023). *Small Business Entrepreneurship: Principles and Practices*. Springer.

Course Code: MDCO-1501

L T P C

Course Title: Financial Institutions and Market

3 0 0 3

Course Objective:

To provide students an overview of financial markets & institutions in India and familiarize them with important fee and fund based financial services

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Describe the role and functions of financial institutions in the economy.	Remembering
CO2: Analyze the different types of financial markets and their instruments.	Analyzing
CO3: Evaluate the impact of monetary policy and fiscal policy on financial markets.	Evaluating
CO4: Apply knowledge of financial instruments to assess investment opportunities and risks.	Applying
CO5: Design strategies for effective management of financial resources in financial institutions.	Creating

Block 1 : Financial System in India

Unit 1: Introduction, Formal & Informal financial system Component of financial system
Financial market & its classification

Unit 2: Meaning and characteristics of Indian Money Market Importance of Indian Money
Market Function of Indian Money Market

Unit 3: Instruments in Indian Money Market Deficiencies in Indian Money Market

Block 2 : Indian Capital Market and Foreign Exchange Market In India

Unit4: Meaning and characteristics of Indian Capital Market Importance of Indian Capital
Market Functions of Indian

Unit 5: Capital Market Instruments in Indian Capital Market Deficiencies in Indian Capital
Market

Unit 6: Meaning of Foreign Exchange Market Need of Foreign Exchange Market
Participants in Foreign Exchange Market

Block 3 : Specialized Financial Institutions

Unit 7 : EXIM Bank NABARD

Unit 8 : IFCI IDFC

Unit 9: HUDCO

Block 4 : INTERNATIONAL FINANCIAL INSTITUTIONS

Unit 10 :World Bank (International Bank for Reconstruction & Development)

Unit 11 :International Monetary Fund

Unit 12 :Asian Development Bank

Block 5 : NON-BANKING FINANCE COMPANIES (NBFCs)

Unit 13 :Housing Finance Companies , Similarities and differences between NBFCs and Bank

Unit 14 :Changing Role of Financial Institutions : Role of banking, financial sector reforms, financial and promotional role of financial institutions,

Unit 15 :Universal banking; concept and consequences.

References:

1. Saunders, A., Cornett, M. M., & Erhemjamts, O. (2024). *Financial Markets and Institutions* (8th ed.). McGraw-Hill Education.
2. Mishkin, F. S., & Eakins, S. G. (2024). *Financial Markets and Institutions* (10th ed.). Pearson.
3. Madura, J., & Paskelian, M. (2023). *Financial Markets & Institutions* (14th ed.). Cengage.
4. SIFMA (Securities Industry and Financial Markets Association). (2023). *Capital Markets Fact Book*.
5. Caselli, S., & Gatti, S. (2023). *Capital Markets: Perspectives over the Last Decade*. Bocconi University Press.

Course Code: MDCO-1502

L T P C

Course Title: Marketing of Services

3 0 0 3

Course Objective:

The course is designed to equip students with the knowledge of marketing of all types of services.

Course Outcome: At the end of the course student would be able to

S. No.	Course Outcomes	Cognitive level
1	CO1: Understand the core concepts of services marketing and differentiate it from product marketing.	Understand
2	CO2: Analyze the unique characteristics of services and their impact on marketing strategies.	Analyze
3	CO3: Evaluate the role of customer satisfaction and service quality in service marketing.	Evaluate
4	CO4: Apply the 7 P's of services marketing (Product, Price, Place, Promotion, People, Process, Physical evidence) in real-world scenarios.	Apply
5	CO5: Design a marketing strategy for a service business using concepts like service innovation, relationship marketing, and customer loyalty.	Create

Course Contents:

Block I: Introduction of Services Marketing

Unit 1: Services Marketing, concept, characteristics of services, service marketing triangle, purchase process of service marketing, challenges of services.

Unit 2: Goods V/S services marketing

Unit 3: Consumer behaviour, positioning a service in Marketplace.

Block II: Service Delivery

Unit 4: Service product price mix, promotion and communication mix, Place / distribution of services people, Physical evidence.

Unit 5: Branding of services problem and solutions

Unit 6: Options for Service Delivery.

Block III: Service quality and productivity

Unit 7: Improving service quality and productivity

Unit 8: Service quality GAP model, Benchmarking, Measuring service quality

Unit 9: Defining productivity improving productivity.

Block IV: Strategies in services marketing

Unit 10: International and global strategies in services marketing

Unit 11: Factors favouring transactional strategy,

Unit 12: Elements of transactional strategy.

Block V: Recent trends in marketing of services

Unit 13: Recent trends in marketing of services

Unit 14: Ethics in service marketing

Unit 15: Unethical practices in service sector

References:

1. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2024). *Services Marketing: Integrating Customer Focus Across the Firm* (7th ed.). McGraw-Hill Education.
2. Wirtz, J., & Lovelock, C. H. (2025). *Services Marketing: People, Technology, Strategy* (9th ed.). World Scientific Publishing.
3. Gremler, D. D., & Gwinner, K. P. (2025). *Customer-Employee Rapport in Service Relationships*. *Journal of Service Research*, 28(1), 3-19.
4. Aghaei, R., Kiaei, A. A., Boush, M., Vahidi, J., Zavvar, M., Barzegar, Z., & Rofoosheh, M. (2025). *Harnessing the Potential of Large Language Models in Modern Marketing Management: Applications, Future Directions, and Strategic Recommendations*. arXiv preprint arXiv:2501.10685.
5. Tang, S., Musunuru, S., Zong, B., & Thornton, B. (2024). *Quantifying Marketing Performance at Channel-Partner Level by Using Marketing Mix Modeling (MMM) and Shapley Value Regression*. arXiv preprint arXiv:2401.05653.

Semester VI

Course Code: MTBO-1601

L T P C

Course Title: Sales management

4 0 0 4

Course Objective:

The aim of the course is to build knowledge, understanding and skills in sales management among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about sales management.

Course Outcome

The outcome of the course will be as follows –

Course Outcome	Cognitive level
CO1: Explain the concept and importance of sales management in an organization.	Understand
CO2: Analyze various sales techniques and strategies used by sales professionals.	Analyze
CO3: Identify the key functions of sales management, including recruitment, training, and performance evaluation of sales personnel.	Identify
CO4: Apply sales forecasting methods and techniques to predict future sales trends.	Apply
CO5: Evaluate the effectiveness of sales strategies and recommend improvements for better sales performance.	Evaluate

Course Contents:

Block I: Introduction to sales management:

Unit 1: Meaning, Importance, objectives of sales management

Unit 2: sales organizations, qualities and responsibilities of sales manager. Types of sales organizations

Unit 3: Standard sales management process-international sales management

Block II: Selling skills & Selling strategies:

Unit 4: Selling and business Styles, selling skills, situations

Unit 5: selling process, sales presentation

Unit 6: Handling customer objections, Follow-up action.

Block III: Distribution Network Management:

Unit 7: Types of Marketing Channels

Unit 8: Factors affecting the choice of channel, Types of middlemen and their characteristics

Unit 9: Concept of physical distribution system.

Block IV: Sales Force Management:

Unit 10: Recruitment and Selection, Sales Training

Unit 11: Sales Compensation- Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process

Unit 12: Sales force motivation -Nature of motivation, Importance, Process and factors in the motivation.

Block V : Recent developments in marketing & sales:

Unit 13: Retail Sales: Types of retailing – store based and non- store based retailing, Retailing in India: changing scenario.

Unit 14: Recent developments in marketing & sales : Social Marketing, Online Marketing, Direct Marketing, Services Marketing

Unit 15: Green Marketing, Relationship Marketing, Rural marketing

References:

1. Weinberg, M. (2023). *Sales Management Simplified: A Proven System for Sales Leaders to Build a Winning Team*. Harper Business.
2. McMahon, J. (2023). *The Qualified Sales Leader: Proven Lessons from a Five-Time CRO*. McGraw-Hill Education.
3. Jordan, J., & Vazzana, M. (2023). *Cracking the Sales Management Code: The Secrets to Measuring and Managing Sales Performance*. Wiley.
4. Rosen, K. (2023). *Coaching Salespeople into Sales Champions: A Tactical Playbook for Managers and Executives*. McGraw-Hill Education.
5. Wieseke, J. (Ed.). (2023). *SALESTEGY – SALES & STRATEGY verbinden – innovative Geschäftsmodelle zum Erfolg führen*. Bochum Sales Publishing Verlag.

Course Code: MTBO-1602

L T P C

Course Name: Goods and Service Tax

4 0 0 4

Course objective: the main aim of this course is to provide students with the working knowledge of principles and provisions of GST to understand the relevance of GST in the present Indian tax in scenario and its contribution for economic development.

Course Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Explain the basic concepts and framework of Goods and Services Tax (GST)	Understand
CO2: Analyze the structure and types of GST, including CGST, SGST, and IGST	Analyze
CO3: Apply the provisions of GST in different business transactions, such as input tax credit and tax liability	Apply
CO4: Compare and contrast GST with the previous indirect tax regime, highlighting its advantages and challenges	Evaluate
CO5: Calculate GST liabilities and prepare GST returns based on the applicable rules and regulations	Create

Course Contents:

Block1: Introduction to GST

Unit 1: Indirect Tax: Meaning, Features, Difference Between Direct And Indirect Tax, Types Of Indirect Tax Before GST, Shortcoming Of Indirect Tax System During Pre GST Era.

Unit 2: GST Meaning Advantages, Disadvantages Of Evaluation of GST,

Unit 3: Structure of GST, CGST, SGST, IGST UTGST, and Important Definition under GST Act.

Block 2: Concept of Supply

Unit 4: Time Of Supply: Meaning of Goods and Services, TOS under Reverse Charge Mechanism, Invoicing Provisions, Provisions Related With Change Changes In GST Rate.

Unit 5: Place Of Supply: POS Meaning, POS of Goods and Services, Intra state And Interstate Supply.

Unit 6: Value Of Supply: Meaning, Provisions Related With Determination Of Value Of Supply Of Goods And Services, Determination of GST Liability.

Block 3: Input Tax Credit & Payment of GST

Unit 7: Input Tax Credit ITC: Meaning of Utilization of ITC, Block Credit, Supply Not Eligible For ITC, Matching, Reversal And Reclaim of ITC.

Unit 8: Payment Under GST: Manner of Payment Of GST Liability, Concept Of Electronic, Cash Credit And Liability Ledger, Refund of Excess GST.

Block 4: Registration, Returns and Accounts and Assessment

Unit 9: Registration: Meaning Of Final Registration, Compulsory Registration, and Procedure For New Registration, Amendment And Cancellation Of Registration.

Unit 10: Accounts And Records: Manner Of Maintenance Of Accounts, Period Of Retention Of Relevant Records. **Invoice:** Format, Types Debit And Credit Note, Voucher

Unit 11: Return: Meaning, Purpose And Importance, Different Types Of Return, Due Date Of Filing Return,

Unit 12: Assessment Under GST:

Meaning, Types Sales Assessment, Provisional Assessment, Summary Assessment, Best Judgment Assessment..

Block 5: Valuations of Goods and Services Under GST and Audit under GST

Unit 13: Valuation under GST

Unit 14: Audit under GST Meaning, Types Mandatory, Departmental And Specific Audit, Penalty Under GST,

Unit 15: E -Way Bill, GST portal- Introduction, GST Eco-system, GST Suvidha Provider (GSP),

References:

1. Sherman, D. M. (2024). *Practitioner's Goods and Services Tax Annotated with Harmonized Sales Tax* (50th ed.). Thomson Reuters.
2. Sekar, G., & Balaji, R. S. (2024). *GST Manual: A Comprehensive Book on GST Law*. Eastern Book Company.
3. Bharat Law House. (2025). *GST Manual (Act & Rules) without Forms - 4th Edition 2025 BareAct*. Bharat Law House.
4. EY Global. (2025). *Worldwide VAT, GST and Sales Tax Guide*. Ernst & Young.
5. Deloitte. (2025). *Global Indirect Tax News*. Deloitte.

Course Code: MTBO-1603

L T P C

Course Name: Brand Management

4 0 0 4

Course Objective: To understand the methods of managing brands and strategies for brand Management.

Course Outcomes

After completing the course, the student shall be able to:

Course Outcome	cognitive level
CO1: Understand the key concepts and importance of brand management	Understand
CO2: Analyze the elements of brand identity and brand equity.	Analyze
CO3: Evaluate the strategies involved in brand positioning and brand loyalty.	Evaluate
CO4: Create effective brand strategies and campaigns based on market analysis and consumer behavior.	Create

Block 1: Branding Concepts

Unit 1: Introduction to Brand; Brand and Branding Basics;

Unit 2: Relationship of Brands with Customers;

Unit 3: Building Successful Brands.

Block 2: Terms associated with Brands

Unit 4: Understanding Various Terms; Brand Names and Brand Extensions;

Unit 5: Co-Branding and Corporate Branding;

Unit 6: Brand Associations and Brand Image.

Block 3: Management of Brand

Unit 7: Brand Loyalty;

Unit 8: Brand Relationship; Brand Equity;

Unit 9: Brand Management

Block 4: Brand Processing

Unit 10: Brand Evolution;

Unit 11: Value of Brand;

Unit 12: Brand Planning and Brand Potential.

Block 5: Brand Selection

Unit 13: Brand and Consumer Buying Process; Consumer Search for Brand Information;

Unit 14: Issues associated with Effective Brand Name; Added Values Beyond Functionalism;

Unit 15: Brand Personality; Branding to make Tangible the Intangible.

References:

1. Kotler, P., & Keller, K. L. (2020). *Marketing Management* (15th ed.). Pearson Education India.
2. Aaker, D. A., & Joachimsthaler, E. (2022). *Brand Leadership: Building Assets In an Information Economy*. Free Press.
3. Keller, K. L. (2019). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity* (5th ed.). Pearson Education.
4. Kapferer, J. N. (2017). *The New Strategic Brand Management: Advanced Insights and Strategic Thinking* (5th ed.). Kogan Page.
5. Burmann, C., Riley, N.-M., Halaszovich, T., Schade, M., Klein, K., & Piehler, R. (2022). *Brand Management: Contemporary Insights and Innovations* (2nd ed.). Springer Vieweg.

Course Code: MTBO-1604

L T P C

Course Name: Business Ethics and Corporate Governance

2 0 0 2

Course Objective:

The purpose of this course is to develop the understanding about the role of corporations in society and boards' role in keeping oversight on the functioning of the company, global developments in Governance and Corporate Citizenship.

Course Outcome: At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1	CO1: Understand the fundamental principles of business ethics and corporate governance.	Remembering
2	CO2: Analyze ethical dilemmas and their impact on business decisions and society.	Analyzing
3	CO3: Evaluate corporate governance structures and practices in contemporary business environments.	Evaluating
4	CO4: Apply ethical decision-making frameworks to real-life business scenarios.	Applying
5	CO5: Develop strategies to promote ethical behavior and corporate governance within an organization.	Creating

Course Contents:

Block I: Introduction

Unit 1: Introduction to Ethics, Morals & Values,

Unit 2: Ethical Theories and Approaches– Teleological, Deontological,

Unit 3: Virtue and system development theories;

Unit-4: Conflict between moral demands and interest and Ethics in work.

Block II: Ethics in Business

Unit 5: Ethical Aspects in Marketing, Finance, HRM; Global Business Ethics.

Unit 6: Meaning of corporate philanthropy, CSR-an overlapping concept, corporate sustainability reporting,

Unit 7: CSR through triple bottom line, CSR and business ethics,

Unit-8: CSR and corporate governance, environmental aspect of CSR, CSR models; drivers of CSR, global reporting initiatives.

Block III: Corporate Governance

Unit 9; Terminology: Company, corporate governance, promoter, shareholders, directors, managers, chairman, CEO, stakeholders;

Unit 10: Type of Directors: Insider and outsider, executive and non-executive, independent, nominee; Ownership and Control;

Unit-11: Theories and development of corporate governance; Models: Types and basis of adoption;

Unit 12: Principals of corporate governance; Implications of corporate scams; Global corporate governance movement.

Block IV: Role Players

Unit 13: Role of Board of Direct Role of board; Board composition, independence, and committees; Board leadership: Splitting chairman and CEO, CEO succession, lead director;

Unit 14: Board processes and meetings, Building professional Boards – Directors selection, executive compensation and stock option, directors’ training and competence, board diversity, board evaluation;

Unit 15: Boards oversight of CEO, Auditors, SEBI and Government; SEBI guidelines and clause 49; Growth of Corporate Governance in India.

Block V: Business Ethics and Corporate Governance

Unit 16: Introduction, Importance and need for Business Ethics in Indian Context,

Unit 17: Roots of unethical behaviour and issues,

Unit 18: Corporate governance ethics.

References:

1. Bhatia, S. K. (2024). *Business Ethics and Corporate Governance*. Deep & Deep Publications.
2. Trevino, L. K., & Nelson, K. A. (2021). *Managing Business Ethics: Straight Talk About How to Do It Right* (8th ed.). Wiley.
3. du Plessis, J. J., Hargovan, A., & Harris, J. (2018). *Principles of Contemporary Corporate Governance* (5th ed.). Cambridge University Press.

Course Code: MDCO-1601

L T P C

Course Name: Business Research Methodology

3 0 0 3

Course Objective:

This course emphasizes the basic methodologies, as well as introduces a variety of techniques, and demonstrates how research applies to field of management.

Course Learning Outcome: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Understand the basic concepts of research methodology and its significance in business decision-making.	Understanding
CO2: Apply appropriate research designs and methodologies for collecting and analyzing business data.	Applying
CO3: Evaluate and interpret the findings from business research, ensuring reliability and validity of the results.	Evaluating
CO4: Develop research proposals and questionnaires based on specific business problems or objectives.	Creating
CO5: Demonstrate the ability to write comprehensive research reports with appropriate data analysis and recommendations.	Creating

Block I: Research Formulation

Unit 1: Introduction, meaning of Business research,

Unit 2: Types; Role of research in important area of business and Process of Research;

Unit 3: Defining research Problems; Hypothesis Formulation.

Block II: Research Elaborated

Unit 4: Research Design- Exploratory;

Unit 5: Descriptive and Experimental; Research plan;

Unit 6: Concept of sample; various types of sampling techniques.

Block III: Data Collection

Unit 7: Methods of Data Collection:

Unit 8: Primary & Secondary,

Unit 9: Including Questionnaires & schedule), Scaling Techniques.

Block IV: Processing and analysis of Data

Unit 10: Processing- Editing , coding, Classification and tabulation of data

Unit 11: Analysis of Data by application of statistical tools and techniques;

Unit 12: Various kinds of charts and diagrams used in data analyses; Interpretation.

Block V: Hypothesis testing and Report Writing

Unit 13: Hypothesis, Concept, Need, Objectives of the hypotheses and types

Unit 14: Hypothesis testing

Unit 15: Report Writing

References:

1. **Hair Jr., J. F., Page, M., Brunsveld, N., Merkle, E., & Cleton, S.** (2023). *Essentials of Business Research Methods* (5th ed.). Routledge.
2. **Schindler, P. S.** (2023). *Business Research Methods* (14th ed.). McGraw-Hill Education.
3. **Bryman, A., & Bell, E.** (2023). *Business Research Methods* (6th ed.). Oxford University Press.
4. **Saunders, M., Lewis, P., & Thornhill, A.** (2023). *Research Methods for Business Students* (9th ed.). Pearson Education.
5. **Aguinis, H.** (2025). *Research Methodology: Best Practices for Rigorous, Credible, and Impactful Research*. SAGE Publications.

Semester VII

Course Code: MTBO-1701

L T P C

Course Name: International Trade

4 0 0 4

Course Objective:

The aim of the course is to build knowledge and understanding about International Trade among the student.

Course outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Remember the key theories and models of international trade, including classical and modern theories.	Remembering
CO2: Understand the role of international trade policies and the functions of trade institutions such as the WTO	Understanding
CO3: Apply the principles of trade barriers, including tariffs, quotas, and non-tariff measures, to analyze their effects on global trade.	Applying
CO4: Analyze the relationship between balance of payments, exchange rates, and the economic performance of countries in the global trade context.	Analyzing
CO5: Create strategies for businesses to successfully engage in international trade, including market entry, risk management, and optimization of global supply chains.	Creating

Course Contents:

Block 1: - INTERNATIONAL TRADE AND ITS THEORIES

Unit-1- Overview of International Business: Introduction, Definition of International Business,

Unit 2- Difference between international and domestic business, Advantages and Disadvantages of International Business, Benefits and scope of International business,

Unit-3- International business trends in modern world and its impact on world economy.

Unit-4- Framework for analysing International business environment; Terminologies related to International business.

Block 2- INTERNATIONAL TRADE MODELS AND ITS IMPACT.

Unit 5-Causes and Consequences of International Trade: Trade Based on Absolute Advantage.

Unit 6-Comparative Advantage and Opportunity Costs, The Standard Trade Model, Factor Endowments and the Heckscher-Ohlin Model,

Unit-7 Intra Industry Trade, Imperfect Competition and Increasing Returns to Scale as determinants of Trade and gains from trade, Effect of changes in tastes, per capita income and technology on Trade and gains from trade.

Block 3- TRADE RESTRICTIONS

Unit-8-Trade Restrictions: Partial and General Equilibrium Analysis of a Tariff in a Small and a Large Country,

Unit-9-The Theory of Tariff Structure Non-Tariff Trade Barriers and Protectionism: Import Quotas, Voluntary Export Restraints, Technical, Administrative, and Other Regulations, International Cartels,

Unit-10-Dumping, Export Subsidies, The Political Economy of Protectionism.

Block 4- INTERNATIONAL TRADE AND DEVELOPMENT

Unit-11-International Trade and Economic Development: The Importance of Trade to Development, The Terms of Trade and Economic Development,

Unit-12-Export Instability and Economic Development, Import Substitution versus Export Orientation, Current Problems Facing Developing Countries.

Block 5- REGIONAL ECONOMIC INTEGRATION

Unit 13- Economic Integration: Preferential Trade Agreements, Free Trade Agreements, Customs Union (Trade-Creating and Trade-Diverting).

Unit-14-Common Market and Economic Union The EU, NAFTA, Mercosur and the FTAA, ASEAN and AFTA,

Unit-15- Regionalism and Multilateralism.

References:

1. **Krugman, P. R., Obstfeld, M., & Melitz, M.** (2022). *International Trade: Theory and Policy* (11th ed.). Pearson Education.
2. **Feenstra, R., & Taylor, A.** (2022). *International Trade* (5th ed.). Macmillan Learning.
3. **Chinn, M. D., & Irwin, D. A.** (2025). *International Trade*. Cambridge University Press.
4. **Bhala, R.** (2019). *International Trade Law: A Comprehensive Textbook* (5th ed., Vols. 1-4). Carolina Academic Press.
5. **Nayyar, D.** (2023). *Resurgent Asia: Diversity in Development*. Oxford University Press.

Course Code: MTBO-1702

L T P C

Course Title: Industrial Relations

4 0 0 4

Course Objective: To make students understand the various concepts of Industrial relations between Employer and Employee.

Course Outcomes: On Successful completion of the Course, Students will be able to:

Course Outcome	Cognitive level
CO1: Recall the key concepts and definitions in industrial relations, including terms like "collective bargaining," "labor laws," and "trade unions."	Remembering
CO2: Describe the different models of industrial relations and explain the roles of various stakeholders such as employers, employees, and the government.	Understanding
CO3: Apply industrial relations theories to real-world situations by analyzing case studies involving labor disputes and collective bargaining agreements.	Applying
CO4: Compare and contrast the industrial relations systems of different countries, identifying key similarities and differences in labor laws, union participation, and dispute resolution mechanisms.	Analyzing
CO5: Evaluate the effectiveness of current industrial relations practices and propose improvements for better employee relations and organizational outcomes.	Evaluating

Course Contents:

Block I:INDUSTRIAL RELATIONS

Unit 1 : Industrial Relation: Concept, Objectives, factors influencing IR;

Unit 2 : TradeUnion: Meaning - Functions - Trade Union Movement in India – Problems of Trade Unions, Impact of Globalisation on Trade Unions –

Unit 3 : Employers Associations – Objectives of Employers organizations– National Level Associations.

Block II: INDUSTRIAL CONFLICTS & DISPUTES

Unit 4 : Meaning of Dispute – Types – Causes of Disputes – Preventive Measures –

Unit 5 : Strikes and lockouts – Types of Strikes – Measures for Prevention of Strikes –

Unit 6 : Machinery for Settlement of Industrial Disputes.

Block III: GRIEVANCES AND DISCIPLINE

Unit 7 : Meaning – Characteristics – Causes of grievance – Need for Grievance procedure –

Unit 8 : Pre requisites of grievance procedure – Grievance Interview – Open door policy – Grievance Procedure.

Unit 9 : Discipline – Meaning – objectives – Indiscipline – Red hot Stove rule - Causes of Indiscipline – Types of Punishment

Block IV: COLLECTIVE BARGAINING AND WORKERS PARTICIPATION IN MANAGEMENT

Unit 10 : Definition – Characteristics – Importance – Functions of Collective Bargaining – Forms of Collective Bargaining

Unit 11 : Collective Bargaining Process – Conditions for Success of Collective Bargaining;

Unit 12 : Workers Participation in Management (WPM) - Meaning – Objectives of WPM – Forms of WPM.

Block V: GENDER SENSITIZATION AND CODE OF CONDUCT

Unit 13 : Workplace – Gender Sensitization, Rights of Worker,

Unit 14 : Mechanism to address Gender -Based Grievances and Issues Code of Conduct for Workers relating to Professional Ethics,

Unit 15 : Workers Responsibility

References:

1. **Gall, G.** (Ed.). (2024). *The Handbook of Labour Unions*. Agenda Publishing.
Baglioni, E. (2023). *Labour Regimes and Global Production*. Agenda Publishing.
Branberger, P. (2023). *Exposing Pay: Pay Transparency and What It Means for Employees, Employers, and Public Policy*. Oxford University Press.
Ferreras, I. (2017). *Firms as Political Entities: Saving Democracy through Economic Bicameralism*. Cambridge University Press.
governance to balance the interests of capital investors and workers.
2. **Kleiner, M. M., & Koumenta, M.** (2022). *Grease or Grit?: International Case Studies of Occupational Licensing and Its Effects on Efficiency and Quality*. Upjohn Institute Press.

Course Code: MTBO-1703

L T P C

Course Title: Project Management

4 0 0 4

Course objectives:

Students will be able to understand the characteristics of Project and Project Management Knowledge.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Understand the fundamental concepts and processes involved in project management, including project initiation, planning, execution, monitoring, and closure.	Remembering
CO2: Analyze and evaluate project scopes, objectives, and resources to create effective project plans.	Analyzing
CO3: Apply project management tools and techniques, such as Gantt charts, critical path method (CPM), and project scheduling software, to manage project timelines and resources.	Applying
CO4: Develop risk management strategies and perform risk analysis to mitigate potential issues in a project.	Evaluating
CO5: Create a comprehensive project report and present project results with clear communication to stakeholders.	Creating

Course Contents:

Block-1 Introduction

Unit-1-Introduction to project and projects; Characteristics and types of projects; Gaining importance.

Unit-2-Project life cycle and its phases. Project selection, non-quantitative and scoring models,

Unit-3-Technical analysis and technology selection, market potential analysis and techniques of long-term forecasting.

Block-2 Financial feasibility

Unit4-Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner's perspective.

Unit-5- Project Appraisal. Financial feasibility with risk. Types of risk, techniques of risk evaluation and its mitigation.

Unit-6- Sensitivity analysis, Hiller's model, scenario analysis, simulation.

Block-3 Network analysis

Unit-7-Network analysis, construction of networks, CPM, various types of floats and their application, PERT and its applications.

UNIT-8-Time cost relationship, crashing for optimum cost and optimum time. Resource leveling.

Block-4 – Monitoring and Control

UNIT_9-Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Milestone Analysis and Tracking Gantt chart.

UNIT-10-Earned Value Analysis (EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process.

Block-5 – TQM In Projects

UNIT-11-TQM; History or Origin of TQM, Primary principles of TQM; Introduction Of total Quality management in Projects.

Unit-12-Introduction Inventory Control of project; Taxes & govt policies for projects.

Unit-13-Conflict and Negotiation, The Nature and Type of Negotiation,

Unit-14- Project Review and Administrative Aspects.

Unit-15- Terminologies related to project management.

References:

1. **Chandra, Prasanna.** *Projects: Planning, Analysis, Selection, Financing, Implementation and Review*, Tata McGraw-Hill, **2022**.
2. **Pinto, Jeffrey K.** *Project Management: Achieving Competitive Advantage*, Pearson Education, **2022** (5th Edition).
3. **Gido, Jack & Clements, James P.** *Successful Project Management*, Cengage Learning, **2021** (7th Edition).
4. **Gray, Clifford F. & Larson, Erik W.** *Project Management: The Managerial Process*, McGraw Hill Education, **2023** (8th Edition).
5. **Kerzner, Harold.** *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, Wiley, **2022** (13th Edition).

Course Code: MTBO-1704

L T P C

Course Title: Strategic Management

4 0 0 4

Course Objective:

The aim of the course is to build knowledge and understanding about Strategic Management among the student.

Course outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive Level
CO1 - Identify the Nature & importance of process and levels of strategy.	Apply
CO2 – Explain strategic business environment and its models.	Analyze
CO3 - Analyze strategic tools and techniques.	Evaluate
CO4 - Describe strategic organization structure.	Understanding
CO5 - Evaluate the strategic performance, evaluation techniques.	Evaluate

Contents:

Block-1 Introduction, Process And Levels Of Strategy

Unit-1- Strategy-Introduction, Definition, Meaning.

Unit 2- Strategy- Objectives, Goals, Policies, Program, Budget.

Unit 3- Strategic management process, Levels of strategy

Block-2 Strategic Business Environment And Its Models

Unit-4- Identifying strategic alternatives of business; Environmental appraisal – Internal environment;

Unit-5- Key Success Factors; Role of Resources, Capabilities and Core Competencies;

Unit-6- Competitive Advantage to Competitive Strategies; VRIO Model, External environmental analysis – PESTEL.

Block-3 Strategic Tools And Techniques

Unit-7- Concept of Value Chain, SWOT Analysis; Tools and Techniques for Strategic Analysis – TOWS Matrix;

Unit-8- Generic Strategies; Competitive Strategies - Porter's 5 Forces Model; The Experience Curve, Grand Strategy, BCG Matrix;

Unit-9- Functional Strategies, Global entry strategies.

Block-4 Strategic Organization Structure

Unit-10- Organization Structure; Resource Allocation; Projects and Procedural issues.

Unit 11- Integration of Functional Plans. Leadership and corporate culture;

Unit 12- Evaluation and Control: Organizational Systems.

Block-5 Strategic Performance, Evaluation Techniques

UNIT-13: - Techniques of Strategic Evaluation.

UNIT-14:- Control techniques of Performance and Feedback.

References:

1. **Barney, J. B., & Hesterly, W. S.** (2021). *Strategic Management and Competitive Advantage: Concepts and Cases* (6th ed.). Pearson Education.
2. **Grant, R. M.** (2021). *Contemporary Strategy Analysis: Text and Cases Edition* (11th ed.). Wiley.
3. **Hill, C. W. L., Schilling, M. A., & Jones, G. R.** (2020). *Strategic Management: Theory: An Integrated Approach* (13th ed.). Cengage Learning.
4. **Rothaermel, F. T.** (2021). *Strategic Management* (5th ed.). McGraw-Hill Education.
5. **Besanko, D., Dranove, D., Shanley, M., & Schaefer, S.** (2020). *Economics of Strategy* (7th ed.). Wiley.

Course Code: MTBO-1705

L T P C

Course Name: E-Commerce

4 0 0 4

Course Objective

To enhance skills for effective and contemporary applications of E-commerce.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Recall fundamental concepts, terminology, and history related to e-commerce and digital markets.	Remembering
CO2: Explain the different types of e-commerce models and the role of internet technologies in online business.	Understanding
CO3: Apply knowledge of e-commerce platforms and tools in developing simple online business solutions.	Applying
CO4: Analyze the legal, ethical, and security issues involved in e-commerce transactions.	Analyzing
CO5: Design a basic e-commerce business plan incorporating digital marketing, payment systems, and customer service strategies.	Creating

Contents:

Block I: Introduction to E-Commerce

Unit 1: Electronic commerce: Definitions and Concepts, EC Framework and EC Classification,

Unit 2: EC Business Models, Benefits and Limitations of EC E Marketplace, Types of E Marketplace, Intermediation in E-Commerce, EC Market Mechanisms – Electronic Catalog and Auctions,

Unit 3: Impact of EC on Business Processes and Organizations

Block II: E-Retailing and B2B E-Commerce

Unit 4: Internet Marketing and Electronic Retailing, E-Tailing Business Models, Problems and Issues in E-Tailing,

Unit 5: Web Advertising, Advertising Methods, Advertising Strategies

Unit 6: B2B E-Commerce: Concepts, Characteristics and Models One to Many: Sell Side E Marketplaces, Selling via Intermediaries, Selling via Auctions,

Unit 7: One From Many: Buy side Marketplace, Reverse Auctions

Block III: E-Commerce Security

Unit 8: E-Commerce Security: Need for Security, Security is everyone's business, basic security issues,

Unit 9: Types of threats and attacks, Managing EC Security

Unit 10: Securing EC Communications, , Securing EC Networks

Block IV: Electronic Payments Systems

Unit 11: Electronic Payments Systems: Payment Revolution, Using Payment Cards Online, Smart Cards, Stored Value Cards,

Unit 12: E-Micropayments, E Checking, Electronic Bill Presentment and Payment,

Unit 13: B2B Electronic Payments

Block V: Mobile Commerce

Unit 14: Mobile Commerce: Mobile Computing, Mobile Commerce, Pervasive Computing
Legal,

Unit 15: Ethical and Social Impacts of EC: Legal Issues versus Ethical Issues, Privacy,
Intellectual Property Rights,

Unit 16: EC Fraud and Consumer and Seller Protection

References:

1. **Laudon, Kenneth C., & Traver, Carol Guercio.** *E-Commerce 2024: Business, Technology, Society*, Pearson Education, 2024.
2. **Chaffey, Dave.** *Digital Business and E-Commerce Management: Strategy, Implementation and Practice*, Pearson Education, 2023.
3. **Ocran, Francis.** *The 9-Step Ecommerce Business Guide: How to Create, Find Products & Automate an Online Store*, Independently Published, 2024.
4. **Electronic Commerce: The Strategic Perspective**, Open Textbook Library, University of Minnesota, 2023.
5. **International Journal of Electronic Commerce**, Volume 29, Issue 2, 2025.

Semester VIII

Course Code: MTBO-1801

L T P C

Course Name: Digital Marketing

4 0 0 4

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive Level
CO1 - Recall fundamental concepts of digital marketing, including SEO, SEM, content marketing, and email marketing.	Remembering
CO2 – Explain the role of various digital channels and tools in formulating integrated marketing strategies.	Understanding
CO3 - Apply digital marketing techniques such as social media campaigns, paid ads, and influencer strategies to promote products/services.	Applying
CO4 - Analyze key performance indicators (KPIs) and digital analytics tools to evaluate the effectiveness of digital marketing campaigns.	Analyzing
CO5 - Design an end-to-end digital marketing plan incorporating content creation, platform selection, budget allocation, and campaign evaluation.	Creating

Block I: Introduction

Unit 1: Concept, scope, and importance of digital marketing.

Unit 2: Traditional marketing versus digital marketing.

Unit 3: Challenges and opportunities for digital marketing. Digital penetration in the Indian market. Digital marketing landscape: an overview.

Block II: Digital Marketing Management

Unit 4: Digital-marketing mix. Segmentation, Targeting, Differentiation, and Positioning: Concept, levels, and strategies in a digital environment.

Unit 5: Digital technology and customer-relationship management.

Unit 6: Digital consumers and their buying decision process.

Block III: Digital Marketing Presence

Unit 7: Concept and role of Internet in marketing. Online marketing domains.

Unit 8: The P.O.E.S-M framework. Website design and Domain name branding. Search engine optimization: stages, types of traffic, tactics.

Unit 9: Online advertising: types, formats, requisites of a good online advertisement. Buying models. Online public relation management. Direct marketing: scope and growth. E-mail marketing: types and strategies.

Block IV: Interactive Marketing

Unit 10: Interactive marketing: concept and options. Social media marketing: concept and tools.

Unit 11: Online communities and social networks. Blogging: types and role.

Unit 12: Video marketing: tools and techniques. Mobile marketing tools. PPC marketing. Payment options.

Block V: Ethical and Legal Issues

Unit 13: Ethical issues and legal challenges in digital marketing.

Unit 14: Regulatory framework for digital marketing in India.

Unit 15: Contemporary Discussion in classroom.

References:

1. **Laudon, Kenneth C., & Traver, Carol Guercio.** *E-Commerce 2024: Business, Technology, Society*, Pearson Education, 2024.
2. **Chaffey, Dave.** *Digital Business and E-Commerce Management: Strategy, Implementation and Practice*, Pearson Education, 2023.
3. **Scott, David Meerman.** *The New Rules of Marketing and PR: How to Use Social Media, Blogs, News Releases, Online Video, and Viral Marketing to Reach Buyers Directly*, Wiley, 2024 (9th Edition).
4. **Solomons, Rob, Kliphuis, Mike, & Wadley, Lisa.** *eMarketing: The Essential Guide to Marketing in a Digital World*, Red & Yellow, 2022 (7th Edition). Access Online
5. **Sachdev, Seema.** *Digital Marketing*, McGraw Hill Education, 2023.

Course Code: MTBO-1802

L T P C

Course Name: Customer Relationship Management

4 0 0 4

Course Objective

An understanding of the ways the firm can create and enhance the sources of value to the customer service. To understand strategic frame work of CRM and Impact of CRM on customer experience, satisfaction and loyalty, to understand recent development in usage of CRM.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive Level
CO1. Describe the concept of Customer Relationship Management (CRM) and types and various strategies of Customer viewpoint	Explain
CO2. Measure the customer satisfaction and loyalty in terms of CRM.	Apply
CO3. Identify technological implementation of CRM in Marketing of services and	Evaluate
CO4. Explain the feature of E-CRM and Enterprise Marketing Automation tools for augmentation of business	Describe
CO5. Describe the insights of Customer Relationship Management (CRM) and its implementation.	Integrate

Course content:

Block I: Introduction to CRM

Unit 1: CRM concepts: Theoretical perspectives of relationship -CRM Definitions –

Unit 2: Components of CRM - Stakeholders in CRM -Significance of CRM

Unit 3: Types of CRM – strategies of CRM - customer life style and customer interaction.

Block II: Customer Satisfaction

Unit 4: Customer Satisfaction Significance - Components of Customer Satisfaction

Unit 5: Customer Satisfaction Models - Rationale of Customer Satisfaction and measurement

Unit 6: Customer Loyalty - Customer Loyalty Ladder - -Benefits of Customer Loyalty - Dimensions of Customer Loyalty - Determinants of Customer Loyalty - Drivers of Customer Loyalty.

Block III: CRM in Marketing

Unit 7: CRM in Marketing: One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention - Behaviour Prediction

Unit 8: Customer Profitability & Value Modeling , Channel Optimization

Unit 9: CRM and Customer Service: The Call Centre - customer interaction, the functionality, technological implementation, what is ACD (Automatic Call Distribution), IVR (Interactive Voice Response), CTI (Computer Telephony Integration)

Block IV: E-CRM

Unit 10: Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM

Unit 11: Sales Force Automation (SFA) – need and barrier of (SFA) - Field Force Automation

Unit 12: Enterprise Marketing Automation (EMA) Components of EMA, marketing campaign, campaign planning and management, business analytic tools, EMA components (promotions, events loyalty and retention programs), response management.

Block V: Implementation of CRM

Unit 13: CRM Implementation – A comprehensive model –

Unit 14: Developing CRM vision and strategy Management support -Pre-implementation - kick off meeting - requirements gathering - prototyping and detailed proposal generation –

Unit 15: Development of customization - system optimization - follow up.

References:

1. **Prior, Daniel D., Buttle, Francis, & Maklan, Stan.** *Customer Relationship Management: Concepts, Applications and Technologies*, Routledge, **2024** (5th Edition).
2. **Palani, Velu & Havens, Charlie.** *A Master Framework for the CRM Center of Excellence: Introducing Universal Standards for Customer Relationship Management CoEs*, Independently Published, **2024**.
3. **Meena, P. & Sahu, P.** "Customer Relationship Management Research from 2000 to 2020: An Academic Literature Review and Classification," *Vision: The Journal of Business Perspective*, Vol. 25, No. 2, **2021**, pp. 136–158.
4. **Meha, A.** "Customer Relationship Management," *Quality-Access to Success*, Vol. 22, No. 183, **2021**, pp. 42–47.

Course Code: MTBO-1803

L T P C

Course Name: Supply Chain Management

4 0 0 4

This syllabus provides a structured approach to learning supply chain management, incorporating theoretical knowledge, practical applications, and real-world case studies to prepare students for careers in this dynamic field.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive Level
CO1 – Describe the critical role supply chain management in today’s business environment.	Discuss
CO2 – Evaluate Strategic issues in Supply Chain.	Analyse
CO3 - Explain role of procurement in Supply Chain Management.	Discuss
CO4 – Relate SCM with production and operations management.	Analyse
CO5 – Explain the concepts logistics and distribution management in relation to SCM	Explain

Course Contents:

Block 1: Introduction to Supply Chain Management

Unit-1- Definition and Importance of Supply Chain Management; Components of a Supply Chain.

Unit-2-Supply Chain Objectives and Performance Measures, Key Flows in Supply Chains: Information, Product, and Financial

Unit-3- Historical Evolution of Supply Chain Management

Block 2: Supply Chain Strategy and Design

Unit-4- Supply Chain Strategy and Competitive Advantage; Designing the Supply Chain Network.

Unit-5- Supply Chain Drivers and Metrics, Aligning Supply Chain Strategies with Business Strategies

Unit-6- Case Studies of Strategic Supply Chain Designs

Block 3: Procurement and Supply Management

Unit-7- Role of Procurement in Supply Chain Management; Strategic Sourcing and Supplier Selection

Unit-8- Procurement Processes and Technologies; Contract Management and Negotiation Techniques

Unit-9- Supplier Relationship Management

Block 4: Production and Operations Management

Unit-10-Production Planning and Control , Lean Manufacturing and Just-In-Time (JIT) ,

Unit-11-Inventory Management and Optimization; Quality Management in the Supply Chain

Unit-12- Case Studies in Production and Operations Management

BLOCK 5: Logistics and Distribution Management

Unit-13- Role of Logistics in Supply Chain Management; Transportation Management and Optimization

Unit-14- Warehousing and Distribution Center Management

Unit-15- Global Logistics and International Trade; Technology in Logistics: RFID, GPS, and WMS

References:

1. **Chopra, Sunil & Meindl, Peter.** *Supply Chain Management: Strategy, Planning, and Operation*, Pearson Education, **2023** (7th Edition).
2. **Stevenson, William J. & Kull, Thomas.** *Operations and Supply Chain Management*, McGraw Hill Education, **2025** (Evergreen Edition).
3. **Monczka, Robert M., Handfield, Robert B., Giunipero, Larry C., & Patterson, James L.** *Purchasing and Supply Chain Management*, Cengage Learning, **2023** (7th Edition).
4. **Hugos, Michael H.** *Essentials of Supply Chain Management*, Wiley, **2023** (4th Edition).
5. **Sanders, Nada R.** *Supply Chain Management: A Global Perspective*, Wiley, **2023** (3rd Edition).

Course Code: MTBO-1804

L T P C

Course Name: Compensation Management

4 0 0 4

This syllabus provides a comprehensive understanding of compensation management, covering key concepts such as job analysis, job evaluation, wage administration, performance management, and employee benefits. It equips BBA students with the knowledge and skills necessary to effectively manage compensation systems in organizations.

Course Learning Outcomes

After going through this course students should be able to

Course Outcome	Cognitive level
CO1: Analyze the importance of compensation in organizations.	Explain
CO2: Explain methods of job analysis.	Differentiate
CO3: Describe the various principles involved and premise of the grant of bonus, wages, and minimum wages to workers.	Explain
CO4: Explain performance management and compensation.	Analyze
CO5: Get comprehensive understanding of various employee benefits and compensation	Integrate

Course Contents:

Block 1: Introduction to Compensation Management

Unit-1- Overview of compensation management, Importance of compensation in organizations, Objectives of compensation management

Unit-2- Historical perspective and evolution of compensation management

Unit-3- Current trends and challenges in compensation management

Block 2: Job Analysis and Job Evaluation

Unit-4- Concept and importance of job analysis; Methods of job analysis: observation, interviews, questionnaires, and job analysis forms

Unit-5-- Job description and job specification

Unit-6- Concept and purpose of job evaluation; Techniques of job evaluation: ranking method, classification method, point method, and factor comparison method

Block 3: Wage and Salary Administration

Unit-7- Principles of wage and salary administration; Factors influencing wage determination

Unit-8- Wage structure: basic wage, allowances, and benefits

Unit-9- Wage payment systems: time-based, performance-based, and incentive-based; Laws and regulations governing wage and salary administration.

Block 4: Performance Management and Compensation

Unit-10- Performance management process: goal setting, performance appraisal, feedback, and development planning; Performance appraisal methods: graphic rating scale, behaviorally anchored rating scale (BARS), and management by objectives (MBO)

Unit-11- Link between performance management and compensation; Designing and implementing performance-based compensation systems

Unit-12- Ethical considerations in performance management and compensation

Block 5: Employee Benefits and Compensation

Unit-13- Overview of employee benefits; Types of employee benefits: health insurance, retirement plans, paid time off, and other fringe benefits

Unit-14- Legal and regulatory framework governing employee benefits; Designing and managing employee benefit programs

Unit-15- Cost-benefit analysis of employee benefits.

References:

1. **Gerhart, Barry.** *Compensation* (14th ed.). McGraw-Hill Education, 2023.
2. **Martocchio, Joseph J.** *Strategic Compensation: A Human Resource Management Approach* (11th ed.). Pearson Education, 2024.
3. **Henderson, Richard I.** *Compensation Management in a Knowledge-Based World* (11th ed.). Pearson Education, 2023.
Berger, Lance A., & Berger, Dorothy R. *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design* (6th ed.). McGraw-Hill Education, 2023.
4. **Henderson, Richard I.** *Compensation Management in a Knowledge-Based World* (10th ed.). Pearson Education, 2023.

Course Code: MTBO-1805

L T P C

Course Name: Investing In Stock Markets

4 0 0 4

Course Objective

To equip students with the basic skills required to operate in stock market.

Course Learning Outcomes

After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Discuss basics of investing in stock market, the investment environment as well as risk & return	Explain
CO2: Analyze Indian securities market including the derivatives market	Analyze
CO3: Examine EIC framework and conduct fundamental analysis	Evaluate
CO4: Discuss technical analysis.	Discuss
CO5: Learn investing in mutual funds market	Apply

Block 1: Basics of Investing

Unit 1: Basics of Investment, objectives and types on investment.

Unit 2: Investment Environment. Risk and Return,

Unit 3: Instruments of Investment - Equity shares, Preference shares, Bonds and Debentures.

Block II: Indian Security Markets

Unit 4: Primary Markets (IPO, FPO, Private placement, Offer for sale),

Unit 5: Secondary Markets (cash market and derivative market)

Unit 6: Components of derivative market, Futures and Options and its types.

Block III: Market Participants

Unit 7: Different types of brokers: Stock Broker, Investor, Depositories,

Unit 8: Clearing House, Stock Exchanges. Role of stock exchange,

Unit 9: Stock exchanges in India: BSE, NSE, MCX. Security Market Indices: Nifty & Sensex,

Block IV: Financial Informations:

Unit 10: Sources of financial information. Trading in securities: types of orders, using brokerage and analyst recommendations.

Unit 11: Trading mechanism in security market, online trading.

Unit 12: Do's & Don'ts of investing in markets.

Block V: Investing in Mutual Funds

Unit 13: Concept and background on Mutual Funds: Advantages, Disadvantages of investing in Mutual Funds,

Unit 14: Types of Mutual funds: Open ended, close ended, equity, debt, hybrid, money market, and entry load vs. exit load funds.

Unit 15: Factors affecting choice of mutual funds. CRISIL mutual fund ranking and its usage, calculation and use of Net Asset Value.

References:

1. **Chandra, P.** (2023). *Investment Analysis and Portfolio Management* (7th ed.). McGraw Hill Education.
2. **Bodie, Z., Kane, A., & Marcus, A. J.** (2022). *Investments* (12th ed.). McGraw Hill Education.
3. **Fernandes, L.** (2021). *Investment Management* (5th ed.). Pearson Education.
4. **Vohra, N., & Bhardwaj, S.** (2022). *Security Analysis and Portfolio Management*. Tata McGraw Hill Education.
5. **Brealey, R. A., Myers, S. C., & Allen, F.** (2023). *Principles of Corporate Finance* (13th ed.). McGraw-Hill Education.

Faculty and Support Staff

The University has identified the dedicated requisite faculty and support staff as mandated by the UGC and they are allocated the positions exclusively for OL mode. The course material prepared by the CDOE faculty is at par with the regulations 2020.

Name of Faculty associated with BBA (Hons.) program is as follows:-

S. No.	Name of Faculty	Designation	Nature of Appointment	Qualification	Subject
1	Dr Raju Kumar Mahto	Assistant Professor	Full-Time	Ph.D.	Management

Delivery Mechanism

The OL of UMU follows a modern ICT (Information & Communication Technology) enabled approach for instruction. The methodology of instruction in OL of UMU is different from that of the conventional/regular programs. Our OL system is more learner-oriented and the learner is an active participant in the teaching-learning process. OL of UMU academic delivery system comprises:

A. Print Material

The printed material of the programme supplied to the students will be Unit wise for every course.

B. Counselling Sessions

There will be 6 counselling/ contact classes in face-to-face mode of two hours each for a course of 4 credits. The counselling sessions / face to face contact classes will be held on the campus of the University on Saturdays and Sundays.

C. Medium of Instruction

Medium of Course Instruction: English
Medium of Examination: English

D. Student Support Systems

Universities study Centers or Learner Support Centre shall be headed by a coordinator, not below the rank of Assistant professor and shall be augmented with academic and non-academic staff depending on the learner.

The university has made appropriate arrangements for various support services including counselling schedule and resource-oriented-services evaluation methods and dates both on and off line modes for easy and smooth services to the students through Online Learning mode.

At present the university has only one study center in the campus. The institution is not promoting any study centers outside the campus. All student support services will be provided to the student through a single window method/mode onsite and online.

F. Procedure for Admissions, Curriculum, Transaction and Evaluation Admission Process

Admission to the BBA (Hons.) programme will be done on the basis of screening of candidate's eligibility on first come first serve basis. Admission shall not be a right to the

students and UMU, CDOE shall retain the right to cancel any admission at any point of time if any irregularity is found in the admission process, eligibility etc.

Maximum Duration-

- A. The maximum duration of the BBA (Hons.) Programme is eight years. Thereafter, students seeking completion of the left-over course(s) will be required to seek fresh admission.
- B. The student can complete his programme within a period of 8 years failing which he/she shall seek fresh admission to complete the programme.

Eligibility

10+2 in any stream from any recognized board.

Fee Structure

Name of the Program	Degree	Duration	Year	Program Fee/Year	Exam Fee/Year	Total (in Rs.)
Bachelor of Business Administration (Honours)	UG	4 to 8 Years	1	36000	2000	38000
BBA(Hons.)			2	36000	2000	38000
			3	36000	2000	38000
			4	36000	2000	38000
Total						152000

Activity Schedule

S.NO.	Name of the Activity	Tentative months schedule(specify months) during year			
		From(Month)	To (Month)	From(Month)	To (Month)
1	Admission	Jul	Sep	Jan	Mar
2	Assignment submission (if any)	Sep	Oct	Mar	Apr
3	Evaluation of Assignment	Oct	Nov	Apr	May
4	Examination	Dec	Dec	Jun	Jun
5	Declaration of Result	Jan	Jan	Jul	Jul
6	Re-registration	Jul	Jul	Jan	Jan
7	Distribution of SLM	Jul	Sep	Jan	Mar
8	Contact Programmes (counselling, Practical's, etc.)	Sep	Nov	Mar	May

Credit System

UMU, CDOE proposes to follow the 'Credit System' for most of its programs. Each credit amounts to 30 hours of study comprising all learning activities. Thus, a 8 credit course requires 240 hours, 6 credit course requires 180 hours , 4 credit course requires 120 hours and 2 credit course requires 60 hours of study. This helps the student to understand the academic effort to complete a course. Completion of an academic programme requires successful clearing of both, the assignments and the term-end examination of each course in a programme.

Duration of the Programme	Credits	Name of the Programme	Level of the Programme
4 Yrs.	160	BBA (Hons.)	Bachelor's Degree

Assignments

Online Learning Education learners have to depend much on self-study. In order to ascertain the writing skill and level of comprehension of the learner, assignment work is compulsory for all learners. Each assignment shall consist of a number of questions, case studies and practical related tasks. The Assignment Question Papers will be uploaded to the website within a scheduled time and the learners shall be required to respond them within a specified period of time. The response of the learner is examined by a faculty member.

Evaluation: The evaluation system of the programme is based on two components:

- A. **Continuous Evaluation in the form of assignments (weightage 30%):** This Component carries a weightage of 30%. There will be at least one graded assignment and test per course. These assignments are to be submitted to the Co-ordinator of the CDOE/Study Centre to which the student is assigned or attached with.
- B. **Term-end examination (weightage 70%):** This will be held twice every year in the months of June and December. The students are at liberty to appear in any of the examinations conducted by the University during the year. A student will be allowed to appear in the Term-End Examination only after she/he has registered for that course and submitted the assignment. For appearing in the Examination, every student has to submit an Examination form through online (www.umu.ac.in) or offline before the due dates as given in the schedule of operations. If a student misses any term-end examination of a course for any reason, s/he may appear for any of them or all the courses subject to the maximum of 8 courses in the subsequent term-end examinations. This facility will be available until a student secures the minimum pass grade in the courses but up to a maximum period of four semesters, since the date of registration of the course is valid for four semesters. Beyond this period s/he may continue for another four semesters by getting Re-registration by paying fee again. In that case, the score of qualified assignments and/or term-end examination will be retained and the student will be required to complete the left-out requirements of such re-registered courses. Minimum requirement for passing a course will be 40% marks.

Laboratory Support and Library Resources

The library of Usha Martin University, Ranchi (UMU) aims to empower the teaching mission and intellectual culture of the community through availability through an organized collection of information as well as instruction in its access, relevance and evaluation.

The University Library enriches advance learning and discovery by providing access to a broad array of resources for education, research and creative work to ensure the rich interchange of ideas in the pursuit of knowledge.

Centre for Distance and Online Education of Usha Martin University, Ranchi (UMU) has initiated the process of setting up a dedicated Library for OL program and acquiring printed books and e-books for this purpose. The required International and National subject journals are also provided. We have a full functioning community radio service on board (90.4 FM). We already have annual journal subscriptions and the capacity can be enlarged at later stages as the University lines up with more online journals.

The collection of the Library is rich and diverse especially in terms of the breadth and depth of coverage. Collection encompasses subjects in Management, Commerce, Information Technology, Computer Applications, and other allied areas. This collection further includes Books, Research Journals, Project Reports/Dissertations and online Journals.

The University has well equipped Computer Laboratories, Lecture Capturing Systems, Audio Videofacilities, ICT enabled class rooms, Wi-Fi facilities etc.

Cost Estimate of the Programme and the Provisions

Initial expenses have been done by the University in terms of provision of infrastructure, manpower, printing of self-study material and other. The University intends to allocate expenses out of the total fee collection as per following details:

a) SLM Development and Distribution	:	20%
b) Postal Expense	:	10%
c) Salary and other Administrative expenses	:	60%
d) Future development	:	10%

Once programmes are operational, fee receipt from the programmes budget to be planned as per the guidelines of University Grants Commission.

Quality Assurance

The University has established the Centre for Internal Quality Assurance (CIQA) in the University campus. The CIQA will monitor and maintain the quality of the OL programmes. It has the following objectives in making the compliances of quality implementations.

Objectives

The objective of Centre for Internal Quality Assurance is to develop and put in place a comprehensive and dynamic internal quality assurance system to ensure that programmes of higher education in the Online Learning mode and Online mode being implemented by the Higher Educational Institution are of acceptable quality and further improved on continuous basis.

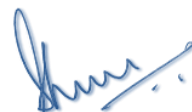
Functions of CIQA

The functions of Centre for Internal Quality Assurance would be following

- 1) To maintain quality in the services provided to the learners.
- 2) To undertake self-evaluative and reflective exercises for continual quality improvement in all the systems and processes of the Higher Educational Institution.
- 3) To contribute in the identification of the key areas in which Higher Educational Institution should maintain quality.
- 4) To devise mechanism to ensure that the quality of Online Learning programmes and Online programmes matches with the quality of relevant programmes in conventional mode.
- 5) To devise mechanisms for interaction with and obtaining feedback from all stakeholders namely, learners, teachers, staff, parents, society, employers, and Government for quality improvement.
- 6) To suggest measures to the authorities of Higher Educational Institution for qualitative improvement.
- 7) To facilitate the implementation of its recommendations through periodic reviews.
- 8) To organize workshops/ seminars/ symposium on quality related themes, ensure participation of all stakeholders, and disseminate the reports of such activities among all the stakeholders in Higher Educational Institution.
- 9) To develop and collate best practices in all areas leading to quality enhancement in services to the learners and disseminate the same all concerned in Higher Educational Institution.
- 10) To collect, collate and disseminate accurate, complete and reliable statistics about the quality of the programme (s).
- 11) To ensure that Programme Project Report for each programme is according to the norms and guidelines prescribed by the Commission and wherever necessary by the appropriate regulatory authority having control over the programme.
- 12) To put in place a mechanism to ensure the proper implementation of Programme Project Reports.
- 13) To maintain a record of Annual Plans and Annual Reports of Higher Educational Institution, review them periodically and generate actionable reports.
- 14) To provide inputs to the Higher Educational Institution for restructuring of programmes in order to make them relevant to the job market.
- 15) To facilitate system-based research on ways of creating learner centric environment and to bring about qualitative change in the entire system.
- 16) To act as a nodal coordinating Unit for seeking assessment and accreditation from a designated body for accreditation such as NAAC etc.
- 17) To adopt measures to ensure internalization and institutionalization of quality enhancement practices through periodic accreditation and audit.
- 18) To coordinate between Higher Educational Institution and the Commission for various quality related initiatives or guidelines.
- 19) To obtain information from other Higher Educational Institutions on various quality benchmarks or parameters and best practices.
- 20) To record activities undertaken on quality assurance in the form of an annual report of Centre for Internal Quality Assurance.
- 21) It will be mandatory for Centre for Internal Quality Assurance to submit Annual Reports to the Statutory Authorities or Bodies of the Higher Educational

Institution about its activities at the end of each academic session. A copy of report in the format as specified by the Commission, duly approved by the statutory authorities of the Higher Educational Institution shall be submitted annually to the Commission.

After enrolling in the 4-year B.B.A. (Hons.) Programme at Usha Martin University, Ranchi (UMU) in online mode, students will develop leadership abilities and the capacity to collaborate effectively in team environments. Upon successful completion of the programme, students will be equipped to participate in business decision-making processes and contribute strategically to their professional ventures, fostering innovation and synergy in organizational settings.



Registrar

कुल संचिव

Usha Martin University

उषा मार्टिन विश्वविद्यालय

Ranchi-835103 / राँची-835103