

University of Mumbai

Website – mu.ac.in
Email id – dr.aams@fort.mu.ac.in
aams3@mu.ac.in



Academic Authorities,
Meetings & Services (AAMS)
Room No. 128, M. G. Road, Fort,
Mumbai – 400 032.
Tel.022-68320033

Re- accredited with A ++ Grade (CGPA 3.65) by NAAC
Category- I University Status awarded by UGC

No. AAMS_UGS/ICC/2024-25/245

Date: 28th February, 2025

CIRCULAR:-

Attention of all the Principals of the Affiliated Colleges, Directors of the Recognized Institutions and the Head of the University Departments is invited to this office Circular No. AAMS_UGS/ICC/2024-25/199 dated 03rd January, 2025 relating to the Bachelor of Management Studies (BMS) Sem. I & II.

They are hereby informed that the recommendations made by the **Ad-hoc Board of Studies in Bachelor of Management Studies** at its meeting held on 30th November, 2024 and subsequently passed by the Board of Deans at its meeting held on 30th November, 2024 vide Item No.7.7 (N) have been accepted by the Academic Council at its meeting held on 4th December, 2024 vide item No.7.14 (N) introduce syllabus for Bachelor of Management Studies (BMS) Sem III & IV as per NEP 2020 was approved as per appendix with effect from the academic year 2024-25.

(The Circular is available on the University's website www.mu.ac.in).

MUMBAI – 400 032
28th February, 2025


(Dr. Prasad Karande)
REGISTRAR

To

All the Principals of the Affiliated Colleges, Directors of the Recognized Institutions and the Head of the University Departments.

AC./7.14(N)/04/12/2024

Copy forwarded with Compliments for information to:-

- 1) The Chairman, Board of Deans,
- 2) The Dean, Faculty of Commerce & Management,
- 3) The Chairman, Ad-hoc Board of Studies in Bachelor of Management Studies,
- 4) The Director, Board of Examinations and Evaluation,
- 5) The Director, Department of Students Development,
- 6) The Director, Department of Information & Communication Technology,
- 7) The Director, Centre for Distance and Online Education (CDOE) Vidyanagari,
- 8) The Deputy Registrar, Admission, Enrolment, Eligibility & Migration Department (AEM),

Copy forwarded for information and necessary action to :-	
1	The Deputy Registrar, (Admissions, Enrolment, Eligibility and Migration Dept)(AEM), dr@eligi.mu.ac.in
2	The Deputy Registrar, Result unit, Vidyanagari drresults@exam.mu.ac.in
3	The Deputy Registrar, Marks and Certificate Unit,. Vidyanagari dr.verification@mu.ac.in
4	The Deputy Registrar, Appointment Unit, Vidyanagari dr.appointment@exam.mu.ac.in
5	The Deputy Registrar, CAP Unit, Vidyanagari cap.exam@mu.ac.in
6	The Deputy Registrar, College Affiliations & Development Department (CAD), deputyregistrar.uni@gmail.com
7	The Deputy Registrar, PRO, Fort, (Publication Section), Pro@mu.ac.in
8	The Deputy Registrar, Executive Authorities Section (EA) eau120@fort.mu.ac.in He is requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to the above circular.
9	The Deputy Registrar, Research Administration & Promotion Cell (RAPC), rapc@mu.ac.in
10	The Deputy Registrar, Academic Appointments & Quality Assurance (AAQA) dy.registrar.tau.fort.mu.ac.in ar.tau@fort.mu.ac.in
11	The Deputy Registrar, College Teachers Approval Unit (CTA), concolsection@gmail.com
12	The Deputy Registrars, Finance & Accounts Section, fort draccounts@fort.mu.ac.in
13	The Deputy Registrar, Election Section, Fort drelection@election.mu.ac.in
14	The Assistant Registrar, Administrative Sub-Campus Thane, thanesubcampus@mu.ac.in
15	The Assistant Registrar, School of Engg. & Applied Sciences, Kalyan, ar.seask@mu.ac.in
16	The Assistant Registrar, Ratnagiri Sub-centre, Ratnagiri, ratnagirisubcentar@gmail.com
17	The Director, Centre for Distance and Online Education (CDOE), Vidyanagari, director@idol.mu.ac.in
18	Director, Innovation, Incubation and Linkages, Dr. Sachin Laddha pinkumanno@gmail.com
19	Director, Department of Lifelong Learning and Extension (DLLE), dlleuniversityofmumbai@gmail.com

Copy for information :-	
1	P.A to Hon'ble Vice-Chancellor, vice-chancellor@mu.ac.in
2	P.A to Pro-Vice-Chancellor pvc@fort.mu.ac.in
3	P.A to Registrar, registrar@fort.mu.ac.in
4	P.A to all Deans of all Faculties
5	P.A to Finance & Account Officers, (F & A.O), camu@accounts.mu.ac.in

To,

1	The Chairman, Board of Deans pvc@fort.mu.ac.in
2	<p>Faculty of Humanities,</p> <p>Dean</p> <p>1. Prof.Anil Singh Dranilsingh129@gmail.com</p> <p>Associate Dean</p> <p>2. Dr.Suchitra Naik Naiksuchitra27@gmail.com</p> <p>3.Prof.Manisha Karne mkarne@economics.mu.ac.in</p> <p>Faculty of Commerce & Management,</p> <p>Dean</p> <p>1. Dr.Kavita Laghate kavitalaghate@jbims.mu.ac.in</p> <p>Associate Dean</p> <p>2. Dr.Ravikant Balkrishna Sangurde Ravikant.s.@somaiya.edu</p> <p>3. Prin.Kishori Bhagat kishoribhagat@rediffmail.com</p>

	Faculty of Science & Technology Dean 1. Prof. Shivram Garje ssgarje@chem.mu.ac.in Associate Dean 2. Dr. Madhav R. Rajwade Madhavr64@gmail.com 3. Prin. Deven Shah sir.deven@gmail.com
	Faculty of Inter-Disciplinary Studies, Dean 1. Dr. Anil K. Singh aksingh@trcl.org.in Associate Dean 2. Prin. Chadrashekhhar Ashok Chakradeo cachakradeo@gmail.com
3	Chairman, Board of Studies,
4	The Director, Board of Examinations and Evaluation, dboee@exam.mu.ac.in
5	The Director, Board of Students Development, dsd@mu.ac.in DSW directr@dsd.mu.ac.in
6	The Director, Department of Information & Communication Technology, director.dict@mu.ac.in

As Per NEP 2020

University of Mumbai



Title of the U.G. Program
Bachelor of Management Studies (BMS)

Syllabus for
Semester – Sem.- III & IV


Ref: GR dated 20th April, 2023 for Credit Structure of UG

(With effect from the academic year 2024-25)



(As per NEP 2020)

Sr. No.	Heading	Particulars
1	Title of program O: _____	Bachelor of Management Studies (BMS)
2	Scheme of Examination R: _____	NEP 40% Internal 60% External, Semester End Examination Individual Passing in Internal and External Examination
3	Standards of Passing R: _____	40%
4	Credit Structure R: _____	Attached herewith
5	Semesters	Sem. III & IV
6	Program Academic Level	6.5
7	Pattern	Semester
8	Status	New
9	To be implemented from Academic Year	2024-25


Sign of the BOS
Chairman
Prof. Dr. Kanchan
Fulmali
BOS in BMS

Sign of the
Offg. Associate Dean
Dr. Ravikant
Balkrishna Sangurde
Faculty of Commerce



Sign of the
Offg. Associate
Dean
Prin. Kishori Bhagat
Faculty of
Management

Sign of the
Offg. Dean
Prof. Kavita Laghate
Faculty of
Commerce &
Management

R: CU – 560 C

5.0	III	8(2*4)		Recruitment and Selection (2) OB and HRM (2) Or Sales and Distribution Management (2) Consumer Behavior (2) Or Basics of Financial Services (2) Equity and Debt Markets (2)	2 Open Electives will be from other Departments or SWAYAM Course (2)	VSC:2 Taxation Procedures and Practices (VSC:2)	AEC:2 Business Etiquettes (AEC:2)	FP: 2C C:2 Socially or Industry relevant Field Visits & Project / NSS (2*2) (FP & CC)	20-22	UG Diploma 80- 88
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R: CU – 560 D

IV	8(2*4) Production and Total Quality Management (4) Introduction to RM (4)		2+@ Performance Management and Career Planning (2) Human Resource Planning (2) Or Risk Management (2) Strategic Financial Management (2) Or Tourism Marketing (2) Rural Marketing (2)	2 Open Electives will be from other Departments or SWAYAM Course (2)	SEC:2 Basics of Personal Finance	AEC:2 Selling and Negotiations (AEC:2)	CEP:2 CC:2 Community Engagement Project/NS S (2) (CEP:2) CC - Student Clubs Cultural, Sports, Entrepreneurship And Report (CC:2)	20-22
Cum Cr.	20-28		10	12	6+6	8+4+2	8+ 4	80-88

Exit option; Award of UG Diploma in Major and Minor with 80-88 credits and an additional 4 credit score NSQF course / Internship OR Continue with Major and Minor

5.5	V	8(2*4)- 10(2*4+2)	4	4-6		VSC:2-4		FP/CE P:2	20-22	UG Degree
		Logistics and Supply Chain Management (4) Corporate Communication and PR (4)	Talent and Competency Management (4) Or Investment Analysis and Portfolio Management (4) Or	Strategic HRM (2) OD and Change management (2) OR Commodity and Derivatives (2)		Digital and Cyber Security (VSC:2)		Field project in Major/ Minor with primary data collection by students (2) (FP)		12 0- 132
		Environmental Management (2)	Product and Brand management (4)	Innovative Financial Services (2) OR Integrated Marketing Communication & Advertising (2) CRM (2)						

	VI	8(2*4)-10(2*4+2)	4	4		-	-	OJT:4	20-22	UG Degree 12 0-132
		Entrepreneurship Management (4) Operations Research (4) Service Sector Management (2)	Employee Compensation and Benefits (4) or Financial Markets and Institution (4) or Retail management (4)	Marketing of NPO (2) Service Marketing (2) OR International Finance (2) Wealth Management (2) OR Industrial Relations (2) Workforce Diversity and Inclusion (2)						
	CumCr	36-48	8	18-20	12	8-10 +6	8+4+ 2	8+6+4	120- 132	

Exit option: Award of UG Degree in Major with 120-132 credits OR Continue with Major and Minor

6.0	VII	12-14(2*4+2*2 or 3*4+2) Strategic Management (4) E-Commerce (4) Business ethics (4) + Business ethics in practice (2)	4 Global HRM (4) Or Structured Finance (4) Or International marketing (4)	RM:4					20-22	UG Honours Degree 160-176
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	VIII	12-14(2*4+2*2 or (3*4+2) Business Analytics (4) Conflict and Negotiation Management (4) Design Thinking and Lateral Innovation (4) CSR (2)	4 Organization Structure Theory and Design (4) OR Mergers, Acquisitions and Corporate Valuations (4) OR Marketing Research (4)					OJT:4	20-22	
	CumCr .	60-76	16	18-20 +4	12	8-10 +6	8+4+2	8+6+8	160-176	

Four Year UG Honours
Degree in Major and Minor
with 160-176 credits

6. 0	VII	8-10 (2*4+2 or 2*4)	4	RM:4				RP:4	20-22	UG Honors with Researc h Degree 160-176
	VIII	8-10 (2*4+2 or 2*4)	4					RP:8	20-22	
	CumCr .	52-68	16	18 -20 +4	12	8-10 +6	8+4+ 2	8+6+4+ 12	160- 176	

Semester III & IV Courses as per Approved Structure

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
1	Major (Mandatory)				
1(A)	Business Economics	04	1(A)	Production & Total Quality Management	04
1(B)	Business Law	04	1(B)	Introduction to Research Methodology	04
2	*List of Minor Courses for Semester II (Any One group from A, B or C)				
2(A)	Minor A: Finance Electives		2(A)	Minor A: Finance Electives	
2(A) i	Basics of Financial Services	02	2(A) i	Risk Management	02
2(A) ii	Equity and Debt Markets	02	2(A) ii	Strategic Financial Management	02
2(B)	Minor B: Human Resources Electives		2(B)	Minor B: Human Resources Electives	
2(B) i	Recruitment and Selection	02	2(B) i	Performance Management and Career Planning	02
2(B) ii	OB & HRM	02	2(B) ii	Human Resource Planning	02
2(C)	Minor C: Marketing Electives		2(C)	Minor C: Marketing Electives	
2(C) i	Sales and Distribution Management	02	2(C) i	Tourism Marketing	02
2(C) ii	Consumer Behaviour	02	2(C) ii	Rural Marketing	02
3	Vocational Skill Course (VSC)				
3 (A)	Taxation Procedures and Practices	02	3 (A)	Basics of Personal Finance	02
4	Ability Enhancement Course (AEC)				
4 (A)	Business Etiquettes	02	4 (A)	Selling and Negotiations	02
5	Co-curricular				
5 (A) i	Socially or Industry relevant Field Visit and	02	5 (A) i	Community Engagement Project / NSS	02

	Activities/NSS				
5 (A) ii	Socially or Industry relevant Field Project	02	5 (A) ii	Student Clubs (Cultural/ Sports/ Entrepreneurship) and Report	02
6	Open Elective (Any one subject from following)				
6 (A)	Financial Markets Literacy 2	02	6 (A)	Stress Management	02
6 (B)	Introduction to Environmental Management	02	6 (B)	Environmental Engineering and Disaster Management	02
6 (C)	Introduction to Data Science	02	6 (C)	Ethics in practice for Students	02
6 (D)	Intellectual Property Rights and Patenting	02	6 (D)	Personality Psychology	02

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Semester III

Major (Mandatory)

1 (A) - Business Economics

(Major/ Mandatory Course - 4 Credits)

Course Outcomes:

CO1: Student should be able to define and explain the elements of economics for a managerial decision making.

CO 2: Student should be able to compare the different laws of economics and apply them in various changing situations in industry.

CO 3: Student should be able to evaluate the different market structures and situations leading towards creation of a business and economy as a whole.

Course Outline:

Unit 1: Introduction and Demand Analysis (15 Hours)

- Scope and Importance of Business Economics - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of Marginal analysis in decision making, The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium
- Demand Function - nature of demand curve under different markets Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)- relationship between elasticity of demand and revenue concepts Demand estimation and forecasting: Meaning and significance - methods of demand estimation : survey and statistical methods (numerical illustrations on trend analysis and simple linear regression)

Unit 2: Supply and Production Decisions and Cost of Production (15 Hours)

- Production function: short run analysis with Law of Variable Proportions Production function with two variable inputs- isoquants, ridge lines and least cost combination of inputs- Long run production function and Laws of Returns to Scale - expansion path - Economies and diseconomies of Scale.
- Cost concepts: Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run (hypothetical numerical problems to be discussed), LAC and Learning curve - Break even analysis (with business applications)

Unit 3: Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition (15 Hours)

- Short run and long run equilibrium of a competitive firm and of industry - monopoly - short run and long- run equilibrium of a firm under
- Monopoly Monopolistic competition:Equilibrium of a firm under monopolistic competition, debate over role of advertising (topics to be taught using case studies from real life examples)
- Oligopolistic markets: key attributes of oligopoly - Collusive and non collusive oligopoly market - Price rigidity - Cartels and price leadership models (with practical examples)

Unit 4: Pricing Practices (15 Hours)

- Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing
- (case studies on how pricing methods are used in business world)

Reference Books:

- Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases
- Hirchey .M., Managerial Economics, Thomson South western
- Salvatore, D.: Managerial Economics Principles and Worldwide Applications
- Gregory Mankiw., Principles of Economics, Thomson South western
- Samuelson & Nordhas : Economics (Tata McGraw Hill)
- Pal Sumitra, Managerial Economics cases and concepts (Macmillan)

1 (B) - Business Law

(Major/ Mandatory Course - 4 Credits)

Course Outcomes:

CO 1: Understand the basic provisions of the Indian Contract Act, 1872

CO 2: Understand the basic provisions of the Sales of Goods Act, 1930

CO 3: Understand basic provisions of the Negotiable Instruments Act, 1981

CO 4: Understand the basic provisions of Consumer Protection Act, 1986

CO 5: Understand the basic provisions of Companies Act 2013

CO 6: Understand the basic provisions of Intellectual Property Rights

Course Outline:

Unit 1: Contract Act, 1872 & Sale of Goods Act, 1930 (15 Hours)

- Contract Act, 1872: Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/ consideration, Breach of contract. Remedies for breach of Contract.
- Sale of Goods Act, 1930: Scope of Act, Sale and Agreement to sell, essential of a valid Sale Contract – Conditions and warranties – Implied Condition and warranties, Rights of an unpaid seller.

Unit 2: Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986 (15 Hours)

- Negotiable Instrument Act, 1981: Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonour of Cheque.
- Consumer Protection Act, 1986: Objects of Consumer Protection- Introduction of Consumers, who is consumer? Meaning of the words “Goods and services” – Meaning of the words “Defects and Deficiencies of goods and services” Consumer disputes and Complaints.

Unit 3: Company Law (15 Hours)

- Company Law: What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares.
- Introduction to Companies Act 2013

Unit 4: Intellectual Property Rights(IPR) (15 Hours)

- Intellectual Property Rights (IPR)
- IPR definition/ objectives
- Patent definition. What is patentable? What is not patentable? Invention And its Attributes, Inventors and Applications
- Trademarks, definition, types of trademarks, infringement and passing off.
- Copyright definition and subject in which copyright exists, Originality, Meaning and Content, Authors and Owners, Rights and Restrictions.
- Geographical indications (only short notes)

Reference Books:

- Elements of mercantile Law – N.D.Kapoor
- Business Law – P.C. Tulsian
- Business Law – SS Gulshan
- Company Law – Dr.Avtar Singh
- Indian contract Act – Dr.Avtar Singh
- Law of Intellectual Property-V.K.Taraporevala

Minor (2 Credits) (Anyone of 2A, 2B or 2C)

2 A - Finance

2 (A.1) -1. Basics of Financial Services (Minor 2)

Course Outcomes:

CO1: Student should be able to explain the nature and scope of various types of financial services.

CO2: Student should be able to describe of regulatory environment surrounding the financial services.

CO3: Student should be able to illustrate the role SEBI, RBI and Banks in Financial system

CO4: Student should be able to illustrate the role of NBFCs, Mutual Funds, Insurance companies and Merchant Banking Firms

Course Outline:

Unit I: Financial System and Services (15 Hours)

- An overview of Financial System, Financial Markets, Structure of Financial Market (Organised and Unorganized Market), Components of Financial System, Major Financial Intermediaries, Financial Products, Function of Financial System, Regulatory Framework of Indian Financial System(Overview of SEBI and RBI-Role and Importance as regulators).

Unit II: Commercial Banks, RBI, Development Banks

- Concept of Commercial Banks- Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms.
- Reserve Bank of India-Organisation & Management, Role And Functions
- Development Banks-Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks
- Introduction to NBFCs, Mutual Funds, Insurance companies and Merchant Banking Firms

Reference Books:

- Khan M.Y., Indian Financial System, Tata McGraw Hill Publishing Company

- Varshney P.N. & Mittal MN, Financial System, Sultan Chand & Co
- A. Avadhani , Marketing of Financial Services
- Bhole L. M: Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi. 5. Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi.
- Gupta Suraj B: Monetary Economics; S. Chand and Co., New Delhi.

2 (A.2) -2. Equity and Debt Market (Minor 2)

Course Outcomes:

CO1: Student should be able to outline the evolution of primary market and secondary equity and debt market

CO2: Students should be able to list the primary issue functions in Equity and Debt Market

CO3: Student should be able to describe various active stock exchanges in the Indian and overseas markets

CO4: Student should be able to discuss players in Equity and Debt Market

Course Outline:

Unit I: Introduction to Equity & Debt Market (15 Hours)

- Shares- Meaning, types, advantages, limitations Debentures- Meaning, types, advantages, limitations Public Deposits- Meaning, advantages, limitations Borrowing from banks- types of loans, advantages, limitations
- Reserves and surplus, bonus shares, retained earnings, Dividend policy, Role of Depreciation, Importance, advantages and limitations of these sources
- Equity market – meaning & definitions of equity share; Growth of Corporate sector & simultaneous growth of equity shareholders; divorce between ownership and management in companies; development of Equity culture in India & current position.
- Debt market – Evolution of Debt markets in India; Money market & Debt markets in India; Regulatory framework in the Indian Debt market.

Unit II: Dynamics of Equity & Debt Market

- Primary: 1)IPO – methods followed (simple numerical) 2) Book building 3)Role of merchant bankers in fixing the price 4)Red herring prospectus – unique features 5)Numerical on sweat equity, ESOP & Rights issue of shares
- Secondary: 1)Definition & functions of stock exchanges 2)Evolution & growth of stock exchanges 3)Stock exchanges in India 4)NSE, BSE, OTCEI & overseas stock exchanges 5)Recent developments in stock exchanges 6)Stock market Indices
- Players in debt markets: 1)Govt. securities 2)Public sector bonds & corporate bonds 3)open market operations 4)Security trading corp. of India 5)Primary dealers in Govt. securities
- Bonds: 1)Features of bonds 2)Types of bonds

Reference Books:

- Allen, Larry (1970-2000). The Global Financial System.
- Ian H. Giddy (1994). Global Financial Markets. Houghton Mifflin.
- Saunders, Anthony & Cornett, Marica Millon. Financial markets & institutions: A modern perspective: TMH
- LM Bhole. Financial institutions & markets: Structure, growth & innovations. TMH (5th ed.)
- Chandra, P. (2011). Corporate Valuation and Value Creation, (1st ed). TMH

2 B - Human Resources

2 (B.1) - 1. Recruitment and Selection (Minor 3)

Course Outcomes:

CO1: Student should be able to describe the importance and centrality of recruitment and selection to an organization's HR System.

CO2: Student should be able to list and describe the sources of recruitment

CO3: Student should be able to describe the techniques of recruitment

CO4: Student should be able to list and explain the steps in developing an effective and valid selection interview.

CO5: Student should be able to describe the various selection tools

Course Outline:

Unit I: Recruitment

- Concepts of Recruitment- -Meaning, Objectives, Scope & Definition, Importance and relevance of Recruitment
- Source or Type of Recruitment– a) Direct/Indirect, b)Internal/ External. Internal-Notification, Promotion– Types, Transfer –Types, Reference External-Campus Recruitment, Advertisement, Job Boards Website/Portals, Internship, Placement Consultancies-Traditional (InHouse, Internal Recruitment, On Campus, Employment And Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters).
- Technique of Recruitment-Traditional Vs Modern Recruitment
- Evaluation of Recruitment-Outsourcing Programme

Unit II: Selection

- Selection-Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format).
- Screening-Pre and Post Criteria for Selection, Steps of Selection
- Interviewing-Types and Guidelines for Interviewer & Interviewee, Types of Selection Tests, Effective Interviewing Techniques.
- Selection Hurdles and Ways to Overcome Them

Reference Books:

- Dipak Kumar Bhattacharya - Human Resource Management

- Arun Monappa- Managing Human Resource .
- C.B. Memoria -Personnel Management
- Armstrong, Michael & Baron Angela. (2005).Handbook of Strategic HRM (1st ed.). New Delhi: Jaico Publishing House.
- Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western.

2 (B.2) - 2.OB and HRM (Minor 3)

Course Outcome:

CO1: Understand different concepts of Organisational Behaviour and Process involved in managing Human Capital

CO2: Analyse the key elements of Organisational Behaviour i.e., individual, group and the organisation

CO3: Critically analyse the concepts of Human Resource Management

CO4: Describe and design HR Plans, Training Programs, Recruitment functions etc.

CO5: Work upon their own personalities, interpersonal relationships and develop the sense of organisational citizenship behaviour

Course Outline:

Unit I: Organisational Behaviour-I

- Introduction to Organizational Behaviour-Concept, definitions, Evolution of OB
- Importance of Organizational Behaviour-Cross Cultural Dynamics, Creating Ethical Organizational Culture & Climate
- Individual and Group Behaviour-OB models–Autocratic, Custodial, Supportive, Collegial & SOBC in context with Indian OB
- Human Relations and Organizational Behaviour

Unit II: Human Resource Management-I

- HRM-Meaning, objectives, scope and functions
- HRP-Definition, objectives, importance, factors affecting HRP, Process of HRP, Strategies of HRM , Global HR Strategies
- HRD-Concept ,meaning, objectives, HRD functions

Reference Books:

- Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.
- Prasad L M, Organizational Behaviour, Sultan Chand
- Khanka S. S., Organizational Behaviour, S. Chand
- P.L. Rao-International Human Resource
- Ivancevich; John and Micheol T. Matheson: Organizational Behaviour and

Management, Business Publication Inc., Texas.

- Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of management, Tata McGraw-Hill, New Delhi.
- Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.

2 C - Marketing

2 (C.1) - 1. Sales & Distribution Management (Minor 1)

Course Outcome:

CO1: To understand the roles and responsibilities of sales function

CO2: To describe the basics of sales management

CO3 : To explain the distribution channel

CO4: : To plan and an effective distribution management policy

Course Outline:

Unit 1: Introduction To Sales & Distribution Management

- Sales Management:
- Meaning, Role of Sales Department, Evolution of Sales Management • Interface of Sales with Other Management Functions
- Qualities of a Sales Manager
- Sales Management: Meaning, Developments in Sales Management Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling. • Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure
- Distribution Management:
- Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.

Unit 2: Distribution Channel Management, Management of Distribution Channel :

- Meaning & Need
- Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler
- Choice of Distribution System – Intensive, Selective, Exclusive
- Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost
- Channel Design & Policy
- Channel Conflicts : Meaning, Types

Reference Books:

- Nag, Sales And Distribution Management, Mcgraw Hill
- Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management,

Pearson Education

- Krishna K. Havaladar, Vasant M. Cavale, Sales And Distribution Management – Text & Cases, Mcgraw Hill Education
- Dr.Matin Khan, Sakes And Distribution Management, Excel Books
- Kotler & Armstrong, Principles Of Marketing – South Asian Perspective, Pearson Education

2 (C.2) - 2. Consumer Behaviour (Minor 1)

Course Outcomes:

CO1: Able to explain the basic concepts and models of consumer behavior.

CO2: Able to analyze the effects of psychological, socio-cultural and demographic factors on the consumer decision process with their results.

CO3: Able to distinguish the relationship between consumer behavior and marketing practices.

CO4: Able to define the importance of consumer behavior for businesses

CO5: Able to define the importance of group effects in consumer behavior

Course Outline:

Unit 1: Introduction To Consumer Behaviour

- Meaning of Consumer Behaviour, Features and Importance
- Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour
- Profiling the consumer and understanding their needs
- Consumer Decision Making Process and Determinants of Buyer
- Behaviour, factors affecting each stage, and Need recognition.

Unit 2: Environmental Determinants of Consumer Behaviour & Consumer decision making models and New Trends

- Family Influences & Social Class Influences on Buyer Behaviour
- Group Dynamics & Consumer Reference Groups, Social Class & Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences, role of opinion leaders in diffusion of innovation and in purchase process.
- Cultural Influences on Consumer Behaviour Understanding cultural and subcultural influences on individual, norms and their role, customs, traditions and value system.
- Diffusion of innovations, Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles
- E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying

Reference Books:

- Schiffman, L.G., Kanuk, L.L., & Kumar, S.R - Consumer Behaviour

- Solomon, M.R. - Consumer Behaviour – Buying, Having, and Being.
- Blackwell, R.D., Miniard, P.W., & Engel, J. F. - Consumer Behaviour. New Delhi: Cengage Learning.
- Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A. - Consumer Behaviour – Building Marketing Strategy
- Loudan, David L and Bitta, A.J. Della Consumer Behaviour
- Kotler, P. & Keller, K. L. - Marketing Management (Global Edition)
- Nair, Suja R- Consumer Behaviour in Indian Perspective

Vocational Skill Course (2 Credits)

3. Taxation Procedures and Practices (Theory)

Course Outcomes:

CO1- Acquire knowledge regarding the basic concepts of Income Tax

CO2- Able to compute the income from salary and house property

CO3- Understand the basic concepts of the Goods and Services Tax

CO4 - Understand about the powers of GST authorities regarding inspection, search and seizure

Course Outline:

Unit I: Basic Concepts and Definitions under IT Act

- Basic Concepts and Definitions under IT Act: Assessee, Previous year, Assessment year, Person, Income, Sources of income, Heads of income, Gross total income, Total income, Maximum marginal rate of tax, Tax Evasion, Tax avoidance and Tax planning

Unit II: Basic Concepts of INDIRECT TAX (GOODS & SERVICE TAX (GST))

- Nature of GST
- Taxes Submerged in GST
- Laws under GST- Central GST - State GST - Union Territories GST - Integrated GST
- Applicability of GST

Reference Books:

- Income Tax Direct Taxes Ready Reckoner by Dr. V.K Singhania.
- Income Tax by Mr. Sanghvi. Income Tax by Mrs. Ainapure.
- Direct Taxes Law & Practice by Dr. V.K Singhania.
- GST GST Ready Reckoner by V.S Datey.
- GST Made Easy by Arpit Hidia.
- Indirect Tax Laws by S.K Mishra.

Ability Enhancement Course (2 Credits)

4. *Business Etiquettes*

Course Outcomes:

CO1: Demonstrate an understanding of professionalism in terms of workplace behaviors and workplace relationships.

CO2: Adopt attitudes and behaviors consistent with standard workplace expectations.

CO3: Presenting oneself with finesse and making others comfortable in a business setting.

CO4: Developing basic life skills or etiquettes in order to succeed in corporate culture.

Course Outline:

Unit I: Introduction to Business Etiquettes

- Business Etiquettes- An Overview: Significance of Business Etiquettes in 21st Century Professional Advantage; Need and Importance of Professionalism
- Workplace Etiquette: Etiquette for Personal Contact- Personal Appearance, Gestures, Postures, Facial Expressions, Eye-contact, Space distancing
- E-Mail Etiquette: Significance of Netiquette, E-mail: Way of professional communication, Basic Email Etiquettes: Proper Grammar, Spelling, Punctuation, Styling and Formatting, Body of Email, Response, Privacy

Unit II: Telephone, Dining Etiquettes and Multicultural Challenges

- Telephone Etiquette: Telephone Communication Techniques -Placing Telephone calls, Answering Calls, Transferring Calls, Putting Calls on Hold, Taking Messages, Handling Rude Callers, Tactful Responses, Leaving Professional Messages; Developing Cell Phone Etiquettes; Voicemail Etiquette; Telephonic Courtesies
- Dining Etiquette: Basics of Dining Etiquettes; Basic essentials of dining table etiquettes - Napkin Etiquette, Seating arrangements, laying the table, how to use Cutlery, Posture & Behavior, Do's and Don'ts; International Dining Etiquettes.
- Multi-Cultural Challenges: Cultural Differences and their Effects on Business Etiquette

Reference Books:

- Barbara Pachter, Marjorie Brody. Complete Business Etiquette Handbook. Prentice Hall, 2015.
- Dhanavel, S.P. English and Soft Skills. Hyderabad: Orient BlackSwan, 2021.
- Koneru, Aruna. Professional Communication. Delhi: McGraw, 2008.
- Mahanand, Anand. English for Academic and Professional Skills. Delhi: McGraw,

2013. Print.

- Nancy Mitchell. Etiquette Rules : A Field Guide to Modern Manners. Wellfleet Press, 2015.
- Rani, D Sudha, TVS Reddy, D Ravi, and AS Jyotsna. A Workbook on English Grammar and Composition. Delhi: McGraw, 2016.
- Raghu Palat, Indian Business Etiquette, Jaico Books, 2015.
- Rizvi, M. Ashraf. Effective Technical Communication. Delhi: McGraw, 2018.
- Pease, Allan and Barbara Pease. The Definitive Book of Body Language. New Delhi: Manjul Publishing House, 2005.
- Tengse, Ajay R. Soft Skills: A Textbook for undergraduates, Orient BlackSwan, 2015.

Socially or Industry relevant Field Visit & Project (2 + 2 Credits)

5. (A.1) Socially or Industry related Field Visits & Activities

Course Outcomes:

- To identify practices in prospective area of work like marketing, finance, etc.
- To enhance interpersonal skills.
- To observe and list best practices opted by different companies for similar work.
- To develop critical thinking related to management of social and industrial problems.

Course Outline:

Socially or Industry related activities

Students need to organise and participate in Socially or Industry related activities, Such as

- Guest Lectures
- Visits to Various Industries/Corporates/or NGOs
- Industry or Social relevant projects
- The institute will assign a faculty for leading this activity
- The evaluation of the course will be based on the report submitted by the student followed by viva-voce examination
- 25 marks for viva/presentation and 25 marks for participation in activities

5. (A.2) Socially or Industry related Field Project (2 Credits)

Course Outcome:

- To identify practices in prospective area of work like marketing, finance, etc.
- To enhance interpersonal skills.
- To observe and list best practices opted by different companies for similar work.
- To develop critical thinking related to management of social and industrial problems.

Course Outline:

- Students need to complete primary data based field projects in Social or Industry relevant areas.
- The institute will assign a faculty mentor
- Students will submit Field Project Report of minimum 40-50 pages
- The evaluation of the course will be based on the project report submitted by the student followed by viva-voce examination
- 25 marks external examiner for viva/presentation and 25 marks for report by Faculty Mentor

Open Electives (OE) (2 Credits)

6 (A) - *Financial Literacy II (OE 1)*

Course Outcome:

CO1: To Recognize the importance of one's financial situation and how it impacts their future

CO2; To Understand the fundamentals of a budget, including income, expenses, and savings.

CO3: To Discuss the implications of credit.

Course Outline:

Unit 1 :

Investment Planning and Management

- Investment opportunity and financial products
- Insurance Planning: Life and non-life including medical insurance schemes deposit accounts, Formalities to open various types of bank accounts, KYC norms. Various types of Loans: Short-term, Medium term and Long term loans. Cashless banking, e-banking, ATM, Debit and Credit cards, banking Complaints.

Unit 2

Personal Tax

- Introduction to basic Tax Structure in India for personal taxation
- Aspects of Personal tax planning
- Exemptions and deductions for individuals
- e-filing

References:

- Introduction to Financial Planning (4th Edition 2017)- Indian Institute of Banking 27 & Finance.
- Sinha, Madhu. Financial Planning: A Ready Reckoner July 2017, McGraw Hill.
- Halan, Monika, Lets Talk Money: You've Worked Hard for It, Now Make It Work for You, July 2018 Harper Business.
- Pandit, Amar The Only Financial Planning Book that You Will Ever Need, Network 18 Publications Ltd.

6 (B) - Introduction to Environmental Management

Course Outcomes:

CO1: provide definitions of environment, management, systems and organisations in relation to environmental management

CO2: describe organisations as systems and their role in environmental management

CO3: understand the usefulness of systems thinking in relation to environmental management in organisations

CO4: explain how environmental management can be used as environmental protection and how organisations can define and manage risk.

Course Outline:

Unit I:

- Environment - Structure and components - Typology - Natural and Human
- Ecosystem as part of Environment - Functioning and Levels of Organization - Linkage with society and economy.
- Emerging issues of development - Environment as a source and depository of resource, products and waste.
- Sustainable use of resource - a multidisciplinary approach Importance of Environmental Studies.
- Environment - Structure and components - Typology - Natural and Human
- Ecosystem as part of Environment - Functioning and Levels of Organization - Linkage with society and economy.
- Emerging issues of development - Environment as a source and depository of resource, products and waste.
- Sustainable use of resource - a multidisciplinary approach Importance of Environmental Studies.

Unit II:

- Man environment relationship - Changing patterns - Role of technology.
- Contemporary trends of growth and distribution of world population.
- Challenges of population growth, Carrying capacity of Environment - Human Development Index as a measures of development - Patterns of human development in India.
- Environment and human health (a case study)
- Environmental problems - Causes and Effects.
- Global issues - Global climate changes, Trans - boundary movement of hazardous waste, Threats to Biodiversity (a case study)
- Regional issues - Acid rain, Desertification (a case study)
- Local issues - related to CRZ implementation, Solid waste disposal (garbage, bio-medical waste, e-waste), Flooding of low lying areas, Special Economic Zone (a case study)
- Major environmental movements in India - Role of public opinion in environmental protection - Green Business and Green Consumption.

Reference Books:

- Environmental Engineering & Disaster Management, by Ameta Suresh (Author), Durgawat Kiran (Author), Mehta Rajeev (Author)
- Objective Environmental Studies and Disaster Management by M. Prasanthrajan & A. Balasubramanian

6 (C) - Introduction to Data Science

Course Outcomes:

CO1: Building the fundamentals of data science.

CO2: Imparting design thinking capability to build big-data

CO3: Gaining practical experience in programming tools for data sciences

CO4: Empowering students with tools and techniques used in data science

Course Outline:

Unit I:

- What is Data science? Data Science life cycle ,Datafication, Exploratory Data Analysis, The Data science process, A data scientist role in this process.
- Data Preprocessing: Data Loading, Storage, and File Formats - Reading and Writing data in text format, binary data formats, interacting with html and web apis, interacting with databases; Data Wrangling: Clean, Transform, Merge, Reshape - Combining and Merging Data Sets, Reshaping and Pivoting, Data Transformation. String Manipulation; Data Aggregation.

Unit II:

- Introduction to Python: Features of Python, Data types, Operators, Input and output, Control Statements. Strings: Creating strings and basic operations on strings, string testing methods. Lists, Dictionaries, Tuple

Reference Books:

- Wes McKinney - Python for Data Analysis
- Rachel Schutt & O'neil, "Doing Data Science"
- Python For Data Analysis - O Reilly, Wes Mckinney
- Python: The Complete Reference, Martin C. Brown - McGraw Hill Education
- Joel Grus, "Data Science from Scratch: First Principles with Python"
- Matt Harrison, "Learning the Pandas Library: Python Tools for Data Munging, Analysis, and Visualization"

6 (D) - Intellectual Property Rights and Patenting

Course Outcomes:

CO1: Identify different types of Intellectual Properties (IPs), the right of ownership, scope of protection as well as the ways to create and to extract value from IP.

CO2: Recognize the crucial role of IP in organizations of different industrial sectors for the purposes of product and technology development.

CO3: Identify activities and constitute IP infringements and the remedies available to the IP owner and describe the precautions steps to be taken to prevent infringement of proprietary rights in products and technology development.

CO4: Be familiar with the processes of Intellectual Property Management (IPM) and Patents

Course Outline:

Unit I:

- Meaning of IPR, Different category of IPR instruments - Patents, Trademarks, Copyrights, Industrial Designs, Plant variety protection, Geographical indications, Transfer of technology etc.
- Importance of IPR in Modern Global Economic Environment: Theories of IPR, Philosophical aspects of IPR laws, Need for IPR, IPR as an instrument of development
- Introduction, Magnitude of problem, Factors that create and sustain counterfeiting/piracy, International agreements, International organizations (e.g. WIPO, WTO) active in IPR enforcement Indian Scenario of IPR: Introduction, History of IPR in India, Overview of IP laws in India, Indian IPR, Administrative Machinery, Major international treaties signed by India, Procedure for submitting patent and Enforcement of IPR at national level etc.

Unit II:

- Definition of Patents, Conditions of patentability, Patentable and non-patentable inventions, Types of patent applications (e.g. Patent of addition etc), Process Patent and Product Patent, Precautions while patenting, Patent specification Patent claims, Disclosures and non-disclosures, Patent rights and infringement, Method of getting a patent
- Procedure for Filing a Patent (National and International): Legislation and Salient Features, Patent Search, Drafting and Filing Patent L1, L2, L3 Applications, Processing of patent, Patent Litigation, Patent Publication etc, Time frame and cost, Patent Licensing, Patent Infringement Patent databases: Important websites, Searching international databases

Reference Books:

- Patent system and related issues at a glance, Keayla B K, National Working Group
- Intellectual Property Rights in India - V.K. Ahuja.
- A Complete Manual on Intellectual Property Rights & Cyber Laws in India Paperback - Dr. Anusuya Yadav (Author)

Semester IV

Major (Mandatory) (4 + 4 Credits)

1 (A) - Production & Total Quality Management

(Major/ Mandatory Course - 4 Credits)

Course Outcomes:

CO1: Student should be able to list basic management decisions related to production and quality management

CO2: Student should be able to describe Material Management; various techniques Inventory Management and numerical sums related to EOQ, Lead Time, Reorder Level and Safety of Stock.

CO3: Student should be able to explain the Basics of Productivity and TQM and various Product and Service Quality, SERVQUAL.

CO3: Student should be able to explain Learners will identify ISO 9000, ISO 1400, QS9000, Malcolm Baldrige, National Quality Award and Deming's Application Prize.

Course Outline

Unit 1: Production Management (15 Hours)

- Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems.
- Product Development, Classification and Product Design.
- Plant location & Plant layout– Objectives, Principles of good product layout, types of layout.
- Importance of purchase management.

Unit 2: Materials Management (15 Hours)

- Concept, Objectives and importance of materials management Various types of Material Handling Systems.
- Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. EOQ: Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock.

Unit 3: Basics Of Productivity & TQM (15 Hours)

- Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby's philosophy.

- Product & Service Quality Dimensions, SERVQUAL Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity

Unit 4: **Quality Improvement Strategies & Certifications** (15 Hours)

- Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV.
- Taguchi's Quality Engineering, ISO 9000, ISO 1400, QS9000. Malcolm Baldrige National Quality Award(MBNQA), Deming's Application Prize.

Reference Books:

- Production and Operations Management: R. Paneerselvam
- Production (Operations) Management: L.C. Jhamb
- K. Ashwathappa and K .Shridhar Bhatt ; Production and Operations management
- Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill
- Srinivas Gondhalekar and Uday Salunkhe, "Productivity Techniques", Himalaya Publishing House
- Gerard Leone and Richard D. Rahn, "Productivity Techniques", Jaico Book House
- John S. Oakland, "TQM: Text with Cases", Butterworth-Heinemann
- David J. Sumanth, "Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time", St. Lucie Press

1 (B) - Introduction to Research Methodology

(Major/ Mandatory Course -4 Credits)

Course Outcome:

CO1: Student should be able to understand and comprehend the basics in research methodology and applying them in research/ project work.

CO2: This course will help them to select an appropriate research design. W

CO3: students will be able to take up and implement a research project/ study.

CO4: Student should be able to collect the data, edit it properly and analyse it accordingly.

CO5: Student should be able to develop skills in qualitative and quantitative data analysis and presentation.

Course Outline:

Unit 1: Introduction to Business Research Methods (15 Hours)

- Meaning and objectives of research
- Types of research– a)Pure, Basic and Fundamental b) Applied, c)Empirical d) Scientific & Social e)Historical f) Exploratory g) Descriptive h)Causal
- Concepts in Research: Variables, Qualitative and Quantitative Research
- Stages in the research process.
- Characteristics of Good Research
- Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources.
- Research design– Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types-Descriptive, Exploratory and causal.
- Sampling– a) meaning of sample and sampling, b) methods of sampling-i)Non Probability Sampling– Convenient, Judgment, Quota, Snowball ii) Probability– Simple Random, Stratified, Cluster, Multi Stage.

Unit 2: Data Collection and Processing (15 Hours)

- Types of data and sources-Primary and Secondary data sources
- Methods of collection of primary data
- a) Observation- i)structured and unstructured, ii) disguised and undisguised, iii)mechanical observations (use of gadgets)

- b) Experimental i)Field ii) Laboratory
- c) Interview – i) Personal Interview ii)focused group, iii) in- depth interviews - Method,
- d) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening.
- e) Survey instrument– i) Questionnaire designing.
- f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dichotomous iv) Multiple Choice Questions.
- g) Scaling techniques -i) Likert scale, ii) Semantic Differential scale

Unit 3: **Data analysis and Interpretation** (15 Hours)

- Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note
- Analysis of data-Meaning, Purpose, types.
- Interpretation of data-Essentials, importance and Significance of processing data
- Multivariate analysis– concept only
- Testing of hypothesis– concept and problems– i)chi square test, ii) Zandt-test (for large and small sample)

Unit 4: **Advanced techniques in Report Writing** (15 Hours)

- Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography
- Ethics and research
- Objectivity, Confidentiality and anonymity in Research
- Plagiarism

Reference Books:

- Research for Marketing Decisions Paul E. Green, Donald S. Tull
- Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall.

- Research methodology in Social sciences, O.R.Krishnaswamy, Himalaya Publication
- Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill
- Marketing research and applied orientation, Naresh K Malhotra, Pearson
- Statistics for management, Levin and Reuben, Prentice Hall.
- Research Methods for Management: S Shajahan, Jaico Publishing

Minor (2 Credits Each Subject) (Anyone of 2A, 2B or 2C) (2 + 2 Credits)

2 A - Finance

2 (A.1) -1. Risk Management (Minor 2)

Course Outcomes:

CO1: Student should be able to list the range of financial and financial related risks facing organisations

CO2: Student should be able to describe approaches to risk management through risk identification, risk measurement and risk management

CO3: Risk Management V/s Enterprise Risk Management

Course Outline:

Unit I: Introduction (15 Hours)

- Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational
- Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations
- Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures –Simulation Method, Duration Analysis, Linear and other Statistical Techniques for Internal Control

Unit II: Risk Hedging Instruments and Mechanism and Enterprise Risk Management:

- Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation
- Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register

Reference Book:

- Thomas S. Coleman, Quantitative Risk Management : A Practical Guide to Financial Risk
- Steve Peterson, Investment Theory and Risk Management
- Risk Management , M/s Macmillan India Limited

- Theory & Practice of Treasury Risk Management: M/s Taxman Publications Ltd.
- Sim Segal, Corporate Value of ERM
- Dr. G Kotreshwar, Risk Management : Insurance and Derivatives, Himalaya Publishing House

2 (A.2) -2. Strategic Financial Management (Minor 2)

Course Outcomes:

CO1: Student should be able to explain financial strategy and control of a company.

CO2: Student should be able to describe the relevance of risk and uncertainty in making strategic decisions.

CO3: Student should be able to explain various aspects of capital budgeting.

CO4: Student should be able to apply learning in simple problems of capital budgeting, capital structure, dividend policy

Course Outline:

Unit I: Dividend Decision and Capital Structure Decisions (15 Hours)

- a) Dividend Decision:
Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy
- b) Capital structure decisions EBIT, EPS analysis

Unit II: Capital Budgeting and Capital Rationing

- a) Capital Budgeting:
 - Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree.
- b) Capital Rationing:
 - Meaning, Advantages, Disadvantages, Practical Problems

Reference Books:

- C. Paramasivan & T. Subramanian, Financial Management
- IM Pandey, Financial Management
- Ravi Kishor, Financial Management
- Khan & Jain, Financial Management
- Van Horne & Wachowiz, Fundamentals of Financial Management
- Prasanna Chandra, Strategic Financial Management

2 B - Human Resources

2 (B.1) - 1. Performance Management and Career Planning (Minor 3)

Course Outcomes:

CO1: Student should be able to explain performance management process

CO2: Student should be able to assess performance management approach

CO3: Student should be able to create structure of a performance management system

CO4: Student should be able to explain various aspects of career planning and development process in relation to employee development program

Course Outline:

Unit I: Performance Management – An Overview:

- Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Prerequisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle
- Best Practices in Performance Management, Future of Performance Management.
- Role of Technology in Performance Management

Unit II: Career Planning and Development

- Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning
- Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives
- Role of Technology in Career Planning and Development
- Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model
- New Organizational Structures and Changing Career Patterns

Reference Books:

- Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers
- Armstrong, Michael, Baron, Performance Management, Jaico Publishers

- Robert Bacal, Performance Management, McGraw-Hill Education
- T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi
- Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House. A.S. Kohli, T.De
- b, Performance Management, Oxford University Press.
- Herman Aguinis, Performance Management, Second edition, Pearson Education.

2 (B.2) - 2.Human Resource Planning (Minor 3)

Course Outcomes:

CO1: Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRP

CO2: Demonstrate competence in development and problem-solving in the area of HRP

CO3: Describe process of HRP and barriers in its effective implementation

CO4: Demonstrate an understanding of key terms, theories/concepts and practices of Job Analysis, Recruitment and Selection

Course Outline:

Unit I: Overview of Human Resource Planning (HRP)

- Overview of Human Resource Planning (HRP): Human Resource Planning–
- Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning.
- Process of HRP- Steps in HRP, HR Demand Forecasting–Factors, Techniques – (Concepts Only) Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique. HR Supply Forecasting– Factors, Techniques – (Concepts Only) Skills Inventories, Succession Plans, Replacement Charts, Staffing Tables.
- Barriers in Effective Implementation of HRP and Ways to Overcome Them.
- Strategic Human Resource Planning –Meaning and Objectives.
- Link between Strategic Planning and HRP through Technology.
- HR Policy –Meaning, Importance.
- HR Programme-Meaning and Contents.

Unit II: Job Analysis, Recruitment and Selection:

- Job Analysis, Recruitment and Selection:
- Job Analysis-Meaning, Features, Advantages.
- Job Design: Concept, Issues.
- Job Redesign –Meaning, Process, Benefits. Matching Human Resource Requirement and Availability through: Retention- Meaning, Strategies,

Resourcing- Meaning, Types. Flexibility – Flexible work practices,
Downsizing- Meaning, Reasons, Layoff – Meaning, Reasons.

- Recruitment - Meaning and Factors affecting Recruitment, Ethical Issues in Recruitment and Selection.
- Employee Selection Tests: Meaning, Advantages and Limitations. • Human Resource Audit: Meaning, Need, Objectives, Process, Areas

Reference Books:

- Bhattacharya D.K, Human Resource Planning, Excel Books.
- John Bramham, Human Resource Planning, University Press.
- Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page.
- William J.Rothwell & H.C. Kazanaas, Planning & Managing Human Resources, Jaico Publishing House .
- Arun Sekhri, Human Resource Planning And Audit, Himalaya Publishing House.
- Michael J. Kavanag, Human Resource Information Systems Basics, Applications and Future Directions, Sage Publication.

2 C - Marketing

2 (C.1) - 1. Tourism Marketing (Minor 1)

Course Outcomes:

CO1: Explain key concepts of Tourism Marketing

CO2: Contextualize tourism within broader cultural, environmental, political and economic dimensions of society.

CO3: Critique and explain tourism practices for their implications locally and globally.

Course Outline:

Unit 1: *Introduction*

- Meaning of Tourism & Tourist, Features of Tourism, Purpose of Tourism, Adverse Effects of Tourism, Factors Influencing growth of Tourism, Classification of Tourism; Types of Tourism: Health, adventure, rural, cultural, religious, eco-Tourism, wedding Tourism, cruise Tourism.
- Tourism Marketing: Meaning, Objectives of Tourism Marketing, Importance of Tourism Marketing, Problems of Tourism Marketing.
- Bases for Segmentation in Tourism Tourist Typology: Cohens Typology, Plog's Typology
- Product Mix of Tourism Marketing: Meaning, Tourism Destination Life Cycle, Factors for tourism destination selection, launching a new tourism product, Tourism Product and Package Tour, Itinerary meaning, Types of Itinerary, Reservation meaning and process.

Unit 2: **Tourism Market Segmentation & Indian Tourism Industry :**

- Meaning, Need for Market Segmentation in Tourism Importance of Market Segmentation in Tourism Bases for Segmentation in Tourism Tourist Typology: Cohens Typology, Plog's Typology
- 4 'A's of Tourism
- Attraction: Meaning, Typology of Attraction, Natural, Artificial, Cultural, Social, Managed Attraction for Tourist, Peter's Inventory of Tourist
- Accommodation: Meaning, Typology of Accommodation
- Accessibility: Meaning, Transportation System for Tourism, Surface Transport, Railways and its contribution to tourism, Sea & Waterways, Airways Amenities: Meaning,

- Amenities & Facilities at the destination.
- India as a Tourist Destination: A conceptual framework, Destination Image, Building Brand India; Incredible India Campaign
- Challenges for Indian Tourism Industry

Reference Books:

- S.M.Jha, Tourism Marketing, Himalaya Publishing House, Second Edition, 2011
- Prasanna Kumar, Marketing of Hospitality and Tourism Services, Tata McGraw Hill, 2010
- Kshitiz Sharma, Introduction to Tourism Management, McGraw Hill Education (India) Pvt. Ltd, 2014
- Sunil Kabia, , Tourism and the developing countries, Mohit Publications, First edition, 2005
- M.V.Kulkarni, Tourism marketing, Everest Publishing House, First edition, 2005
- Alan A. Lew, A companion to tourism, Blackwell Publishing
- Krishnan K Kamra, Tourism: An Overview

2 (C.2) - 2. Rural Marketing (Minor 1)

Course Outcome:

CO1: Develop understanding of issues in rural markets.

CO2: Categorize issues in rural markets.

CO3: understanding the Overview and Scenario of rural marketing in India.

CO4: Analyze marketing environment, consumer behaviour, distribution channels, marketing strategies, etc. in the context of rural markets in India.

Course Outline:

Unit 1: *Introduction*

- Introduction to Rural Market, Definition & Scope of Rural Marketing.
- Rural Market in India-Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview).
- Emerging Profile of Rural Markets in India,
- Problems of rural market.
- Constraints in Rural Marketing and Strategies to overcome constraints
- Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling.
- Pricing Strategies & objectives
- Nature of Competition in Rural Markets, the problem of Fake Brands

Unit 2: *Rural Market*

- Rural Consumer Vs Urban Consumers– a comparison.
- Characteristics of Rural Consumers.
- Rural Market Environment:
 - a) Demographics– Population, Occupation Pattern, Literacy Level;
 - b) Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern,
 - c) Rural Infrastructure -Rural Housing, Electrification, Roads

- Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour- Social factors, Cultural factors, Technological factors, Lifestyle, Personality
- Communication & Promotional Strategies. Strategy. Challenges in Rural Communication, Developing Effective Communication, Determining Communication
- Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media- Mass media, Non-Conventional Media, Personalized media;

Reference Books:

- Badi & Badi : Rural Marketing
- Mamoria, C.B. & Badri Vishal : Agriculture problems in India
- Arora, R.C. : Integrated Rural Development
- Rajgopal : Managing Rural Business 5. Gopalaswamy, T.P. : Rural Marketing

Skill Enhancement Course (2 Credits)

3. Basics of Personal Finance

Course Outcome:

CO1: Students will acquire a conceptual and analytical framework of financial planning process and the different financial instruments available along with an appreciation of their risk and returns.

CO2: Students should be able to understand and explain various approaches available to invest with a view to create wealth.

CO3: Students should be able to describe financial habits necessary for long term planning, earning, savings and investing.

Course Outline:

Unit I: Understanding Personal Finance

- Introduction
- Money Management
- Tax planning
- Managing Checking and Savings Accounts
- Maintaining Good Credit
- Credit Cards and Consumer Loans
- Vehicle and Other Major Purchases
- Obtaining Affordable Housing Income and Asset Protection
- Managing Property and Liability Risk
- Managing Health Expenses

Unit II: Retirement Planning & Employees Benefits

- Retirement need analysis techniques, Development of retirement plan, Various retirement schemes such as Employees Provident Fund (EPF), Public Provident Fund (PPF), Superannuation Fund, Gratuity, Other Pension Plan and Post- retirement counselling.

Reference Books:

- Behavioral Finance, William Forbes, Wiley
- Behavioral Finance: Psychology, Decision-Making and Markets, L. F. Ackert and R. Deaves, South-Western College Publication.
- Investor Behavior: The Psychology of Financial Planning and Investing, H K Baker and V Ricciardi, Wiley, 2018.
- Personal Finance (11th ed.), Jack Kapoor, Les Dlabay and R. J. Hughes, McGraw Hill.

Ability Enhancement Course (2 Credits)

4. Selling and Negotiation

Course Outcome:

CO1: Describe the skills and competencies required to be an effective sales person

CO2: Explain key concepts of Sales Management

CO3: Explain what it takes to be a good negotiator

CO4: Describe various types of negotiation process

Course Outline:

Unit I: Introduction

- a) Sales Management:

Meaning, Role of Sales Department, Evolution of Sales Management • Interface of Sales with Other Management Functions

Qualities of a Sales Manager

Sales Management: Meaning, Developments in Sales Management Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling.

Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure

- b) Distribution Management:

Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.

Integration of Marketing, Sales and Distribution

Unit II: Overview of Negotiation:

- Negotiation - Meaning, Importance of Negotiation, Process, Factors/ Elements affecting negotiation, Challenges for an Effective Negotiation
- Role of Communication, Personality and Emotions in Negotiation.
- Distributive and Integrative Negotiation (concepts)

- Cross-Cultural Negotiation – Meaning, Factors influencing cross-cultural negotiations, Ways to resolve Cross Cultural negotiation.
- Types of Negotiations in Corporates/ WorkPlace – Day to Day, Employer – Employee, Negotiation between Colleagues, Commercial Negotiation, Legal Negotiations
- International Negotiations - Meaning, Factors affecting negotiation

Reference Books:

- Nag, Sales And Distribution Management, Mcgraw Hill
- Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson Education
- Krishna K. Havaladar, Vasant M. Cavale, Sales And Distribution Management – Text & Cases, Mcgraw Hill Education
- Dr.Matin Khan, Sakes And Distribution Management, Excel Books
- Kotler & Armstrong, Principles Of Marketing – South Asian Perspective, Pearson Education
- Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
- B. D. Singh - Negotiation Made Simple (Excel Books)

Co-Curricular (2 + 2 Credits)

5. (A.1) *Community Engagement Project/ National Service Scheme (NSS)*

Course Outcomes:

CO1; Developing skills for Collaboration
CO2: Using Effective Communication
CO3: Developing Enhanced Self-Awareness
CO4: Developing Leadership Development
CO5: Creating Meaningful Interpersonal Relationships
CO6: Developing Professionalism
CO7: Developing context of Social Responsibility

Course Outline:

Participation in the institute driven community engagement activity or NSS Activities

- To understand the community in which they work
- To understand themselves in relation to their community;
- To identify the needs and problems of the community and involve them in problem solving process;
- To develop among themselves a sense of social and civic responsibility
- 25 marks external examiner for Reports/viva/presentation- 25 marks for participation in activities

5. (A.2) *Student Clubs (Cultural/ Sports/ Entrepreneurship)*

Course Outcomes:

CO1; Developing skills for Collaboration
CO2: Using Effective Communication
CO3: Developing Enhanced Self-Awareness
CO4: Developing Leadership Development
CO5: Creating Meaningful Interpersonal Relationships
CO6: Developing Professionalism
CO7: Developing context of Social Responsibility

Course Outline:

Student clubs (Cultural/ Sports/ Entrepreneurship) & Project

- Participation in any one or more of above mentioned student club
- Student needs to participate in all activities/ meetings/ discussions held by respective club coordinator
- Report needs to be submitted by the end of semester
- 25 marks external examiner for Reports/viva/presentation- 25 marks for participation in activities

Open Electives (OE) (2 Credits)

6 (A) - Stress Management 1 (OE 1)

Course Outcomes:

CO1: Understand the basic principles of stress management.

CO2: Recognize your stress triggers and how to manage them.

CO3: Develop proactive responses to stressful situations.

CO4: Use coping tips for managing stress both on and off the job.

CO4: Learn to manage stress through diet, sleep and other lifestyle factors.

Course Outline:

Unit 1 :

- a) Stress Management:
 - Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress
- b) Stress Management Techniques:
 - Meditation : Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brainstorming, Brain Stilling, Yoga: Meaning, Significance

Unit 2

- c) Leadership:
 - Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta
- d) Motivation:
 - Meaning, Indian Approach to Motivation, Techniques

Reference Books:

- Stress management by Susan R. Gregson
- Stress management: Leading to Success By B Hiriyappa
- Strategic Stress Management: An Organizational Approach by V. Sutherland, C. Cooper
- Stress Management: An Integrated Approach to Therapy by Dorothy H.G. Cotton

- Stress Management by A. K. Rai
- Organizational Stress Management: A Strategic Approach By A. Weinberg, V. Sutherland, C. Cooper
- Stress Management by Dr. Nivedita

6 (B) - Environmental Engineering and Disaster Management

Course Outcomes:

CO1: Explain the importance of safe water system and its standards.

CO2: Describe the waste water treatment and its supply.

CO3: Identify the major sources, effects solid waste.

CO4: Explain the importance of disaster management.

Course Outline:

Unit I:

- Introduction: Objective, scope and outcome of the course.
- Importance of safe water supply system. Domestic water requirements for urban and rural areas. Sources of Water supply. Intakes and transportation of water.
- Drinking water quality. Indian Standards of drinking water. Introduction to water treatment for safe drinking, Importance of sanitation

Unit II:

- Domestic waste water: quantity, characteristics, disposal in urban and rural areas. Sewer: types, design discharge and hydraulic design. Introduction to domestic wastewater treatment.
- Solid waste: quantity, characteristics and disposal for urban and rural areas. Introduction to air pollution. Types of pollutants, properties and their effects on living beings. BIS standards for pollutants in air and their abetments.
- Introduction to various disaster, Importance of disaster management.

Reference Books:

- Environmental Engineering & Disaster Management, by Ameta Suresh (Author), Durgawat Kiran (Author), Mehta Rajeev (Author)
- OBJECTIVE ENVIRONMENTAL STUDIES AND DISASTER MANAGEMENT by M. Prasanthrajan & A. Balasubramanian
- Wastewater Engineering Treatment and Reuse - MetCalf & Eddy.
- Environmental Engineering- Peavy, Rowe, Tchobanoglous.
- Chemistry for Environmental Engineering- Sawyer, McCarty, Parkin.
- Industrial Water Pollution Control- W.W. Eckenfelder Jr.

6 (C) - Ethics in practice for Students

Course Outcomes:

CO1: Distinguish between ethical and non ethical situations.

CO2: Practice moral judgment in conditions of dilemma.

CO3: Relate the code of ethics to social experimentation.

CO4: Develop concepts based on moral issues and enquiry

Course Outline:

Unit I:

- Knowledge is power and quest for knowledge is the real meaning of education, not quest for Degree and qualifications; Real education builds characters: Difference between Academic Qualification and Ability, Academic failure could be failure with in the class room, but not outside (that is failed in exam, past in the life!)
- Challenges for Ethical Practices in Institution of Higher Education:

Ragging, Suicide and Need for Educational Counseling, Violence vs. Peaceful Protest, Conflict resolution, Plagiarism and Violation of Intellectual property Rights, Cheating in Examination and other Fraudulent Practices.

Unit II:

- Inter personal Relation and Community Life in HEI: Green Preacher and conservation of Energy, Community Life in Campus including Hostels, Local Common area, Inter personal relations (Students-Teacher, Students-Student and ManWoman, Positive Friendship).
- Ethical Leadership in Academic Institution: Concept and Traits of Leadership to provide solution, everyone has Leadership Role (not limited to position), Concept of Ethical leadership Scope of Leadership in college and Universities for- Students, Teachers and Administrators. Importance of co-curricular and extra – curricular activities.

References Books:

- Benn, P. - Ethics. London: Routledge;
- Chadwick, R., Callahan, D., and Singer, P. - Encyclopaedia of Applied Ethics.
- LaFollette, H. - Ethics in Practice
- Singer, P. - A Companion to Ethics
- Singer, P. - Practical Ethics

6 (D) - Personality Psychology

Course Outcomes:

CO1: Analyze the determinants of personality characteristics to better understand their effects on cognitions, emotions, and behaviour.

CO2: Apply the major personality domains and theories to better understand one's own behavior and the behavior of others.

CO3: Explain basics of Social-cultural and adjustment domain

Course Outline:

- Unit 1. Intrapsychic domain
 - a. Psychoanalytic aspects of personality. b. Psychodynamic perspective: contemporary issues c. Motives and personality: basic concepts, big three motives, d. Humanistic tradition.
- Biological domain and cognitive-behavioral domain
 - a. Genetic and personality evolutionary approach to personality. b. Physiological approaches to personality. c. Behaviorist and learning aspects of personality. d. Cognitive and cognitive-experiential aspects of personality.

Unit II:

- a. Allport, R. B. Cattell, Eysenck's three factor. b. Big-Five and Five- Factor Model: theory, evidence and applications, circumplex approach. c. Personality trait and personality disorders. d. Measurement of trait and theoretical and measurement issues, personality dispositions over time.
- Social-cultural and adjustment domain
 - a. Personality and social interaction b. Sex-gender and personality c. Culture and personality d. Stress, coping adjustment and health.

Reference Books:

- Brody, N., & Ehrlichman, H. - Personality Psychology: Science of Individuality. Englewood Cliffs, NJ: Prentice Hall.
- Burger, J. M. - Personality. Wadsworth Publishing.
- Costa, P.T., & Widiger, T.A. - Personality disorders and the five- factor model of personality (2nd ed.). Washington, DC: American Psychological Association.
- Cervone, D., & Pervin, L. A. - Personality: Theory and Research (11th ed.). New York: John Wiley & Sons.
- Chamorro-Premuzic, T., & Furnham, A. - Personality and Intellectual Competence. Mahwah, NJ: Lawrence Erlbaum Associates.
- Friedman, H. S., & Schustack, M. W. - The Personality Reader (2nd ed.). Boston, MA: Allyn and Bacon.
- Hall, C. S., Lindzey, G., Campbell, J. B. - Theories of Personality. ND: J. Wiley.
- Haslam, N. - Introduction to Personality and Intelligence. London: Sage Publications.

Scheme of Assessments for courses of 4 credits (100 Marks)

- The Semester End Examination will be conducted for 50 Marks.
- Internal Assessments will be conducted for 50 Marks.
- The allocation of 50 marks shall be on any three of the following basis : -
Class test, quizzes, mid semester test, project, term paper, presentation etc may be conducted for 50 marks internal continuous assessment.

Note: A Student has to separately secure minimum 40% marks (i.e 20 out of 50) in the internal assessments and secure minimum 40% marks (i.e 20 out of 50) in the Semester End Examination in every course to be declared as Pass.

Scheme of Assessments for courses of 2 credits (50 Marks)

- The Semester End Examination will be conducted for 25 Marks.
- Internal Assessments will be conducted for 25 Marks.
- The allocation of 25 marks shall be on any three of the following basis : -
Class test, quizzes, mid semester test, project, term paper, presentation etc

Note: A Student has to separately secure minimum 40% marks (i.e 10 out of 25) in the internal assessments and secure minimum 40% marks (i.e 10 out of 25) in the Semester End Examination in every course to be declared as Pass.

Scheme of Assessments for courses of 2 credits (50 Marks) Co-Curricular Course

Academia-Industry Relevant Activities


- The Student needs to submit written report on the activities he/she has participated during the semester at the Semester end which will be evaluated by the faculty for 25 Marks
- Internal Assessment will be conducted for 25 Marks:
- The Allocation of 25 marks shall be on successful participation in any 3 of the following basis :-
 1. Industry Lecture, Seminars, Symposium, and Workshop
 2. Entrepreneurship activities
 3. One day/ half Day industrial visits
 4. Any other similar industry-academia activity

Field Project

- Report submission of minimum 40-50 pages
- Students need to complete primary data based field projects in any area of Major or Minor of the BMS program.
- The institute will have to assign a faculty mentor
- The evaluation of the course will be based on the project report submitted by the student followed by viva-voce examination
- 25 marks external examiner for viva/presentation- 25 marks for report

Letter Grades and Grade Points:

Semester GPA/ Programme CGPA Semester/ Programme	% of Marks	Alpha-Sign/ Letter Grade Result	Grading Point
9.00 - 10.00	90.0 - 100	O (Outstanding)	10
8.00 - < 9.00	80.0 - < 90.0	A+ (Excellent)	9
7.00 - < 8.00	70.0 - < 80.0	A (Very Good)	8
6.00 - < 7.00	60.0 - < 70.0	B+ (Good)	7
5.50 - < 6.00	55.0 - < 60.0	B (Above Average)	6
5.00 - < 5.50	50.0 - < 55.0	C (Average)	5
4.00 - < 5.00	40.0 - < 50.0	P (Pass)	4
Below 4.00	Below 40.0	F (Fail)	0
Ab (Absent)	-	Ab (Absent)	0


**Sign of the BOS
 Chairman
 Prof. Dr. Kanchan
 Fulmali
 BOS in BMS**

**Sign of the
 Offg. Associate Dean
 Dr. Ravikant
 Balkrishna Sangurde
 Faculty of Commerce**



**Sign of the
 Offg. Associate
 Dean
 Prin. Kishori Bhagat
 Faculty of
 Management**

**Sign of the
 Offg. Dean
 Prof. Kavita Laghate
 Faculty of
 Commerce &
 Management**