SYLLABUS

Master of Business Administration Program

2 years || 4 Semesters

Full-Time

Program Batch

2023 – 2025

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester I

Course Title: Managerial Economics

Course Code	Credit	Contact Hours	Internal			External	
MBA101MAE	4	60	Theory	Continuous Assessment	Practical	Theory	Practical
			20%	30%	-	50%	-

Course Outcomes (COs)

1. To equip the students of management with techniques of managerial economics to enable them its relevance decision making.
2. Analyze the demand and supply conditions and assess the position of a company
3. To understand the production and cost function using curves and theories.
4. Design competition strategies, including costing, pricing, product differentiation, according to the natures of products and the structures of the markets.
5. To understand the Concept of National Income, Fiscal and Monetary Policies and Macro Environment in business decisions

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COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Economics**: Concept of scarcity- trade-offs, opportunity cost, basic economic problems. **microeconomics** and **macroeconomics**, Managerial functions of Economics, Nature and scope of managerial economics, relation with other subjects, fundamentals concepts of Managerial Economics, Decision Making Process, Decision making under certainty,uncertainty, and Risk.	**10**	**17%**
2	**Theory of Utility and Demand &Supply Analysis:** Theory of Utility & Demand utility, MarginalUtility, Law of Marginal Utility **Demand Analysis**- meaning of demand, determinants of demand, demand equation, Law of Demand, elasticity of demand, types of elasticity, measurement of elasticity, Demand forecasting-meaning, types and measurement, **Supply Analysis**- supply- meaning, determinants, Law of Supply, types of supply market equilibrium.	**16**	**27%**

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3	**Production and Cost Function:** Production-meaning, Determinants of production Functions in the Short and Long Run, laws of production-law of variable proportions and laws of returns to scale, isoquants, **Cost Functions** – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs – Short-term and Long-term Cost Curves, Iso Cost Curve, Type of Costs, Break-even analysis- BEP	**14**	**22%**
4	**Market Structure:** Product Markets - Determination Under Different Markets **Market Structure** – Perfect Competition Monopoly, Monopolistic Competition, Duopoly, Duopoly Oligopoly Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.	**10**	**17%**
5	**Macro Economics and Economic Transition** Introduction to National Income, National Income Concepts, National Income Determination, Economic Indicators, **Technology and Employment** - Issues and Challenges, Business Cycles Phases, Macro-Economic Environment , Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization	**10**	**17%**

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Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Presentation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr.No.	Author/s	Name of the Book	Publisher	Edition
1	Pindyck, Rubinfeld & Mehta	Microeconomic	Pearson Education	7th Edition
2	P.L. Mehta	Managerial Economics - Analysis, Problems and Cases	Sultan Chand, New Delhi	Latest Edition
3	D. N. Dwivedi	Managerial Economics	Vikas Publication Pvt. Ltd.	Latest Edition

Reference Books:

Sr.No.	Author/s	Name of the Book	Publisher	Edition
1	Christopher R Thomas and S.Charles Murice	Managerial Economics – Concepts and Applications	Tata McGraw Hill.	Latest Edition 2005
2	N. Gregory Mankiw	Principles of Economics		2015

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School of Management, Commerce & Liberal Arts

MBA Programme

Course Title: Principles & Practices of Management

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA102PPM	3	45	20%	30%	-	50%	-

Course Outcomes (COs)

1. Understanding the concept and nature of Management and recognize various perspectives on Management.
2. To develop strategic planning and summarize the concept and complete the process of organizing.
3. To develop an understanding of staffing, Directing and Controlling
4. To develop an understanding of leadership and Styles
5. To develop strategic decision-making strategies in an organization.

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COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Basic concepts of management:** ● Introduction, Meaning and Definition ● Need and Scope of Management ● Combination of Art & Science, Management as a Profession ● Different schools of management thought – Behavioural, Scientific, Systems, and Contingency ● Contribution of Management Thinkers: Taylor, Fayol, Elton Mayo	12	20%
2	**Functions of Management-I** **Planning** ● Concept, Meaning and Definition, ● Nature & Importance, ● Steps of planning ● Limitations, ● Management by objectives (MBO) **Organizing** ● Concept, Meaning and Definition, ● Nature & Importance, ● Principles ● Centralization, Decentralization,	13	22%

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	• Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical, Customer		
3	**Functions of Management-II** **Staffing:** • Concept, Meaning and Definition • Nature & Importance, • Steps of staffing • Concept of knowledge worker. **Directing**: • Concept, Meaning and Definition • Nature & Importance. **Controlling:** • Concept, Meaning and Definition • Nature & Importance, • Process of controlling, • Control Techniques.	**13**	**22%**
4	**Leadership:** • Concept, Meaning and Definition • Nature & Importance, • Attributes of a leader, • Developing 10 leaders across the organization, • Leadership Grid.	**10**	**16%**

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5	**Decision making:** ● Concept, Meaning and Definition ● Nature & Importance, ● Process ● Types of decisions. ● Problems in decision making, ● Case Study: Planning, Decision Making, Leadership	**12**	**20%**

Evaluation		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment

Basic Text Books:

Sr. No.	**Author/s**	**Name of the Book**	**Publisher**	**Edition**
1	Dr. Jayasankar	Principles of Management	Margham Publication	Latest Edition

Reference Books:

Sr. No.	**Author/s**	**Name of the Book**	**Publisher**	**Edition**
1	Peter F. Drucker	The Practice of management	Harper Collins	Latest
2	P.C Tripathi and P.N Readdy	Principles of Management	Mcgrawhill	Latest

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3	L. M. Prasad	Principles & Practice of Management	Sultan chand & sons	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of International Business Studies
- International Journal of Business and Management
- Business Standards
- Harvard Business Review

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester I

Course Title: Marketing Management

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA103MAM	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. To familiarize with the basic concept and techniques of marketing management, marketing mix and influence of environment on the marketing decisions.
2. To understand various concepts of product and role and importance of various pricing methods on marketing decisions.
3. To create awareness about channel intermediaries and various elements of promotion mix.
4. To analyze the marketing research and various steps involved in marketing research process.
5. Highlighting the ethical issues and developments in marketing along with understanding the current trends in marketing environment.

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Marketing Management** ● Concept, nature, scope and importance of marketing ● Marketing concepts and its evolution ● Marketing mix ● Strategic marketing planning ● Types of marketing environment – micro & macro and its impact on marketing decisions ● Marketing segmentation and targeting ● Concept of Positioning and Differentiation and its types ● Buyer behavior and consumer decision making process	11	15%
2	**Product and Pricing Decisions** ● Concept & Classification of products ● Product line & product mix ● Stages in Product Life Cycle ● Price Decisions ● Objectives of pricing ● Types of pricing methods ● Factors affecting price determination	15	30%

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	• Pricing policies and strategies • Discounts & rebates		
3	**Distribution Channels & Promotion Decisions** • Distribution channel intermediaries • Decisions related to channel management • Concept of retailing and wholesaling • Concept of promotion decisions • Promotion mix • Elements of promotion mix • Determining advertising budget • Media selection • Sales promotion – tools and techniques	**15**	**30%**
4	**Marketing Research & Marketing Organization and Control** • Meaning and scope ofmarketing research • Process of marketing research • Concept of marketing organizations • Organizing marketing operations • Controlling marketing operations • Marketing implementation and control	**11**	**15%**

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COMMERCE AND LIBERAL ARTS

5	**Issues and Developments in Marketing** ● Social, ethical and legal aspects of marketing ● Marketing of services ● Green marketing ● International marketing ● Relationship marketing ● Current trends in marketing	**8**	**10%**

Evaluation			
1	Assignments/ Quizzes/Class Participation / Role Play/Projected.	30%(Internal Assessment)	
2	Internal Examination	20%(Internal Assessment)	
3	External Examination(University Exam)	50%(External Assessment)	

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Philip Kotler & Kevin Lane Keller	Marketing Management	Pearson Education	Latest Edition
2	Philip Kotler, Gary Armstrong	Principles of Marketing Management	Pearson Education	Latest Edition

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Reference Books:

Sr. No	Author's Name	Name of the book	Publisher	Edition
1	Stanton, Etzel & Walker	Fundamentals of Marketing	McGraw Hill	Latest Edition
2	Saxena, Rajan	Marketing Management	Tata-McGraw Hill	Latest Edition
3	McCarthy, E.J.	Basic Marketing: A managerial approach	Irwin, New York	Latest Edition
4	Lamb Hair, Sharma & McDaniel	Principles of Marketing	Cengage	Latest Edition

List of Journals/Periodicals / Magazines/ Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of Marketing by Sage Publication
- Journal of Services Marketing
- Journal of Marketing Management
- Business Standard

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester I

Course Title: Organisation Behaviour

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA104ORB	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. Learners will be able to understand and apply the concept of individual, group and organization behavior at work.
2. To demonstrate the understanding of individual behavior in organizations due to diversity, attitudes, job satisfaction, emotions, personality, perception, motivation that influence the decision making and work.
3. To with concept of leadership and power.
4. Explain how organizational change and culture affect working relationships within organizations.

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COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**What is Organization Behaviour (OB):** Concept, Managerial Roles, and Disciplines that Contribute to OB and Challenges and Opportunities **Diversity**: Demographic Characteristics, Levels of Diversity, Biographical Characteristics and Diversity Management Strategies	12	20%
2	**Attitude and Job Satisfaction:** Concept and Importance, Job Attitudes, Causes of Job Satisfaction and Impact of Job Dissatisfaction **Emotions and Mood:** Concept, Sources and Applications **Perception**: Concept, Factors Influencing, Attribution Theory, and Individual Decision Making.	12	20%
3	**Personality and Value**: Concept, Framework and Big Five Personality, Dark Triad, Hofsted's Framework of Cultural Values, Linking Personality and Value. **Motivation**: Concept, Early and Contemporary Theories, Job Characteristics Model. **Foundation of group Behaviour**: Definition stages of Group Development, Group Decision Making. Groups and Teams: Types of teams.	12	20%

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4	**Leadership**: Concept, trait, behavior, contingency, contemporary theories **Organizational culture:** Concept, how learnculture, what culture do, how to learn culture	**12**	**20%**
5	**Organization Change:** forces of change, resistance to change, overcoming resistance to Change, managing change using Lewin's Model and Kotter's Eight-Step Plan. Stress, Sources and managing stress	**12**	**20%**

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

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Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Stephen P. Robins	Organisational Behavior,	PHI Learning / Pearson Education	latest edition or 2018
2	Fred Luthans	Organisational Behavior	McGraw Hill	11th Edition, 2001

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Hellrigal, Slocum and Woodman	Organisational Behavior	Cengage Learning	2007
2	Ivancevich, Konopaske & Maheson	Oranisational Behaviour & Management	Tata McGraw Hill	2008

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Harvard Business Review
- Times Ascent and Times of India Editorial Page
- Journal of Human Values (IIM Calcutta Journal)

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester I

Course Title: Production and Operation management

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA105POM	3	45	20%	30%	-	50%	-

Course Outcomes (COs)

1. Apply the skills which are necessary to analyze and synthesize the inter relationships inherent Operation and production system.
2. To understand the evolution of MRPII and enterprise resource planning used in managing operations.
3. To develop the knowledge of Quality Circles and Quality Control in business operations.
4. To enhance the skills of inventory management and inventory control like ABC, VED, FNSD analyses and value analysis.

Swarrnim School of Management
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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Production and Operation management**: Introduction to operations management, role of operations management in total management system, and interface between the operation systems and systems of other functional areas, process planning and process design, production planning and control: basic functions of production planning and control, production cycle, characteristics of process technologies, project, job shop, assembly, batch and continuous, inter relationship between product life cycle and process Life cycle.	**10**	**17%**
2	**Scheduling and control of Production Operations:** Aggregate planning, operations scheduling and product sequencing: sequencing of products in multi- product multi stage situations, plant capacity and line balancing; Plant layout, different types of layouts Designs, facility location and the factors influencing location; Maintenance management: objectives, failure concept, reliability, preventive And breakdown maintenance, replacement policies.	**16**	**27%**
3	**Quality Control:** Standards and specifications, quality assurance and quality circles, statistical quality control: control charts for variables, average, range and standard deviation; Control charts for attributes, fraction defective and number of defects, acceptance sampling plans, and OC curve work-study. Various techniques in the methods study for identifying the	**14**	**22%**

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	most appropriate method; Work measurement, its uses And different methods, computation of allowance andallowed time.		
4	**Inventory and store management:** Basic Economic Order Quantity (EOQ) Model; Quantity Discount Models; Spare Parts Inventory; Material Resources Planning; Manufacturing Resource Planning; Purchasing Objectives. Objectives of stores management, requirements for efficient. Management o stores, safety stock inventory control, different systems of inventory control types of inventory; Costs systems of inventory control ABC, VED and FNSD analyses, value analysis, importance In cost reduction, concepts and procedures.	**10**	**17%**

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Presentation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

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COMMERCE AND LIBERAL ARTS

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Aswathappa K. and SridharaBhat	Production and Operations Management	HPH	2nd Edition, 2010
2	Jay Heizer, Barry Render, Chuck Munson	Operations Management	Pearson	12th Edition, 2020
3	Panneerselvam R	Production and Operations Management	Prentice Hall India Learning Private Limited	3rd Edition, 2012
	Stevenson J. William	Operations Management	Tata McGraw Hill	9th Edition, 2009

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	. Kanishka Bedi	"Production and Operations Managemen	Oxford University Press.	2nd Edition, 2007
2	James R Evans, David A. Collier	Operations Management	Cengage Learning,	3rd Edition, 2007

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester I

Course Title: Accounting for Managers

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA106AFM	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. To communicate the major management accounting concepts related to planning, directing, controlling and decision making.
2. To make the students aware about using management accounting tools for pricing and budgetary control.
3. To understand the concept of responsibility accounting and the role of a manager in the process of responsibility accounting.
4. Analyze cost-volume-profit techniques to determine optimal managerial decisions.
5. Enable the students to determine standard prices of materials, labour and overheads as well as to analyze the difference between standard and actual prices through variance analysis.

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COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Accounting** Meaning and Scope of Accounting ● Definition & scope of accounting ● Objectives of accounting ● Accounting v/s Bookkeeping **Preparation of books of Accounts**: ● Journals, Subsidiary books, three column cash book, ledgers and trial balance. ● Depreciation- Straight line and Written down Value Methods.	**9**	**15%**
2	**Final Accounts of Company** ● Accounting Cycle ● Journal Rules of debit and credit ● Relationship between Journal and Ledger ● Rules regarding posting ● Preparation of Journal, Ledger and Trial Balance, Profit and Loss A/c, Balance Sheet	**12**	**20%**
3	**Budget and Budgetary Control** ● Meaning and definition of Budget & Budgetary Control ● Advantage & Limitations of Budgetary Control & Essentials of Effective Budgeting ● Classification of Budget & concept of Zero Base Budgeting ● Practical Examples of Cash Budget	**15**	**25%**
4	**Standard Costing** ● Definition, Meaning, significance and Applications of standard Costing ● Standard Cost for Material, Labour & Overhead	**12**	**20%**

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	• Variance Analysis & Control		
5	**Marginal costing** • Distinction between absorption costing and marginal costing- • Cost volume profit (CVP) Analysis- • Break Even Analysis- Margin of safety.	**12**	**20%**

Evaluation		
1	Assignments/ Quizzes/Class Participation / Role Play/Projectetc.	30%(Internal Assessment)
2	Internal Examination	20%(InternalAssessment)
3	ExternalExamination(UniversityExam)	50%(External Assessment)

Basic Text Books:

Sr.No.	**Author/s**	**Nameof the Book**	**Publisher**	**Edition**
1	M.Y. Khan, P.K. Jain	Management Accounting	Tata McGraw Hill	8th Edition
2	R. Kishore	Advance Management Accounting	Taxman allied Services Pvt. Ltd.	3rd Edition

Reference Books:

Sr. No.	**Author/s**	**Name of theBook**	**Publisher**	**Edition**
1	Horngren, Sundem, Stratton	Introduction to Management Accounting	Pearson Education	16th Edition
2	Anthony, Robat N.	Management Accounting	Hawkins and Merchant	3rd Edition

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List of Journals/Periodicals/Magazines/Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- The Management Accountant Journal
- Management Account Research
- The management Accountant
- International Journal of Management, Account & Economics

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester I

Entrepreneurship and Start-up

Course Code	Credit	Contact Hours	Internal			External	
MBA107EAS	3	45	Theory	Continuous Assessment	Practical	Theory	Practical
			20%	30%	-	50%	-

Course Outcomes (COs)

1. To know various theories of entrepreneurship and trends.
2. To identify various issues and challenges in starting a new venture.
3. To understand innovation and its implications
4. To create entrepreneurial mindset and to know how to start a startup with practical.

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COMMERCE AND LIBERAL ARTS

Syllabus:

Module. No.	Module Description	Hours	Weight
1	**Basis of entrepreneurship and start-up** ● Entrepreneurship concept ● Entrepreneurship as a Career ● Entrepreneurial Personality ● Characteristics of Successful, Entrepreneur ● start-up concept ● Knowledge and Skills Requirements for Business Start-up ● Self-assessment of Skills and Abilities ● Action Plans for Self-development	10	22
2	**Business Planning and Enterprise Start-up** ● The Importance of Business Planning Expectations of Lenders and Investors ● Business Plan Format and Structure ● Planning and Funding High-tech and High-growth Start-ups **Start-up opportunities**	15	34
	● The New Industrial Revolution – ● The Big Idea- Generate Ideas with Brainstorming- Business Start-up - Ideation- Venture Choices – ● The Rise of The start-up Economy – ● The Six Forces of Change- ● The Start-up Equation –		
3	**Start-up Capital Requirements and Legal Environment** ● Identifying Start-up capital Resource requirements estimating Start-up cash requirements – ● Develop financial assumptions Constructing Launch strategy to reduce risks- ● The Legal Environment- Approval for New Ventures Taxes or duties payable for new ventures–	10	22

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4	**Start-up Survival and Growth**: ● Stages of growth in a new venture- ● Growing with the market - Growing within the industry- Venture life patterns- ● Reasons for new venture failures Scaling Ventures – preparing for change - Leadership succession. ● Support for growth and sustainability of the venture. ● Planning for Harvest and Exit: Dealing with Failure: Bankruptcy, ● Exit Strategies Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.	10	22

Evaluation		
1	Assignments / Startup Projects	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment

Basic Text Books:

Sr. No.	**Author/s**	**Nameof the Book**	**Publisher**	**Edition**
1	S.S. Khanka, Gupta. C.B.	Entrepreneurship & Small Business Management	Sultan Chand and Sons	LatestEdition
2	Sami Uddin	Entrepreneurship Development in India	Mittal Publications	LatestEdition

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COMMERCE AND LIBERAL ARTS

Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Dr. Bhatia.R.C	Entrepreneurship: Business and Management	Sultan Chand and Sons	Latest
2	Bruce R. Barringer	Entrepreneurship: Successfully Launching New Ventures	Pearson Education	Latest
3	Janakiram. B., Rizwana. M.	Entrepreneurship development	Excel Books	Latest
4	Khanna. S.S.	Entrepreneurial Development	Excel Books	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Journal of Entrepreneurship
2. Journal of Small Business Management
3. Journal of Entrepreneurship & Management
4. AMC Indian Journal of Entrepreneurship

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester II

Course Title: Business Statistics

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA201BUS	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. To understand the basic Statistics Concepts.
2. To identify structure and Business Problems in a mathematical form.
3. Apply the Statistical concepts to other business courses.
4. Validate Statistical statements relating to economics, business and finance.
5. Discuss data analysis by using measures of central tendency and demonstrate dispersion in data.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Probability and Random Variables** • Definition of Probability • Some Important Terms and Concepts • Theorems on Probability • Bayes' Theorem • Random Veriables • Probability Mass Functions • Discrete Distribution Function • Continuous Distribution Function • Two–Dimensional Discrete random Variable • Two–Dimensional Continuous random Variable	12	20%
2	**Measures of Central Tendency** • Criteria for good measures of central tendency • Arithmetics mean, median and mode for grouped and ungrouped data • Measures of dispersion • Concept of dispersion • Absolute and relative measure of dispersion • Range ,variance , standard deviation • Coefficient of variance • Quartile deviation and Coefficient of Quartile deviation	12	20%
3	**Correlation and Regression** Correlation : • Concept of Correlation • Positive & negative correlation • Karl pearson's Coefficient of correlation Regression : • Concept of regression • Two regression equations • Regression Coefficients and properties	12	20%

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4	**Testing of Hypothesis** • Introduction • Statistical assumption • Level of significance • Confidence level • Type -I & Type -II error • Critical Value • Small sample test – t and F test • Chi-square Test	**12**	**20%**
5	**Time Series Analysis and Curve Fitting** • Objectives and uses of Time series analysis • Components of Time series • Measurement of Trend by Moving averages method **Curve Fitting** • Introduction • Fitting of Linear curves • Least squares method.	**12**	**20%**

Evaluation		
1	Assignments/ Quizzes/ClassParticipation / Role Play/Projectetc.	30%(InternalAssessment)
2	InternalExamination	20%(InternalAssessment)
3	ExternalExamination(UniversityExam)	50%(External Assessment

Basic Text Books:

Sr. No.	**Author/s**	**Name of theBook**	**Publisher**	**Edition**
1	Ravish R singh, Mukul Bhatt	Probability And Statistics	McGraw Hill Education	Frist Edition

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	S.G Gupta	Fundamental of Statistics	Sultan Chand & Sons, Delhi	Twelth Edition
2	D.N.Elhance	Fundamental of Statistics	KitabMahal,Alhabad	Second Edition
3	Halg Lee	Foundation of Applied Statistical Methods	Springer Internatinal Publishing	Latest
4	GoranKauermann, Christian Heumann	Statistical Fundamental , Reasoning and interence	Springer Internatinal Publishing	Latest

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester II

Course Title: Human Resource Management

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA202HRM	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. To understand basic of Human Resource Management
2. To understand importance of Human Resource Planning & Recruitment and Selection
3. To understand induction and Training and Development
4. To have glance to Performance Appraisal, Job analysis and Job
5. To understand basic of Compensation, Grievance and Employee Welfare Management

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Human Resources Management:** • Introduction, Concept, Meaningand Definition of Human Resource Management • Functions of HRM • Scope of HRM • Roles of Human Resource Manager • Changing role of HRM • HR Structure and Strategy; • Role of Government and Personnel Environment including MNCs.	11	18%
2	**Human Resource Planning, Recruitment and Selection:** **HRP** • Concept, Meaning and Definition • Process • Need of HRP **Recruitment and Selection** • Concept of recruitment • Factors and Sources of Recruitment • Glance of recruitment policy • Concept of Selection • Selection Process • Selection test and Interview	12	20%

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3	**Induction & Training and Development** **Induction:** • Concept and Meaning • Objective of Induction • Process of Induction **Training and Development:** • Concept, Meaning and Definition • Needs of training • Methods of training • Evaluation of training • Concept of Management Development • Difference between Training and Development	**12**	**20%**
4	**Performance Appraisal, Job analysis and Job Evaluation:** **Performance Appraisal:** • Concept • Needs • Types • 360 Degree **Job Analysis:** • Job Description • Job Specification • Process of Job analysis • Methods **Job Evaluation:** • Concept	**13**	**22%**

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	• Objectives • Techniques		
5	**Compensation, Grievance and Employee Welfare Management** **Compensation Management:** • Concept of rewards and incentives • Wage and Salary Administration **Grievance Management:** • Concept • Causes and Redressal procedure • Need of Redressal process **Employee Welfare Management:** • Concept • Types and benefits	**12**	**20%**

Evaluation		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment

Basic Text Books:

Sr. No.	**Author/s**	**Name of the Book**	**Publisher**	**Edition**
1	V.P Michael	Human Resource Management	Himalaya Publishing House	Latest Edition

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COMMERCE AND LIBERAL ARTS

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Gary Dessler & Biju Varrkey	Human Resource Management	Pearson	Latest Edition
2	K Aswathappa & Sadhna Dash	Human Resource Management	Mc Graw Hill	Latest Edition

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of Human Resource Management, Sage publication
- Business Standards
- Harvard Business Review

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester II

Course Title: Information Technology for Mangers

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA203ITM	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. Learner should be able to perform editing, formatting functions on text, pictures and table, and producing a mail merge
2. Learners should be able to demonstrate the use and utility of functions, formulas, organizing and displaying large amounts and complex data.
3. Learners should understand basic use of Enterprise software, and its role in integrating business functions
4. Learners will understand the scope of e-business platforms and related technology for offering better service to customers.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	Application Software (MS-Office XP 2003) MS Word: word basics, formatting text and documents, introduction to mail merge & macros.MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating "what-if" projects. MS PowerPoint : PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard	15	25%
2	Paste Special all Option Basic If Formulas, Statistical Functions Lookup Functions, What If Analysis, Conditional Formatting and Working with Charts, Pivot Table and Pivot Chart, Preparation of the Dashboards	10	21%
3	E-Business: Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business. E-Business Models: Elements of Business models, B2B, B2C models 10 5. Payment Systems: Type of E-payment, digital token–based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment 6. Security Environment: Security Threats, Technology Solutions, Client–server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce.	10	21%

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COMMERCE AND LIBERAL ARTS

4	ERP-Introduction; Integrated Information Management; Benefits of ERP, Risks, Functional modules of ERP software.; Implementation of ERP, People involved in implementation; Success and failure in implementation – factors.	10	21%

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	**Author/s**	**Name of the Book**	**Publisher**	**Edition**
1	Kamlesh K. Bajaj & Debjani Nag	E-Commerce	Tata McGraw Hills, New Delhi,	Latest Edition
2	Ravi Kalakotta & Whinston B.	Frontiers of E-Commerce	Pearson Education, Reprint 2009 New Delhi	Latest Edition
3	Parag Kulkarni & P.K.. Chande,	IT Strategy for Business	1st edition Oxford University Press 2008	Latest Edition

Reference Books:

Sr. No.	**Author/s**	**Name of the Book**	**Publisher**	**Edition**
1	R. Kalakotta & M. Robinson, “E-Business: Roadmap for Success”, Pearson Education			Latest Edition

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	Reprint 2009, New Delhi.			
2	1. Enterprise Resource Planning – Alexis Leon – Second Edition – TMH			Latest Edition

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- International Journal of Technology Management and Sustainable Development
- Journal of Information Technology Case and Application Research
- International Journal of Information and Learning Technology

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester II

Course Title: Financial Management

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA204FIM	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. The understanding of how the Indian financial system works.
2. The students have foundation of financial principles like concepts of time value ofmoney & present value
3. Enhancing the financial analytical skills which helps in taking investment decisions
4. The knowledge of managing working capital finance
5. Increase capability to use financial concepts leverage and capital structure in business organization.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction of Financial Management** • Meaning and Goals of Financial Management (FM) (Profit v/s Wealth) • Indian Financial System - Structure and types of financial markets and instruments • Functions of finance Financing Decision, Investment Decision,Dividend Decision and Liquidity Decision	12	20%
2	**Concept of time value of money** • Time Preference for Money, Compound Value, Present Value, Value of an Annuity Due, Compound Value of an Annuity, Present Value of an Annuity	6	10%
3	**Capital Budgeting** • Capital Budgeting – Meaning, definition & characteristics • Investment Evaluation Criteria, Net Present Value Method, Internal Rate of Return Method, Profitability Index, Payback, Discounted Payback Period, Accounting Rate of Return Method, NPV v/s IRR (Sums)	15	25%
4	**Working Capital Management**	15	25%

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	• Principles of working capital, Working Capital Cycle, Determinants of working capital • Cash Management - technique- managing cash inflow and managing cash outflow techniques • Inventory Management • Receivable Management • Sources of Working capital management		
5	**Leverage & Capital Structure** • Financial and Operating Leverage Measures of Financial Leverage, Degree of Financial Leverage, Degreeof Operating Leverage and Degree of Combined Leverage • Capital Structure Theories: Net Income approach, Net Operating Income approach	**12**	**20%**

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	M.Y. Khan & P.K. Jain	Financial Management - Text Problem and Cases	Tata McGraw Hill Publishing Co.Ltd.	Latest Edition

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	I. M. Pandey	Financial Management - Theory and Practices	Vikas Publishing House	Latest Edition
2	R. P. Rustog	Financial Management - Theory Concepts and Practices	Taxmann Publication	Latest Edition
3	J.V. Horne & J.M. Wachowicz	Fundamentals of Financial Management	McGraw Hill Higher Education	Latest Edition
4	R.A. Brealey, S.C. Myers, F. Allen& P. Mohanty	Principles of Corporate Finance	Prentice Hall	Latest Edition

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- The Journal of Finance
- Journal of Financial Economics
- Business Today
- Journal of Banking & Finance
- Journal of International Money & Finance

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester II

Course Title: Professional Skills and Etiquettes

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA205PSE	2	30	20%	30%	-	50%	-

Course Outcomes (COs)

1. Demonstrate an understanding of professionalism in terms of workplace behaviors and Business meetings.
2. Adopt attitudes and behaviors consistent with standard workplace expectations.
3. Presenting oneself with finesse and making others comfortable in a business setting & developing basic etiquettes in order to succeed in corporate culture and multi culture challenges.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Business Etiquettes: An Overview** Understanding business etiquette, Minimum standards required by etiquette practice, Example of organizational culture, Knowledge and appreciation of courtesy and good manners at work. Significance of Business Etiquettes in 21st Century Professional Advantage Need and Importance of Professionalism. **Meeting Etiquettes**: Managing a Meeting- Meeting agenda, Meeting logistics, Minute taking, protocols during the meeting; duties of the chairperson, Ground rules for conducting meeting, effective meeting Strategies, Preparing for the meeting, Conducting the meeting, Evaluating the meeting,	**10**	**33%**
2	**Workplace Etiquette:** Personal Appearance - Formal Dressing, Casual Dressing, Accessories for Men & Women, Footwear, General Appearance, what to wear for different occasions. Using the right tone of voice, managing your volume in business settings, Sounding Confident. Dealing with bad breath, Using Perfume Etiquette for Personal Contact- Introductions, Getting the names right, Handshakes, Facial Expressions, Eye Contact, Hand gestures & Posture, proximity	**12**	**40%**

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COMMERCE AND LIBERAL ARTS

	Etiquette in and around the Office- Conversations at Work, Dealing with Colleagues, Difficult People and Issues Professionally ; Dealing with Confidential Issues in the Office, Dealing with Ethical Dilemmas. **Office party etiquette-** appearance, attire, attendance, food conversations, introductions, entertaining customers.		
3	**Presentation Etiquette**: How to design great presentations – Colour scheme, font size, content, spellings, animation, how to make effective presentations – Body language, confidence, Common mistakes during presentations. **Multi-Cultural Challenges** -Multi-cultural Etiquette, Examples of Cultural Insensitivity, Cultural Differences and their Effects on Business Etiquette.	**8**	**27%**

Evaluation		
1	Assignments/ Quizzes/ClassParticipation / Role Play/Projectetc.	30%(Internal Assessment)
2	InternalExamination	20%(InternalAssessment)
3	ExternalExamination(UniversityExam)	50%(External Assessment)

Basic Text Books:

Sr. No.	**Author/s**	**Nameof the Book**	**Publisher**	**Edition**
1	Raghu Palat	Indian Business Etiquette	Jaico Books publishers	latest edition

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2	Barbara Pachter Marjorie Brody	Complete Business Etiquette	Handbook Prentice Hall	latest edition
3	Sarvesh Gulati	Corporate Grooming and Etiquette	Rupa Publications India Pvt.Ltd	2012 Edition

Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Nancy Mitchell	Etiquette Rules: A Field Guide to Modern Manners	Wellfleet Press	Latest Edition
2	Lillian H. Chaney, Jeanette S. Martin	The Essential Guide to Business Etiquette		Latest Edition

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester II

Course Title: Business Research Methods

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA206BRM	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. Understanding the basic nature and purpose of Research and its advantages to business
2. Ability to know & classify between various Primary and Secondary sources of data
3. Knowledge of Sampling Techniques used to draw sample in research
4. Ability to design questionnaire – a structured way to collect primary data which is helpful in business research
5. Learn how to write a Research Report, research paper/ research article

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Business Research** • Concept & Definition, • Classification of Business research viz. Basic vs. Applied Research, • Problem Identification vs. Problem Solving Research, • Cross Sectional vs. Longitudinal Research, • Quantitative Vs. Qualitative Research • Methods of Knowing: Scientific & Non-Scientific methods (Name the types of non-scientific methods only), Characteristics of a good scientific research • Types of research design (Exploratory and Conclusive) • Different types of errors in business research • Meaning of terms: "Concept ", "Construct" and "Definition'" in relation to business research • Different types of variables in business research • Definition of hypothesis • Types of hypotheses • Role of hypothesis in research, Qualities of a good hypothesis • Business Research Process	**15**	**25%**
2	**Data Collection** • Difference between terms: "Data" and "Information", • Difference between Primary Data & Secondary Data. Their relative merits & de-merits, • Various sources of secondary data (Internal & External)	**15**	**25%**

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	• General Idea of survey methods • Four Survey Methods viz. Telephonic Survey, Personal Survey, Electronic Survey and Mail Survey, • Comparison of four survey methods on various parameters, Anonymity, Response Rate, Control on data collection environment, Diversity of questions, Interviewer's bias, Use of physical stimuli, Sample control, quantum of data • Definition of Observation: When observation method is suitable, Advantages and Limitations of Observation Method		
3	**Sampling and Scaling Methods.** • Difference between Sample and Census • Sampling Procedure • Factors affecting Sample Size determination • Probabilistic and Non- Probabilistic Sampling Methods • Meaning of scale and Attitude scale • Types of primary scale (Nominal, ordinal, interval, ratio) • Various Comparative and Non-comparative attitude Scales	**12**	**20%**
4	**Design of Questionnaire, Data preparation** • Design of Questionnaire: Definition of Questionnaire, Process of questionnaire design, • Importance of pre- testing of questionnaire • Data Preparation: Process of Data Preparation (Questionnaire Checking, Editing, Coding, Transcribing, Data Cleaning, Statistical Adjusting the data),	**9**	**15%**
5	**Report writing** • Types of research report, • Need for report writing • Contents/format ofresearch report), Ethics in research	**9**	**15%**

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COMMERCE AND LIBERAL ARTS

	• Types of Audiences • Research Paper/ Research article writing		

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Donald Cooper & Schindler	Business Research Methods	Tata McGraw Hill	Latest Edition

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Naresh Malhotra	Marketing Research	Pearson Publications	Latest Edition
2	Churchill	Marketing Research	Dryden Press Harcourt Publications	Latest Edition
3	Zikmud,	Business Research Methods	Engage Publishing	Latest Edition
4	G. C. Beri	Marketing Research	Tata McGraw Hill Education	Latest Edition

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Organizational Research Methods
- The Qualitative Report
- International Journal of Social Research Methodology

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester II

Course Title: Experiential Project

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA207EXP	3	45	0	0	50%	0	50%

Course Outcomes (COs)

1. Project work is the best way to practice what you have learnt.
2. The purpose of including an experiential project report in the program is to provide you an opportunity to summarize your learning in a systematic manner.
3. It will enable you to apply your conceptual knowledge in a practical situation and to learn the art of presenting your experience/findings in a coherent report.
4. As managers, you are constantly seeking information to base your decision.
5. The objective is to equip the students with the knowledge of actual functioning of an organization and problems faced by them for exploring feasible solutions.

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COMMERCE AND LIBERAL ARTS

Course Outline

During the months of January after completing 1st Semester Examinations, Group of 3-4 students will have to undergo a 3-4 Weeks internship in plant training on real life problems in Business organization, Corporate House, NGO, Social Welfare, Contemporary Issue, Banking & Insurance sector, IT Sector and other Manufacturing and industrial organizations.

This internship requires that the Group would be assigned a project work and guide(s) by the organization and University/School under whom the candidate would complete the assigned study. On the satisfactory completion of the work the organization would issue a completion certificate to the candidate concerned.

On completion of internship, The Group of students will have to submit a report on his work to the department (2 copies) and also a copy of the same to the organization concerned. The student will also have to defend his report at a viva voice examination arranged by the department. Detail guidelines will be issued via SIP Hand Book.

Evaluation		
2	Internal Assessment(Report, Viva voice)	50%(Internal Assessment)
3	External Examination (final Viva voice and Presentation with file submission)	50%(External Assessment)

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COMMERCE AND LIBERAL ARTS

SYLLABUS MBA 3rd SEM

Master of Business Administration Program

2 years || 4 Semesters

Full-Time

Program Batch

2023 – 2025

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester III

Course Title: Summer Internship Project

Course Code	Credit	Contact Hours	Internal			External	
MBA301SIP	6	90	Theory	Continuous Assessment	Practical	Theory	Practical
			0	0	50%	0	50%

Course Outcomes (COs)

1. To provide the conceptual knowledge in a practical situation.
2. To provide real life experiences to develop managerial decision making skills
3. To provide an opportunity to summarize the learning in a systematic manner.
4. To learn art of writing and presenting the experience/findings in a coherent report.
5. To equip the students with the knowledge of actual functioning of an organization and problems faced by them for exploring feasible solutions.

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COMMERCE AND LIBERAL ARTS

Course Outline

After completing 2nd Semester Examinations, group of students will have to undergo a 4-6 Weeks internship in plant training on real life problems in Business organization, Corporate house, banking & Insurance sector, IT Sector and other manufacturing and industrial organizations.

This internship requires that the group of students would be assigned a project work and guide(s) by the organization and University/School under whom the group of candidates would complete the assigned task. On the satisfactory completion of the work the organization would issue a completion certificate to the group of students concerned.

On completion of internship, Students will have to submit a report on his work to the department. The student will also have to defend his report at a viva voce examination arranged by the department. Detail guidelines will be issued during the internship tenure.

Evaluation		
2	Internal Assessment(Report, Viva voce)	50%(Internal Assessment)
3	External Examination (final Viva voce and Presentation with file submission)	50%(External Assessment)

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School of Management, Commerce & LiberalArts

MBA Programme
MBA Semester III

Course Title: Taxation

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
VAC	MBA302TAX	3	45		30%	20%		50%

Course Outcomes (COs)

1. Learner should be able to understand the concept and application of taxation Systems.
2. The main objective of this course is to acquaint the students with corporate taxation concepts and various tax & financial planning devices leading to better grasp of the issues regarding corporate decision making.
3. Providing necessary inputs to the students for handling real life business problems efficiently using appropriate concepts of taxation laws.
4. To acquaint them with the salient features of taxation laws but emphasis is laid on sound concepts and their managerial implications focusing on financial planning

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Income Tax – Introduction & Salary Income** Basic concepts and History Residential status & incidence of tax Charging section Incomes exempt from tax Income under the head "salary"	10	22%
2	**Business - Profession Income** Income under the head "Profits and gains of business or profession" section 28 to 32 Income under the head "Profits and gains of business or profession" section 33 to 44	12	27%
3	**Capital Gain & Other Provisions** Income under the head " Capital gains" Clubbing of Income Set off and carry forward of losses Deductions from gross total income and computation of tax liability of companies Tax deduction/ collection at source Double Taxation Avoidance Agreement Concept	12	27%
4	**Taxation & Financial Planning – I** Tax planning basic concepts Tax planning with respect to Setting up a new business Tax planning with respect to location and nature of business	11	24%

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Erech Bharucha	Environmental Studies	Universities Press	Latest Edition
2	Anindita Basak	Environmental Studies	Pearson Education	Latest Edition

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Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Manoj Tiwari, Kapil Khulbe, Archana Tiwari	Environmental Studies	IK International Pvt. Ltd	Latest Edition
2	Deeksha Dave, S S Katewa, Deeksha Dave, S S Katewa	Textbook of Environmental Studies	Cengage Learning India	Latest Edition

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to getrelevant topic/information pertaining to the subject.

- Nature, Journal of Environmental Management, Environment Times, Environmental Health Journal etc.

CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	Low	Medium	Low	High	High	Medium	Medium	Low
CO2	Medium	High	Low	Medium	Low	High	Medium	Low	Low	High
CO3	Low	medium	Medium	Low	Low	High	High	Low	Low	High
CO4	High	HIgh	Medium	Low	Low	High	High	Medium	Low	Low

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

Semester III

Course Title: Strategic Management

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
CORE	MBA303STM	4	60	Theory	Continuous Assessment	Practical	Theory	Practical
				20%	30%	--	50%	-

Course Outcomes (COs)

1. To understand the concept of strategy and strategy management.
2. To formulate and conceptualize strategic formulation.
3. To understand and learn to apply strategic management practices at corporates level.
4. To understand how functional areas such as operations, marketing, accounting, and finance work together in a successful firm.
5. Apply concepts and frameworks learned in the course to case analyses and company Strategic analyses.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Strategic Management:** Strategic Management: An Introduction Corporate Strategic Planning, Hierarchical levels of planning, Strategic planning process, Merit and limitations of Corporate Management in Practice. Stakeholders in Business The I/O Model and Resource-based Model of above Average Return, Vision, Mission and Purpose; Strategic Intent, Emergent Strategy Business Model and Strategy Environmental Analysis: External and Industry Environmental Analysis using PEST and Porter's Five-Force Model Understandingconcepts such as Key Success Factors; Driving Forces, Strategic Groups	12	20%
2	**Strategic Formulation:** Generic strategies, Grand strategies, Strategies for leading companies, The role of diversification – Limits and means, Strategic management at corporate level, at business and functional level with special reference to companies operating in India. Concept of Value Chain, SWOT Analysis, Resources, Capabilities and Competencies; Dynamic, Capabilities Core Competence of Organizations, Competitive Advantage and Sustainable Competitive Advantage, Strategy formulation at Business levels, Diversification	15	25%
3	**Strategic Implementation & Control:** Various approaches to implementation of strategy, commander approach, organizational change approach, collaborative approach, and cultural approach. Matching organization structure with strategy, 76 model, strategic control process, Dupant's control model and other Quantitative and Qualitative tools – steps, M. Porter's approach for Globalization, and future of strategic management. Strategy Formulation at Corporate Level:	9	15%

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	Strategic Alliance and Joint Ventures, Cooperative Strategies: Acquisitions and Restructuring, Global Strategy, International Corporate-leveland Business-level Strategies. BCG Matrix, GE Matrix, McKinsey 7s		
4	**Strategy Implementation:** Structure and Controls, Triple Bottom Line (TBL) approach, Strategic Leadership, Balanced Scorecard Contemporary Topics in Strategy: Management of Change through VUCA, Strategic and Corporate Entrepreneurship, Blue Ocean Strategy, Blue Ocean Shift Corporate Social Responsibility (CSR) strategy	**9**	**15%**
5	**Strategy Execution:** Model of Above Average Return, External Analysis: PESTEL, Five Force Model, Key Success Factor and Driving Forces Analysis , Five Generic Strategies – Business Level Strategies Resource Based View, VRIO framework Strengthening Company's Competitive Position: Offensive and Defensive Moves, Strategic Alliances, Integration and Outsourcing Corporate Level Strategies , Strategy Execution, Managing Internal Operation, Strategy Review, Evaluation and Control Case study	**15**	**25%**

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COMMERCE AND LIBERAL ARTS

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	N.D. (1988)	Strategic Management	Pearson & Robinson	Latest Edition
2	Tripti Singh Chowdhury, Preeti Singh	Strategic Management	Thakur Publication Pvt Ltd Ahmedabad	Latest

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	M. C. & Vivek Kuchhal	Strategic Management Phases	AJPO Journals and Books Publishers	Latest
2	Azhar Kazmi	Strategic Management and Business Policy	McGraw Hill 2015 / 4th	Latest

List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Strategic Management Journal
2. Vikalpa – A Journal for Decision Makers
3. Business Standard/Economic Times/Financial Times/ Financial Express

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SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	Medium	Medium	Low	High	Low	Low	Low	High
CO2	High	High	Medium	Medium	Low	High	Low	Low	Low	High
CO3	High	High	Medium	Medium	Low	High	Medium	Low	Low	High
CO4	High	High	Medium	Medium	Medium	High	Medium	Low	Low	High
CO5	High	High	Medium	Medium	Medium	High	Medium	Low	Low	High

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SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester III

Course Title: Compensation Management

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA304COM	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. Providing insights into strategic choices in managing compensation.
2. In-depth analysis of major Compensation issues in the context of current theory, research and practice.
3. Illustrating new development as well as established approaches to compensation decisions.
4. To Learn Employee Benefits, Pension Schemes
5. To Learn Various Labor Laws Related to Compensation Management.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Essentials of Reward Management** ● An Overview of Reward Management; ● The Reward System; ● Total Rewards; ● Strategic Reward; ● International Reward	12	20%
2	**Performance and Reward** ● Performance Management and Reward; ● Engagement and Reward; ● Financial Rewards & Non-Financial Rewards; ● Contingent Pay Schemes; ● Bonus Schemes; ● Team Pay; ● Rewarding for Business Performance; ● Recognition Schemes	12	20%
3	**Valuing and Grading Jobs & Rewarding Special Groups** ● Pay Levels; ● Job Evaluation Schemes; ● Equal Pay; ● Market Rate Analysis; ● Grade and Pay Structures; ● Rewarding Directors and Senior Executives; ● Rewarding Sales and Customer Service Staff; ● Rewarding Knowledge Workers; ● Rewarding Manual Workers	12	20%

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4	**Employee Benefit and Pension Schemes & The Practice of Reward Management** ● Employee Benefits; ● Flexible Benefits; ● Pension Schemes; ● Developing Reward Systems; ● Managing Reward Systems; ● Evaluating Reward Management; ● Responsibility for Reward	**09**	**15%**
5	**CM related Labor Laws (Brief overview)** ● Payment of Wages Act, 1936; ● Minimum Wages Act, 1948; ● Payment of Gratuity Act, 1972; ● Payment of Bonus Act,1965; ● Equal Remuneration Act, 1976; ● Employees' P F & Misc. Provisions Act, 1952; ● Income tax act provisions with respect to salaried person; ● Maternity Benefits Act,1981; ● Medi-claim Policies and their salient features	**15**	**25%**

Evaluation		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment

Basic Text Books:

Sr. No.	**Author/s**	**Name of the Book**	**Publisher**	**Edition**
1	Michael Armstrong	Armstrong's Handbook of Reward Management Practices	Kogan Page	Latest
2	Dipak Kumar Bhattacharyya	Compensation Management	Oxford Books	Latest

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COMMERCE AND LIBERAL ARTS

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	P K Paldhi	Personnel Management and Industrial Relation	Tech India	Latest
2	Mousumi Bhattacharya, Nilanjan Sengupta	Compensation Management	Excel Books	Excel Books
3	Excel Books	Compensation Management	Text and Cases, Excel Books	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of Human Resource Management, Sage publication
- Business Standards
- Harvard Business Review

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	Medium	Medium	Low	Low	Medium	High	High	High
CO2	High	Medium	High	High	Low	Medium	High	High	High	High
CO3	High	Medium	Medium	Medium	Low	Low	High	High	High	High
CO4	Medium	Medium	Medium	High	Low	Low	Medium	High	High	High
CO5	High	Medium	Medium	High	Low	Low	High	High	High	High

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SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester III

Course Title: Security Analysis & Portfolio Management

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA304SAPF	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. To analyze the different investment decisions and the various factors influencing investment decision. To explore knowledge of investment risk and investment environment with reference to Indian security market.
2. To impart knowledge to students regarding the theory and practice of Security Analysis.
3. To understand various theories of portfolio management.
4. To equip the knowledge of Bonds and learn various influences bond valuation and management.
5. To enhance the analytical ability of evaluating shares for investment in stock market.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Concept and Definition of Investment** • Investment Decision and Process • Types, Investment Vs Speculation-Role of Speculator, Source of Investment Information • Securities Market: Primary and Secondary Market, Stock Exchanges, Portfolio Risk and Return • Features of Investment, Investment Avenues, Investment Process. • The Investment Environment, Securities Market of India	12	20%
2	**Security Analysis** • Objectives of security analysis • **Fundamental analysis**: economic analysis, industry analysis and company analysis. • **Technical analysis**: assumptions Dow Theory, chart patterns, moving averages and market indicators. • **Efficient market theory**: weak form hypothesis, semi strong form hypothesis and strong form hypothesis.	18	30%
3	**Portfolio Theory**: • Traditional Theory of Portfolio Management –Arbitrage Pricing Theory Modern Theory of PortfolioManagement • Markowitz Risk Return Optimization • CAPM • Sharpe Portfolio Optimization • Portfolio Selection – Diversification Efficient Frontier –Capital Market Line (Problems) • Performance measure and evaluation.	12	20%
4	**Valuation of Bonds (Only Numerical)** • Bond with Maturity • Bond with Amortization Principle • Pure Discount Bonds • Yield to Maturity • Perpetual Bond (without Maturity)	9	15%

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5	**Valuation of Shares** • Valuation of Preference Share Redeemable Irredeemable • Valuation if Equity Share Dividend Capitalization Earning Capitalization	9	15%

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Presentation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Fisher and Jordan	Securities Analysis and Portfolio Management	PHI	Latest
2	Prasanna Chandra	Investment analysis and Portfolio Management	TMH	Latest

Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	M. Ranganathan and R. Madhumathi	Investment Analysis and Portfolio Management	Pearson Education Press, New Delhi	Latest
2	V. K. Bhalla	Security Analysis and Portfolio Management	Sultan Chand Publisher, New Delhi	Latest
3	M.Y.Khan & P.K. Jain	Financial Management – Text Problem & Cases	Tata McGraw Hill	Latest
4	Shalini Talwar	Security Analysis and Portfolio Management,	Cengage Learning	Latest
5	Punithavathy & Pandian	Security Analysis and Portfolio Management	Vikas Publishing House Pvt. Ltd.	Latest

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List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Economic Times
- Journal of Economic Times
- Business Standard
- Reports of RBI, SEBI etc.

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	Medium	High	Medium	Low	Medium	High	Medium	Low	Low	High
CO2	Medium	High	Medium	Low	Low	High	Medium	Low	Low	High
CO3	Medium	High	Medium	Low	Low	High	Medium	Low	Low	High
CO4	Medium	High	Medium	Low	Low	High	Medium	Low	Low	High
CO5	Medium	High	Medium	Low	Low	High	Medium	Low	Low	High

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester III

Course Title: Services Marketing

Category Of Course	Course Code	Credit	Contact Hours	Internal			External	
Major	MBA304SEM	4	60	Theory	Continuous Assessment	Practical	Theory	Practical
				20%	30%	-	50%	-

Course Outcomes (COs)

1. Able to describe the fundamentals of services marketing
2. Explain what a service marketing mix is.
3. Explain the strategic and tactical aspects of services marketing.
4. Discuss service value, quality, and excellence
5. Able to understand service failure and recovery

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage

1	**Introduction to Service Marketing**
	● Basic concept of services
	● Broad Categories of services
	● Distinction between services and goods
	● Customer Behavior in service encounter:
	  • Pre-purchase stage
	  • Service encounter stage
	  • Post encounter stage
	  • Customer expectations and perceptions of services – Zone of Tolerance
	● Segmenting service markets
	● Principles of positioning services
		9	15%

2	**Service Marketing Mix**
	● Service as product
	  • Core and supplementary elements
	  • Branding Service Firms
	  • Products and Experiences
	  • New Service Development
	● Promoting services
	  • Strategic service communication
	  • Promoting tangibles and overcoming problems of intangibility
	  • Creating effective messages, services marketing communication mix
	● Pricing services
	  • Pricing strategies
	  • Role of non-monetary costs
	● Delivering services
	  • Distribution of services, role of customers in service delivery
	  • Delivery through intermediaries, electronic channels, SSTs
		12	20%

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3	**Service Marketing Mix- Expanded**
	● People in services
	  • Role and importance of human resource in service delivery
	  • Effective HRM practices
	  • Service culture and leadership
	● Service Process
	  • Designing and documenting service processes
	  • Service Blueprinting
	  • Service Process Redesign
	● Physical Evidence of Services
	  • Service environment
	  • Dimensions and consumer response theory
		12	**20%**

4	**Service Quality**
	● Gaps Model
	● SERVQUAL & SERVPERF
	● Measuring and Improving service quality
	● Soft measures of service quality
	● Hard measures of service quality
	● Measuring capacity & demand
	  • Understanding capacity
	  • Demand patterns
	  • Strategies for matching capacity and demands
		15	**25%**

5	**Service Excellence**
	● Enabling service excellence
	● Delivering value
	● Service failure & recovery
	  • Customer complaining behavior
	  • Customer responses to effective service recovery
	  • Principles of effective service recovery
	● Customer loyalty
	● Branding services
	● Recent trends in service marketing
		12	**20%**

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Evaluation		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Valarie A Zeithmal & Mary Jo Bitner	Services Marketing	McGraw-Hill	Latest

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee	Services Marketing: People, Technology, Strategy	Pearson	Latest
2	Valeire Zeithnal, Mary Jo Bitner, Dwayne D. Gremier, Ajay Pandit	Services Marketing: Integrating Customer Focus Across the Firm	McGraw-Hill	Latest
3	K. Rama Mohan Rao	Services Marketing	Pearson	Latest
4	K. Douglas Hoffman, John E. G. Bateson	Services Marketing: Concepts, Strategies and Cases	Cengag	Latest

List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc

- Journal of Services Marketing
- Services Marketing Quarterly
- Services Marketing Journal (IUP)
- Journal of Financial Services Marketing
- Indian Journal of Marketing

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Low	Low	Medium	Medium	Low	Low	Low	Medium	High
CO2	High	Medium	Low	Medium	Medium	Low	Low	Low	Medium	High
CO3	High	High	Medium	Medium	High	Low	Low	Medium	Low	High
CO4	High	Medium	Low	Low	Medium	Low	Low	Low	Medium	High
CO5	High	Medium	Low	Medium	Medium	Low	Low	Low	Medium	High

School of Management, Commerce & Liberal Arts

MBA Programme
MBA Semester III

Course Title: Integrated Marketing Communication

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA305IMC	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. Identify relevance with the concept, scope and functions of Integrated Marketing Communication.
2. Understand the role of In house advertising department & outsourcing marketing/advertising agencies so as to enable students to gain an understanding of market mechanisms.
3. Aware of necessary pros and cons of sales promotion instruments available in the market.
4. Understand the fundamental concepts of marketing communication concept of Advertising/Promotion/Communication amongst the business organization, employees & customers and Media process, specifically with focus on Advertising
5. Understanding Social marketing communication with Legal & Ethical issues in Advertising, Publicity, Public relations with respect to Marketing Communication.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Integrated Marketing Communication** ● IMC Program Situation Analysis**;** ● The Evolution of IMC**;** ● Indian Media Scene**;** ● Tools for IMC**;** ● IMC Planning Process**;** ● Role of IMC in the Marketing Process ● Case Study	**12**	**20%**
2	**Marketing communication & Advertising** ● Marketing Communication in Marketing**;** ● Communication-Key Concepts**;** ● Organizing for Advertising and Promotion**;** ● Advertising & Evaluating Agencies**;** ● IMC Process**;** ● Perspectives on ConsumerBehavior**;** ● Analyzing the communication Process– Source, Message and Channel Factors Objectives & Budgeting for IMC Programs**;** ● Case Study	**12**	**20%**
3	**Advertising campaign planning & Execution** ● Developing the IMC Programme; ● Planning Communication Strategy; ● Creative Strategy Planning and Development; Advertising Campaign Planning; ● Creative Strategy Implementation & Consideration; ● Advertising Creativity; ● Campaign Planning and Execution; ● Case Study	**12**	**20%**

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4	**Media Planning Concepts** ● Advertising Research; Role and Trend; ● Media Concepts; ● Characteristics and Issues in Media Planning; ● Media Planning and Strategy; ● Media Selection; Planning and Scheduling; ● Evaluation of Media-Monitoring & Control; ● Measuring the Effectiveness of the Promotional Program- ● Definitions and Techniques Measuring the Effectiveness of other Program Elements; ● Internet as an Emerging Advertising Media; ● Case study	**12**	**20%**
5	**Marketing Communication** ● Managing Sales Promotion; ● Direct Marketing; ● Publicity and Public Relation; ● Social Marketing Communication; ● Strategies for Advertising Agencies; ● Function and Structure of Ad Agencies; ● Managing Client Agency Relationship; ● Strategies for Account Management; ● Legal and Ethical Issues in Advertising; Case study	**12**	**20%**

Evaluation		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment

Basic Text Books:

Sr. No.	**Author/s**	**Name of the Book**	**Publisher**	**Edition**
1	Belch, E. George, Belch, A. Michael and Purani K	Advertising and Promotion: An Integrated Marketing Communications	McGraw Hill;	McGraw Hill;

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		Perspective		
2	Shah, Kruti and D'Souza, Alan	Advertisement and Promotion- An IMC Perspective	McGraw Hill	McGraw Hill

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Shimp, Terence	A: Advertising and Promotion: An IMC Approach	South-Western Cengage Learning	South-Western Cengage Learning

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of Marketing Management, Sage publication
- Business Standards
- Harvard Business Review

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Medium	High	High	Medium	High	High	Low	High
CO2	High	High	Medium	Medium	High	Low	Medium	High	Low	Medium
CO3	High	Medium	High	Medium	High	Low	Medium	High	Low	High
CO4	High	High	Low	Medium	High	Medium	High	Medium	Medium	High
CO5	High	Medium	Medium	Medium	High	Medium	High	Medium	Low	High

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester III

Course Title: Management of Financial Services

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA305MFS	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. To Throwing light on how the Indian financial system works.
2. To Strengthening the foundation of financial markets.
3. To Enhancing the knowledge of financial Institutions and their services.
4. To Enhancing the knowledge of factoring forfeiting and stock broking.
5. To enabling the concepts of banking and insurance.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction of Financial System in India** • Definition, Structure of Indian Financial System • Functions of the Financial System • Development of financial system in India • Financial System & Economic Development • Weaknesses of Indian Financial System	12	20%
2	**Financial Markets** • **Money Market:** Definition, Features, Characteristics of a developed money market, Importance of Money Market, Composition of money market, Deficiencies of Indian Money Market, major reforms, RBI, DFHI • **Capital Market:** Definition, Classification of Capital market, Importance of Capital market, Differentiate between Money & Capital market, Differentiate between Primary and Secondary market, Advantages of Primary market & Secondary market, Disadvantages of Secondary market, Functions of secondary market, Major Reforms, SEBI **Debt Market**-Regulatory body & its role, Reforms & its impact	15	25%
3	**Financial Institutions and their Services-I** • NBFCs-Prudential Norms; • Hire Purchase Finance; • Leasing- Types • Housing Finance- Regulatory body & its role, • Prudential Norms; • Venture Capital Financing; • Mutual Funds	9	15%
4	**Financial Institutions and their Services-II** • Depository & Custodians • Credit Rating • Factoring & Forfeiting, • Stock Broking	9	15%

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5	**Introduction to Banking** • Definition and functions of Banks • Classification and types of Banks • Reserve Bank of India • Banking Sector Reforms • Digital Banking and its impact • Banking Regulation Act, 1949 and RBI Act, 1934, • Traditional regulation mechanisms, International regulation. • Risk Management in Banking: Types of risk, how to manage risk, challenges **Introduction to Insurance** • Historical perspective, • Conceptual Framework, • Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz., Life Insurance and General Insurance • Regulations Issued by the IRDA	15	25%

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	M Y Khan	Financial Services	Tata McGraw hil	Latest Edition
2	Bharti V Pathak	Indian Financial System	Pearson Education	Latest Edition

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	I. M. Pandey	Indian Financial System	Tata McGraw hill	Latest Edition

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2	M Y Khan	Financial Management - Theory Concepts and Practices	Taxman Publication	Latest Edition
3	H. R. Machiraju	Indian Financial System	Vikas Publishing House	Latest Edition
4	Meir Khon	Financial Institutions and Markets	Tata McGraw hill	Latest Edition

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- The Journal of Finance
- Journal of Financial Economics
- Business Today
- Journal of Banking & Finance

CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Low	Low	Low	High	High	Low	Low	Medium
CO2	High	Low	Low	Low	Low	High	High	Low	Low	Medium
CO3	High	Low	Low	Low	Low	High	Medium	Low	Low	Medium
CO4	High	Low	Low	Low	Low	High	High	Low	Low	Medium
CO5	High	Medium	Low	Low	Low	High	High	Low	Low	Medium

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester III

Course Title: Strategic Human Resource Management

Category Of Course	Course Code	Credit	Contact Hours	Internal			External	
Major	MBA305SHR	4	60	Theory	Continuous Assessment	Practical	Theory	Practical
				20%	30%	-	50%	-

Course Outcomes (COs)

1. To understand the strategic role of SHRM,
2. To analyze and evaluate how manpower planning is executed in a strategic context.
3. To create and implement a strategic performance management system
4. To analyses and implement the global HRM practices
5. To evaluate and create work designs to globalized workforce

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No. of Sessions	Weightage
1	**SHRM and Introduction:** • Human Resource Strategy, Human Resources as Assets, Evolution of SHRM • Distinctive Human Resource Practices, Theoretical Perspectives on SHRM, SHRM Approaches: The Indian Context	12	20%
2	**Strategic Workforce Planning:** • Objectives of Strategic Workforce Planning, Types of Planning, Aggregate Planning, Succession Planning, CEO Succession	12	20%
3	**Design and Redesign of Work Systems:** • Design of Work Systems, What Workers Do, What Workers Need, How Jobs Interface with Other Jobs, Strategic Redesign of Work Systems, Outsourcing and Offshoring • Mergers and Acquisitions, Impact of Technology, HR Issues and Challenges Related to Technology, Telework, Employee Surveillance and Monitoring, e-HR, Social Networking, Understanding Change, Managing Change	12	20%
4	**Performance Management and Feedback:** • Use of the System, Who Evaluates, What to Evaluate, How to Evaluate, Measures of Evaluation, • Why Performance Management Systems Often Fail, Addressing the Shortcomings of Performance Management Systems	12	20%
5	**Global HRM** • How Global HRM Differs From Domestic HRM, Assessing Culture, Strategic HR Issues in Global Assignments	12	20%

Evaluation		
1	Assignments / Quizzes / Class Participation /Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr.No.	Author/s	Name of the Book	Publisher	Edition
1	Tanuja Agarwala	STRATEGIC HUMAN RESOURCE MANAGEMENT	Oxford University Press	Latest
2	Jeffrey A. Mello	STRATEGIC HUMAN RESOURCE MANAGEMENT	Cengage	Latest

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List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Harvard Business Review
- Times Ascent and Times of India Editorial Page
- Journal of Human Values (IIM Calcutta Journal)

CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Low	Low	Medium	Low	Low	Low	Medium	High	Medium
CO2	High	Medium	Low	Medium	Low	Low	Low	Medium	High	Medium
CO3	High	Medium	Low	High	Low	Low	Low	High	High	Medium
CO4	High	Medium	Low	Medium	Low	Low	Low	Medium	High	Medium
CO5	High	Medium	Low	High	Low	Low	Medium	High	High	Medium

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester III

Course Title: Emerging Technology for Managers

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
VAC	MBA306ETM	3	45		30%	20%		50%

Course Outcomes (COs)

1. Learner should be able to understand the concept and application of Information Systems.
2. Learners should be able to create reports and represent data graphically using excel and access.
3. Learners should be able to understand and evaluate the Enterprise software based on the user requirements and the functionality it serves.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	Introduction and concept of Data Warehousing and Cloud Computing. Overview of concepts of – Big Data, Data Mining, Artificial Intelligence concepts and application and other emergingtechnologies.	10	22%
2	Introduction to tableau, tableau products, data connections in tableau interface, Visualizing data, putting everything together in a dashboard	12	27%
3	Introduction to Power BI, Power BI Desktop and Data Transformation, Data Visualization and Power BI Service	12	27%
4	Python fundamentals, variables, operators and functions	11	24%

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	50% (Internal Assessment)
2	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	PAULRAJPONNIAH	DATAWAREHOUSING FUNDAMENTALSFOR IT PROFESSIONALS	JohnWiley&Sons,Inc., Hoboken,NewJersey	Latest Edition
2	Marleen Meier David Baldwin	Mastering Tableau 2019.1 Second Edition	Published by Packt Publishing Ltd.	Latest Edition
3	Microsoft	Microsoft Power Bi Dashboards Step By Step	Pearson Education	Latest Edition

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Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Dr.Abhinav	Data Visualization using Python Programming- - A Technical Guide For Beginners, Researchers and Data Analyst	Shashwat Publication	

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- International Journal of Technology Management and Sustainable Development
- Journal of Information Technology Case and Application Research
- International Journal of Information and Learning Technology

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	Medium	Low	Medium	Medium	Low	Medium	Medium	Medium
CO2	High	High	Medium	Low	Medium	Medium	Low	Medium	Medium	Medium
CO3	High	High	Medium	Low	Medium	Medium	Low	Medium	Medium	Medium
CO4	High	High	Medium	Low	Medium	Medium	Low	Medium	Medium	Medium

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SYLLABUS MBA 4th Sem

Master of Business Administration Program

2 years || 4 Semesters

Full-Time

Program Batch

2023 – 2025

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester IV

Course Name: Project Management

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA401PRM	4	60	20%	30%	-	50%	-

Course Outcome:

1. Understand the contemporary and cutting edge Project Management.
2. Analyze stakeholder expectations and engagement to ensure a successful project outcome.
3. Manage projects effectively including the management of scope, time, costs, and quality, ensuring satisfying the needs of the project.
4. Apply the PM processes to initiate, plan, execute, monitor and control, and close projects and to coordinate all the elements of the project.
5. Apply processes required to manage the procurement of a project, including acquiring goods and services from outside the organization.

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Syllabus:

Module	Contents	No. of Sessions	Weightage
1	**Basics of Project Management:** • Concept of Project, Attributes of a Project • Importance of Project Management • Project Management Process, Project Lifecycle • Project Stakeholders • Project Management Structures, • Choosing Appropriate Project Management Structure • Implications of Organizational Culture • Main Causes of Project Failure • Project Definition • Defining Scope, Establishing Priorities • Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization • Coding the WBS for information system • Project Roll Up, Process Breakdown Structure, Responsibility Matrices • Project Identification: • Selection of product, identification of market preparation of feasibility study/report Project formulation -–Evaluation of risks preparation of Project report. • Selection of location & site of the project • Factors affecting location - policies of Central – State Government towards location – Legal aspects of project management.	18	30%
2	**Project Planning - Estimating Project Times and Costs:** • Factors Influencing Quality of Estimates • Estimation Guidelines for Time, Costs and resources • Macro versus Micro Estimating • Methods for Estimating Project Times and Costs • Level of detail, Developing Budgets • Types of Costs, Refining estimates and contingency funds. • Developing a Project Plan: • Developing the Project Network • From Work Package to Network • Constructing a Project Network • Activity-On-Node, Fundamentals, Network Computation process • Using the Forward and Backward pass information • Level of Detail for activities • Extended Network techniques.	09	15%

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3	**Project Scheduling & Risk Management** • Types of Project Constraints Classification of Scheduling Problem • Resource Allocation Methods, Splitting, Multitasking Benefits of scheduling resources • Multi Project resource Schedules, Rationale for reducing project duration Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical considerations. Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response • Development, Contingency Planning, Risk Response Control, Change Control Management • Project Organization: The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager	**09**	**15%**
4	**PROJECT EVALUATION** • Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated • Information System, Developing a status report and index to monitor progress, Forecasting final project cost, and other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations.	**12**	**20%**
5	**PRACTICAL:** • Introduction to Microsoft Project Software • Calendar Types & Creation • Task Types & Relationship Types and Creation in Software & Critical Path Method • Task & Relationship Exercise • WBS Exercise • Constraints & Recurring Tasks Exercise • Define & Assign resources Exercise • Resource Analysis & Leveling • Project Tracking • Earned Value Analysis	**12**	**20%**

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COMMERCE AND LIBERAL ARTS

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Kim Heldman	PMP - Project Management Professional - "Study Guide"	Wiley India	Latest

Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Sadhan Choudhary	Project Management	McGraw Hill	Latest
2	Prasanna Chandra	Project Management	McGraw Hill	Latest
3	Vasant Desai	Project Management	Himalaya	Latest
4	Sitanshu Khatua	Project Management & Appraisal	Oxford Publications	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals order to getrelevant topic/information pertaining to the subject.

- International Journal of Managing Projects in Business.
- Harvard Business Review.
- International Journal of Construction Project Management.
- The Engineering Project Organization Journal.

CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	Medium	Low	Low	Low	Low	Medium	Medium	Medium
CO2	High	High	Medium	Low	Medium	Medium	Medium	Medium	Medium	Medium
CO3	High	High	Medium	Low	Medium	Medium	Medium	Medium	Medium	Medium
CO4	High	High	High	Low	Medium	Medium	High	Medium	Medium	Medium
CO5	High	High	Medium	Low	High	High	Medium	Medium	Medium	Medium

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester IV

Course Title: Digital and Social Media Marketing

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA402DSM	4	60	20%	30%		50%	-

Course Outcomes (COs)

1. To understand the concept of Digital and Social Media.
2. To apply tools in branding and marketing.
3. To understand and learn to apply Digital and Social Media tools.
4. To learn news and improve tools.
5. To create, collaborate and integrate various marketing communications tools and analyses the trends.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus

Module	Contents	No of Sessions	Weightage
1	**BASICS OF MARKETING**: • Introduction to Marketing Management Process • Understanding the Consumer Journey • Products and Services and Positioning Strategies • Understanding Customer Value • Importance and Scope of Digital and Social Media Marketing.	9	15%
2	**FOUNDATIONS OF DIGITAL MARKETING** • Introduction to Digital Marketing, Digital Marketing Landscape, Traditional vs Digital Marketing • Understanding Digital Business Models • Digital Marketing Strategy • Introduction to Search Engines for Marketing Applications • Introduction to Social Media Marketing • Online Reputation Management and Online Brands • Measuring and Evaluating Digital Campaigns.	18	30%
3	**SEARCH ENGINE OPTIMIZATION AND SEARCH ENGINE MARKETING** • Search Engine Results Pages (SERP), Black Hat, White Hat, and Gray Hat SEO, Keyword Optimization, On-page SEO, Off-page SEO • Banner Advertisement, Pay-Per-Click (PPC) • Display Advertisement and other online advertisement.	9	15%
4	**SOCIAL MEDIA MARKETING** • Defining Social Media Marketing • Elements of Social Media Marketing • Social Media Vehicles Elements of Social Media Marketing Strategies, Social Media Mix, Social Media Campaign Management • Social media tools based marketing.	15	25%

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Module	Contents	No of Sessions	Weightage
5	**CRAFTING A DIGITAL STRATEGY AND ANALYTICS** • Integrating Digital, Social, and Mobile with Traditional Channels • Key Assumptions and Frameworks of Digital Strategy • Digital Media Analytics.	9	15%

Evaluation		
1	Assignments / Quizzes / Class Participation / Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Turner Jamie	Digital Marketing	Vibrant Publishers	Latest
2	Gupta Seema	Digital Marketing	McGraw Hill	Latest

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Information Resource Management Association	Digital Marketing and Consumer Engagement: Concepts, Methodologies, Tools, and Applications	IGI Global Disseminator of Knowledge	Latest
2	Upadhyay Kailash Chandra	Digital Marketing: Complete Digital Marketing Tutorial	Kindle Edition	Latest

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List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Campaign Magazine
- Digiday
- Figaro Digital Magazine
- Digital Marketing Journal

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Medium	Low	Low	High	Low	Low	Low	High
CO2	High	High	Medium	Low	Low	High	Low	Low	Low	High
CO3	High	High	Medium	Low	Low	High	Medium	Low	Low	High
CO4	High	High	Medium	Low	Medium	High	Medium	Low	Low	High
CO5	High	High	Medium	Low	Medium	High	Medium	Low	Low	High

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester IV

Course Title: Business Law

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA	4	60	20%	30%	-	50%	-

Course Outcomes (COs):

1. Enhancing knowledge of the branches of law which relate to business transactions
2. Increasing awareness about the legal implications for unpaid seller
3. Basic fundamentals regarding various negotiable instruments used in business
4. Making students acquaint with legal formalities for registering business as limited Company.
5. With the increasing use technology in the business, making students aware about various legal penalties of cyber crimes

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus

Module	Contents	No of Sessions	Weightage
1	**THE INDIAN CONTRACT ACT 1872** • Overview of the subject: brief discussions on the topics covered in syllabus • Indian Contract Act: Definitions & Classification of contracts • Essentials of a valid contract, Offer and acceptance, capacity to contract, free consent, legality of object, void agreements, performance of contract • Discharge of contract • Remedies for breach of contract • Quasi Contracts	**15**	**25%**
2	**THE SALE OF GOODS ACT 1930** • Sale and agreement to sell • Sale vs. hire purchase, • Sale and barter, exchange, bailment • Condition and warranties • Transfer of property, performance of a contract, rights of an unpaid seller.	**06**	**10%**
3	**THE NEGOTIABLE INSTRUMENTS ACT 1881** • Concept and significance of Socio-cultural Environment, Social responsibility concept and stake holder approach • Notes, bills and cheques. • Parties to a negotiable instrument, holder and holder in due course • Negotiation and Endorsement	**12**	**20%**
4	**THE COMPANIES ACT 1956** • Nature and types of companies, Formation of Companies, Memorandum of association • Articles of association, prospectus • Meeting Process & winding up Process	**12**	**20%**
5	**THE CONSUMER PROTECTION ACT**	**15**	**25%**

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	1986 • Definitions, consumer protection councils, dispute redressing agencies and forums & its enforcement • State and national commission, Penalties. **THE INFORMATION TECHNOLOGY ACT 2000:** • Definition, electronic governance, Digital Signatures • Penalties for damage to Computer, computer system • The cyber regulation appellate tribunal,		

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	N.D. KAPOOR	Elements of Mercantile Law	Sultan Chand	Latest

Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	M. C. & Vivek Kuchhal	Elements of Business Laws	Vikas Publication	Latest
2	Rohini Agrawal	Mercantile and Commercial Laws	Taxmann's Publisher	Latest
3	C L Bansal	Business and Corporate Laws	Excel Books	Latest
4	Tejpal Seth	Business Laws	Pearson	Latest

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List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Business Standard
- Business Today
- NLIU Journal of Business Laws
- Journal of Business Law and Ethics

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Low	Low	High	Low	Low	High	High	Low	Low
CO2	Low	Low	Low	High	Low	High	High	High	Low	Low
CO3	High	Low	Low	High	Low	High	High	High	Low	Low
CO4	High	Low	Low	High	Low	Low	High	High	Low	Low
CO5	Medium	Low	Low	High	Low	High	High	High	Low	Low

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester IV

Course Title: Consumer Behaviour

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Elective	MBA404COB	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. To understand the conceptual foundations of consumer buying behaviour
2. To create awareness of the theories of motivation, perception and Personality and relation with consumer behaviour
3. To create awareness of the theories of Consumer learning and Consumer attitude.
4. Analyze how social and cultural dimensions and Consumer decision making shapes consumer behaviour.
5. To understand global consumer behaviour towards online buying and application.

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COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Consumer Behaviour:** • Definition of Consumer Behaviour • Nature **&** Scope of Consumer Behaviour • Consumer Psychology • Decision-making processes and Psychology • Consumer Behaviour and Marketing Action • Consumer involvement • Purchase Behaviour and Marketing Implications • Consumer Behaviour Models	**12**	**20%**
2	**Consumer as a Individual-I** • Consumer Motivation • Consumer Perception • Personality, Self-image and Lifestyle	**12**	**20%**
3	**Consumer as an Individual – II** • Consumer Learning • Consumer Attitude Formation • Attitude Change	**12**	**20%**
4	**Socio-Cultural settings and Consumer Behaviour:** • Reference groups • The Family and Social Class • Influence of Culture on Consumer Behaviour • Cross-cultural Consumer Behaviour. **Consumer Decision Making:** • Consumer Decision Making-Concept • CBB models- Howard Sheth Model • Consumerism • Brief overview of Neuromarketing	**13**	**22%**
5	**The Global Consumer Behaviour and Online buying behaviour** • Consumer buying habits andperceptions of emerging non-store choices • Research and applications of consumer responses to direct marketing approaches • Issues of privacy and ethics.	**11**	**18%**

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Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Presentation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Michael R. Solomon	Consumer Behaviour: Buying, Having and Being	Pearson	2016 / 12th Edition
2	David Loudon, A. J. Della Bitta	Consumer Behaviour: Concepts and Applicaitons	McGraw Hil	Latest Edition

Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Leon G. Schiffman, Joe Wisenblit, S. Ramesh Kumar	Consumer Behaviour	Pearson	2018 / 12th Edition
2	S. Ramesh Kuma	Consumer Behaviour: The Indian Context (Concepts and Cases)	Pearson	2017 / 2nd Edition

CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Medium	High	High	Medium	Medium	High	High	High
CO2	High	High	Medium	High	High	Medium	High	Medium	Medium	High
CO3	High	Medium	Medium	High	High	Medium	Medium	Medium	Medium	High
CO4	High	High	Medium	High	High	Medium	Medium	High	Medium	High
CO5	High	High	High	Medium	High	Medium	High	Medium	Medium	High

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester IV

Course Title: Corporate Restructuring

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA	4	60	20%	30%	-	50%	-

Course Outcomes (COs):

1. To make students familiarize with various techniques of corporate restructuring
2. To examine the companies for merger & acquisitions.
3. To make students aware about how negotiation is to be carried out while merging in India
4. To increase understanding the act and policies regarding restructuring

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COMMERCE AND LIBERAL ARTS

Syllabus

Module	Contents	No of Sessions	Weightage
1	**INTRODUCTION** • Meaning & Fundamental concept of corporate restructuring, different forms, motives & applications of corporate restructuring • Mergers & acquisitions concept, Objectives of mergers, Types of mergers (Horizontal, Vertical, Conglomerate), M&A process	12	20%
2	**VALUATION OF COMPANIES** • Concept of Value of a Company • Methods of valuation Firm Valuation Models on Merger & Acquisition: DCF Model Comparable Company Book Value Adjusted Book Value Enterprise Value • Calculations of financial synergy and return, Corporate Restructuring & Divestiture, Financial Restructuring, Alliances & Joint Ventures, Employee Stock Ownership, Going Private & LBO (Leveraged Buyout), MBO (Management Buyout) • Valuation Practices in India	18	30%
3	**NEGOTIATION, DEAL STRUCTURING, AND METHODS OF PAYMENT IN MERGERS AND ACQUISITIONS** • Introduction to deal structuring • Regulatory approval • Deal-making in India • Methods of payment in M&A • Distinction between stock and cash transactions • Types of exchange of shares	15	25%
4	**INTRODUCTION TO ACTS AND POLICIES** • Amalgamation as per AS-14 and IFRS • Merger Aspects under Competition Law • Competition Bill 2002	15	25%

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	• SEBI regulations on Takeovers in India (Takeover Code) • Role of Merchant Bankers in Mergers & Acquisition		

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Weston, J. F., Chung, K. S., & Hoag, S. E	Mergers, Restructuring, and Corporate Control	Pearson	Latest

Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	B. Rajesh Kumar	Mergers and Acquisitions: Text and Cases	McGraw Hill Education	Latest
2	M.Y. Khan & P.K. Jain	Financial Management - Text Problem and Cases	Tata McGraw Hill Publishing Co.Ltd.	Latest Edition
3	Prasad G. Godbole	Mergers, Acquisitions, and Corporate Restructuring	Vikas Publishing House	Latest

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COMMERCE AND LIBERAL ARTS

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Business Standard
- Business Today
- Journal of Restructuring Finance

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Low	Low	Low	Medium	High	Medium	Low	Low	Low
CO2	High	Medium	Low	Low	Medium	High	Medium	Low	Low	Low
CO3	High	Medium	Medium	Low	Medium	High	Medium	Low	Low	Low
CO4	High	Medium	Low	Low	Medium	High	Medium	Low	Low	Low

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

Semester IV

Course Title: HR Analytics

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
Major	MBA404HRA	4	60	Theory	Continuous Assessment	Practical	Theory	Practical
				20%	30%	-	50%	-

Course Outcomes (COs)

1. To understand the concept of HR Analytics.
2. To analyses how various analytics modules.
3. To understand and learn to apply HR Metrics and reports
4. To remember and create data visualization of HR metrics
5. To create a HR metric dashboard

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COMMERCE AND LIBERAL ARTS

Syllabus

Module	Contents	No of Sessions	Weightage
1	**Introduction to HR Analytics** Definition of HR Analytics, Meaning of HR Measurement, Advantages and Disadvantages of HR Analytics Domains of HR Analyst. Meaning of HR Measurement, Data and Metrics, Relationship of Metrics and Analytics, Benefits of HR Metrics	**12**	**20**
2	**Framework and Models in HR Analytics** Importance of Predictive Models, Predictive Analytics Models, Significance of Predictive analytics	**12**	**20**
3	**HR Metrics:** Recruitment Metrics, Training Metrics and other HR Metrics, Employee Information, Benefits of HR reports, HR Reports for Effective Business Reporting, Recruiting report, Performance management report, HR reporting pitfalls	**12**	**20**
4	**HR Data Visualization:** Need For Data Visualization, Types of data visualizations , Dashboarding of KPIs (Tableau, Excel)	**12**	**20**
5	**HR Audit:** Concept and Definition of HR Audit, Objectives of human resource audit, Audit of HR Functions Project based on Recruitment and selection analytics and Predicting employee turnover and Employee attitude surveys	**12**	**20**
	Total	**60**	**100**

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

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COMMERCE AND LIBERAL ARTS

Basic Text Books

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Martin R Edwards and Kirsten Edwards	Predictive HR Analytics : Mastering the HR Metric	Kogan Page	latest
2	Shonna D. Waters PhD, Valerie Streets, Lindsay McFarlane, Rachael Johnson-Murray	The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions	Society For Human Resource Management	latest
3	Nadeem Khan, Dave Millner	Introduction to People Analytics: A Practical Guide to Data-driven HR	Kogan Page	latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Harvard Business Review
- Times Ascent and Times of India Editorial Page
- Journal of Human Values (IIM Calcutta Journal)

CO PO Mapping

CO *	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	High	Low	Medium	Medium	Low	Low	Medium	High
CO2	High	High	High	Low	Medium	Medium	Low	Low	Medium	High
CO3	High	High	High	Low	Medium	Medium	Low	Low	Medium	High
CO4	High	High	High	Low	Medium	Medium	Low	Low	Medium	High
CO5	High	High	High	Low	Medium	Medium	Low	Low	Medium	High

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Program

MBA Semester IV

Course Title: Financial Derivatives

Course Code	Credit	Contact Hours	Internal			External	
			Theory	Continuous Assessment	Practical	Theory	Practical
MBA405FID	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. To understand the students about the concept of Derivatives and its types.
2. To acquaint the knowledge of Forward and Futures contract and settlement of future price
3. Analysis of risk Management using Options and SWAPs
4. To gain the knowledge about Hedging and the development position of Derivatives in India
5. To understand evaluation of derivatives and derivatives trading at NSE/BSE.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Definition of Derivatives:** Brief history of derivatives, Evolution of Commodity,Currency, Stocks and Interest Rate Derivatives,Structure of derivative markets, forwards, futures, options, swaps etc. Features of a Financial Derivative – Types of Financial Derivatives – Basic Financial derivatives, Critiques of Derivatives. **Underlying assets**: Equities, currencies, commodities and interest rates. **Reasons for trading**: Risk management, speculation, Hedging and arbitrage.	12	20%
2	**Forward Contract**: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices. **Futures Contract:** Financial Futures Contracts – Types of Financial Futures Contract – Evolution of futures market in India – traders in futures market in India – Functions and growth of futures markets – Futures market trading Mechanism - Specification of the future contract – Clearing house – Operation of margins – Settlement – Future prices and Risk aversion – Forward Contract Vs. Futures Contracts.	15	25%
3	**Options and Swaps:** **Options:** Concept of Options – Types of options – Option valuation – Option positions naked and covered Option – Underlying assets in exchange-traded Options – determinants of Option prices – Binomial Option pricing model – Black-Scholes Option pricing – Basic principles of option trading – **SWAP**: Concept, Evaluation and features of Swap – types of financial swaps – Interest rate Swaps – currency swap – Debt Equity Swap.	12	20%
4	**Hedging and Stock Index Futures** – Concepts – Perfect Hedging model – Basic, Long and Short Hedges – Cross Hedging – Basis Risk	12	20%

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COMMERCE AND LIBERAL ARTS

	and Hedging – Basis Risk Vs Price Risk – Hedging effectiveness – Hedging objectives – management of Hedge – **Concept of Stock Index:** Stock Index Futures – Stock Index Futures as a Portfolio management Tool.		
5	**Financial Derivatives Market in India**:Need for Derivatives – Evolution of Derivatives in India – benefits of Derivatives in India – categories of Derivatives traded in India – Derivatives trading at NSE/BSE Eligibility of Stocks – Emerging Structure of Derivatives Markets in India - Regulatory Instruments.	**9**	**15%**

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Presentation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Gupta S.L.	Financial Derivatives Theory Concepts and Problems	PHI	Second Edition
2	Gupta	Financial Derivatives	PHI	Latest Edition

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Kumar	Financial Derivatives	PHI	Latest Edition
2	John C. Hull	Options, Futures & other derivatives	Tata Mc Graw Hill	Latest Edition
3	Chance, Don M:	Derivatives and Risk Management Basics,	Cengage Learning, Delhi.	Latest Edition
4	Hull John. C	Options, Futures and Other Derivatives	Pearson Educations Publishers, New Delhi	Latest Edition

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List of Journals / Periodicals / Magazines / Newspapers etc.:

- Business Standard
- The Economic Times
- Financial Express
- NSE & BSE, SEBI, FMC, RBI Websites
- ICFAI journal of Derivative Market
- Business Today
- Business India
- Business World
- Finance India
- Treasury Management
- Financial Risk Management

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	Medium	Medium	Medium	Low	Low	High	Low	Low	Low	High
CO2	Medium	High	Medium	Low	Low	High	Low	Low	Low	High
CO3	Medium	High	Medium	Low	Low	High	Medium	Low	Low	High
CO4	Medium	High	Medium	Low	Medium	High	Medium	Low	Low	High
CO5	Medium	High	Medium	Low	Medium	High	Medium	Low	Low	High

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester IV

Course Title: Industrial Relations and Labour Laws

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	MBA405INR	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. To elaborate the concept of Industrial Relations and Labour laws
2. To discuss and analyse requirement different mechanisms of addressing disputes, grievances and workers' welfare, Trade Union and Industrial Employment
3. To summarize the important provisions of Wage Legislations, in reference to Factory Act 1948 and Contract Labour (Regulation and Abolition) Act, 1970
4. To summarize the important provisions of labour Legislations, in reference to Worker's Participation In Management and Code of Discipline in India
5. To summarize the important provisions of labour Legislations Sexual harassment of women in workplace, The Child Labour (Prohibition and Regulation) Act, 1986: and Apprentice Act,1961:

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COMMERCE AND LIBERAL ARTS

Syllabus

Module	Contents	No of Sessions	Weightage
1	**Philosophy of Industrial Relation** ● Nature and Need ● Objectives and Principles of Labour Laws ● Social Justice ● Fundamental Rights ● Directive Principles ● Judicial Activism and Labour Welfare in India ● Impact of Liberalization and Globalization ● Labour Policy of India	12	20%
2	**Industrial Disputes Act, 1947** ● Introduction, Objectives, Definitions ● Various Methods and Various Authorities under the Act for resolution of industrial disputes e.g. methods of conciliation, adjudication and voluntary arbitration, ● Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal ● Provisions with respect to Strikes and Lockouts, Layoff and retrenchment **Trade Unions and Trade Unions Act, 1926** ● Meaning and Definitions ● Objectives Trade Union ● Functions ● Registration Process **Industrial employment standing order Act 1946** ● Introduction, Objectives ● Definitions ● Model Standing Orders ● Offences and penalties	12	20%
3	**Factory Act 1948** ● Objectives, definitions ● Provisions regarding Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and	12	20%

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	penalties **Contract Labour (Regulation and Abolition) Act, 1970** ● Application, Establishments ● Definitions, jurisdiction of government ● Central and State advisory boards ● Registration of establishments and licensing of ● contractors ● Prohibition of employment of contract labour		
4	**Worker's Participation In Management** ● Concept, Objectives, evolution ● Statutory and Non-Statutory Forms of WPM ● Level of WPM ● Assessment of WPM in India **Code of Discipline in India** ● Meaning and definitions, Characteristics ● Objectives of discipline ● Code of Discipline ● Disciplinary proceedings - procedure for ● disciplinary action - Misconduct - Charge sheet - ● service of charge sheet - power to suspend pending	**12**	**20%**
5	**Sexual harassment of women in workplace** ● Nature of problem ● Supreme Court's guidelines on this issue. **The Child Labour (Prohibition and Regulation) Act, 1986**: ● Object and Scope; Definition; ● Prohibition of employment of children in certain occupations and processes ● Regulation of Conditions of Work of Children Weekly holidays **Apprentice Act,1961:** ● Statements of objects ● Period of apprenticeship training ● Essential ingredient of contract of apprenticeship ● Registration of contract of apprenticeship ● Obligations of apprentices	**12**	**20%**

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Evaluation		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment

Basic Text Books:

Sr. No.	Author/s Name	Name of the Book	Publisher	Edition
1	B.D.Singh	Industrial Relations And Labour Laws	Excel	Latest

Reference Books:

Sr. No.	Author/s Name	Name of the Book	Publisher	Edition
1	M Sarma	Industrial Relations- Conceptual & legal framework	Himalaya Publication	Latest
2	S C Srivastava	Industrial Relations and Labour Laws	Vikas Publishing House Pvt Ltd Delhi	Latest
3	C.B.Mamoria	Dynamics of Industrial Relation	Himalaya Publication	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of Human Resource Management, Sage publication
- Business Standards
- Harvard Business Review

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CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Medium	High	Low	Low	Medium	High	High	High
CO2	Medium	High	Medium	High	Low	Low	High	High	High	High
CO3	Medium	Medium	Medium	High	Low	Low	Medium	High	High	High
CO4	High	Medium	Medium	High	Low	Low	High	High	High	High
CO5	High	Medium	Medium	High	Low	Low	Medium	High	High	High

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester IV

Course Title: Product and Brand Management

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
Elective	MBA405PBM	4	60	Theory	Continuous Assessment	Practical	Theory	Practical
				20%	30%	-	50%	-

Course Outcomes (COs)

1. To learn fundamentals of Product and Brand Management.
2. The aim of Product Management Part is to make participants understand competition at product level as well as brand level.
3. To understand important aspects of product and brand management from competition point of view.
4. The objective of brand management is to make students understand principles of Branding, role of brands, elements and components of brands, brand equity etc.
5. The main aim for brand management is to make sure that students understand implications of planning, implementing and evaluating Branding Strategies.

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COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Product:** Competition & Product Strategy, product in theory & in practice, Product life cycle, product Portfolio.	12	20%
2	**Product Management & New Product Development:** New product development process, New product strategy, commercialization, managing Growth, Managing the mature 20% Product	12	20%
3	**Branding & Brand Management:** The concept of Brand Equity, Creating brands in acompetitive market, Brand Positioning and Brand Associations, Using Brand Elements to Create brand equity, Leveraging Secondary Brand Associations.	12	20%
4	**Growing and Sustaining Brand Equity:** Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches.	13	22%
5	**Case Study Discussions:** Samsung's Mobile Business, Tata Motors, Nykaa, Intel: Building a Technology Brand, Brand Elements of Parle-G Biscuit Brand etc.	11	18%

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Presentation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

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Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Michael Baker and Susan Hart	Product Strategy and Management	Pearson Education	Second Edition.
2	Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob	Strategic Brand Management	Pearson Education	Third Edition.

Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Donald R. Lehmann and Russell S. Winer	Product Management	TMH	Fourth Edition
2	Kapferer, J.-N. (1997)	Strategic Brand Management	London: Kogan Page Limited	Latest Edition
3	M. G.Parameswaran	Building Brand Value : Five Steps of Building Powerful Brands	New Delhi: Tata McGraw Hill	2006
4	H. V. Verma	Brand Management	New Delhi: Excel Books	2004
5	B. VanAuken	Branding, A reference guide to solving your toughest branding problems and strengthening your market position	Jaico Publishing House	2007
6	Prank K Chaudhary	Successful Branding	University (India) Press Limited, Hydrabad	2001
7	Ramanuj Majumdar	Product Management in India	PHI EEE	Latest Edition

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COMMERCE AND LIBERAL ARTS

CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Medium	High	High	Medium	Medium	High	High	High
CO2	High	High	Medium	High	High	Medium	High	Medium	Medium	High
CO3	High	Medium	Medium	High	High	Medium	Medium	Medium	Medium	High
CO4	High	High	Medium	High	High	Medium	Medium	High	Medium	High
CO5	High	High	High	Medium	High	Medium	High	Medium	Medium	High

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

MBA Programme

MBA Semester IV

Course Title: Research Project

Course Code	Credit	Contact Hours	Internal			External	
MBA406REP	6	90	Theory	Continuous Assessment	Practical	Theory	Practical
			0	0	50%	0	50%

Course Outcomes (COs)

1. To practice theoretical concepts in Research methods
2. To provide students an opportunity of qualitative and quantitative research based learning in a systematic manner.
3. To apply conceptual knowledge using statistical techniques of data analysis
4. To learn art of writing research paper/ research Article.

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Course Outline:

Students will work on the Research Project from the commencement of the semester IV. Students with the help of Guide/Mentor will conduct a research on primary or secondary data using some statistical tools and research techniques in the area of specialization under the guidance of Guide/Mentor. On the satisfactory completion of the work the School/Department/Institute will issue a completion certificate to the candidate concerned. It is an individual research project.

The student will have to submit the Research Project Report as per the guidelines of the Research Project. The Internal marks will be based on the stage wise submission guidelines. External marks will be based on viva voce and report submission. Detailed guidelines will be issued during the research project tenure.

Evaluation		
1	Internal Assessment (Report, Viva voce)	50%(Internal Assessment)
2	External Examination (External Viva voce with report submission)	50%(External Assessment)

Swarnim School of Management
Commerce and Liberal Arts

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – I

Principles of Management

Code: 16040104

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	Basic concepts of management: Definition – Need and Scope – Different schools of management thought – Behavioural, Scientific, Systems, and Contingency, Contribution of Management Thinkers: Taylor, Fayol, Elton Mayo	10
2	Functions of Management – a) Planning – Concept, Nature, Importance, Steps, Limitations, Management by objectives b) Organizing - Concept, Nature, Importance, Principles, Centralization, Decentralization, Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical, Customer, New Forms of Organization – Virtual, Organizations as Networks - Types of Network Organizations/Clusters - Self- Organizing Systems. Organizational Designs for Change and Innovation - Designing Principles for New Forms of Organizations c) Staffing - Concept, Nature, Importance, Steps. Concept of knowledge worker. d)	10

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	Directing – Concept, Nature, Importance. e) Controlling - Concept, Nature, Importance, Process of controlling, Control Techniques.	
3	Leadership: Concept, Nature, Importance, Attributes of a leader, developing 10 leaders across the organization, Leadership Grid.	10
4	Decision making: Concept, Nature, Importance, and Process. Types of decisions. Problems in decision making, Case Study: Planning, Decision Making, Leadership	10
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Reference Books:

1. Essentials of Management – Koontz – TMGH
2. Principles & Practices of Management - Saxena
3. Principles and Practices of Management - Shejwalkar and Ghanekar
4. Management Concepts & Practices - Hannagan

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF MANAGEMENT

Master of Business Administration

Managerial Economics
Code: 16040105
MBA 1st SEM

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Th	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	30	-	70	-	100

Objective:

- To expose students to basic micro economic concepts.
- To apply economic analysis in the formulation of business policies.
- To use economic reasoning to problems of business.

Module	Topics
1.	• Definitions of Economics: Scarcity and Growth definitions • Introduction to Micro Economics: Definition, Scope, Importance and Limitations of Micro Economics • Important Concepts: Economic goods and Free Goods, Price and Value, Want and Demand, Production Possibility Curve • Economic Systems: Planned Economy, Free Market Economy and Mixed Economy

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2.	**Theory of Demand:** • Meaning of Demand and Determinants of Demand – Demand Function • Law of Demand, Expansion and Contraction of Demand, Increase and Decrease in Demand, Usefulness of Law of Demand, Exceptions to the Law of Demand , • Utility Analysis: Concept of Utility, Law of Diminishing Marginal Utility, Derivation of Demand Curve on the basis of the Utility analysis , Consumer's Surplus
3.	**Theory of Supply**: • Meaning of Supply, Determinants of Supply, Expansion and Contraction of Supply, Increase and Decrease in Supply • Demand and Supply as determinants of Price • Meaning of Market, Types of Market and their important features: Perfect Competition, Monopoly, Monopolistic Competition and oligopoly
4.	**Theory of Distribution :** • Marginal Productivity Theory of Distribution • Rent: Concepts of Differential Rent and Scarcity Rent, Economic and Contract Rent, Quasi Rent, Pure Rent and Quasi Rent • Wages: Concepts of Time Wages, Piece Wages, Money wages, Real Wages, factors determining real Wages. • Interest: Gross and Net Interest. Components of Gross Interest • Profit: Theories of profit – risk, uncertainty, innovation

Text Book:

(1) Micro Economic Theory by R. Cauvery (S.Chand Publication.)
(2) Micro Economics by M.John Kennedy (Himalaya Publication)

Reference Books:

(1) Modern Micro Economics by H.L Ahuja (S Chand Publication)
(2) Modern Economic Theory by K.K Dewett (S. Chand Publication)
(3) Elementary Theory by K.K. Deweet & J.D.Verma.(S.ChandPublication.)
(4) Principles of Economics by D.M.Mithani (Himalaya Publication)

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Topics for assignments:

1. Discuss Basic Economic Problems.

2. Explain the nature of Economics.
3. Explain the Main Types of Demand (Price, Income, Cross).
4. Distinguish between Giffen Paradox and Veblen effect.
5. Distinguish between Composite Supply and Joint Supply.
6. Explain the special features of Factor Pricing.
7. Explain the Constituents of gross profit.

Suggested topics for seminars and presentations:

1. Features of Modern Economy
2. Relevance of floor and ceiling prices in modern economic system
3. Regulated and unregulated markets and their consequences
4. Public goods and private goods

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – I

Organizational Behaviour

Code: 16040106

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject organizational behavior.

Module	Topics	Hours
1	**Introduction to Organizational Behaviour: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC.** Personality & Attitudes: Meaning of personality, attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude – Developing the right attitude	10
2	Motivation: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory. Morale - Definition and relationship with productivity - Morale Indicators. Stress management: Definition, Causes, Managing stress, Stress as a motivator. Work life balance.	10
3	Group Dynamics and Team building: Concept of Group & Team. Theories of Group	10

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	Formation - Formal and Informal Groups. Importance of Team building. (4) 5. Conflict Management: Definition. Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, Organizational. Constructive and Destructive conflict. Conflict management	
4	Change management: Concept of change, change as a natural process, Importance & Causes of change – social, economic, technological, organizational. Learning – unlearning, Concept of learning organizations Cases studies on above topics	10
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Reference Books:

1. Organizational Behaviour, 9th Ed. - Stephen Robbins
2. Human Behaviour at work - Davis and Newstorm
3. Organizational Behaviour - Uma Sekaran
4. Organizational Behaviour - Fred Luthans
5. Organizational Behaviour - K.Aswathappa
6. Human Behaviour at Work - Keith Davis
7. Organizational Behaviour - Jit S.Chandran
8. Human Relations & Organizational Behaviour - R.S.Dwivedi
9. Organizational Behaviour - McShane
10. Organizational Behaviour - Sharma

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Master of Business Administration
Semester – I
Financial Statement Analysis
Code: 16040107

Module	Topics	Hours
1	Defination-Objective and users of financial statements –elements of financial statements – articulation of financial statements – elements from which financial statements are constructed-techniques of financial statement analysis	10
2	Basic Accounting Concepts – Trial balance –balance sheet– Income statements – Depreciation -Cash flow statement - purpose - uses - structure - format of cash flow statement - preparing cash flow statement - interpreting the cash flow statement	10
3	Corporate Acquisitions: Mergers –Types – Reasons –Mechanics –Cost and Benefit – Timing of Merger Activity – the role of exchange rates and takeover process – Evaluating Merger as Capital Budgeting Proposal –Terms of Mergers – Takeovers – Signs of Takeovers.	10
4	Corporate Restructuring: Joint Ventures –Financing and Evaluation –Rationale and Role of Joint Ventures – Sell Offs –Change in Ownership –Divestitures – Spin-off –Split-off – Going Public –Privatization –Leveraged Buyouts –Buyback of Shares –Alignment of Interest	10
	Total	**40**

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – I

Marketing Management

Code: 16040108

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

1. Course Objective:

The changing dynamics of the national and global economies have created a challenging scenario for all marketers. The technological updations have opened the doors of global market place where the businesses are now boundary less in real sense. So, this course is aimed to provide the basic understanding of marketing and the related concepts to the management students. The course will also provide the brief idea on latest technological trends and digital aspects in area of marketing. By learning this course, students will get the insights regarding important fundamental aspects of marketing from the managerial perspective. The students will get a holistic approach of marketing as an important function in the business environment and its applications to achieve the organizational goals.

2. Course Duration: The course duration is of **36 sessions of 75 minutes** each.

3. Course Contents:

Module No.	Contents	No. of Sessions

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I	• Basic Concepts of Marketing • Customer Value and delivery • Components of Modern marketing Information System • Marketing Environment • Forecasting and Demand measurement	11
II	• Understanding the Consumer Market • Understanding industrial markets • Segmenting and Targeting markets • Brief on Positioning	9
III	• Understanding Product concepts • Packaging, labelling, Warranties and Guarantees • Introducing New market offerings	10
	• Pricing Concepts	
IV	• Integrated Marketing Communications • Designing and managing integrated marketing channels	10

4. Case Studies:

Faculties can refer the case studies (preferably Indian cases) from reputed books/journals/other reading material for the discussion. It is strongly recommended that the theoretical discussion of each concept has to be supported with the discussion of case studies in specific area.

5. Teaching Methods:

The course will use the following pedagogical tools:
(a) Lectures and Discussions.
(b) Assignments and PPT Presentations.
(c) Case Studies.

6. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following Elements:

A	Continuous Evaluation Component comprising of Projects/Quiz/Test/Class Attendance/ Participation (List of activities)	(Internal Assessment- 50 Marks)
C	End –Semester Examination	(External Assessment-50 Marks)

7. Textbooks:

Author	**Name of the Book**	**Publisher**	**Year of Publication**
Kotler, Keller, Koshy & Jha	Marketing Management	Pearson	14th ed.
Lamb, Hair, Sharma & McDaniel	MKTG - Principles of Marketing	CENGAGE Learning	South Asian Edition - 2016

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7. Other Readings

Author	Name of the Book	Publisher	Year of Publication
Kotler & Armstrong	Principles of marketing	Pearson	Latest edition
Paul Baines	Essentials of Marketing	Oxford University Press	Latest edition
Charles W Lamb	Principles of Marketing	Cengage Learning	Latest edition
Neeru Kapoor	Principles of Marketing	PHI	Latest edition
S A Sherlekar	Marketing Management	Himalaya Publishing House	Latest edition

7. List of Journals/Periodicals/Magazines/Newspapers, etc.

1. Journal of Marketing
2. Marketing Science
3. European Journal of Marketing
4. Journal of Marketing Management
5. Journal of Consumer Marketing
6. Marketing Intelligence & Planning
7. Journal of Business & Industrial Marketing
8. Brand Equity (ET - Wednesday Supplement)
9. 4Ps magazine
10. Various web based magazines and e resources

Note: The list of reading sources are the only the suggestive list of reading material for the course. It should not be considered as the exclusive prescribed sources. The students and faculty have the freedom to choose any of the other reading material for the teaching and learning process.

8. Session Plan:

Session No.	Topics to be covered
1-3	Basic Concepts of Marketing: Defining marketing, Scope, Core marketing concepts, Company orientations towards the marketplace
4-5	Customer Value and delivery: Marketing and customer value, value delivery process, value chain, core competencies, customer perceived value, total customer satisfaction, monitoring satisfaction , maximizing customer lifetime value

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6-7	Components of Modern marketing Information System: Internal records, Marketing intelligence
8-9	Marketing Environment :Needs and trends, Major macro - environmental forces
10-11	Forecasting and Demand measurement: Measures of market demand, Vocabulary for demand measurement, Estimating current and future demand
12-14	Understanding the Consumer Market: Consumer behavior, Key Psychological process, Buying decision process, Behavioral decision theory and behavioral economics
15-16	Understanding industrial markets: Organizational buying, Participants in business buying process, Purchasing process stages in buying process, Developing and managing B to B marketing programs, Institutional and government markets
17-20	Segmenting and Targeting markets: Understanding market segmentation, Bases for segmenting consumer markets, Bases for segmenting business markets, Steps in segmenting markets, Selecting target markets Brief on Positioning
21-23	Product: Product characteristics and classifications, Product differentiation, Product design, Luxury products, Product and brand relationship, Packaging, labelling, Warranties and Guarantees.
24-27	Introducing New market offerings: New product options, Challenges in new product development, Organizational arrangements, Managing new product development process: Idea Generation, Idea Screening, business analysis, product development, market testing, commercialization
28-30	Pricing concepts : Important of price, Pricing objectives, Demand determines of price, Other determinants of price, How to set a price on a product, Legality and ethics of price strategies, Tactics for fine-tuning the base price, Product line pricing, Pricing during difficult economic scenario
31-33	Integrated Marketing Communications : Role of promotion in marketing mix, The promotional mix, Marketing communication, The goal and tasks for promotion, Promotional goals and AIDA concept, Factors affecting promotional mix
34-40	Designing and managing integrated marketing channels : Marketing channels and value network, Role of marketing channels, Channel design decisions, Channel management decisions, Channel integration and systems, E-commerce, M-Commerce, Conflicts, cooperation and competition

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SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – I

Quantitative Methods

Code: 16040109

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	Arranging data to convey meaning - Tables, Graphs and Frequency Distribution, Measures of Central Tendency – Arithmetic Mean, Median, Mode. Measures of Dispersion – Range, Quartile, Mean Deviation, Standard Deviation, Coefficient of Variation	10
2	Correlation – Karl Pearson coefficient & Rank correlation – Partial & Multiple correlation. Simple and Multiple Regression (Linear) – Equation and prediction , Association of Attributes: Yule's coefficient & Coefficient of colligation	10
3	Measures of Central Tendency and Dispersion: Introduction, Objectives of statistical average, Requisites of a Good Average, Statistical Averages - Arithmetic mean - Properties of arithmetic mean - Merits and demerits of arithmetic mean ,Median - Merits	10

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	and demerits of median , Mode - Merits and demerits of mode , Geometric Mean , Harmonic Mean , Appropriate Situations for the Use of Various Averages , Positional Averages , Dispersion – Range - Quartile deviations, Mean deviation ,Standard Deviation - Properties of standard deviation Coefficient of Variance Theory of Probability: Introduction - Definition of probability - Basic terminology used in probability theory, Approaches to probability , Rules of Probability - Addition rule - Multiplication rule , Conditional Probability, Steps Involved in Solving Problems on Probability , Bayes' Probability , Random Variables Theoretical Probability Distributions: Introduction - Random variables , Probability Distributions - Discrete probability distributions - Continuous probability distributions , Bernoulli Distribution - Repetition of a Bernoulli experiment , Binomial Distribution - Assumptions for applying a binomial distribution - Examples of binomial variate - Recurrence formula in case of binomial distribution - Case study on binomial distribution Poisson Distribution - Assumptions for applying the Poisson distribution - Real life examples of Poisson variate - Recurrence relation -Case study on Poisson distribution , Normal Distribution - Standard Normal Distribution	
4	Markov Chains & simulation techniques. Monte Carlo Simulation. Games Theory - 2x2 zero sum game with dominance - Pure Strategy and Mixed Strategy, Decision Theory - Decision making under risk (EMV criteria) and Decision making under uncertainty	10
	Total	**40**

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Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Reference Books:

1. Statistical and Quantitative Methods – By Ranjit Chitale

2. Statistical Methods - S.P.Gupta
3. Statistics for Management - Levin and Rubin
4. Quantitative Techniques Vol. 1 and 2 - L.C.Jhamb
5. Statistics and Quantitative Techniques - M.G.Dhaygude 6. Quantitative Techniques - N.D.Vohra

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – I

Business Research Methods

Code: 14040110

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	Foundations of Research: Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method - Understanding the language of research - Concept, Construct, Definition, Variable. Research Process Problem Identification & Formulation – Management Question – Research Question – Investigation Question – Measurement Issues - Hypothesis - Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing - Logic & Importance	10
2	Research Design: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable,	10

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	extraneous variable, Treatment, Control group, Qualitative and quantitative research: Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches.	
3	Measurement: Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio, Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking. Types of Data: Secondary Data - Definition, Sources, Characteristics. Primary Data - Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey.	10
4	Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample - Practical considerations in sampling and sample size. Data Analysis: Data preliminary questionnaire screening, editing, coding and data entry (using statistical software), Research Writing: - Research Proposal Synopsis, Research Report	10
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

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Pedagogy:

- ICT enabled Classroom teaching
- Case study

- Practical / live assignment
- Interactive class room discussions

Evaluation:

Students shall be evaluated on the following components:

A	**Internal Evaluation**	**(Internal Assessment- 50 Marks)**
	• Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
C	**End –Semester Examination**	**(External Assessment-50 Marks)**

Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Naval Bajpai	Business Research Methods	Pearson	Latest
2	Naresh Malhotra and Satyabhusan Dash	Marketing Research – An applied orientation	Pearson	Latest
3	Donald R. Cooper and Pamela S. Schindler	Business Research Methods	TMH	Latest
4	Zikmund Willium	Business Research Methods	Thomson	Latest
5	Uma Sekaran	Research methods for business: A skill building approach	Wiley India	Latest
6	Panneerselvam R.	Business Research Methods	John Wiley and Sons	Latest
7	D. K. Bhattacharyya	Research Methodology	Excel	Latest
8	J. K. Sachdeva	Business Research Methodology	Himalaya	Latest
9	Adithan Bhujange	Research Methodology for Management and social Science	Excel	Latest
10	Alan Bryman	Business Research Methods	Oxford University Press	Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

1. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Research Methodology - C.R.Kothari

List of Journals/Periodicals/Magazines/Newspapers / Web resources, etc.

1. Journal of Indian Business Research
2. International Journal of Statistics and Analysis
3. Sankhya – Indian Journal of Statistics
4. Economic Times
5. Financial Express
6. Business Standard

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7. Economic & Political Weekly
8. Vikalpa

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – I

Computing Skills - 1

Code: 16040102

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject of Computing Skills with deeper penetration so that the students are aware about the basics of computers..

Module	Topics	Hours
1	Introduction to Computers: Hardware - Software - Systems Software, Application Software and Packages - Introduction to Embedded Software. Fundamentals of operating system- Windows, Unix/Linux. Introduction to World Wide Web - Internet operations. Emerging communication technologies	10
2	Microsoft Word – Mail merge (2) 2.2 Microsoft Excel – Formulas, Graphs, Basis statistical formulae. (4) 2.3 Microsoft Power Point – Creating effective presentations (4) 2.4 Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries	10

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3	BASICS OF INFORMATION TECHNOLOGY: Introduction to Information Technology: Basic concepts of IT, Data and Information. Introduction to computer, Classification and History of computer, Block Diagram of The Computer System, Introduction to various units. Anatomy of Digital Computer, Computer Hardware and Software APPLICATIONS OF IT: Wide range of applications in: Home, Education and Training, Entertainment, Science, Medicine, Engineering etc	10
4	NETWORKING Brief Introduction to Networking, Types of networking, Different topologies Introduction to Internet and World Wide Web, Uses of internet, Electronic Mail. Cloud computing, Internet security, Firewall and Anti-Virus	10
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Reference Books:

1. Alexis Leon & Mathews Leon Fundamentals of Information Technology
2. John Walkenbach, Herb Tyson,
3. Michael R. Groh, Faithe Wempen,
4. Buck Microsoft office 2010
5. bible Wiley india 2010
6. ITL Education Solutions Limited Introduction to Information Technology
7. Norton and Peter, Introduction to Computers

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF MANAGEMENT

Master of Business administration

Semester 2

Macro Economics
Code: 16040204

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Th	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	30	-	70	-	100

Objective:

Macro Economics is a broad field of study. It is a branch of Economics dealing with the performance, structure, behavior & decision making of the entire Economy.

Module	Topics
1	**Introduction to Macro Economics:** Definition, Scope, Importance and Limitations of Macro Economics **National Income (NI) Accounting:** Meaning of NI and Circular Flow of NI (in Four sector economy Stock and flow concept, NI at Current Price and NI at Constant Price Various concepts of NI (GNP, GDP, NNP, NDP), Personal Income, Disposable Income Methods for measurement of NI Difficulties in measurement of NI
2	Theory of Income and Employment Keynes' consumption function Investment function, Keynesian theory of Income and employment, Investment multiplier Interest rate theory - Liquidity Preference Theory
3	Money, Definition and Functions Stocks of Money (M1, M2, M3 and M4) Credit creation by Commercial Banks Inflation

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	Meaning of Inflation, Deflation, Stagflation and Causes of inflation, Measures to Control Inflation Business cycle Meaning, characteristics and phases
4	Monetary policy Meaning, Objectives and Tools Fiscal policy Meaning, Objectives and Tools Balance of Payments Meaning, Structure, Causes of Disequilibrium and Methods of Correcting Disequilibrium.

Text Book

D. Macro Economics by D.M.Mithani (Himalaya Publication)
E. Macro Economics by R. Cauvery (S.Chand Publication.)

Topics for Assignment

13. Functions of Commercial Banks
14. Functions of Central Banks
15. Factors affecting Business Cycle
16. Use of National Income Data
17. Difference between BOT and BOP

Topics for Seminar

5. Inflation in India
6. Economic Growth and Economic Development
7. Role of Economic Policies in Economic Growth
8. Relationship between Inflation and unemployment

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – II

Human Resource Management

Code: 16040205

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject of marketing management with deeper penetration so that the students can choose the particular area of specialization even under the Marketing Management as per their interest in future.

Module	Topics	Hours
1	*ntroduction to Human Resource Management:* Introduction, Concept of Human Resource Management, Scope of Human Resource Management, History of Human Resource Management, Function of Human Resource Management, Role of HR Executives *Unit 2- HRM in India:* Introduction, Changing Role of Human Resource in India, Globalization, Its Impact on HR	10
2	*Human Resource Planning:* Process of Human Resource Planning, Need for Human Resource Planning, HR Forecasting Techniques, Successful Human Resource Planning *Unit 4- Recruitment and Selection:* Concept of Recruitment, Factors Affecting	10

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	Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction *Unit 5- Training and Management Development:* Meaning of Training, Area of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences Between Training and Development, Evaluation of Training and Management Development	
3	*Unit 6- Employee Career Planning and Growth:* Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning *Unit 7- Performance Appraisal:* Concept and Need for Performance, Reviews, Overview of Performance Appraisal, Types of Appraisal Methods, 360 degree appraisal, Benefits *Unit 8- Compensation Management:* Wage and Salary Administration, Managing Wages, Concept of Rewards and Incentives, Managing Benefits in Organisations *Unit 9- Job Evaluation:* Concept of Job Evaluation, Objectives, Techniques, Advantages and Limitations, Introduction to Competency	10
4	*Unit 10- Human Resource Information System:* Introduction, Concept, Components, Types, Application, Implementation, Benefits, Impact, *Unit 11- Job Analysis and Design:* Concept of Job Analysis and Design, Process of Job Analysis, Methods of Job Analysis, Job Analysis Information, Concept of Job Design *Unit 13 - Grievance and Grievance Procedure:* Concept of Grievance, Causes of Grievances, Forms and Effects of Grievance, the Grievance Handling Procedure, Need for Grievance Redressal Procedure *Unit 14 - Employee Welfare and Working Conditions:* Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities *Unit 15 - Emerging Trends in HRM:* Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement	10

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	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Reference Books:

Personnel Management – C.B Mamoria 3. Managing Human Resources - R.S. Dwiwedi 4. Human Resources Management-V.P.Michael 5. Human Resources Management – Dr.P.C.Pardeshi 6. Human Resources Management – Mirza & Zaiyadin 7. Human Resources Management – L.M.Prasad 8. Human Resources Management - Ashwathappa 9. Managing Human Resources - Arun Monppa

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SCHOOL OF BUSINESS - Master of Business Administration

Financial Management
Code: 16040206

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective:

- To familiarize students with the concepts, tools and practices of financial management.
- To understand the decisions to be taken by financial managers of business firms.

Module	Topics	Hours
1	**Finance Function:** Meaning, Scope, and Classification of functions (Long term-short term; Executive-Routine). Organization of Finance Function (status and duties of a Financial manager: Treasurer and Controller). Objectives/Goals of Financial Management. **Time Value of Money:** Concept and numerical of Compounding and Discounting including annuity (excluding valuation of securities).	10
2	**Management of working capital:** Concept, Types, Factors affecting workingcapital needs, Operating cycle approach, Dangers of excessive and inadequate working capital. **Cash Management:** Meaning, Motives of holding cash, Functions/objectives ofcash management, Cash budget (with numerical). **Inventory Management:** Meaning, Objectives of holding inventory, Factors affecting inventory, Techniques of inventory	15

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	management :**(1) EOQ** (with numericals including discount concept), ABC Analysis(without numericals) **(2)Reorder point** (without numericals), **Recievables Management:** Meaning, Cost and benefits, size of of receivables,optimum credit policy and credit policy variables, (only simple numericals of receivables are expected.)	
3	**Leverage:** (numericals and theory) Operating leverage: Meaning, degree and effects of operating leverage on profits. Financial leverage: Meaning and degree Trading on equity: Meaning, benefits and risks (including EBIT-EPS analysis) Combined leverage. Concept and numericals on : (a) Financial Break-Even, (b) Indifference point	10
4	**Capital budgeting:** Meaning and significance ofcapital budgeting, Types of capital budgeting decisions. Techniques: (Meaning, Accept-Reject criterion, Advantages and Disadvantages, comparison and numericals based on each method.) Payback period Average Rate of Return Net present value Profitability Index Internal Rate of Return	10
	Total	**45**

Text Books:

- Financial Management-Principles and Practice: C.Sudarsana Reddy, Himalaya Publishing House.

Reference Books:

- Financial Management: Text, Problems and cases: M.Y.Khan and P.K.JainTata McGraw Hill Education Pvt. Ltd.
- Financial Management P.V. Kulkarni and B.G. Satyaprasad.
- Essentials of Financial Management: I.M.Pandey, Vikas Publishing House Pvt. Ltd.
- Financial Management :Prasanna Chandra.
- Financial Management : Dr. V.k. Palanivelu, S. Chand.
- Financial Management :SheebaKapil, Pearson.
- Financial Management : Rajiv Srivastav and Anil Mishra, Oxford university press.

Topics for Assignment :

Introduction to Contemporary issues like: JIT systems, Out sourcing, Computerised inventory control system.
Techniques of controlling inflows and outflows in modern times.
Captial Rationing and its relevance in capital budgeting decisions.
Capital Structure: Meaning and Features of an ideal capital structure.
Relationship of finance with economics, accounts and other disciplines.

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Topics for Presentation/Seminar:

Managment of working capital in India.
Emerging role of finance managers in India.
Effect of high and low operating and financial leverage for a business.
ABC analysis of debtors.

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Bachelor of Business Administration

Semester – II

Production & Operations Management

Code: 16040207

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	Production Management: Integrated Production Management, System Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy	10
2	Location Strategies: Introduction, Location Planning Process Facility or Layout Planning and Analysis: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing, Material handling Operations Scheduling: Introduction, Purpose of Operations Scheduling, Factors Considered while Scheduling, Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines, Approaches to Scheduling, Scheduling Methodology [Quantitative], Scheduling in Services	10

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3	Business Process Modeling: Introduction, Importance of Business Process Modelling, Business Process Modelling, Data Driven Approach to Process Definition. Logical vs. Physical Database Modelling, Business Process, the Way Forward Value Engineering: Introduction, Value Engineering/Value Analysis, Relevance of VE in Modern Manufacturing, Process of Value Analysis, VE – Approaches and Aim, Providing Value to the Customers, Benefits	10
4	Total Quality Management: Introduction, Meaning and Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM)	10
	Total	**40**

Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

Evaluation:

Students shall be evaluated on the following components:

Internal Continuous Evaluation	(Internal Assessment- 50 Marks)
End –Semester Examination	(External Assessment-70 Marks)

Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K.,	Operations Management for Competitive Advantage	TMH	Latest
2	Kanishka Bedi	Production and Operation Management	Oxford	Latest
4	Roberta S. Russell, Bernard W. Taylor	Operations and Supply Chain Management	Wiley	Latest
5	Arun Kumar, N.MeenakshiP.	Production and Operation Management	Cengage	Latest
6	Heizer, Jay and Render, Barry	Operations Management	Pearson	Latest

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7	Elwood S. Buffa and Rakesh K.Sarin	Modern Production and Operations Management	Wiley	Latest
8	David A. Collier, James R. Evans and Kunal Ganguly	Operation Management	Cengage	Latest
9	S. A. Chunawala, Dr. R. Patel	Production and Operations Management	Himalaya	Latest
10	Martin K. Starr	Production and Operation	Cengage	Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. International Journal of Production Economics
2. Journal of Production Research and Management
3. Journal of Operations Management

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – II

PROJECT MANAGEMENT (PM)

Code: 16040208

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

1. Objectives:

- To develop an awareness of the need for project planning and management
- To apply professional attitudes and techniques to managing a project
- Provide students with a basic understanding of project management principles and practices.
- Increase the student's ability to function effectively on a project team.
- Increase the student's ability to function effectively as a project manager.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours

3. Course Contents:

Module No:	Module Content
I	Concept of project – classifications – project risk – scopeProject management – definitions – overview – project plan –management project management life cycles and uncertainty Project planning – scope – problem statement – project goals –objectives – success criteria – assumptions – risks – obstacles –approval process – projects and strategic planning

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II	Project implementation – project resource requirements – Types of resources – men – materials– finance Project monitoring – evaluation – control – project network technique –planning for monitoring and evaluation – project audits – project management information system – project scheduling – PERT & CPM – project communication – post project reviews
III	Project team management – recruitment – organizing – human resources – team operating rules – project organization – various forms of project organizations – project organization charting – project contracts – principles – compilation o contracts – practical aspects – legal aspects – global tender – negotiations – insurance Closing the project – types of projec termination – strategic implications – project in trouble – termination strategies – evaluation of termination possibilities – termination procedures
IV	Project Financing : Rights and obligations of Fund providers; Types of ownership Securities (Equity Shares, Preference Shares,deferred shares) Types of Debt Securities: Term loans, lease, debentures and bonds Hybrid Securities: Preference Shares, convertible bonds, bonds with warrants, Project Financing In India – SBI Guidelines, Financing of Export oriented units, Financing of small scale units, Financing of Infrastructure Projects
V	**Practical Module:** Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a project report under the guidance of your subject teacher.

4. Teaching Method: The following pedagogical tools will be used to teach this course: (1) Lectures and Discussions

(2) Role Playing

(3) Assignments and Presentations

5. Evaluation:

A	Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	Weightage 50 marks (Internal Assessment)
B	End –Semester Examination	Weightage 50 marks (External Assessment)

6. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition

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T1	Clifford F Gray, Erik W Larson	"Project Management-The Managerial Process"	Mcgraw-Hill Publishing	Latest edition
T2	Khatua	Project Management and Appraisal	Oxford Publication	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	P K Joy	Total Project Management-The Indian Context	Macmillan India Ltd	Latest edition
R2	Prasanna Chandra	Project Planning Concept	TMH Publication	Latest Edition
R3	Pinto	Project Management	Pearson	Latest Edition
R4	Jack Meredith, Samuel J. Mantel Jr	"Project Management- A Managerial Approach"	John Wiley and Sons	Latest edition
R5	David I Cleland	Project management	Mcgraw Hill International Edition	Latest edition
R6	Gopalakrishnan	Project Management	Mcmillan India Ltd	Latest edition
R7	John M Nicholas	"Project Management For Business And Technology"	Prentice Hall Of India Pvt Ltd	Latest edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Project Management Journals and Articles published in India and internationally, use of
Software like M.S. Project, SAP, etc. is encouraged.

9. Session Plan:

Session no.	Topic
1-2	Introduction – Definitions – classifications – project risk – scope Project management – definitions – overview – project plan
3-4	management principles applied to project management – project management life cycles and uncertainty
5-6	Project planning – scope – problem statement – project goals – objectives – success criteria – assumptions – risks – obstacles – approval process
7	projects and strategic planning
8-9	Project implementation – project resource requirements-types of resources – men – materials – finance

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10-11	Project monitoring – evaluation – control-project network technique
12-13	planning for monitoring and evaluation – project audits- project management information system – project scheduling – PERT & CPM
14	project communication – post project reviews
15-16	Project team management – recruitment
17-18	organizing – human resources – team operating rules – project organization – various forms of project organizations
19-21	project organization charting – project contracts – principles – compilation of contracts – practical aspects – legal aspects – global tender – negotiations – insurance
22-23	Closing the project – types of project termination – strategic implications – project in trouble
24-25	termination strategies – evaluation of termination possibilities – termination procedures
26-28	Project Financing : Rights and obligations of Fund providers; Types of ownership Securities (Equity Shares, Preference Shares, deferred shares) Types of Debt Securities: Term loans, lease, debentures and bonds Hybrid Securities: Preference Shares, convertible bonds, bonds with warrants, Project Financing In India – SBI Guidelines, Financing of Export oriented units, Financing of small scale units, Financing of Infrastructure Projects
29-36	**Practical** **Module:** Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a project report under the guidance of your subject

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Master of Business Administration

Semester – II

Entrepreneur innovation and motivation

Subject Code: 16040203

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
2	-	-	2	2	50	-	50	-	100

Course Objective:

a) The prime motive of the course is to expose, excite and elevate the motivation of the students to the field of entrepreneurship.
b) To create entrepreneurial managers for corporates to enhance business performance and create sustainable competitive advantage for the corporate.
c) To provide conceptual theoretical frameworks and tools, to enable students to make good decisions and realistic action plans about entrepreneurship.

2. Course Duration: The course duration is of **40sessions of 60 minutes** each.

3. Course Contents:

Module No.	Modules with its Contents/Chapters	No. of Sessions
I	**Entrepreneurship:** Concepts, Importance; Characteristics of a Successful Entrepreneur, Problems faced by Entrepreneurs, Myths and Mindset, Theories & Types of Entrepreneur, Creativity, Innovation and Entrepreneurship, Gujarati Entrepreneur and Contribution to India and World Economy	10
II	**Formalities For Setting Up of A Small Business Enterprise**: Identifying The Business Opportunity; Growth of a Business Idea; Selection of a Project (Product/ Service Selection, Location Selection, Project Feasibility Study, Business Plan Preparation, Preparation of a Project Profile), Decide on the Constitution, Registration, Clearances from specific Departments, Arrange for Land, Arrange for Plant & Machinery, Arrange for Infrastructure, Prepare Project Report, Apply & Obtain Finance, Implement the Project & Obtain Final Clearances	10

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III	**Understanding of Ecosystem & MSME:** Introduction to Central – level Institutions, State –level Institutions, Other Institutions (NABARD, TCOs, SIDBI) supporting business enterprises for financial assistance, technical consultancy, marketing input and research & development support, Process of raising finance from Bank and Other Institutes	10
IV	**Government Support for Entrepreneurship Development:** Initiatives for Start-up India, Stand up India and Skill India, Government of Gujarat schemes for Start-up, Start-up and ecosystem, Stand-up India: Women and Minority Entrepreneurship **Ease of Doing Business (EoDB)** – Overview, Ranking, Determinants of EoDB	10

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF COMMERCE

MBA

Semester – II

COST ACCOUNTING

Code: 16040202

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective*:*

To make students acquainted with cost accounting and equip them to prepare cost statement.

Course Content:

Module	Topics	Hours
1	**Introduction to Cost Accounting :** Meaning and definition; Need for Cost Accounting; Advantage and limitations; Cost Accounting and Financial Accounting; Cost concepts and cost objects; Elements of cost and classification of costs; methods of costing; Techniques of costing (*with emphasis on Uniform costing*) ; Cost centre and Cost unit; Installation of good cost accountingsystem.	10
2	**Materials:** Definition of inventory; Materials and material control; Objectives of material control; Its necessity and advantages; Purchase and stores routine; Control of inventory through EOQ, determination of various stock levels, JIT and ABC system; Methods of pricings of issues of material - FIFO, LIFO, Base Stock price, Weighted average price, periodic weighted average price, standard price and replacement price; Meaning and treatment of Waste, Scrap, Spoilage and Defectives;	10

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3	**Labour :** Direct and Indirect Labour cost; Labour cost accounting and Labour records; Remuneration methods - Time wage system and piece wage system; Bonus systems (Individual and Group incentive plans) -; Holiday & Leave with pay;Cost of Apprentice; Employee welfare cost; Fringe benefits; Bonus and Gratuity	10
4	**(A) Overheads including Activity Based Costing :** Definition; Classification of overheads; Techniques for segregation of Semi variable overheads; Cost allocation and apportionment; Basis of apportionment of Factory overheads and Re apportionment of service centre cost; Overhead absorption on the basis of Direct Material cost, Direct labour cost, Prime cost, Concept and Treatment in cost accounts of - Over absorption, Under absorption, Setting up time and Idle time; Absorption of Administration overheads and Selling & Distribution overheads (*In theoryonly*) **Conceptual Understanding of Activity Based Costing**	10
	Total	**40**

Reference Books

Cost accounting By M.C. Shukla

Cost Accounting By M.N.Arora

Cost accounting Book B.S.Shah Prakashan

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS -Master of Business administration

Semester – III

BUSINESS LAW

Code: 16040302

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Teaching & Evaluation Scheme:

Objectives:-

To make students understand the concept, theories and application of business Law for the Development of the Society.

UNIT -1

What is Law, various sources of Law, significance of law, business law, impact of law on society & business economic aspects of Constitution & its implications. Law of Contract – Definition & Nature of Contract, types of contract, offer & acceptance, consideration & capacity to contract, free constant, legality of object & consideration, contingent contract, quasi contract, discharge of contract, remedies for breach of contract, indemnity & guarantee, pledge, Principal – agent relationship & rights & obligation of Principal & agent. Law of Indemnity and guarantee

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UNIT – 2 The Negotiable Instruments Act, 1881 (incorporating latest amendments) ,

Meaning and characteristics of Negotiable Instruments, Classification of Negotiable Instruments, Promissory Note and Bill of Exchange, essential elements, Distinguish between Promissory note and bill of exchange, acceptance and acceptor Acceptance for honour, absolute and qualified acceptance, Drawer, drawee in case of need, payee, dishonor , Cheques, crossings of cheques, distinguish between Bill of Exchange and cheque, penalties in case of dishonor of cheques

UNIT – 3 - The Sale of Goods Act, 1930

The Sale of Goods Act, 1930, nature of contract of sale, conditions & warranties, Transfer of ownership, performance of contract of sale, rights of unpaid seller, Remedies for breach of contract Auction sale Law of negotiable instruments – nature of N. I., Promissory notes, BOE, Cheque , Parties of NI.

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF MANAGEMENT- Master of Business Administration

Semester – 3

STRATEGIC MANAGEMENT

Code: 16040303

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	30	-	70	-	100

Objectives:-

- To know core concepts of Strategy and Strategic Management and its scope.
- To know various external factors and its effect business policy or business strategy
- To know and execute the process of internal analysis any business unit of Industry.
- To understand various steps of formulation and implementation of various business

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Module	Topics	Hours
1	**INTRODUCTION TO STRATEGIC MANAGEMENT** • Meaning of strategy, strategic management (process of S.M) • Importance of Strategic Management • Strategic Fit and Intent • Levels of Strategy and their characteristics • Vision & Mission • Vision : Nature (elements), definition and benefits • Mission : Definition, characteristics of mission statement	10
2	**EXTERNAL ENVIRONMENT ANALYSIS** • Concept of Environment • SWOT • PESTEL • 5 Force Model • Approaches to Environmental Scanning • Sources used for Environmental Scanning • Techniques of Environmental Scanning	10
3	**INTERNAL ANALYSIS** • Resources, Capabilities, Competencies, Core Competencies • Competitive Advantage • Why are resources important • Value chain(organization and industry) • Ansoff Model	10
4	**STRATEGY FORMULATION** • 5 Generic Strategies (cost leadership, differentiation, combined, focus, best cost provider) • Interrelationship between formulation and implementation • Integration: Forward and Backward, Diversification : Horizontal, Conglomerate, Concentric	10
	Total	**40**

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Pedagogy:

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing.
- Audio-visual Material (Using CDs/Clippings/ online videos).
- Assignments and Presentations.

Evaluation:

Students shall be evaluated on the following components:

A	**Internal Evaluation**	**(Internal Assessment- 50 Marks)**
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	30 marks
C	**End –Semester Examination**	**(External Assessment-70 Marks)**

TEXTBOOKS:

1) Strategic Management & Business Policy by Azhar Kazmi, 3rd Edition Mc Graw Hill Publication Pvt Ltd.

2) Business Policy & Strategic Management by P. Subba Rao , GTU Edition Himalaya Publication.

REFERENCE BOOKS:

Name of the Book	**Author**	**Publication**	**Edition**
Strategic Management	R Srinivasan	The Indian Context- PHI, Latest Edition	Latest
Strategic Management	N. Chandrasekaran and P.S. Ananthanarayanan	Oxford University Press (Latest Edition)	Latest
Strategic Management: Analysis, Implementation , Control	A Nag	Vikas Publishing (Latest Edition)	Latest
Strategic Management	N. Sengupta	Vision Books (Latest Edition)	Latest
Strategic Management: Text and Cases	V.S.P. Rao, Hari V. Krishna,	Excel Books	Latest

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Strategic Management and Business Policy	Azhar Kazmi	Tata McGraw-Hill (Latest Edition)	Latest

1. Crafting and Executing Strategy by Thomson, , Gamble, Strickland, & Jain, 18th Edition Tata Mc Grahill Education Pvt. Ltd.
2. Strategic management By: Pierce & Robinson, Tata Mc Grahill Education Pvt. Ltd.
3. Competitive Advantage by Michael Porter, Free Press Publication,USA ,

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – III

Integrated Marketing Communication

Code: 16050302

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	Concept and Process of Integrated Marketing Communications (IMC): Elements of IMC & Developing respective communication campaign a) Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns b) Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising c) Publicity – Types of Publicity, relationship between advertising and publicity d) Personal Selling e) Direct marketing and direct response methods f) Event Management g) E-Commerce h) Corporate Communication I) Public Relations – Types of PR j) Media relations k) Community relations l) Industrial relations and m) Government relations n) Employee relations (House Journals / Newsletter)	10

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2	IMC Message Design: AIDA model Considerations for creative idea Visualization	10
3	Media Management - Media Process - Media Jargons - Media Buying - Strategies and execution, Suppliers in IMC: Hoarding Contractors/Printers etc., Ad Agency – Departments of Ad. Agency, Client Servicing-client Agency relationship, account Planning	10
4	Ethics and social responsibility in IMC campaigns. Evaluating Marketing	10
5	Communication Programs	
Total		**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Reference Books:

1. Integrated Marketing Communications - Kenneth Clown& Donald Bach
2. Advertising and Promotions - Belch & Belch, Tata McGraw Hill
3. Advertising Management - Rajeev Batra, John G.Myers & David A Aaker-PHI
4. Otto Kleepner's advertising Procedure - PH
5. International Edition - Contemporary Advertising Irwin/McGraw –Hill
6. Integrated Marketing Communications - Duncon- TMH
7. Foundations of Advertising Theory & Practice- S.A.Chunawalla & K.C.Sethia- Himalaya Publishing

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – III

Compensation Benefits

Code: 16070302

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	Compensation management – An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues Job Evaluation, Grading and Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation (Broad pay bands and 360 degree feedback) Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector	10

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2	Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits.	10
	Demerits of Incentives, Pay for Performance Plans Benefits and Services: Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package Voluntary Retirement Scheme: Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees, The Worker Adjustment and Retraining Notification Act (WARN)	
3	Tax Planning: Concept of Tax Planning, Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Package, Tax Implications of Employee Compensation Package to Employer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation Compensation Strategy: New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualizing the Pay System, Organisational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies Managerial Remuneration: Managerial Remuneration – Concept and Elements, Executive Compensation: Methodology, CEO-to-worker pay ratio, Rewarding – A New Approach, Remuneration Ceilings, Remuneration Ceilings under Section XIII, Benchmark Compensation Package as per the Industry Standards.	10

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4	Pay Structures: Performance Based and Pay Based Structures, Designing Pay Structures, Comparison in Evaluation of Different Types of Pay Structures, Designing Pay Ranges and Bands, Significance of Factors Affecting Pay Levels Rewards & Recognition: Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy Reward Management in Service Sector at Micro Level: Concept of Reward System in Service Organisations, Elements of Reward System, Designing Reward Systems, Recognizing and Rewarding Service Excellence, Reward Strategy and Performance Management in Insurance International Compensation: Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package, Problems in Compensation Management	10

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF MANAGEMENT - MASTERS OF Business Administration

Semester – III

STRATEGIC HUMAN RESOURCE MANAGEMENT

Code: 16070301

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	30	-	70	-	100

Objectives:-

To provide students an understanding of:

1. The strategic Role of HRM,
2. The environment in which the HRM function is performed,
3. The meaning and difference between Performance Appraisal and Performance Management
4. How strategic pay plans and employee benefits are determined.

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Module	Topics	Hours
1	**EVOLUTION OF STRATEGIC HUMAN RESOURCE MANAGEMENT** -Personnel management -> HRM -> SHRM - Definition and components of SHRM - Objectives of SHRM - Difference between traditional HRM and SHRM - Difference between SHRM and HR strategies - Link between HR strategy and business strategy - Investment perspective of HR - Risk involved in investment in Human Assets - Factors determining the investment orientation of an organization ***(Strategic Human Resource Management by Tanuja Agarwala)***	10
2	**UNDERSTANDING THE CONCEPT OF SHRM AND HR ENVIRONMENT** - Barriers to strategic HR - Benefits of SHRM - Competencies required of HR department to become a strategic partner - Essential elements of strategic HR - Environmental trends affecting HRM: • Trends in Business Environment • Changing nature of work • Demographic, Societal and workforce trends • Changing nature of Employment Relationship - HRM a changing function • Roles associated with Management of HR (Classification given by Ulrich) • Partnership of HR and Line Managers ***(Strategic Human Resource Management by Tanuja Agarwala)***	10

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3	**PERFORMANCE MANAGEMENT AND APPRAISAL** - Comparison between the two - Why Performance Management? - Supervisor's Role in appraising performance - Methods of Performance Appraisal with important advantages and disadvantages • Alteration Ranking Method • Paired Comparison Method • Computerised and web Based Performance Appraisal • Electronic Performance Monitoring (EPM) - How to avoid appraisal problems? ***(Human Resource Management by Dessler & Varkkey)***	10
4	**DETERMING STRATEGIC PAY PLANS AND EMPLOYEE EMPLOYEE BENEFITS** - Basic factors in determining pay rates • Legal consideration in compensation • Union influence on compensation decisions • Competitive strategy, corporate policies and compensation • Equity and its impact of pay rates - Process of establishing pay rates: • Salary Survey • Gob Evaluation • Grouping similar jobs together • Pricing each pay grade • Fine tuning pay rates - Competency Based Pay – meaning, reasons, advantages and disadvantages - Flexible benefits programme 1. Cafeteria Approach 2. Flexible Work Arrangements - Flexi time and its effectiveness - Compressed work week and its effectiveness	10

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	3. Other flexible work arrangement - Job sharing - Work sharing - Telecommuting ***(Human Resource Management by Dessler & Varkkey)***	
Total		**40**

Topics for Assignment:

1. Four levels of integration between the HR functions and the Strategic Management function.
2. Linking of HR systems to organization maturity
   (Essentials of Strategic Human Resource Management by Dr. Anjali Ghanekar)
3. Compensating Executives and Managers
4. Compensating professional employees.

(Human Resource Management by Dessler & Varkkey)

Topic for Seminar

1. Designing Performance Management Systems.
2. Balance Score Card and HR Score Card.
3. HR manager as a change agent

Reference Books:

1. Human Resource Management By Gary Dessler and Biju Varkkey Pearson Prentice Hall 12th Edition

2. Strategic Human Resource Management By Tanuja Agarwala Oxford University Press2007 Edition

3. Human Resource Management (Text and Cases) By S. S. Khanka S. Chand and Company Limited Reprint 2007.

4. Essentials of Strategic Human Resource Management by Dr. Anjali Ghanekar Everest Publishing House First Edition 2009

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY
SCHOOL OF MANAGEMENT MBA
Semester – III
Management of Financial Services
Code: 16060301

1. **Course Contents:**

Module No.	Modules with its Contents/Chapters	No. of Sessions
I	**Introduction to Financial Services:** Meaning, Characteristics, Distinctiveness and Classification of Financial Services. **Introduction to Indian Financial System** Formal and Informal Sectors, Components of Formal Financial System including Financial Markets, Financial Institutions, Financial Services and Financial Instruments. Financial Inclusion and Exclusion **Types of Financial Markets** *Money Market* and Instruments , *Capital Market:*Primary and Secondary Market, Overview of Foreign Exchange Market **Regulation of Financial System:** Role of RBI, SEBI, IRDA	12
II	Factoring and Forfaiting, Housing finance, Merchant Banking and Issue Management**,** Stock Broking, Credit Rating, Custodial and Depository Service.	10
III	**Basics of Insurance Services -** Principles of Insurance Services, Life Insurance, General Insurance. **Specialized**	6

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	Financial Services – Microfinance, Venture Capital, Securitization & Asset Reconstruction Company.		
IV	**Mutual Fund:** Concept, Types, Structure of Mutual Fund, Mutual Fund Schemes, Calculation of NAV, SIP, SWP. **Crowd-funding:** Concept of crowd-funding, types of crowd-funding platforms, crowd-funding in India. Basics of Crypto currency	8	21

2. **Teaching Methods:**

The course will use the following pedagogical tools:

(a) Classroom Discussion of Concepts and Applications
(b) Case Discussions
(c) Discussion on articles and news from Financial Daily such as Business Standard or Economic Times, blogs and other websites on daily basis
(d) Management Exercise / Stimulations /Games/ learning from Movies

3. **Evaluation:**

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test / Presentation on specific topic etc	(Internal Assessment-50 Marks)
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

4. **Reference Books:**

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Thummuluri Siddiah	Financial Services	Pearson	Latest Edition

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2	Bharti Pathak	The Indian Financial System: Markets, Institutions and Services	Pearson	Latest Edition
3	K Sasidharan	Financial Services & System	McGraw Hill	Latest Edition
4	M Y Khan	Financial Services	McGraw Hill	Latest Edition
5	M Y Khan	Indian Financial Systems	McGraw Hill	Latest Edition
6	E. Gordon & K. Natrajan	Financial Markets & Services	Himalaya Publication	Latest Edition
7	L M Bhole	Financial Institutions and Markets	McGraw Hill	Latest Edition

Note: Wherever the standard books are not available for the topic, appropriate print and online resources, journals and books published by different authors may be prescribed.

5. **List of Journals / Periodicals / Magazines / Newspapers, etc.**

1. Journal of Financial Services Research
2. Chartered Financial Analyst
3. Economic Times
4. Business Standard
5. Financial Express
6. Harvard Business Review

6. List of Websites (Link):

1. https://www.rbi.org.in/scripts/paymentsystems.aspx
2. www.kickstatrer.com
3. http://www.npci.org.in/home.aspx
4. http://www.idrbt.ac.in/
5. http://www.bis.org/cpss/index.htm

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – III

Security Analysis & Portfolio Management

Code: 16060302

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	T	Hours
1	Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk	10

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2	Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management. Behavioral Finance: Meaning of Behavioral finance, deals with when, how and why psychology influences investment decisions	10
3	Valuation of bonds and shares: Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds Portfolio Management – Risks and Returns: Concept of portfolio and portfolio management, concept of risk, types of portfolio management Markowitz Portfolio Selection Model: Concept of portfolio analysis and diversification of risk. Also discusses Markowitz Model and Efficient Frontier Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model.	10
4	Sharpe-The Single Index Model: Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model. International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment. Mutual Fund Operations: Mutual funds as a key financial intermediary, mobilizing savings and investing them in capital markets.	10
Total		**40**

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Master of Business Administration

Semester – III

New Enterprise and Innovation Management (NE&IM)

Code: 16040301

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
2	-	-	2	2	50	-	50	-	100

Objectives:-

A) Awareness regarding the problem of environmental pollution and Law as a means of prevention of environmental pollution and protection of environment.

B) A spirit of inquiry to explore the development of international environmental law and its application in India for the protection of environment.

C) To make the students aware about the provisions under the Indian Constitution for protection of environment and the various legislative measures. It also provides an opportunity to the students to understand the activist role played by Indian Judiciary in protection of environment and evolution of different principles such as polluter pay principle, precautionary principle, inter-generational equity and sustainable development.

Course Duration: the course duration is 40 session of 60 minutes each i.e. 40 hour.

Module	Topics	Hours
1	Introduction of New Enterprise and Innovation Management	10
2	**Financial management for Innovation & Enterprise.**	10
3	Marketing Management & Strategy	10
4	**Legal Aspects for Enterprise & Entrepreneur.**	10
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Teaching Method:

- Classroom teaching
- Case study

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- Group discussion
- Presentation

Evaluation: students shall be evaluated on the following components:

	Internal Evaluation	Internal Assessment 50 Marks
A	Continuous Evaluation Component	**50 Marks**
B	End Semester Examination	**External Assesment 50 Marks**

Reference Books:

- Robert D. Hisrich, Michael P Peters and Dean A Sheperd Entrepreneurship Tata McGraw Hill Latest Edition P C Jain Handbook of New Entrepreneurs Oxford University Press Latest edition
- Paul Trot Innovation Management and New Product Development Pearson Education Latest Edition
- S Nagendra and V S Manjunath Entrepreneurship and Management Pearson Education Latest Edition
- R2 P Narayana Reddy Entrepreneurship : Text and Cases Cengage Latest Edition
- R3 T W Zimmerer and N M Scarborough Essentials of Entrepreneurship and Small Business Management Prentice Hall Latest Edition
- R4 W A Sahlman, H H Stevenson, M J Roberts and Amar Bhinde Entrepreneurial Ventures Harvard Business School Press Latest Edition.

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY
SCHOOL OF MANAGEMENT
Master of Business Administration
Semester – IV
Global Marketing Management
Code: 16040402

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	30	-	70	-	100

1. **Objectives:**
   The course is intended to provide an opportunity to learn and understand how business is conducted in international arena. It aimed at making the students realize that international business is applicable to multiple business functions like Marketing, Human Resource Management, and Financial Management.

2. **Course Duration:** The course duration is 36 sessions of 60 minutes each. i.e. 36 hours.

3. **Course Contents:**

Module No.	Module Content	No. of Sessions	70 Marks (External Evaluation)
1	**Globalization:** What is Globalization, Drivers of Globalization, Managing in the Global Market Place **Differences in Culture:** What is Culture, Values & Norms, Social Structure, Culture – Language, Culture – Education, Culture – Workplace	05	12

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2	**International Trade Theory:** An Overview of Trade Theory, Absolute Advantage, Comparative Advantage, Heckscher – Ohin Theory, National Competitive Advantage: Porter's Diamond, Global Competitive Alignment Matrix. **Foreign Direct Investment:** FDI in the world economy, Horizontal FDI and Vertical FDI	08	15
3	**The Foreign Exchange Market:** The Functions and Nature of foreign exchange market, Economic Theory of Exchange Rate Determination, Exchange Rate Forecasting, Currency Convertibility **The International Monetary System:** The Gold Standard, The Bretton Woods System, The Collapse of the Fixed Exchange Rate System, The Floating Exchange Rate Regime, Fixed V/S Floating Exchange Rates, IMF: Origin and Objectives, Crisis Management by the IMF, The Spot and Forward Market	07	15
4	**Entry Strategy and Strategic Alliances:** Basic Entry Decisions, Selecting an Entry Mode, Entry Strategies in India, Greenfield Venture or Acquisition, Strategic Alliances **Exporting, Importing and Counter Trade:** The Promise and Pitfalls of Exporting, Improving Export Performance, Exporting with a Little Government Help, Export and Import Financing, Export and Import Financing, Export Assistance	08	13
5	**Global Marketing and R & D:** The Globalization of Market and Brands, Market Segmentation, Product Attributes, Distribution Strategy, Communication Strategy, Pricing Strategy, New Product Development **Global Human Resource Management:** The Strategic Role of International HRM, Staffing Policy, Managing Expatriate, Training and Management Development, Performance Appraisal, Compensation, International Labour Relations	08	15

4. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations

5. Evaluation:

A	Projects/Assignments/Quiz/Class participation	Weightage (50%) (Internal Assessment)
B	Mid – Semester Examination	Weightage (30%) (Internal Assessment)

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6. Basic Textbooks:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Charles W L Hill and Arun K Jain	International Business : Competing in the Global Marketplace	Tata McGraw Hill – 6th Edition	Latest
T2	Daniels, Radebaugh, Sullivan and Salwan	International Business – Elements and Operations	Pearson Education	Latest

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Mike Peng and Deepak Srivastava	Global Business	Cengage Learning	Latest
R2	K Aswathappa	International Business	The McGraw Hill	Latest
R3	P. SubbaRao	International Business : Text & Cases	Himalaya	Latest
R5	O P Agarwal	International Business	Himalaya	Latest
R6	Hyun Sooklee, R K Srivastava	Internal Business : Country Culture and Corporate Culture	Excel	Latest

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – IV

Service Marketing

Code: 16050402

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	Introduction to Services: Nature of Services; Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. Global and Indian Scenario in services sector: Importance of Services Marketing; Every business a service business; Service as key differentiator for manufacturing industries.	10
2	Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle. Distribution: Place – Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services. Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services. Pricing: Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning, Measuresto respond to changes in demand; Reshaping demand using effective pricing.	10

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3	People: The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees; Motivation and empowerment. Physical evidence: Nature of physical evidence; Importance of physical evidence in services; Tangibilizing through physical evidence; Service scapes. Process: Service as a process & as a system - Different process aspects and managerial challenges - Strategies for managing inconsistency – Customer role in services - Customers as 'co-producers'; Self Service Technologies, – Customer Service in ServiceMarketing	10
4	Customer Satisfaction & Service Quality: Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee - Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance, Service Quality Models Parsuraman-Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos model (10) 11. Technology & Service Strategy: Applying technology to service settings, e-services	10
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Reference Books:

1. Services Marketing - Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th ed.
2. Services Marketing - Christopher Lovelock
3. Services Marketing - Rampal & Gupta
4. Essence of Services Marketing - Ardian Payne
5. Services Marketing - Helen Woodruff

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY
SCHOOL OF MANAGEMENT
Master of Business Administration
Semester – IV
PRODUCT AND BRAND MANAGEMENT
Code: 16050401

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	30	-	70	-	100

Course Objective: The purpose of the Brand Marketing course is to provide a fundamental understanding of how to build, measure, and manage a brand. Understand the terminology, concepts and activities of brand marketing. Understand the brand equity concept, Enhance awareness and knowledge about branding issues in industries. To Increase the understanding of the important issues in planning, implementing and evaluating brand strategies.

Module	Topics	Hours
I	**Introduction** • Introduction to Product Management • Role of a Product Manager **Competition & Product Strategy:** • Life Cycle Analysis • Managing Competition – Product Strategy is central (5 Forces Model & Strategy Options) **Extended Product life cycle:** • Concept, Seven Stages of PLC • Managerial Implications of PLC **Product Portfolio:** • Concept, Factors influencing Product Portfolio • Shell's Directional Policy Matrix **New Product Development:** • Brief overview of NPD Process	10

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II	**New product Strategy:** • The need for Product Innovation Strategy • The components of new Product Strategy **Commercialization:** • Test Marketing • Time to Market • Breaking into the Market **Managing Growth** • Resistance to Change • Leveraging new Product Growth • Sustaining Differentiation **Managing the mature Product:** • Offensive Strategies • Extending the product life cycle • Customer Relationship Management **Managing Product Elimination:** • Importance of Product Deletion & the reasons for neglect • Product Deletion Process (Briefly) • Triggers in Product Deletion	10
III	**Branding & Brand Management:** • What Is a Brand? Why Do Brands Matter? Can Anything Be Branded? Branding Challenges and Opportunities, The Brand Equity Concept, Strategic Brand Management Process **Customer-Based Brand Equity and Brand Positioning:** • Customer-Based Brand Equity (Sources of Brand Equity & Building Strong Brand), Identifying and Establishing Brand Positioning, Positioning Guidelines, Defining a Brand Mantra **Choosing Brand Elements to Build Brand Equity:** • Criteria for Choosing Brand Elements • Options and Tactics for Brand Elements **Leveraging Secondary Brand Associations to Build Brand Equity:** • Conceptualizing the Leveraging Process • Sources of secondary Brand Associations	10
IV	**Measuring and Interpreting Brand Performance** **Developing a Brand Equity Measurement and Management System:** • The Brand Value Chain • Designing Brand Tracking Studies • Establishing a Brand Equity Management System **Measuring Sources of Brand Equity: Capturing Customer Mind-Set: Overview**	9

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	• Qualitative Research Techniques • Quantitative Research Techniques • Comprehensive Models of Consumer-Based Brand Equity **Designing and Implementing Branding Strategies:** • Brand Architecture & Brand Hierarchy • Designing Branding Strategies • Using Cause Marketing to Build Brand Equity • Brand Extension (Advantages & Disadvantages, how consumers evaluate brand extensions) **Managing Brands over Time:** • Reinforcing Brands • Revitalizing Brands **Managing Brands over Geographic Boundaries:** • Global Brand Strategies	

Pedagogy:

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing.
- Audio-visual Material (Using CDs/Clippings/ online videos).
- Assignments and Presentations.

Evaluation:

Students shall be evaluated on the following components:

A	**Internal Evaluation** • Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	**(Internal Assessment- 50 Marks)** 30 marks
C	**End –Semester Examination**	**(External Assessment-70 Marks)**

Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Michael Baker & Susan Hart	Product Strategy and Management	Pearson	Latest Edition
2	Kevin Lane Keller, M.G. Rameswaram, Isaac Jacob	Strategic Brand Management	Pearson	2015 / 4th
3	Kirti Dutta	Brand Management-Principles and Practices	Oxford University Press	Latest Edition
4	Tapan Panda	Product and Brand Management	Oxford University Press	2016 / 1st
5	S. Ramesh Kumar	Managing Indian Brand, Marketing Concepts & Strategies	Vikas	Latest Edition
6	Donald R. Lehman and Russell S. Winer	Product Management	Tata McGraw Hill	Latest Edition
7	Ramanuj Majumdar	Product Management in India	PHI EEE	Latest Edition

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8	Y.L.R. Moorthi	Brand Management, The Indian Context	Vikas	Latest Edition
9	Al Ries	The 22 Immutable Laws of Branding: How to Build a Product or Service into a World Class Brand	Harper	2002
10	David A. Aaker	Managing Brand Equity	Free Press	1991
11	Harsh V Verma	Brand Management	Excel	2013 / 3rd

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

List of Journals / Periodicals / Magazines / Newspapers / Web resources etc.

1. International Journal of Product Management
2. Journal of Product and Brand Management
3. Indian Journal of Marketing
4. Journal of Brand Management
5. Brand Reporter
6. Product Management Today
7. The IUP Journal of Brand Management
8. https://www.thedrum.com/location/india
9. www.afaws.com

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – 4

INTERNATIONAL HUMAN RESOURCE MANGEMENT

Code: 16070401

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject organizational behavior.

Module	Topics	Hours
1	UNIT I : International Human Resource management : Concept, Scope and Significance , Approaches to International Human Resource Management ; Differences between – Domestic and international HR activities; Organizational Structure of Multinational Corporations ; Theories and Models of Human Resource Management in MNC's...	
2	UNIT II : International Human Resource : Recruitment and Selection ; Cross National Differences in Personnel and Organization Policies ; Sources of Human Resources ; Home – Country, Host –Country, Third-Country Nationals ; Selection Criteria for International Assignment; Adaptability to Cultural Change, Motivation for a Foreign Assignment and Leadership Ability. UNIT III: Training and Development: Methods of training, Process of Expatriate and Repatriation Management Development in International Settings; Global Leadership Development; Process of Repatriation	

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3	UNIT IV: Compensation: Rewards and Benefits; Multinational Corporations and Compensation Systems, Performance Management in MNCs	
4	UNIT V: Labour Relations and Conflict Resolution in Multinational Corporations; Forms of Industrial Democracy in Multinational Corporations; Issues and Challenges of IHRM.	
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Reference Books:

1. Dowling Welch, Schuler, International Human Resource Management, Thomson, New Delhi.

2. Anne Wil Harzing et al., International Human Resource Management, Sage, New Delhi.

3. Hodgetts, Ricn M., and Luthan, Fred, International Human Resource Management, The McGraw Hill Companies Inc., New York

. 4. Mead, Flichard, International Management, Blackwell Business,USA

. 5. ILO Multinational Enterprises and Social Policy, ILO, Geneva.

6. Briscoe, Dennis R., International HRM, Prenticse Hall, NJ.

7. Torrington, D., International HRM: Think Globally and Act Locally, Hemel Hempstead, Prentice Hall.

8. Evans, P.et al., (ed.), HRM in International Firms: Change, Globalization and Innovation; Macmillan, London, 1989.

9. Storey, John, Managing Human Resources : Preparing for the 21st Century, Beacon Booms, New Delhi.

10. Dr.Nilanjan Sengupta, Dr.Mousuni S.Bhattacharya International Human Resource Management Excel Books New Delhi 2007

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – 4

ORGANISATIONAL CHANGE AND DEVELOPMENT

Code: 16070402

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject organizational behavior.

Module	Topics	Hours
1	UNIT – 1 Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.	
2	UNIT – 2 Types of Change: Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.	
3	UNIT – 3 HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress	
4	UNIT - 4 Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises	
	Total	**40**

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Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Reference Books:

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi .

2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addision, - Wesley, Mass

3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York .

4. Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York .

5. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass

6. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi .

7. Morgan, Gareth, Imagination, Response Books, New Delhi .

8. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi .

9. Storey, John, International Cases in Human Resources Mangement, Beacon Books, New Delhi .

10. Venkataratnam C.S., Varma, Anil (ed) : Challenge of Change : Industrial Relations in Indian Industry : Allied Pub. Ltd., New Delhi .

11. Kavitha Singh Organisational change and Development , Excel Books New Delhi,2010

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - Master of Business Administration

Semester – IV

Mergers &Acquisitions

Code: 16060402

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	Introduction to Merger and Acquisition: Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger. Strategic Evaluation of M & A Opportunities- selection approaches and criteria, modalities of fixing the acquisition price, key steps in the strategic planning of a merger, feasibility analysis in respect of cash and stock deals, describes fair value: institutional criteria and special features of acquisition of sick companies. Strategising and Structuring M & A Activity- Merger process right from planning the merger till implementation, five-stage model, methods of financial mergers and capital budgeting decision Synergy and Value Creation in Mergers - synergy and its different types, role of industry life cycle, value creation in synergy, theoretical factors that would affect M & A activity	10

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2	Corporate Restructuring- meaning of corporate restructuring, need for corporate restructuring, methods of corporate restructuring. Demergers- Meaning of demerger, characteristics of demerger, structure of demerger, and tax implication of demergers LBOs, MBOs, MLPs and ESOPs - meaning of LBO, MBO, MLP, ESOP, governance and mode of purchase in LBO, key motives behind an MBO, structure of MBO, types of MLP and ESOP, regulations that govern ESOPs. Joint Ventures - Meaning of joint ventures, characteristics of a joint venture, states the rationale for joint ventures, role of joint ventures in business strategy, defines joint venture and complex learning, tax aspects of joint ventures, international joint ventures, reasons for failure of joint ventures, and joint venture vis-à-vis anti-trust Policy.	10
3	International M & A –Introduction of international M & A activity, the opportunities and threats, role of M & A in international trade growth, the external advantages in differential products, impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M & A. SECTION B: THE PROCESSES IN M&A Takeover Defences - types of takeovers, techniques of bidding for a takeover, defences against takeover bids, regulations and amendments, and guidelines for takeovers Valuation - valuation approaches, basis of valuation, different methods of valuation, valuation of synergy, corporate control and LBO Accounting for Amalgamation –Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, meaning of consideration, treatment of goodwill, reserves and other profits	10

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4	Legal and Regulatory Framework of M & A -Provisions of the Companies Act, 1956 relating to M & A, buyback of shares, provisions of SEBI act, 1992 and 1997, provisions relevant to M & A activity in the Income Tax Act, and Foreign Exchange Management Act. Post-Merger Integration - integration planning, factors in post-merger integration model, post-merger integration model, strategic interdependence and autonomy, political and cultural aspects in integration, cultural profiling and assessment of cultural compatibility, HRM issues, and problems in integration and five rules of integration process SECTION C: ILLUSTRATIONS OF NOTED M&A'S Prominent Cases of Mergers and Acquisitions - examples of M & A in the Indian and international contexts	10
	Total	**40**

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF MANAGEMENT

Master of Business Administration

Semester – IV

Risk Management

Code: 16060401

Module	Topics	Hours
1	**Introduction to risk management:** • Defining and managing risk • Upside and downside risks • Commodity price risk • Interest rate risk • Approaches to risk management **Introduction to derivatives:** • Defining derivatives and derivative markets • Spot v/s Derivatives markets • Forward, Futures, Options, Swaps • Uses of derivatives	10
2	**Derivatives Market:** • International and Indian derivatives market • Derivative exchanges • Trading system and types of traders • Trading process, online trading Clearing and settlement system **Forward Contracts:** • Meaning, purpose, advantages and problems • Pricing of commodity forward contracts • Interest rate forwards **Future Contracts:** • Meaning, difference between forward and future contracts • Specifications of future contracts • Closing the position • Margins and marking-to-market • Cost of Carry Models • Price quotes, settlement price, open interest • Types of orders	10
3	**Fundamentals of Options:** • Options issued by corporations (introduction) • Meaning of options contract, options	10

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	terminologies • Moneyness in options (ITM, ATM, OTM) • Factors affecting Options premium • Exchange traded options **Call and Put options. Options Trading Strategies:** • Uncovered • Covered • Spread • Combination **Put-Call Parity:** • Risk free security • Put-call relationship	
4	**Black-Scholes Options Pricing model:** • Stock price behavior • Assumptions in Black-Scholes model • Black-Scholes model for pricing call and put options **Binomial Options Pricing Model:** • Binomial Options Pricing model for call and put options • Single period and two-period binomial options pricing model	10
Total		**40**

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Master of Business Administration

Semester –4

Legal Aspects of Business

Code: 16040401

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-		3	3	50		50	-	100

Objectives: To impart expert knowledge of the various provisions of Companies Act, its schedules, rules, notifications, circulars including secretarial practice, case laws and secretarial standards.

Unit-1 Introduction of Company Act 2013-Meaning and Nature of Company, Classification of Companies, Formation of Company. Memorandum of Association, Articles of Association.

Unit-2 Prospectus, Introduction & Contents. Winding-up of Companies-Different Modes, Oppression & Mis. Management

Unit -3 Appointment, Rights, Duties & Liabilities of Directors, Managing Director and Manager.

Unit -4 Company Secretary- Definition, Appointment, Qualities, Responsibilities, Position and Duties

Unit-5 General Procedure of Meetings, Notice, Agenda, Chairman, Quorum, Motions and Resolution, Types of resolution Methods of Voting, Minutes etc.

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Text books:

1. Agarwal&Khatri: Company Law & Secretarial Practice.
2. Chundawat&Khicha: Company Law & Secretarial Practice.
3. Kuchhal, S.C.: Secretarial Practic

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration

PRINCIPLE OF MANAGEMENT-1

CODE : 14020101

B.B.A 1st SEM

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tu	P	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives: - This subject is designed to provide a basic understanding to the students with reference to working of business organizations through the process of management. The first part of this course (offered in the first semester) will give a brief understanding of the managerial functions of planning (including decision making) and organizing. The second part (offered in the second semester) will throw light on the managerial functions of staffing, directing and controlling.

Course outline:-

Sr.No.	Course Contents
1	**Introduction to Management and Planning** Management: Meaning and process of management. Planning: Meaning; planning process; planning premises; types of plans – based on breadth and use.
2	**Forecasting, Decision making** Forecasting: Meaning; techniques of forecasting – Historical analogy method, survey method, business barometers, time series analysis, regression analysis, significance and limitations of forecasting Decision making: Meaning; decision making process; techniques of decision making – Decision Tree, PERT and CPM.
3	**Organizing – Part 1** A. Introduction - Meaning of organizing; principles of organizing. B. Departmentation – Meaning; bases of departmentation – function wise, product wise, territory wise, process wise and customer wise. C. Delegation – Meaning; elements of delegation; principles of effective Delegation. D. Centralization and decentralization – Meaning; factors affecting degree of centralization and decentralization.
4	**Organizing – Part 2**

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	Types of organizations A. Formal organizations: Line; Functional; Line and staff; Committee (only the meaning, advantages and limitations of all the four forms) B. Informal organizations: Meaning; benefits; problems.

Learning Outcomes:-

* Inspiring business mentors.
* Innovation and creativity in business.
* Current business environment.
* Management by Objectives.

Teaching & Learning Methodology:- Chalk and Talk, Group Discussion

Books Recommended:-

1, L. M. Prasad; Principles of Management; Sultan Chand and Sons, 6th edition.
2, Karminder Ghuman and K. Aswathapa; Management – Concept, Practice and Cases; Tata McGraw Hill; 1st edition (2010)
3, Gupta, Sharma and Bhalla; Principles of Business Management; Kalyani Publications; 1st edition.

Assignment List:-

Sr. No.	Assignment
1	Levels of management and the combination of skills required at each level.
2	Management – an art, a science or a profession?
3	Methods of business forecasting – opinion poll method, extrapolation method, input-output analysis and econometric models.
4	Types of managerial decisions.
5	Span of management and factors affecting the same.

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – I

Business Mathematics

Code: 13020103 /1402010 3

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject of mathematics and help them in future decision making process as managers.

Module	Topics	Hours
1	Ratio, Proportion and Percentage 08 Ratio- Definition, Continued Ratio, Inverse Ratio, Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Variation, Inverse Variation, Joint Variation, PercentageMeaning and Computations of Percentages	10
2	Profit And Loss 08 Terms and Formulae, Trade discount, Cash discount, Problems involving cost price, Selling Price, Trade discount and Cash Discount. Introduction to Commission and brokerage, Problems on Commission and brokerage.	10
3	Interest 06 Simple Interest, Compound interest (reducing balance & Flat Interest rate of interest), Equated Monthly Installments(EMI), Problems	10
4	Matrices And Determinants (upto order 3 only) : 14 Multivariable data, Definition of a Matrix, Types of Matrices, Algebra of Matrices, Determinants, Adjoint of a Matrix, Inverse of a Matrix via adjoint Matrix, Homogeneous System of Linear equations, Condition for Uniqueness for the homogeneous system, Solution of Non-homogeneous System of Linear equations (not more than three variables). Condition for existence and uniqueness of solution, Solution using inverse of the coefficient matrix, Problems. Permutations and Combinations : 06 Permutations of 'n' dissimilar objects taken 'r' at a time (with or without repetition). n Pr = n! / (n-r)! (without proof). Combinations of 'r' objects taken from 'n' objects. nCr = n! / r! (n-r)! (without proof) problems, Applications.	10

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	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources journals and books published by different authors may be prescribed.

Reference Books:

1. Business Mathematics by Dr. Amarnath Dikshit & Dr. Jinendra Kumar Jain.
2. Business Mathematics by V. K. Kapoor - Sultan chand & sons, Delhi
3. Business Mathematics by Bari - New Literature publishing company, Mumbai

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

School Of Business

Bachelor of Business Administration

Principles of Micro Economics
Code: 14020102
B.B.A 1st SEM

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Th	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective:

- To expose students to basic micro economic concepts.
- To apply economic analysis in the formulation of business policies.
- To use economic reasoning to problems of business.

Module	Topics
1.	• Definitions of Economics: Scarcity and Growth definitions • Introduction to Micro Economics: Definition, Scope, Importance and Limitations of Micro Economics • Important Concepts: Economic goods and Free Goods, Price and Value, Want and Demand, Production Possibility Curve • Economic Systems: Planned Economy, Free Market Economy and Mixed Economy
2.	**Theory of Demand:** • Meaning of Demand and Determinants of Demand – Demand Function • Law of Demand, Elasticity of Demand , measurement of demand, Exceptions to the Law of Demand • Utility Analysis: Concept of Utility, Law of Diminishing Marginal Utility, Consumer's Surplus, Indifference curve. • Meaning of Supply, Determinants of Supply, Expansion and

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	Contraction of Supply • Demand and Supply as determinants of Price
3.	**Theory of Production** • Factor of Production • Law of return • Ppc • Meaning of Market, Types of Market and their important features: Perfect Competition, Monopoly, Monopolistic Competition and oligopoly
4.	**Theory of Distribution :** • Marginal Productivity Theory of Distribution • Rent: Concepts of Differential Rent and Scarcity Rent, Economic and Contract Rent, Quasi Rent, Pure Rent and Quasi Rent • Wages: Concepts of Time Wages, Piece Wages, Money wages, Real Wages, factors determining real Wages. • Interest: Gross and Net Interest. Components of Gross Interest • Profit: Theories of profit – risk, uncertainty, innovation

Text Book:

(1) Micro Economic Theory by R. Cauvery (S.Chand Publication.)
(2) Micro Economics by M.John Kennedy (Himalaya Publication)

Reference Books:

(1) Modern Micro Economics by H.L Ahuja (S Chand Publication)
(2) Modern Economic Theory by K.K Dewett (S. Chand Publication)
(3) Elementary Theory by K.K. Deweet & J.D.Verma.(S.ChandPublication.)
(4) Principles of Economics by D.M.Mithani (Himalaya Publication)

Topics for assignments:

1. Discuss Basic Economic Problems.
2. Explain the nature of Economics.
3. Explain the Main Types of Demand (Price, Income, Cross).
4. Distinguish between Giffen Paradox and Veblen effect.
5. Distinguish between Composite Supply and Joint Supply.
6. Explain the special features of Factor Pricing.
7. Explain the Constituents of gross profit.

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – II

Business Statistics

Code: 14010202_____

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject of management to help them become effective managers in the future. To understand the concept of population and sample. 2.To use frequency distribution to make decision. 3.To understand and to calculate various types of averages and variation. 4.To use regression analysis to estimate the relationship between two variables . 5.To solve LPP to maximize the profit and to minimize the cost. 6.To solve TP to maximize the profit and to minimize the cost.

Module	Topics	Hours
1	Population and Sample: Definition of Statistics, Scope of Statistics in Economics, Management Sciences and Industry. Concept of population and sample with illustration. Methods of Sampling – SRSWR, SRSWOR, Stratified, Systematic. (Description of sampling procedures only) Data Condensation and graphical Methods: Raw data, attributes and variables, classification, frequency distribution, cumulative frequency distributions. Graphs - Histogram, Frequency polygon. Diagrams - Multiple bar, Pie, Subdivided bar.	10
2	Measures of Central Tendency: Criteria for good measures of central tendency, Arithmetic mean, Median and Mode for grouped and ungrouped data, combined mean. Measures of Dispersion: Concept of dispersion, Absolute and relative measure of dispersion, Range, Variance, Standard deviation, Coefficient of variation, Quartile Deviation, Coefficient of Quartile deviation.	10
3	Correlation and Regression (for ungrouped data) : Concept of correlation, positive & negative correlation, Karl Pearson's Coefficient of correlation, meaning of regression, Two	10

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	regression equations, Regression coefficients and properties.	
4	Linear Programming problem (LPP): Meaning of LPP, Formulation of LPP, solution by graphical methods, problems relating to two variables only.	10
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources journals and books published by different authors may be prescribed.

Reference Books:

1. 1.S.C. Gupta – Fundamentals of Statistics - Sultan chand & Sons, Delhi.
2. D.N. Elhance – Fundamentals of Statistics – Kitab Mahal, Allahabad.
3. M. Satayanarayana, Lalitha Raman- Management opertions Research.
4. V.K. Kapoor – Operations Research Techniques for Management - Sultan chand & Sons,Delhi.

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – II

Marketing Management

Code: 14020202

1. **Learning Outcome :** The objective of the course is to make students aware about the concept and practice of marketing management, which will help the students to get knowledge about researching and satisfying customer needs, through product and service development, planning, pricing, advertising, promotion and distribution.

2. Teaching & Evaluation Scheme

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

2.

3. **Course Duration:** The course duration is 40 sessions of 60 minutes each.

4. Course Contents:

Module No:	Module Content	No. of Sessions
1	**MODULE 1- INTRODUCTION TO MARKETING** Marketing Concepts Nature of Marketing Scope of Marketing Importance of Marketing Approaches to Marketing Marketing Process Functions of Marketing Marketing in twenty first century: Challenges	10

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2	**MODULE 2- MARKETING MIX & MARKETING ENVIRONMENT** Elements of Marketing Mix (Product, price, place, promotion) Expanded Elements of Marketing Mix for Services (people, process, Physical ambience) Importance of Marketing Mix Marketing Environment: Internal and ExternalThe Changing Marketing Environment Analyzing Needs and Trends in Macro Environment and Micro –Marketing Environment	**10**
3	**MODULE 3-CONSUMER BEHAVIOUR AND MARKET SEGMENTATION** Concept of Consumer Behavior Consumer Decision Making Process Factors Affecting Consumer Behavior Concept of Market Segmentation Segmentation of Markets Market Targeting, Positioning Product differentiation and Market Segmentation	**10**
4	**MODULE 4-PRODUCT MANAGEMENT** Product Concept Classification of ProductsProduct Decisions Branding, Packaging, Labeling and After Sales Services Product life cycle process New Product Development Process Concept of Product Life Cycle Stages, usefulness and limitations of product life cycle **PRICING, PROMOTION ANDDISTRIBUTION STRATEGY** Concept of Price and Pricing Methods of Price DeterminationMajor Pricing Strategies New Product Pricing strategy Product Line Pricing strategy Psychological Pricing strategy Promotional Pricing strategy Differential Pricing strategy Price adjustment Pricing strategy Promotion and Promotion Mix Integrated Marketing Communication Tools of Promotion: Advertising, Personal Selling, Public Relation and Publicity, Sales Promotion, Direct Marketing	**10**
	Total	**40**

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business administration

Semester – II

Corporate Social Responsibility

Code: 14020205

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

To make students understand the concept, theories and application of CSR for the Development of the Society.

Course Contents:

Unit I: Corporate Social Responsibility- Definition, concept, linkages to development Growth of CSR-historical & contemporary perspectives, National & International scenario Factors influencing growth of CSR in societiesideological, socio-economic, legal & environmental perspectives Government initiatives for promoting CSR Impact of globalization & liberalization on CSR initiatives

Unit II:CSR & Development: -CSR activities–nature, types, impact on development programmes- CSR& development organisations–relationships, functioning & impact on organisational functioning Stakeholders' participation & perspectives about CSR

Unit III:CSR Strategy and Leadership 13 Corporate motivations &Behaviour for CSR – factors influencing national & international perspectives Theories & principles of CSR- Corporate governance, style, leadership & CSR- CSR Strategies-objectives, approaches, roles and tasks of a corporate managers Strategic corporate planning - steps to make CSR Work for Business Corporate Social Responsibility: programmes& initiatives – national and international.

Unit IV: Standards and Codes (ISO – 14001, OHSAS – 18001- SA – 8000, OECD Guidelines for Multinational Companies, Global Compact, AA – 1000, BS / ISO Guideline on CSR Management ISO-26000) Evaluating & reporting performance of CSR initiatives - Social accounting, environment audits and performance measurement RECOMMENDED

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References Books

1. Grayson D., Hodges A. (2004).Corporate Social Responsibility- Seven Steps to Make Corporate Social Responsibility Work for Your Business. UK: Greenleaf Publishing Limited 2. Narang R.K. (2009). Corporate Social Responsibility-Replicable Models on Sustainable Development. New Delhi: The Energy & Resources Institute.

3. William B Werther, Jr, David Chandler, 2010 Strategic Corporate Social Responsibility, Stakeholders in a Global Environment, Second Edition, SAGE Publications, New Delhi.

4. Sanjay K Agarwal (2008), Corporate Social Responsibility, SAGE Publications, New Delhi.

5.William B. Werther Jr. and David Chandler, Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, Second Edition, Sage Publications, 2011

6. Sanjay K Agarwal, Corporate Social Responsibility in India, Sage Publications, 2008

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Management

Principle of Macro Economics

Code: 14020201

BBA 2nd SEM

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Th	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective:

Macro Economics is a broad field of study. It is a branch of Economics dealing with the performance, structure, behavior & decision making of the entire Economy.

Course Duration: The Course Durationis of 40 Session of 60 Minutes each.

Module	Topics	Hour
1	**Introduction to Macro Economics:** Definition, Scope, Importance and Limitations of Macro Economics **National Income (NI) Accounting:** Meaning of NI and Circular Flow of NI (in Four sector economy Stock and flow concept, NI at Current Price and NI at Constant Price Various concepts of NI (GNP, GDP, NNP, NDP), Personal Income, Disposable Income Methods for measurement of NI Difficulties in measurement of NI	10
2	Theory of Income and Employment Keynes' consumption function Investment function, Keynesian theory of Income and employment, Investment multiplier Interest rate theory - Liquidity Preference Theory	10
3	Money, Definition and Functions Stocks of Money (M1, M2, M3 and M4) Credit creation by Commercial Banks Inflation Meaning of Inflation, Deflation, Stagflation and Causes of inflation, Measures to Control Inflation	10

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	Business cycle Meaning, characteristics and phases	
4	Monetary policy Meaning, Objectives and Tools Fiscal policy Meaning, Objectives and Tools Balance of Payments Meaning, Structure, Causes of Disequilibrium and Methods of Correcting Disequilibrium.	10

1. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations

2. Evaluation:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	End –Semester Examination	(External Assessment-50 Marks)

Text Book

D. Macro Economics by D.M.Mithani (Himalaya Publication)
E. Macro Economics by R. Cauvery (S.Chand Publication.)

Topics for Assignment

13. Functions of Commercial Banks
14. Functions of Central Banks
15. Factors affecting Business Cycle
16. Use of National Income Data
17. Difference between BOT and BOP

Topics for Seminar

5. Inflation in India
6. Economic Growth and Economic Development
7. Role of Economic Policies in Economic Growth
8. Relationship between Inflation and unemployment

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS-

Bachelor of Business Administration

Semester – II

Organizational Behaviour

Code: 14020204

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject organizational behavior.

Module	Topics	Hours
1	**Introduction to Organizational Behaviour: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC.** Personality & Attitudes: Meaning of personality, attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude – Developing the right attitude	10
2	Motivation: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory. Morale - Definition and relationship with productivity - Morale Indicators. Stress management: Definition, Causes, Managing stress, Stress as a motivator. Work life balance.	10
3	Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation - Formal and Informal Groups. Importance of Team building. (4) 5. Conflict Management: Definition. Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, Organizational. Constructive and	10

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	Destructive conflict. Conflict management	
4	Change management: Concept of change, change as a natural process, Importance &Causes of change – social, economic, technological, organizational. Learning – unlearning, Concept of learning organizations Cases studies on above topics	10
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources journals and books published by different authors may be prescribed.

Reference Books:

1. Organizational Behaviour, 9th Ed. - Stephen Robbins
2. Human Behaviour at work - Davis and Newstorm
3. Organizational Behaviour - Uma Sekaran
4. Organizational Behaviour - Fred Luthans
5. Organizational Behaviour - K.Aswathappa
6. Human Behaviour at Work - Keith Davis
7. Organizational Behaviour - JitS.Chandran
8. Human Relations & Organizational Behaviour - R.S.Dwivedi
9. Organizational Behaviour - McShane
10. Organizational Behaviour - Sharma

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor's of Business Administration

Family Business Management (FBM)

Code: 14010306

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

1. **Learning Outcomes:**
   - Detailed understanding of the various family business models and structures and their complexities.
   - Getting sensitized towards the need for professionalism in family business management and how to go about achieving the same.
   - Understanding of succession planning management.

2. **Course Duration:** The course duration is of **36 sessions of 75 minutes** each.

3. **Course Contents:**

Module No.	Modules with its Contents/Chapters	No. of Sessions	Marks (out of 70)
I	**Family Business Management - Basics** • Uniqueness & Dynamics – People, Women in Family Business, Systems & Life Cycles • Structural Management of the Family Business • Family Complexity, Culture and Value Systems • Business Complexity • Effects of Complexity on the Family Business Structure.	8	15
II	**Family Business Models** • Captain Model, Emperor Model, Family Team Model, Professional Family Model, Corporation Model • Family Investment Group (FIG) Model • Comparative Analysis of the Models • Mindset and Structure: How Thoughts Influence Deeds?	8	15
III	**Professional Management of Family Business** • Non-family Managers • Non-Executive Directors • Professional Advisors & Consultants • The role of balanced board of directors • Family Constitution for better management	10	20

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	Family Governance in multigenerational family firms • Change and adaptation in family business • Trans-generational value creation • Changing roles of family members **Conflict Management** • Social Structure in family Business • Interpersonal dynamics in family business • Justice Perceptions • Types of conflicts • Conflict dynamics and conflict management strategies		
IV	**Succession Planning** • Understanding Succession Planning • Defining Objectives • Choosing the Right Ownership Structure • Promoting Stewardship • Getting help from Board of Directors **Management Succession:** Management Succession Issues • Employment of Family Members • Grooming Family Managers to be Successors • Assessing Family Member Managers • Compensation for Family Members • Managing Family Disagreements • Integrating the Family Component in Business Planning **Developing Successors** • Preserving Company Values • Support for Senior Managers • Help for Employees, Suppliers, Customers • From Second to Third Generations **Transferring Control and Ownership** • Match Ownership to Control • Tools for Transferring Ownership • Trusting the Firm to Trustees • Incentives for Nonfamily Caretakers **Letting Go** • The Deep Reasons for Founders Resistance • Letting Go with Grace and Style	10	20
V	**Practical** • Discussion of Live cases of successful family business. • Studying the succession planning undertaken by a corporate house / small business and bringing those learning to class via discussions.		(30 marks CEC)

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SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – III

Financial Statement Analysis

Code: 14020301

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

- To give an insight to the students from the basic level to higher level of analysis
- To introduce the students to various interpretations towards financial statements.

Course Contents:-

Module	Topics	Hours
1	Defination-Objective and users of financial statements –elements of financial statements –articulation of financial statements – elements from which financial statements are constructed-techniques of financial statement analysis	10
2	Basic Accounting Concepts – Trial balance –balance sheet– Income statements – Depreciation -Cash flow statement - purpose - uses - structure - format of cash flow statement - preparing cash flow statement - interpreting the cash flow statement	10
3	Corporate Acquisitions: Mergers –Types – Reasons –Mechanics –Cost and Benefit – Timing of Merger Activity – the role of exchange rates and takeover process – Evaluating Merger as Capital Budgeting Proposal –Terms of Mergers – Takeovers – Signs of Takeovers.	10
4	Corporate Restructuring: Joint Ventures –Financing and Evaluation –Rationale and Role of Joint Ventures – Sell Offs –Change in Ownership –Divestitures – Spin-off –Split-off – Going Public –Privatization –Leveraged Buyouts –Buyback of Shares –Alignment of Interest	10
	Total	**40**

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Reference Books:-

- Financial Statement Analysis: A Practitioner's Guide, 4th Edition by Martin S. Fridson, Fernando Alvarez.
- Financial Statement Analysis: 11th Edition by K. R subramanyam.

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SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – III

Advertising and Sales Management

Code: 14010304

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Unit		Details of Topics
Unit 1	**An Introduction to Integrated Marketing Communication (IMC)**	Meaning and Role of IMC in Marketing process, one voice communication v/s IMC, Introduction to IMC tools, Role of Advertising Agencies and other marketing organizations Providing marketing services and perspectives on consumer behavior.
Unit 2	**Understanding communication process**	Source, Message, Channel factors, Communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation Adoption mode, Information Processing Model, The Standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarch. Consumer Involvement – The Elaboration Likelihood (ELM) Model, the Foote, Cone and Belding (FCB) Model.
Unit 3	**Planning for Marketing Communication (Marcom)**	Establishing Marcom Objectives and Budgeting for Promotional Programmes – Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom- Factors influencing budget, Theoretical approach to budgeting viz, Marginal analysis and Sales response curve, Method to determine marcom budget.
Unit 4	**Developing the Integrated Marketing Communication Programme and Measuring Effectiveness**	Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom – Types of appeals and execution styles. Media planning and selection decisions – steps involved and information needed for media planning. Measuring the effectiveness of all promotional tools and IMC.

Books Recommended:

1. Geroge Belch, Michael Belch, and KeyoorPurani, Advertising & Promotion an Integrated Marketing Communications Perspective, Tata Mcgraw Hill,
2. Kruti Shah & Alan DSouza, Advertising and Promotions: An IMC Perspective, Tata Mcgraw Hill,

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration
Semester –III
Employee Behavior & Relationship Management
Code: 14020303

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

The main aim of this course is to introduce students to the theories and practices of Industrial Relations and employee behavior. The module examines the relationship existing between employer and employee.

Module	Topics	Hours
1	**INTRODUCTION** Basic Behavioural Process, Cognitive Functions – IntelligenceCreativity, Learning and its Process – Attitude and Values, Personality – Concepts counselling – importance and relevance	10
2	EMPLOYEE BEHAVIOUR INTRODUCTION: Factors Affecting Employee Behaviour, TYPES OF EMPLOYEE BEHAVIOUR, EMPLOYEE BEHAVIOURAL ISSUE, ROLE OF MOTIVATION IN EMPLOYEE BEHAVIOUR	10
3	**INDUSTRIAL CONFLICT**: Causes of Industrial Disputes, Machinery for settling of disputes Negotiation, Arbitration andAdjudication. Grievance Handling: Causes of grievances – Guidelines for grievance handling – Grievances Redressal procedures. Employee Discipline: Causes of indiscipline – Codeof discipline – Disciplinary procedure – Code of conduct.	

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4	**TRADE UNIONISM AND INDUSTRIAL RELATIONS**: Labour movement: Trade union movement, Functions and problems of trade unions. International Labour, InternationalLabor Organization's (ILO). Worker's Participation in Management – Forms.	
	Total	**40**

Text Book/Reference Books :

1. Mamoria C.B and Sathish Mamoria, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 1998.

2. P.N. Singh and Neeraj Kumar, "Employee Relations Management", 2010, Pearson Education, New Delhi.

3. Pylee. M.V and Simon George, "Industrial Relations and Personnel Management" ,Vikas Publishing House (P) Ltd., New Delhi,1995

4. Michael Armstrong, "Essential Human Resource Management Practice" Kogan Page Limited, 2010

5. Srivastava, "Industrial Relations and Labour Laws", Vikas, 4TH edition, 2000

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – III

Environmental Studies

Code: 14020305

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
2	-	-	2	2	50	-	50	-	100

Objectives:-

A) Awareness regarding the problem of environmental pollution and Law as a means of prevention of environmental pollution and protection of environment.

B) A spirit of inquiry to explore the development of international environmental law and its application in India for the protection of environment.

C) To make the students aware about the provisions under the Indian Constitution for protection of environment and the various legislative measures. It also provides an opportunity to the students to understand the activist role played by Indian Judiciary in protection of environment and evolution of different principles such as polluter pay principle, precautionary principle, inter-generational equity and sustainable development.

Course Duration: the course duration is 40 session of 60 minutes each i.e. 40 hour.

Module	Topics	Hours
1	**Introduction** ➢ The multidisciplinary nature of environmental studies: Definition, scope and importance ➢ Concept of Pollution – Sources of Pollution, Types of Pollution, and Effects of Pollution.	10
2	➢ **Environment Protection Act**	10
3	Environmental study and Human rights ➢ Dynamic Interpretation of Article 21, 14 & 19 of the Constitution ➢ Right to Wholesome Environment – Right to Clean and Pollution-free Environment, Right to Sweet Water .	10
4	**Environmental Protection and General Civil and Criminal Laws**	10

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	➢ Environmental Protection and Law of Torts – Tort of Nuisance: Public and Private – Tort of Negligence – Tort of Trespass – Environmental Torts ➢ Provisions under Indian Penal Code & Under Code of Criminal Procedure.	
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Teaching Method:

- Classroom teaching
- Case study
- Group discussion
- Presentation

Evaluation: students shall be evaluated on the following components:

	Internal Evaluation	Internal Assessment 50 Marks
A	Continuous Evaluation Component	**50 Marks**
B	End Semester Examination	**External Assesment – 50 Marks**

Reference Books:

1. I.A. Khan, Environmental Law, (2nd Edn.), Central Law Agency, Allahabad, 2002.
2. D.K. Asthana and Meera Asthana, Environment Problems and Solutions, (2nd Edn.), S.Chand & Co. Ltd., New Delhi, 2001.
3. S.C. Shastri, Environmental Law, (3rd Edn.), Eastern Book Company, Lucknow, 2008 {Chapter 1}.
4. Maheshwara Swamy, Textbook on Environmental Law, (2nd Edn.), Asia Law House, Hyderabad, 2008.
5. Akshay Sarathi, 'Sustainable Development: Implementation Issues', A Socio-Political Journal of Symbiosis Society, Vol. 3, 2006.
6. Ratanlal & Dhirajlal, The Law of Torts, 24th Edn-2004, Wadhwa, Nagpur.

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – IV

Financial Management

Code: 14020404

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective:

- To familiarize students with the concepts, tools and practices of financial management.
- To understand the decisions to be taken by financial managers of business firms.

Course Contents:

Module	Topics	Hours
1	**Finance Function:** Meaning, Scope, and Classification of functions (Long term-short term; Executive-Routine). Organization of Finance Function (status and duties of a Financial manager: Treasurer and Controller). Objectives/Goals of Financial Management, agency problems. **Time Value of Money:** Concept and numerical of Compounding and Discounting including annuity (excluding valuation of securities).	10
2	**Management of working capital:** Concept, Types, Factors affecting workingcapital needs, Operating cycle approach, Dangers of excessive and inadequate working capital. **Cash Management:** Meaning, Motives of holding cash, Functions/objectives ofcash management, Cash budget (with numerical). **Inventory Management:** Meaning, Objectives of holding inventory, Factors affecting inventory, Techniques of inventory management :**(1) EOQ** (with numericals including discount concept), ABC Analysis(without numericals) **(2)Reorder point** (without numericals), **Recievables Management:** Meaning, Cost and benefits, size of of receivables,optimum credit policy and credit policy variables,	15

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	(only simple numericals of receivables are expected.)	
3	**Leverage:** (numericals and theory) Operating leverage: Meaning, degree and effects of operating leverage on profits. Financial leverage: Meaning and degree Trading on equity: Meaning, benefits and risks (including EBIT-EPS analysis) Combined leverage. Concept and numericals on : (a) Financial Break-Even, (b) Indifference point	10
4	**Capital budgeting:** Meaning and significance ofcapital budgeting, Types of capital budgeting decisions. Techniques: (Meaning, Accept-Reject criterion, Advantages and Disadvantages, comparison and numericals based on each method.) Payback period Average Rate of Return Net present value Profitability Index Internal Rate of Return	10
	Total	**45**

Text Books:

- Financial Management-Principles and Practice: C.Sudarsana Reddy, Himalaya Publishing House.

Reference Books:

- Financial Management: Text, Problems and cases: M.Y.Khan and P.K.JainTata McGraw Hill Education Pvt. Ltd.
- Financial Management P.V. Kulkarni and B.G. Satyaprasad.
- Essentials of Financial Management: I.M.Pandey, Vikas Publishing House Pvt. Ltd.
- Financial Management :Prasanna Chandra.
- Financial Management : Dr. V.k. Palanivelu, S. Chand.
- Financial Management :Sheeba Kapil, Pearson.
- Financial Management : Rajiv Srivastav and Anil Mishra, Oxford university press.

Topics for Assignment :

Introduction to Contemporary issues like: JIT systems, Out sourcing.
Computerised inventory control system.
Techniques of controlling inflows and outflows in modern times.
Captial Rationing and its relevance in capital budgeting decisions.
Capital Structure: Meaning and Features of an ideal capital structure.
Relationship of finance with economics, accounts and other disciplines.

Topics for Presentation/Seminar:

Managment of working capital in India.
Emerging role of finance managers in India.
Effect of high and low operating and financial leverage for a business.

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SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – IV

Business Research Methods

Code: 14020403

1. **Learning outcome:**
   - To familiarize the students with the types of problems often faced by Business Organizations
   - To help students understand the importance of systematic approach to problem solving
   - Introduce basic concepts of Research Design and Methodology aimed at solving Business Problems
   - To enable students to analyze and interpret data using various statistical tools

2. **Teaching & Evaluation Scheme**

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

3. **Course Duration: The course duration is of 40 sessions of 60 minutes each**
4. **Course content:**

Module	Topics	Hours
1	Foundations of Research: Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method - Understanding the language of research - Concept, Construct, Definition, Variable. Research Process Problem Identification & Formulation – Management Question – Research Question – Investigation Question – Measurement Issues - Hypothesis - Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing - Logic & Importance	10
2	Research Design: Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent &	10

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	Dependent variables, concomitant variable, extraneous variable, Treatment, Control group, Qualitative and quantitative research: Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches.	
3	Measurement: Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio, Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking. Types of Data: Secondary Data - Definition, Sources, Characteristics. Primary Data - Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey.	10
4	Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample - Practical considerations in sampling and sample size. Data Analysis: Data preliminary questionnaire screening, editing, coding and data entry (using statistical software), Research Writing: - Research Proposal Synopsis, Research Report	10
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

5. Teaching Methods:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

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3	**The Foreign Exchange Market:** The Functions and Nature of foreign exchange market, Economic Theory of Exchange Rate Determination, Exchange Rate Forecasting, Currency Convertibility **The International Monetary System:** The Gold Standard, The Bretton Woods System, The Collapse of the Fixed Exchange Rate System, The Floating Exchange Rate Regime, Fixed V/S Floating Exchange Rates, IMF: Origin and Objectives, Crisis Management by the IMF, The Spot and Forward Market	07	15
4	**Entry Strategy and Strategic Alliances:** Basic Entry Decisions, Selecting an Entry Mode, Entry Strategies in India, Greenfield Venture or Acquisition, Strategic Alliances **Exporting, Importing and Counter Trade:** The Promise and Pitfalls of Exporting, Improving Export Performance, Exporting with a Little Government Help, Export and Import Financing, Export and Import Financing, Export Assistance	08	13
5	**Global Marketing and R & D:** The Globalization of Market and Brands, Market Segmentation, Product Attributes, Distribution Strategy, Communication Strategy, Pricing Strategy, New Product Development **Global Human Resource Management:** The Strategic Role of International HRM, Staffing Policy, Managing Expatriate, Training and Management Development, Performance Appraisal, Compensation, International Labour Relations	08	15

4. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations

5. Evaluation:

A	Projects/Assignments/Quiz/Class participation	Weightage (50%) (Internal Assessment)
B	Mid – Semester Examination	Weightage (30%) (Internal Assessment)

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration **Semester – IV**

Global Marketing Management

Code: 14020402

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

1. **Objectives:**
   The course is intended to provide an opportunity to learn and understand how business is conducted in international arena. It aimed at making the students realize that international business is applicable to multiple business functions like Marketing, Human Resource Management, and Financial Management.

2. **Course Duration:** The course duration is 36 sessions of 60 minutes each. i.e. 36 hours.

3. **Course Contents:**

Module No.	Module Content	No. of Sessions	50 Marks (External Evaluation)
1	**Globalization:** What is Globalization, Drivers of Globalization, Managing in the Global Market Place **Differences in Culture:** What is Culture, Values & Norms, Social Structure, Culture – Language, Culture – Education, Culture – Workplace	05	12
2	**International Trade Theory:** An Overview of Trade Theory, Absolute Advantage, Comparative Advantage, Heckscher – Ohin Theory, National Competitive Advantage: Porter's Diamond, Global Competitive Alignment Matrix. **Foreign Direct Investment:** FDI in the world economy, Horizontal FDI and Vertical FDI	08	15

SWARRNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – IV

Introduction to Business Law

Code: 14020401

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

1. To make students understand the concept, theories and application of business Law for the Development of the Society.

Course Duration: The Course Durationis of 40 Session of 60 Minutes each.

Module	Topic	Hour
UNIT -1	What is Law, various sources of Law, significance of law, business law, impact of law on society & business economic aspects of Constitution & its implications.	5
UNIT – 2	Law of Contract – Definition & Nature of Contract, types of contract, offer & acceptance, consideration & capacity to contract, free constant, legality of object & consideration, contingent contract, quasi contract, discharge of contract, remedies for breach of contract, indemnity & guarantee, pledge, Principal – agent relationship & rights & obligation of Principal & agent.Law of Indemnity and guarantee	15
UNIT – 3	The Negotiable Instruments Act, 1881 (incorporating latest amendments) Meaning and characteristics of Negotiable Instruments, Classification of Negotiable Instruments, Promissory Note and Bill of Exchange, essential elements, Distinguish between Promissory note and bill of exchange, acceptance and acceptor Acceptance for honour, absolute and qualified acceptance, Drawer, drawee in case of need, payee, dishonor , Cheques, crossings of cheques, distinguish between Bill of Exchange and cheque,	10

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	penalties in case of dishonor of cheques	
UNIT – 4	The Sale of Goods Act, 1930 The Sale of Goods Act, 1930, nature of contract of sale, conditions & warranties, Transfer of ownership, performance of contract of sale, rights of unpaid seller, Remedies for breach of contract Auction sale Law of negotiable instruments – nature of N. I., Promissory notes, BOE, Cheque , Parties of NI.	10

1. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations

2. Evaluation:

A	Internal Evaluation Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	(Internal Assessment- 50 Marks) 50 marks
B	End –Semester Examination	(External Assessment-50 Marks)

Basic Reading List

Business Law- P.K. Pandey

Business Law D. Chandra Bose

Bare act

indiankanoon.org

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4. Teaching Methods:

The course will use the following pedagogical tools:

- Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/Clippings/ online videos)
- Assignments and Presentations

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test / Presentation on specific topic etc.	(Internal Assessment- 50 Marks)
B	End-Semester Examination	(External Assessment-50 Marks)

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Zellweger Thomas	Managing the Family Business – Theory & Practices	Edward Elgar Publishing Ltd	Latest Edition
2	Peter Leach	Family Businesses – The Essentials	Profile Books Ltd.	Latest Edition
3	Alberto Gimeno, Gemma Baulenas & Joan Coma-Cros	Family Business Models – Practical Solutions for the Family Business	Palgrave Macmillan	Latest Edition
4	Mark Fischetti	The Family Business Succession Handbook	Family Business Publishing Co.	Latest Edition

Note: Wherever the standard books are not available for the topic, appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals/Periodicals/Magazines/Newspapers, etc.

1. Family Business Review
2. Journal of Family Business Management
3. Journal of Family Business Strategy
4. Indian Management
5. Journal of Consumer Behaviour

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – IV

SUPPLY CHAIN MANAGEMENT

Code: 14020406

1. **Learning outcome:** The main aim of the course is to acquaint students to basics of supply chain management on planning, replenishment and execution. The approach of this course is practical and contemporary in nature. It emphasizes on understanding the contemporary and cutting edge supply chain management practices by study of fundamentals of Supply Chain Management.

2. **Teaching & Evaluation Scheme**

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

3. **Course Duration:** The course duration is of 40 sessions of 60 minutes each.

4. **Course Content:**

Module No:	Module Content	No. of Sessions
I	**Introduction and Strategic View:** Meaning, Role of supply chain management, Supply chain strategy and performance measures, Supply Chain Drivers and Metrics, Outsourcing – Make or Buy	10
II	**Managing Material Flow:** Inventory Management, Production Planning and Scheduling, Transportation, Network Design and Operations, Distribution Networks	10
III	**Managing Material Flow:** Inventory Management, Production Planning and Scheduling, Transportation, Network Design and Operations, Distribution Networks **Managing Information Flow:** Demand Forecasting, Supply Chain Data Management, Information Technology in Supply Chain Management	10

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IV	**Supply Chain Innovations:** Supply Chain Integration, Supply Chain Restructuring, Agile Supply Chains, Pricing and Revenue Management , Global Supply Chain	10
	Total	40

5. Teaching Methods: Following pedagogical tools will be used for teaching the course:

a) Case discussions.

b) Discussion on issues and techniques

c) Projects/Assignments/Quiz/Class Participation, etc.

6. Evaluation:

A	**Internal Evaluation**	**(Internal Assessment- 50 Marks)**
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	**End –Semester Examination**	**(External Assessment-50 Marks)**

7. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
T1	Shah Janat	Supply Chain Management: Text and Cases	Pearson Education	Latest edition
T2	Sinha Amit, Herbert Kotzab	Supply Chain Management	Tata McGraw Hill	2011
T3	Chopra Sunil, Meindle Peter and Kalra D. V.	Supply Chain Management: Strategy Planning and Operation	Pearson Education	Fourth Edition 2011

8. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Sarika Kulkarni	Supply Chain Management	Tata McGraw-Hill	Latest Edition
R2	Coyle, Bardi, Longley	The management of Business Logistics – A supply Chain Perspective	Thomson Press	Latest Edition
R3	Donald J Bowersox, Dand J Closs, M Bixby Coluper	Supply Chain Logistics Management	Tata McGraw-Hill	Latest Edition

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – IV

Human Resource Management

Code: 14020405

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective: To provide students an understanding of:

1. The strategic Role of HRM,
2. The environment in which the HRM function is performed,
3. The meaning and difference between Performance Appraisal and Performance Management
4. How strategic pay plans and employee benefits are determined

Module	Topics	Hours
1	HR function at the organization, its values Organizational structure of HR department and its pyramidal breakup into levels and qualifications Training and Development practices Performance appraisal and Job evaluation.	10
2	HR planning; Job Design classified into Job Description and Job Specification; Recruitment, Selection, Orientation and Placement. Career mgt, performance mgt, career mgt	10
3	Promotions, Transfers and Separations Industrial Relations Remuneration policies and its relation to Minimum Wages Act	10
4	Employee welfare, Safety and Health practices Trade Unions Disputes and their resolution	10
	Total	**40**

REFERRENCE BOOKS

Human Resource Management (Text and Cases)
By S. S. Khanka
S. Chand and Company Limited
Reprint 2007.

. Human Resource Management
By Gary Dessler and Biju Varkkey
Pearson Prentice Hall
12th Edition

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration
Advance Financial Management
Semester- V
Code: 14020508

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

- To give an insight to the students from the basic level to higher level of analysis
- To introduce the students to various techniques of taking long term investment decisions
- To familiarize the students with various financial tools and techniques

Module	Topics	Hours
1	**Capital budgeting:** Meaning and significance ofcapital budgeting, Types of capital budgeting decisions. Techniques: (Meaning, Accept-Reject criterion, Advantages and Disadvantages, comparison and numericals based on each method.) Payback period Average Rate of Return Net present value Profitability Index Internal Rate of Return	10
2	**Working Capital & EVA** Working Capital Estimation Sums of estimating working capital excluding double shift Economic Value Added (EVA) Concept of EVA Problems using EVA formula as per Khan & Jain	10
3	**Capital Structure Theories** - Meaning of Capital Structure	10

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	– Features of Appropriate Capital Structure – Factors affecting Capital Structure – Capital Structure Theories-(Excluding Sums) Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani – Miller Thesis	
4	**Corporate Financial Restructuring** – Meaning of Corporate Restructuring and its types. – Meaning of Financial Restructuring – Techniques of Corporate Restructuring: Mergers Takeovers Joint Ventures Divestitures Slump Sale Strategic Alliance Equity Carve out Franchising Holding Companies Sell off Going Private Liquidation Reverse Bid Reverse Merger Demerger Management Buy-In Management Buy-Out Leveraged Buy-Out	10
	Total	**40**

Topics for Assignment

- Approaches to Capital Structure
- Analysis of Capital Budgeting Proposals.
- Estimation of Working Capital finance in a company.
- Working Capital financing by banks

Topics for Seminar and Presentation

- Project Planning and Control.
- Project Appraisal by financial institutions.
- Practical Application of Capital Structure Theories
- A Case Study on Mergers and Acquisitions

Recommended Textbooks:

Financial Management by Khan & Jain (5th Edition), McGraw Hill – For Units 1 & 2

Strategic Financial Management by Ravi M Kishore (2nd Edition), Taxmann – For Units 3 & 4

Reference Books:

- Financial Management by Prasanna Chandra (7th Edition), Tata McGraw Hill
- Financial Management by I M Pandey (9th Edition), Vikas Publishing

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS- Bachelor of Business Administration

PROJECT MANAGEMENT

Semester- V

Code: 14010510

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

1. **Learning Outcome:**
   - Acquaintance with basics of Project management and execution.
   - Understanding the contemporary and cutting edge Project Management.

2. **Course Content:**

Module No.	Modules/Sub-Modules
I	**Basics of Project Management:** • Concept of Project, Attributes of a Project • Importance of Project Management • Project Management Process, Project Lifecycle • Project Stakeholders • Project Management Structures, Choosing Appropriate Project Management Structure • Implications of Organizational Culture • Main Causes of Project Failure **Project Definition:** • Defining Scope, Establishing Priorities • Creating the Work Breakdown Structure(WBS),integrating the WBS with the organization • Coding the WBS for information system • Project Roll Up, Process Breakdown Structure, Responsibility Matrices
II	**Project Identification:** • Selection of product, identification of market preparation of feasibility study/report Project formulation – Evaluation of risks preparation of Project report. **Selection of location & site of the project:** • Factors affecting location - policies of Central –State Government towards location–Legal aspects of project management.

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	Project Planning - Estimating Project Times and Costs: • Factors Influencing Quality of Estimates • Estimation Guidelines for Time, Costs and resources • Macro versus Micro Estimating • Methods for Estimating Project Times and Costs • Level of detail, Developing Budgets • Types of Costs, Refining estimates and contingency funds. **Developing a Project Plan:** • Developing the Project Network • From Work Package to Network • Constructing a Project Network • Activity-On-Node, Fundamentals, Network Computation process • Using the Forward and Backward pass information • Level of Detail for activities • Extended Network techniques.
III	**Project Scheduling & Risk Management Scheduling Resources and Reducing Project Duration:** • Types of Project Constraints Classification of Scheduling Problem • Resource Allocation Methods, Splitting, Multitasking Benefits of scheduling resources • Multi Project resource Schedules, Rationale for reducing project duration Options for accelerating Project Completion, Concept and construction of a Project Cost–Duration Graph, Practical considerations. • Managing Risk: Risk Management process–Risk Identification, Risk Assessment, Risk Response • Development, Contingency Planning, Risk Response Control, Change Control Management • Project Organization: The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager
IV	**Project Evaluation** Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a status report and index to monitor progress, Forecasting final project cost, Other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations. Financial Analysis:–Profitability Analysis – Social cost Benefit Analysis preparation of Budget and Cash Flows. Materials Management in Project Planning – Procurement – storage – disposal. Financing of the Project:-Source of Finance–Cost implications thereof Financial Institutions –Guidelines for funding projects.

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS- Bachelor of Business Administration

Banking & Financial Institutions

Semester- V

Code: 14020509

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

- To provide basic to intermediate knowledge about banking and other institutions.
- Study of various roles and policies of banking.

Course Contents:-

Module	Topics	Hours
1	1. Developments since 1991-Recent Trends-Role of Financial Intermediaries in a financial system-Various financial intermediaries -Introduction to banking system - Types of bank -Instruments	10
2	2. Study of various interest rates Short Term-Emergence of Repose rate as the benchmarks rate in the short term-Floating and fixed rates of interest-LIBOR, MIBOR and MIBID	10
3	3. RBI-Role played by them-Salient features of status governed by them- Monetary Policy, Fiscal Policy, Union (Government) Budget and its Implications (9) 45 4. Commercial Banking-Management of assets and liabilities- Effect of RBI policies on the operations commercial banks-Recent reforms in Banking sector-Recovery of debts Calculation of EMIs Emerging trends in banking like e banking, mobile banking, credit banking	10
4	5. Non-Banking Financial Companies- Functions of NBFCs Types and RBI Guidelines (6) 6. Pricing of products and services in financial service sector.	10
	Total	40

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Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Reference Books:

1. Financial Markets and Institutions, Global Edition Paperback by Frederic Mishkin & Stanley Eakins .
2. Banking and Finance by Gomez Clifford.

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – V

RETAIL MANAGEMENT

Code: 14020507

1. **Learning Outcome:**
   - To know core concepts of retail Management and its scope.
   - To know the consumer and retail market segmentation strategy
   - To know and execute the retail operation strategies about location and pricing.
   - To understand retail marketing and merchandise management

2. **Teaching & Evaluation Scheme:**

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

3. **Course Duration: The course duration is of 40 sessions of 60 minutes each**

4. **Course content:**

Module	Topics	Hours
1	**Introduction to Retailing:** Concept of retailing, Functions of retailing, Terms & Definition, Retail formats and types, Retailing Channels, Retail Industry in India, Importance of retailing, Changing trends in retailing. **Understanding the Retail Consumer:** Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consume	10
2	**Retail Market Segmentation and Strategies:** Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain. **Retail Location Selection:** Importance of Retail locations, Types of retail locations, Factors determining the location	10

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	decision, Steps involved in choosing a retail locations, Measurement of success of location	
3	**Merchandise Management:** Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance **Retail Operations and Retail Pricing:** Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices, pricing strategies, controlling costs	10
4	**Retail Space Management and Marketing:** Definition of Space Management, Store layout and Design, Visual Merchandising, Promotions Strategy, Relationship Marketing Strategies, CRM, Retail Marketing Mix, Retail Communication Mix, POP Displays **Emerging trends in retailing:** Changing nature of retailing, organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector	10
	Total	**40**

5. Teaching Methods:

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing.
- Audio-visual Material (Using CDs/Clippings/ online videos).
- Assignments and Presentations.

6. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	End –Semester Examination	(External Assessment-50 Marks)

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – V

CORPORATE STRATEGY

Code: 14020506

1. **Learning Outcome:**
   - To know core concepts of Strategy and Strategic Management and its scope.
   - To know various external factors and its effect business policy or business strategy
   - To know and execute the process of internal analysis any business unit of Industry.
   - To understand various steps of formulation and implementation of various business

2. **Teaching & Evaluation Scheme:-**

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

3. **Course Duration: The course duration is of 40 sessions of 60 minutes each**

4. **Course content:**

Module	Topics	Hours
1	**INTRODUCTION TO STRATEGIC MANAGEMENT** • Meaning of strategy, strategic management (process of S.M) • Importance of Strategic Management • Strategic Fit and Intent • Levels of Strategy and their characteristics • Vision & Mission • Vision : Nature (elements), definition and benefits • Mission : Definition, characteristics of mission statement • Difference between vision and mission	10
2	**EXTERNAL ENVIRONMENT ANALYSIS** • Concept of Environment • SWOT • PESTEL • 5 Force Model • Approaches to Environmental Scanning • Sources used for Environmental Scanning • Techniques of Environmental Scanning	10
3	**INTERNAL ANALYSIS** • Resources, Capabilities, Competencies, Core Competencies • Competitive Advantage	10

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	• Why are resources important • Value chain(organization and industry) • Ansoff Model • BCG Model	
4	**STRATEGY FORMULATION** • 5 Generic Strategies (cost leadership, differentiation, combined, focus, best cost provider) • Interrelationship between formulation and implementation • Integration : Forward and Backward Diversification : Horizontal, Conglomerate, Concentric	10
	Total	**40**

5. Teaching Methods:

- ICT enabled Classroom teaching Lectures
- Case Discussions and Role Playing.
- Audio-visual Material (Using CDs/Clippings/ online videos).
- Assignments and Presentations.

6. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	End –Semester Examination	(External Assessment-50 Marks)

7. TEXTBOOKS:

1) Strategic Management & Business Policy by Azhar Kazmi, 3rd Edition Mc Graw Hill Publication Pvt Ltd.
2) Business Policy & Strategic Management by P. Subba Rao , GTU Edition Himalaya Publication.

8. REFERENCE BOOKS:

Name of the Book	Author	Publication	Edition
Strategic Management	R Srinivasan	The Indian Context- PHI, Latest Edition	Latest
Strategic Management	N. Chandrasekaran and P.S. Ananthanarayanan	Oxford University Press (Latest Edition)	Latest
Strategic Management: Analysis, Implementation , Control	A Nag	Vikas Publishing (Latest Edition)	Latest
Strategic Management	N. Sengupta	Vision Books (Latest Edition)	Latest
Strategic Management: Text and Cases	V.S.P. Rao, Hari V. Krishna,	Excel Books	Latest

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester –5

COMPANY LAW

Code: 14020501

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-		3	3	50		50	-	100

Objectives: To impart expert knowledge of the various provisions of Companies Act, its schedules, rules, notifications, circulars including secretarial practice, case laws and secretarial standards.

Course Duration: The course duration is 36 sessions of 60 minutes each. i.e. 36 hours.

Module	Topic	Hour
Unit-1	Introduction of Company Act 2013-Meaning and Nature of Company, Classification of Companies, Formation of Company. Memorandum of Association, Articles of Association	10
Unit-2	Prospectus, Introduction & Contents. Winding-up of Companies-Different Modes, Oppression & Mis. Management	10
Unit -3	Appointment, Rights, Duties & Liabilities of Directors, Managing Director and Manager.	10
Unit -4	Company Secretary- Definition, Appointment, Qualities, Responsibilities, Position and Duties General Procedure of Meetings, Notice, Agenda, Chairman, Quorum, Motions and Resolution, Types of resolution Methods of Voting, Minutes etc.	10

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS- Bachelor of Business Administration

Negotiation Skills & Corporate Relation

Semester- V

Code: 14020502

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Course Contents:-

Module	Topics	Hours
1	Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.	10
2	Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.	10
3	Corporate Relations: Public relations with the Government: Public relation for private sector. Employee Relations: Interaction between management & employees, internal Communication media. Media & press relations: Importance of press and its role in building the corporate image, press visits, arranging for press coverage, preparing a press kit, feature stories, articles, press note, press communiqué & press release.	10
4	Financial Public Relations: Types of financial public, role of PR in maintaining contact with financial publics; Annual reports and financial coverage, Arranging for annual general meetings. Distributor & Dealer Relations: Objectives of distributor - dealer relation program, tools and	10

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	media of communication. Supplier Relations: Functions of PR department, objectives of supplier relation program, tools and media of communication. Consumer Relations: Objectives of consumer relations program, planning of consumer relations program, media communication and special events. Community Relations: Community relations program, objectives & policy, media of communication with community. Introduction to International Public Relations & its importance	
		Total **40**

Note: Wherever the standard books are not available for the topic appropriate print and online resource journals and books published by different authors may be prescribed.

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – V

Advertising and Sales Distribution

Code: 14010503

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Unit		Details of Topics
Unit 1	**An Introduction to Integrated Marketing Communication (IMC)**	Meaning and Role of IMC in Marketing process, one voice communication v/s IMC, Introduction to IMC tools, Role of Advertising Agencies and other marketing organizations Providing marketing services and perspectives on consumer behavior.
Unit 2	**Planning for Marketing Communication (Marcom)**	Establishing Marcom Objectives and Budgeting for Promotional Programmes – Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom- Factors influencing budget, Theoretical approach to budgeting viz, Marginal analysis and Sales response curve, Method to determine marcom budget.
Unit 3	**Developing the Integrated Marketing Communication Programme and Measuring Effectiveness**	Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom – Types of appeals and execution styles. Media planning and selection decisions – steps involved and information needed for media planning. Measuring the effectiveness of all promotional tools and IMC.
Unit 4	**Introduction to Sales & Distribution Management**	Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership, case analysis.
Unit 5	**Distribution Management**	Introduction, needand scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management, case analysis.

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Unit 6	**Market logistics and supply chain management**	Definition & scope of logistics,Components of logistics, inventory & warehouse management, transportation, channel information systems, distribution management in International Markets. Case Study.

Books Recommended:

1. Geroge Belch, Michael Belch, and KeyoorPurani, Advertising & Promotion an Integrated Marketing Communications Perspective, Tata Mcgraw Hill,
2. Kruti Shah & Alan DSouza, Advertising and Promotions: An IMC Perspective, Tata Mcgraw Hill.
3. Krishna K. Havaldar,Vasant M. Cavale, Sales & DistributionManagement by Tata McGraw-Hill

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS
Bachelor of Business Administration
Semester –5
INDUSTRIAL RELATION
Code: _14020504

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
	-3		3	3	50		50	-	100

Objectives:-

1. To impart the students with the knowledge about complexities between labour and management relationships.
2. To make the students aware about mechanisms of Industrial Dispute and friendly interventions to deal with employee-employer problems.
3. To impart the students with the knowledge of laws & how law affects the industry & labour.

Module	Topics	Hours
1	INDUSTRIAL RELATION **Introduction to Industrial Relations**: Meaning, definition, importance, scope of Industrial Relations and factors in Industrial Relations Approaches towards the study of Industrial Relations (Psychological Approach , Sociological Approach, Socio Ethical Approach, Gandhi an Approach, Industrial Relations Approach and HR Approach)	10
2	Industrial Disputes, Collective Bargaining & Workers Participation in Management: Meaning, definition & Causes of Industrial Disputes Û Model Grievance Procedure Û Types of Conflict Resolution: Negotiation, Investigation, Mediation, Conciliation, arbitration & Adjudication.	10
3	The Payment of Wages Act, 1936 & The Minimum Wages Act, 1948: The Payment of Wages Act, 1936 -	10

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	Û Definitions, Provisions, Penalties. The Minimum Wages Act, 1948 - Û Definitions, Provisions, Penalties.	
4	Trade Union Laws: Û The Trade Union Act 1926: Definitions, authorities and all provisions. Û Maharashtra Recognition of Trade Union and Prevention of 19 of 31 Unfair Labor practices Act, 1971: Definition, authorities and all provisions under the Act.	10
	Total	**40**

Text Book/Reference Books :

1. Dynamics of IR – Mamoria,Mamoria and Gankar
2. Industrial Relations -ArunMonappa
3. Personnel and HRM- P Subbarao
4. Industrial &Labour Laws -S.P.Jain
5. Industrial Law - P.L. Malik

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester –5

RECRUITMENT AND SELECTION

Code: _14020505

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-		3	3	50		50		100

Objectives:-

At the end of the course students are able to:

1. Gain the insights of various principles and practices of recruitment and selection in an industry.

2. Equip students with various selection procedure practiced in industry.

3. Develop students with latest selection tools in the corporate sector.

4. Develop students with various testing of job recruitment and selection

Module	Topics	Hours
1	**Job Analysis:**Meaning, definition and purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique, Human recourse planning, process of HRP **Hiring Process & Hiring decision:** Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing, Existing post or new post to be created, Need analysis, cost analysis and job analysis.	10

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2	**Hiring internally:**Meaning and definition of internal recruitment, Advantages and disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - circulars, intranet advertisements, employee referrals, Appointment or promotion,. **External Hiring:**Meaning and definition of external recruitment. Sources of recruitment:- advertisement, in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications.	10
3	**Screening the candidates:** Application Forms: bio-data / resume / curriculum vitae and Weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioral approach to recruitment: spotting personality patterns, making basic assumptions, Predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behavior, assessing how person performs, assuming they have been hired. – Identifying the ingredients of success: the winning candidate's profile, challenges in the Interview, the starting point, day to day execution, dealing with people.	10
4	**Testing, Reference checking & Appointment orders:**Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test	10
	Total	**40**

RECOMMENDED BOOKS:

- Human Resource Selection, Robert D. Gatewood and Hubert S. I, South western Cengage Learning, Mason, Ohio, 2001.
- Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5th Edition, McGraw Hill International.
- Recruitment and Selection, Elearn, Revised Edition, Routledge, 2009, ISBN: 1136369317, 9781136369315.

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF MANAGEMENT

Bachelor of Business Administration

Semester – VI

INDUSTRIAL LAWS

Code: 14020601

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

- To gain knowledge of various Industrial Laws and also understand the application of Industrial lawsto practical situations.
- To acquaint students from various labour laws.

1. **Course Duration:** The course duration is 36 sessions of 60 minutes each. i.e. 36 hours.

Module	Topics	Hours
1	Industrial Dispute Act	12
2	Factories Act	7
3	ESIC Act	6
4	Workmen's Compensation Act	6
5	P.F. and Miscellaneous Act	6
6	Payment of Wages Act, 1936	3
	Total	**40**

1. **Teaching Method:**

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – 6

INTERNATIONAL HRM

Code: 14020604

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

The main study objective is to learn how to conduct strategic human resource management in an international setting. The course aims at equipping the students of business management with concepts, processes and practical techniques of Managing people in cross cultural context To create awareness about the cross cultural issues• To provide a theoretical background for supplementing the• understanding thc issues of Managing people in globalized working environment

Module	Topics	Hours
1	Introduction to IHRM *The internationalization of business. Internationalization of HRM. The development of IHRM. Differences between international and domestic HRM. Creating the international organizations: Strategy and structure. Stages in the development of MNCs. Factors influencing how MNCs organize for global business.*	10
2	Global HRM: Functions & Practices, Global Business implications: How global HRM is different from domestic HRM, Global Management Process-Culture, Cross cultural Communications, info tech & E-Communication-Cross cultural ethics	10
3	Characteristics of a Global Manager, Skills of a global	10

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	manager, Ethical Constraints, Global Strategies & Tactical Objectives, International HRM-Managing across Borders	
4	International Recruitment & Selection, Training &Development, Multinational teams and cross cultural training,	10
	Total	**40**

Text Book/Reference Books :

Jackson, T. (2002). International HRM: A cross-cultural approach. Sage.

Thomas, D. C. (2002). Essentials of international management: A crosscultural perspective. Sage Publications, Inc.

Hodgetts, R. M., Luthans, F., & Doh, J. P. (2006). International management: Culture, strategy, and behavior. McGraw-Hill Companies.

Sinha, J. B. (2009). Culture and organizational behaviour. SAGE Publications India.

Dessler, G., & Varkkey, B. (2011). Human Resource Management: Dorling Kindersley (India) Pvt. Ltd, New Delhi.

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – 6

TRAINING AND DEVELOPMENT

Code: 14020605

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

Objective: The purpose of this paper is to provide and in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes..

Module	Topics	Hours
1	UNIT-I : Introduction Concepts of Training and development – Identifying Training Needs – Structure and Functions of Training Department – Evaluation of Training Programme – Role, Responsibilities and Challenges to Training Managers.	10
2	UNIT-II : Training Techniques Techniques of on the job training – Coaching – Apprenticeship – Job Rotation – Job Instruction Training – Training by Supervisors – Techniques of off the job Training, Lecturers, Conferences, Group Discussion., Training evaluation technique	10
3	UNIT-III : Career – Planning Concept of Career – Career Stages – Career Planning and Development – Need Steps in Career Planning – Methods of Career Planning and Development.	10
4	UNIT-IV : MDP Concept of Management Development – Need and importance of Management Development – Management Development Process – Components of MD Programme. UNIT-V : Training Institutions Need for Training in India – Government – Policy on Training – Training Institutes in India –	10

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	Management Development Programmes.	
	Total	**40**

Text Book/Reference Books :

- Rolf Lynton, Udai Pareek: Training for Development, New Delhi, Sage Publications India (P) Ltd., 1990 2. Raymond Andrew Noe:
- Employee Training & Development, New Delhi, Tata McGraw Hiss, International Ed., 1999
- 3. Lynton, R Pareek, U.: Training for Development, New Delhi, Vistaar, 2nd ed., 1990

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – VI

Security Analysis

Code: 14020608

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

- To provide theoretical as well as practical exposure on security analysis.
- EIC framework knowledge based on projects and assignments.

Course Contents:-

Module	Topics	Hours
1	Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives	10
2	Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management.	10
3	Valuation of bonds and shares: Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds	10
4	Behavioral Finance: Meaning of Behavioral finance, deals with when, how and why psychology influences investment decisions	10

SWARRNIM SCHOOL OF BUSINESS

	Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return	
	Total	**40**

Reference Books:-

- Security Analysis: Sixth Edition, Foreword by Warren Buffett.
- Security Analysis: The Classic 1940 Edition Book by Benjamin Graham and David Dodd.

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – VI

DIGITAL MARKETING

Code: 14020606

1. **Learning Outcome:**
   - Students gain an overall understanding of Digital Marketing
   - Develop insight on Current Trends – Digital and Social Statistics (Infographics)
   - Provide an introduction to Digital Marketing Platforms like Facebook, Twitter, YouTube, Pinterest, etc.
   - Introduction to the basics of Search Engine Optimization (SEO) and Mobile Marketing
   - Introduction to various strategies involved in Marketing products and Services Digitally.

2. **Teaching & Evaluation Scheme:**

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

3. **Course Duration:** The course duration will be of 60 sessions of 60 minutes each.

4. **Course Contents:**

Module	Content	No. of Sessions	Marks out of 70
I	**Introduction to Digital Marketing-** Evolution of Digital Marketing from traditional to modern era, Role of Internet;Current trends, Info-graphics, implications for business & society; Emergence of digital marketing as a tool; Drivers of the new marketing environment; Digital marketing strategy; P.O.E.M. framework, Digital landscape, Digital marketing plan, Digital marketing models.	10	14

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II	**Internet Marketing and Digital MarketingMix –** Internet Marketing, opportunities and challenges; Digital marketing framework; Digital Marketing mix,Impact of digital channels on IMC; **Search Engine Advertising:** - Pay for Search Advertisements, Ad Placement, Ad Ranks, Creating Ad Campaigns, Campaign Report Generation **Display marketing:** - Types of Display Ads - Buying Models - Programmable Digital Marketing - Analytical Tools - YouTube marketing	10	21
III	**Social Media Marketing – Role of Influencer Marketing, Tools & Plan–** Introduction to social media platforms, penetration & characteristics; Building a successful social media marketing strategy **Facebook Marketing:** - Business through Facebook Marketing, Creating Advertising Campaigns, Adverts, Facebook Marketing Tools **Linkedin Marketing:** - Introduction and Importance of Linkedin Marketing, Framing Linkedin Strategy, Lead Generation through Linkedin, Content Strategy, Analytics and Targeting **Twitter Marketing:** - Introduction to Twitter Marketing, how twitter Marketing is different than other forms of digital marketing, framing content strategy, Twitter Advertising Campaigns **Instagram and Snapchat:** - Digital Marketing Strategies through Instagram and Snapchat **Mobile Marketing:** - Mobile Advertising, Forms of Mobile Marketing, Features, Mobile Campaign Development, Mobile Advertising Analytics **Introduction to social media metrics**	10	21
IV	**Introduction to SEO, SEM, Web Analytics, Mobile Marketing, Trends in Digital Advertising–** - Introduction and need for SEO, How to use internet & search engines; search engine and its working pattern, On-page and off-page optimization, SEO Tactics - Introduction to SEM **Web Analytics:** - Google Analytics & Google AdWords; data collection for web analytics, multichannel attribution, Universal analytics, Tracking code **Trends in digital advertising**	10	14

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	Total	40	

5. Teaching Methods

The course may use the following pedagogical tools:

a. Lectures and Discussions
b. Assignments & PPT presentations
c. Case Studies
d. Audio-Visual Material

6. Evaluation:

The evaluation of the students will be on continuous basis as follows:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	End –Semester Examination	(External Assessment-50 Marks)

7. Reference Books:

S. No.	**Author**	**Name of the Book**	**Publisher**	**Edition**
1	Seema Gupta	Digital Marketing	Mc-Graw Hill	1st Edition - 2017
2	Ian Dodson	The Art of Digital Marketing	Wiley	Latest Edition
3	Puneet Singh Bhatia	Fundamentals of Digital Marketing	Pearson	1st Edition - 2017
4.	Vandana Ahuja	Digital Marketing	Oxford University Press	Latest Edition
5.	Philip Kotler	Marketing 4.0: – Moving from Traditional to Digital	Wiley	2017
6.	Melissa S. Barker | Donald I. Barker | Nicholas F. Bormann | Debra Zahay | Mary Lou Roberts	Social Media Marketing: A Strategic Approach	Cengage	Latest Edition
7.	Ward Hanson , KirthiKalyanam	Internet Marketing & e-Commerce	Cengage	Latest Edition
8.	Roberts andZahay	Internet Marketing: Integrating Online & Offline Strategies	Cengage	Latest Edition
9.	Dr.Ragavendra K. and Shruthi P.	Digital Marketing	Himalaya Publishing House Pvt. Ltd.	Latest Edition
10.	Prof. Nitin C. Kamat, Mr.ChinmayNitinKamat	Digital Social Media Marketing	Himalaya Publishing House Pvt. Ltd.	Latest Edition

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Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

8. List of Journals / Magazines / Periodicals / Newspapers / e-resources, etc.

1 https://learndigital.withgoogle.com/digitalunlocked/
2 https://digitalskills.fb.com/en-in/
3 https://www.hubspot.com/digital-marketing
4 http://www.afaqs.com/
5 https://www.linkedin.com/learning/
6 Journal of Marketing
7 ET-Brand Equity
8 HBR

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Business Administration

Semester – VI

SERVICE MARKETING

Code: 14020607

1. Objective: Services are becoming a dominant economic driver in the Indian economy. With increasing competition and discerning buyers, it has become inevitable for the marketers to go for relationship management to attract, retain and grow customers. The course is designed to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on a national basis. The course intends to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. It deals with the problems commonly encountered in marketing services -- such as intangibility (inability to inventory), difficulty in synchronizing demand and supply, difficulty in controlling quality and retaining customers. Strategies used by successful services marketers to overcome these difficulties are addressed to by the course contents.

2. Teaching & Evaluation Scheme:

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

3. Course Duration: The course duration is of 40 sessions of 60 minutes each.

4. Course Contents:

Module No:	Module Content	No. of Sessions
I	**Basics of Services Marketing:** What are Services? : Why Study Services? ; Role of services in the economy; Services and Technology - technology in service encounter, emergence of self service, automation in services, Internet services; Distinctions between Services and Goods; Services Marketing Mix; **Customer Behavior in Service Encounter:** Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing;; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; : Customer Expectations and Perceptions of Services – Zone of Tolerance	10

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II	**Services Marketing Mix:** Product – Core and Supplementary Elements, BrandingService Products ; Price – Role of Non-monetary Costs, Pricing Strategy Pricingand Revenue Management, Yield Management. Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies; Promotion – Role of Marketing Communication.	10
III	**Expanded Marketing Mix:** People – Employees' Role in Service Delivery, ServiceLeadership and Culture, Process – Service Blueprinting, Service ProcessRedesign Physical Evidence – Servicescape, ServiceEnvironments. **Managing Capacity and Demand:** Understanding Capacity, Demand Patterns, Strategies forMatching Capacity and Demands	10
IV	**Service Quality and Relationship Management:**Services Quality: Gaps Model; Measuring and Improving Service Quality; Relationship Management: Defining Customer Relationships; The Basics; External Relationships;Supplier Relations; Internal Relationships **Relationship Marketing:** Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; and Customer RelationshipManagement (CRM), CRM Software Exposure	10

5. **Teaching Methods:** The following pedagogical tools will be used to teach this course:

1. Lectures
2. Case Discussions and Role Playing
3. Audio-visual Material (Using CDs/ Clippings)
4. Assignments and Presentations

6. **Evaluation:**

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	End – Semester Examination	(External Assessment-50 Marks)

7. Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
1	Lovelock Christopher, Wirtz Jochen and Chatterjee Jayanta	Services Marketing: People, Technology, Strategy	Pearson Prentice Hall	Latest Edition,

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – VI

Security Analysis

Code: 14020608

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

- To provide theoretical as well as practical exposure on security analysis.
- EIC framework knowledge based on projects and assignments.

Course Contents:-

Module	Topics	Hours
1	Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives	10
2	Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management.	10
3	Valuation of bonds and shares: Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds	10
4	Behavioral Finance: Meaning of Behavioral finance, deals with when, how and why psychology influences investment decisions	10

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	Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return	
	Total	**40**

Reference Books:-

- Security Analysis: Sixth Edition, Foreword by Warren Buffett.
- Security Analysis: The Classic 1940 Edition Book by Benjamin Graham and David Dodd.

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Business Administration

Semester – VI

Portfolio Management

Code: 14020609

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

- To provide deep understanding on various models applied for managing portfolio.
- Brief analysis on risk and return policy.

Course Contents:-

Module	Topics	Hours
1	Portfolio Management – Risks and Returns: Concept of portfolio and portfolio management, concept of risk, types of portfolio management	10
2	Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model. Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model.	10
3	Markowitz Portfolio Selection Model: Concept of portfolio analysis and diversification of risk. Also discusses Markowitz Model and Efficient Frontier	10
4	Sharpe-The Single Index Model: Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment. Mutual Fund Operations: Mutual funds as a key financial intermediary,	10

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	mobilizing savings and investing them in capital markets.	
	Total	**40**

Reference Books:-

- Security Analysis And Portfolio Management 6Th Edition by Fischer, PEARSON INDIA.
- PORFOLIO MANAGEMENT Book by S. KEVIN

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

School Of Business

Bachelor of Commerce

Principles of Micro Economics
Code: 14010102
B.Com 1st SEM

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Th	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective:

- To expose students to basic micro economic concepts.
- To apply economic analysis in the formulation of business policies.
- To use economic reasoning to problems of business.

Module	Topics
1.	• Definitions of Economics: Scarcity and Growth definitions • Introduction to Micro Economics: Definition, Scope, Importance and Limitations of Micro Economics • Important Concepts: Economic goods and Free Goods, Price and Value, Want and Demand, Production Possibility Curve • Economic Systems: Planned Economy, Free Market Economy and Mixed Economy
2.	**Theory of Demand:** • Meaning of Demand and Determinants of Demand – Demand Function • Law of Demand, Elasticity of Demand , measurement of demand, Exceptions to the Law of Demand • Utility Analysis: Concept of Utility, Law of Diminishing

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	Marginal Utility, Consumer's Surplus, Indifference curve. • Meaning of Supply, Determinants of Supply, Expansion and Contraction of Supply • Demand and Supply as determinants of Price
3.	**Theory of Production** • Factor of Production • Law of return • Ppc • Meaning of Market, Types of Market and their important features: Perfect Competition, Monopoly, Monopolistic Competition and oligopoly
4.	**Theory of Distribution :** • Marginal Productivity Theory of Distribution • Rent: Concepts of Differential Rent and Scarcity Rent, Economic and Contract Rent, Quasi Rent, Pure Rent and Quasi Rent • Wages: Concepts of Time Wages, Piece Wages, Money wages, Real Wages, factors determining real Wages. • Interest: Gross and Net Interest. Components of Gross Interest • Profit: Theories of profit – risk, uncertainty, innovation

Text Book:

(1) Micro Economic Theory by R. Cauvery (S.Chand Publication.)
(2) Micro Economics by M.John Kennedy (Himalaya Publication)

Reference Books:

(1) Modern Micro Economics by H.L Ahuja (S Chand Publication)
(2) Modern Economic Theory by K.K Dewett (S. Chand Publication)
(3) Elementary Theory by K.K. Deweet & J.D.Verma.(S.ChandPublication.)
(4) Principles of Economics by D.M.Mithani (Himalaya Publication)

Topics for assignments:

1. Discuss Basic Economic Problems.
2. Explain the nature of Economics.
3. Explain the Main Types of Demand (Price, Income, Cross).
4. Distinguish between Giffen Paradox and Veblen effect.

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Commerce

PRINCIPLE OF MANAGEMENT-1

CODE: 14010101

B.COM 1st SEM

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tu	P	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives: - This subject is designed to provide a basic understanding to the students with reference to working of business organizations through the process of management. The first part of this course (offered in the first semester) will give a brief understanding of the managerial functions of planning (including decision making) and organizing. The second part (offered in the second semester) will throw light on the managerial functions of staffing, directing and controlling.

Course outline:-

Sr.No.	Course Contents
1	**Introduction to Management and Planning** Management: Meaning and process of management. Planning: Meaning; planning process; planning premises; types of plans – based on breadth and use.
2	**Forecasting, Decision making** Forecasting: Meaning; techniques of forecasting – Historical analogy method, survey method, business barometers, time series analysis, regression analysis, significance and limitations of forecasting Decision making: Meaning; decision making process; techniques of decision making – Decision Tree, PERT and CPM.
3	**Organizing – Part 1** A. Introduction - Meaning of organizing; principles of organizing. B. Departmentation – Meaning; bases of departmentation – function wise, product wise, territory wise, process wise and customer wise. C. Delegation – Meaning; elements of delegation; principles of effective Delegation. D. Centralization and decentralization – Meaning; factors affecting degree of centralization and decentralization.
4	**Organizing – Part 2**

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	Types of organizations A. Formal organizations: Line; Functional; Line and staff; Committee (only the meaning, advantages and limitations of all the four forms) B. Informal organizations: Meaning; benefits; problems.

Learning Outcomes:-

* Inspiring business mentors.
* Innovation and creativity in business.
* Current business environment.
* Management by Objectives.

Teaching & Learning Methodology:- Chalk and Talk, Group Discussion

Books Recommended:-

1, L. M. Prasad; Principles of Management; Sultan Chand and Sons, 6th edition.
2, Karminder Ghuman and K. Aswathapa; Management – Concept, Practice and Cases; Tata McGraw Hill; 1st edition (2010)
3, Gupta, Sharma and Bhalla; Principles of Business Management; Kalyani Publications; 1st edition.

Assignment List:-

Sr. No.	Assignment
1	Levels of management and the combination of skills required at each level.
2	Management – an art, a science or a profession?
3	Methods of business forecasting – opinion poll method, extrapolation method, input-output analysis and econometric models.
4	Types of managerial decisions.
5	Span of management and factors affecting the same.

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - BACHELOR OF COMMERCE

FINANCIAL ACCOUNTING
Code: 14010107
SEMESTER- I

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

This course is designed in such a way as to provide the students an understanding of the different contemporary and relevant topics in the subject of financial management by applying the concepts learned.

Module	Topics	Hours
1	INTRODUCTION: • Meaning & Scope of Accounting • Book-Keeping and Accounting • Branches of Accounting • Objectives of Accounting • Functions and Limitations of Financial Accounting • Concepts and Conventions • Fundamentals Accounting Assumptions • Classification of Accounts	10
2	BOOK KEEPING: • Accounting Cycle • Rules of Debit and Credit • Journal, Compound Journal Entry • Ledger and Various Subsidiary Books • Rules Regarding Posting • Trial Balance	10
3	STOCK INVENTORY VALUATION : • Methods of Valuation of Inventory • FIFO, LIFO and Average Method of Stock/ Inventory Valuation DEPRECIATION: • Meaning of Depreciation • Objectives and Causes of Depreciation • Methods of recording Depreciation and Depreciation Policy	10

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4	BANK RECONCILIATION STATEMENT	10
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Reference Books:

1. Grewal T. S. Introduction to Accountancy S. Chand & Co.
2. Gupta R. Principles of Accounting. Sultan Chand & Co.
3. Maheshwri S. N. Advanced Accountancy Vikas Publishing House.
4. Mukharjee A. &Hanif, M & Grewal T. S. Modern Accountancy. Tata McGraw Hill
5. Shukla M. C. & Grewal T. S. - Financial Accounting

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Commerce

Principle of Macro Economics
Code: 14010201

BCOM 2nd SEM

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Th	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective:

Macro Economics is a broad field of study. It is a branch of Economics dealing with the performance, structure, behavior & decision making of the entire Economy.

Course Duration: The Course Durationis of 40 Session of 60 Minutes each.

Module	Topics	Hour
1	**Introduction to Macro Economics:** Definition, Scope, Importance and Limitations of Macro Economics **National Income (NI) Accounting:** Meaning of NI and Circular Flow of NI (in Four sector economy Stock and flow concept, NI at Current Price and NI at Constant Price Various concepts of NI (GNP, GDP, NNP, NDP), Personal Income, Disposable Income Methods for measurement of NI Difficulties in measurement of NI	10
2	Theory of Income and Employment Keynes' consumption function Investment function, Keynesian theory of Income and employment, Investment multiplier Interest rate theory - Liquidity Preference Theory	10
3	Money, Definition and Functions Stocks of Money (M1, M2, M3 and M4) Credit creation by Commercial Banks Inflation Meaning of Inflation, Deflation, Stagflation and Causes of inflation, Measures to Control Inflation	10

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	Business cycle Meaning, characteristics and phases	
4	Monetary policy Meaning, Objectives and Tools Fiscal policy Meaning, Objectives and Tools Balance of Payments Meaning, Structure, Causes of Disequilibrium and Methods of Correcting Disequilibrium.	10

1. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations

2. Evaluation:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	End –Semester Examination	(External Assessment-50 Marks)

Text Book

D. Macro Economics by D.M.Mithani (Himalaya Publication)
E. Macro Economics by R. Cauvery (S.Chand Publication.)

Topics for Assignment

13. Functions of Commercial Banks
14. Functions of Central Banks
15. Factors affecting Business Cycle
16. Use of National Income Data
17. Difference between BOT and BOP

Topics for Seminar

5. Inflation in India
6. Economic Growth and Economic Development
7. Role of Economic Policies in Economic Growth
8. Relationship between Inflation and unemployment

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESSS -Bachelor Of Commerce

Semester –II

Elements of Commerce

Code: 14010203

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

The objective of this module is to provide students with an understanding of the role of commerce in market Commerce education is aimed at giving adequate knowledge about the wholesale trade, retail, export trade, import trade and entire- port trade. More-over it provides some knowledge about the movement of goods etc..

Module	Topics	Hours
1	**Fundaments of Business activity** Characteristics of Business Activities. Business as an Activity – How it is different from (i) Profession (ii) Employment Characteristics of vocational activities Factors affecting business (i) Economic (ii) Social (iii) Political	10
2	**Operative Activities in Business** Industry – concept, Commerce Concepts Industry Types Characteristics and Nature Commerce – Banking, Insurance, Transportation ,Trade	10
3	**Steps Involved in Establishing Business** Nature & Forms Of Business Organization Sole proprietorship Meaning and Features Partnership Meaning Features and Types	10
4	**Fundamental Areas of Business** Finance Meaning Marketing Meaning Human Resources Manning	10
	Total	**40**

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Reference Books

1 Elements of Commerce by Varun Kumar Rai

2 E-Commerce Fundamentals and Applications by Henry Chan

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Commerce

Semester – II

Auditing

Code: 14010204

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

The objective of this module is to provide students with an understanding of the role of Auditing. Thus the main objective of auditing is to form an independent judgement and opinion about the reliability of accounts and truth and fairness of financial state of affairs and working results.

Module	Topics	Hours
1	Introduction: Meaning and Objectives of Auditing. Types of Audit, Internal Audit. Audit Process: Audit Programme, Audit and book, working papers and evidence, Preparation before commencing of Audit.	10
2	Internal Check System: Routine Checking, Internal Check and Test Checking Internal Control and Audit Proccdurc.	10
3	Vouching, Verification of Assets and Liabilities	10
4	Company audit: Appointment of auditor, Powers, Duties and Liabilities. Divisible Profits and Dividend. Auditor's report: Cleaned and Qualified report.	10
	Total	**40**

SWARRNIM SCHOOL OF BUSINESS

Reference Books:

1 PRINCIPLES AND PRACTICE OF AUDITING by DINKAR PAGARE
2 Auditing By Dr. T.R. Sharma

3 Auditing (Thoroughly revised on the basis of the Companies Act 2013, and the Companies Amanedment Act, 2019) - Sahitya Bhawan Publications

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - BACHELOR OF COMMERCE

Management Accounting
Code: 14010205

SEMESTER- II

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

The objective of this module is to provide students with an understanding of the roleof management accounting in the context of business. It tries to show how accounting information is used by managers and senior executives to plan and control business activities and make decisions.

Module	Topics	Hours
1	**Introduction:** Meaning of Management Accounting, DifferencebetweenFinancial Accounting and Management Accounting, Difference between Cost Accounting and Management. Tools and Techniques of Management Accounting – Meaning and list of tools and techniques. **Budgetary Control:** Meaning and Significance. Preparation of Flexible Budgets. Preparation of Functional Budgets – Sales, Production and Purchase Budgets. Concept of Cash Budget (excluding sums.)	10
2	**Standard Costing** – Meaning, Benefits and Limitations. Calculation of Variances- Material, Labor (Excluding Idle time) and Sales Introduction to overhead variance (excluding sums)	10

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3	**Cost Volume Profit Analysis**- Meaning and Assumptions, Concept of Break even analysis, Sums of C-V-P Analysis (Including Key Factor) **Decision Making** – Make/Buy, Shut Down and Export Proposal.	10
4	**Responsibility Accounting** - Meaning and significance, Type of responsibility centre. **Transfer Pricing** – Meaning and Methods of transfer pricing. **Contemporary Issues in Management Accounting:** • Target Costing • Life-cycle Costing • Activity Based Costing	10
	Total	**40**

Topics for Seminar:

- Concept and Utility of Balance Score Card.
- Installation of a Budgetary Control system .
- Management Information Systems.

Recommended Books:

- Managerial Accounting – By JawaharLal - Himalaya Publication.
- A Text Book of Cost and Management Accounting By M. N. Arora – 8th Edition – Vikas Publishing House Pvt. Ltd.

Reference Books:

- Advanced Management Accounting, Text, Problems and Cases By JawaharLal – S. Chand
- Accounting for Management – by M. N. Arora&Khanna – Himalaya Publication.
- Management Accounting – Principles & Practice by M. A. Sahaf – Vikas Publishing House Pvt. Ltd
- Management Accounting, Text, Problems and Cases by M. Y. Khan & P.K. Jain, 5th Edition, Tata McGraw Hill Education Pvt. Ltd.
- Accounting for Management - by JawaharLal, 5th Edition – Himalaya Publishing House
- Management Accounting by J. Made Gowda (2007) Himalaya Publication.
- Management Accounting, Text, Problems and Cases by M. Y. Khan & P.K. Jain, 5th Edition, Tata McGraw Hill Education Pvt. Ltd.

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Commerce

Semester – III

Financial Statement Analysis

Code: 14010301

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

- To give an insight to the students from the basic level to higher level of analysis
- To introduce the students to various interpretations towards financial statements.

Course Contents:-

Module	Topics	Hours
1	Defination-Objective and users of financial statements –elements of financial statements –articulation of financial statements – elements from which financial statements are constructed-techniques of financial statement analysis	10
2	Basic Accounting Concepts – Trial balance –balance sheet– Income statements – Depreciation -Cash flow statement - purpose - uses - structure - format of cash flow statement - preparing cash flow statement - interpreting the cash flow statement	10
3	Corporate Acquisitions: Mergers –Types – Reasons –Mechanics –Cost and Benefit – Timing of Merger Activity – the role of exchange rates and takeover process – Evaluating Merger as Capital Budgeting Proposal –Terms of Mergers – Takeovers – Signs of Takeovers.	10
4	Corporate Restructuring: Joint Ventures –Financing and Evaluation –Rationale and Role of Joint Ventures – Sell Offs –Change in Ownership –Divestitures – Spin-off –Split-off – Going Public –Privatization –Leveraged Buyouts –Buyback of Shares –Alignment of Interest	10
	Total	**40**

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Reference Books:-

- Financial Statement Analysis: A Practitioner's Guide, 4th Edition by Martin S. Fridson, Fernando Alvarez.
- Financial Statement Analysis: 11th Edition by K. R subramanyam.

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachlor of Commerce

Semester – III

Public Finance

Code: 14010302

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective:

Public Finance is a broad field of study. It is a branch of Economics dealing with the performance, structure, behavior & decision making of the entire Economy.

Course Duration: The Course Durationis of 40 Session of 60 Minutes each.

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Unit	Topic	Hour
1	**Unit-I: Public Finance, Demography and Social Sector** • Indian Public Finance- Recent fiscal trends revenue, expenditure and fiscal imbalance, Fiscal reforms, Issues in fiscal federalism, Demographic features and trends- National population policies; Social Sector- Issues in Health and Education.	10
2	**Unit-II: Theories of Public Goods, Public Expenditures** • The Theory of Public Goods: Provision of Private Goods and Public Goods: Markets and Government, The Demand for a pure Public good, Efficient output of a pure public good- Partial and General Equilibrium Analysis, • . The Theory of Public Expenditure: Pure Theories of Public Expenditures: Tiebout, Samuelson and Buchanan's Contributions.	10
3	**Unit-III : Public Revenue** • Public Revenue – Introduction • Taxation , Theories of Taxation: Tax Neutrality, Direct versus Indirect Taxes and Equity, Buoyancy and Elasticity Estimates of Taxation, Tax Efforts, The impact of taxes on Market prices and Efficiency.	10
4	**Unit-IV: Budgeting Fiscal Policies** • Program Budgeting: It's Application, Zero-Based Budgeting, and Budgeting Policies; Theory of Fiscal Policy: Fiscal Policy with Special Reference to Under-developed Countries, Federal-Fiscal Relation in India.	10

1. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Commerce
Semester –III
Employee Behavior & Relationship Management
Code: 14010303

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

The main aim of this course is to introduce students to the theories and practices of Industrial Relations and employee behavior. The module examines the relationship existing between employer and employee.

Module	Topics	Hours
1	**INTRODUCTION** Basic Behavioural Process, Cognitive Functions – IntelligenceCreativity, Learning and its Process – Attitude and Values, Personality – Concepts counselling – importance and relevance	10
2	EMPLOYEE BEHAVIOUR INTRODUCTION: Factors Affecting Employee Behaviour, TYPES OF EMPLOYEE BEHAVIOUR, EMPLOYEE BEHAVIOURAL ISSUE, ROLE OF MOTIVATION IN EMPLOYEE BEHAVIOUR	10
3	**INDUSTRIAL CONFLICT**: Causes of Industrial Disputes, Machinery for settling of disputes – Negotiation, Arbitration andAdjudication. Grievance Handling: Causes of grievances – Guidelines for grievance handling – Grievances Redressal procedures. Employee Discipline: Causes of indiscipline – Codeof discipline – Disciplinary procedure – Code of conduct.	

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4	**TRADE UNIONISM AND INDUSTRIAL RELATIONS**: Labour movement: Trade union movement, Functions and problems of trade unions. International Labour, InternationalLabor Organization's (ILO). Worker's Participation in Management Forms.	
	Total	**40**

Text Book/Reference Books :

1. Mamoria C.B and Sathish Mamoria, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 1998.

2. P.N. Singh and Neeraj Kumar, "Employee Relations Management", 2010, Pearson Education. New Delhi.

3. Pylee. M.V and Simon George, "Industrial Relations and Personnel Management" ,Vikas Publishing House (P) Ltd., New Delhi,1995

4. Michael Armstrong, "Essential Human Resource Management Practice" Kogan Page Limited, 2010

5. Srivastava, "Industrial Relations and Labour Laws", Vikas, 4TH edition, 2000

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - BACHELOR OF COMMERCE

TAXATION I

Code: 14010304

SEMESTER- III

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective:-

After the Bachelor's, students can develop a successful career in the field of taxation. Students, who want to be tax consultants, should opt for this course for developing a company's strategies. Students will learn skills like management and quantitative techniques to open more wide opportunities.

Course Content:

Module	Topics	Hours
1	(1) Objectives of Income Taxation; The History of Income - tax and Brief introduction of the following Direct and Indirect tax laws: Income Tax, Gujarat Value Added Tax, Custom Duty, Excise Duty and ServiceTax; (2) Definitions as per the Income tax Act : Income, Agricultural income, Assessee, Person, Previous Year, Assessment Year and other terms relevant to the syllabus;	10

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	(3) Income - tax Authorities (sections 116 to 120 and 124only).	
2	(1) Basis of charge of income - tax : Scope of total income and residential status of an individual assessee (sections 4 to9); (2) Individual assessee's incomes exempt from income - tax (section10); (3) Procedure for assessment of income - tax (sections 139, 139A, 140, 140A, 142 to 145, 147 to 149, 154 and 156 only) and collection oftax.	10
3	Salary Income: Computation of taxable salary (sections 14 to 17); Taxability of various provident funds affecting the computation of taxable salary income only shall be included. Note :Practical problems may include the valuation of fully or partly rent-free accommodation and conveyance facility only; Separate small/objective type questions on other perquisites may be asked. Separate questions on determination of qualifying amount under section 80 C shall not beasked.	10
4	Income from House Property :Computation of Taxable Income from House Property (sections 22 to 27). Note: Problems requiring computation of three or more let-out house properties are not expected.	10
	Total	40

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - BACHELOR OF COMMERCE

CORPORATE ACCOUNTING

Code: 14010305

SEMESTER- III

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective:

- To familiarize students with the concepts, tools and practices of Corporate accounts.
- To understand the Process of Shares capital and decisions to be taken by financial managers of business firms.

Module	Topics	Hours
1	Accounting For Share Capital Meaning and Importance of Corporate Accounting, Issue and Forfeiture Of shares, Redemption of shares, Split of Shares , Buyback of shares	10
2	Accounting For Bonus Share Introduction of Bonus share & Right Share Provision Of the Company Act 2013 SEBI Regulation Act Journal Entries	10
3	Accounting for Debentures Issue of Debenture and Its classification, Different terms of	10

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	issue of debenture, Redemption of debenture, Final accounts of limited liability companies as per the existing company Act, Contingency and events occurring after the balance sheet	
4	Accounting For Amalgamation and Internal reconstruction Forms of amalgamation and its motive, Types of Amalgamation, Methods Of amalgamation, Internal reconstruction and its accounting treatment, Difference between internal and external reconstruction	10
	Total	40

Books Recommended:

1. J.R.Monga, Basic Corporate Accounting, Mayur paperbacks,
2. Nirmal Gupta,Chhavi Sharma, Corporate Accounting theory and practice, Ane books pvt ltd
3. M.C. Shukla,T.S.Grewal and S.C.Gupta, Corporate Accounting , S.Chand And co
4. Ashok Sehgal and Deepak Sehgal, Advanced Accounting, Volume II, Taxman
5. S.N.Maheshwari and S.K.Maheshwari , Corporate Accounting, Vikas Publication,
6. Mukherjee and Hanif, Corporate Accounting, Tata McGraw Hill,

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor's of Commerce

Family Business Management (FBM)[2]

Code: 14010306

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

1. **Learning Outcomes:**
   - Detailed understanding of the various family business models and structures and their complexities.
   - Getting sensitized towards the need for professionalism in family business management and how to go about achieving the same.
   - Understanding of succession planning management.

2. **Course Duration:** The course duration is of **36 sessions of 75 minutes** each.

3. **Course Contents:**

Module No.	Modules with its Contents/Chapters	No. of Sessions	Marks (out of 70)
I	**Family Business Management - Basics** • Uniqueness & Dynamics – People, Women in Family Business, Systems & Life Cycles • Structural Management of the Family Business • Family Complexity, Culture and Value Systems • Business Complexity • Effects of Complexity on the Family Business Structure.	8	15
II	**Family Business Models** • Captain Model, Emperor Model, Family Team Model, Professional Family Model, Corporation Model • Family Investment Group (FIG) Model • Comparative Analysis of the Models • Mindset and Structure: How Thoughts Influence Deeds?	8	15
III	**Professional Management of Family Business** • Non-family Managers • Non-Executive Directors • Professional Advisors & Consultants • The role of balanced board of directors • Family Constitution for better management	10	20

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	Family Governance in multigenerational family firms • Change and adaptation in family business • Trans-generational value creation • Changing roles of family members **Conflict Management** • Social Structure in family Business • Interpersonal dynamics in family business • Justice Perceptions • Types of conflicts • Conflict dynamics and conflict management strategies		
IV	**Succession Planning** • Understanding Succession Planning • Defining Objectives • Choosing the Right Ownership Structure • Promoting Stewardship • Getting help from Board of Directors **Management Succession:** Management Succession Issues • Employment of Family Members • Grooming Family Managers to be Successors • Assessing Family Member Managers • Compensation for Family Members • Managing Family Disagreements • Integrating the Family Component in Business Planning **Developing Successors** • Preserving Company Values • Support for Senior Managers • Help for Employees, Suppliers, Customers • From Second to Third Generations **Transferring Control and Ownership** • Match Ownership to Control • Tools for Transferring Ownership • Trusting the Firm to Trustees • Incentives for Nonfamily Caretakers **Letting Go** • The Deep Reasons for Founders Resistance • Letting Go with Grace and Style	10	20
V	**Practical** • Discussion of Live cases of successful family business. • Studying the succession planning undertaken by a corporate house / small business and bringing those learning to class via discussions.		(30 marks CEC)

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelor of Commerce

Semester – IV

Business Law

Code: 14010401

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

1. To make students understand the concept, theories and application of business Law for the Development of the Society.

Course Duration: The Course Durationis of 40 Session of 60 Minutes each.

Module	Topic	Hour
UNIT -1	What is Law, various sources of Law, significance of law, business law, impact of law on society & business economic aspects of Constitution & its implications.	5
UNIT – 2	Law of Contract – Definition & Nature of Contract, types of contract, offer & acceptance, consideration & capacity to contract, free constant, legality of object & consideration, contingent contract, quasi contract, discharge of contract, remedies for breach of contract, indemnity & guarantee, pledge. Principal – agent relationship & rights & obligation of Principal & agent.Law of Indemnity and guarantee	15
UNIT – 3	The Negotiable Instruments Act, 1881 (incorporating latest amendments) Meaning and characteristics of Negotiable Instruments, Classification of Negotiable Instruments, Promissory Note and Bill of Exchange, essential elements, Distinguish between Promissory note and bill of exchange, acceptance and acceptor Acceptance for honour, absolute and qualified acceptance, Drawer, drawee in case of need, payee, dishonor , Cheques, crossings of cheques, distinguish between Bill of Exchange and cheque,	10

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	penalties in case of dishonor of cheques	
UNIT – 4	The Sale of Goods Act, 1930 The Sale of Goods Act, 1930, nature of contract of sale, conditions & warranties, Transfer of ownership, performance of contract of sale, rights of unpaid seller, Remedies for breach of contract Auction sale Law of negotiable instruments – nature of N. I., Promissory notes, BOE, Cheque , Parties of NI.	10

1. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations

2. Evaluation:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	Continuous Evaluation Component (Class Presence, Presentation, Overall Behavior)	50 marks
B	End –Semester Examination	(External Assessment-50 Marks)

Basic Reading List

Business Law- P.K. Pandey

Business Law D. Chandra Bose

Bare act

indiankanoon.org

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - BACHELOR OF COMMERCE

TAXATION II

Code: 14010402

SEMESTER- IV

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective:

After the Bachelor's, students can develop a successful career in the field of taxation. Students, who want to be tax consultants, should opt for this course for developing a company's strategies. Students will learn skills like management and quantitative techniques to open more wide opportunities.

Course Content:

Module	Topics	Hours
1	Profits and Gains of Business or Profession: Computation of taxable profit under the head (sections 28, 29, 30, 31, 32, 34, 35, 36, 37 and40). Comprehensive problems on computation of taxable profit of business or profession involving detailed computation of admissible depreciation shall not be asked.	10
2	(A) Capital Gains: Computation of taxable capital profit under the head (sections 45, 47, 49 to 51, 54, 54B, 54EC, 54F and55).	10

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	Note: Relevant cost-inflation index numbers must be provided in the question paper. **(B)** Income from Other Sources: Computation of taxable income under the head (sections 56 to59). Note: In case of securities and other investments, the rate of TDS and type of security (listed or un-listed) must be explained in the question paper.	
3	Income of other persons included in assessee's total income (Sections 60 to65); **(B)** Deductions to be made in computing Total Income of an individual assessee (sections 80C, 80CCC, 80CCD, 80CCF, 80D, 80DD, 80DDB, 80E, 80G, 80QQB, 80RRB and80U). Note: Only theoretical/small practical and objective type questions shall be asked from	10
4	Basic idea of value added tax levied under Gujarat Value Added Tax Act, 2003 and Sales Tax under Central Sales Tax Act to cover taxable event, payment of tax, filing of return, registration and records relating thereto (in theoryonly); Service Tax: Basic idea of service tax law to cover taxable event, person liable to pay service tax, manner of payment of service tax, filing of return, registration and records relating thereto (theoryonly).	10
	Total	40

Notes:

(i) While setting a question paper, the topic/aspect shall be indicated rather than the sectionnumber.

(ii) Provisions of respective laws applicable (to individual assesses only) as on 31st March immediately preceding the date of commencement of current academic year shall beconsidered.

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Commerce **Semester – IV**

Global Business Management

Code: 14010403

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

1. **Objectives:**
   The course is intended to provide an opportunity to learn and understand how business is conducted in international arena. It aimed at making the students realize that international business is applicable to multiple business functions like Marketing, Human Resource Management, and Financial Management.

2. **Course Duration:** The course duration is 36 sessions of 60 minutes each. i.e. 36 hours.

3. **Course Contents:**

Module No.	Module Content	No. of Sessions	50 Marks (External Evaluation)
1	**Globalization:** What is Globalization, Drivers of Globalization, Managing in the Global Market Place **Differences in Culture:** What is Culture, Values & Norms, Social Structure, Culture – Language, Culture – Education, Culture – Workplace	05	12
2	**International Trade Theory:** An Overview of Trade Theory, Absolute Advantage, Comparative Advantage, Heckscher – Ohin Theory, National Competitive Advantage: Porter's Diamond, Global Competitive Alignment Matrix. **Foreign Direct Investment:** FDI in the world economy, Horizontal FDI and Vertical FDI	08	15

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3	**The Foreign Exchange Market:** The Functions and Nature of foreign exchange market, Economic Theory of Exchange Rate Determination, Exchange Rate Forecasting, Currency Convertibility **The International Monetary System:** The Gold Standard, The Bretton Woods System, The Collapse of the Fixed Exchange Rate System, The Floating Exchange Rate Regime, Fixed V/S Floating Exchange Rates, IMF: Origin and Objectives, Crisis Management by the IMF, The Spot and Forward Market	07	15
4	**Entry Strategy and Strategic Alliances:** Basic Entry Decisions, Selecting an Entry Mode, Entry Strategies in India, Greenfield Venture or Acquisition, Strategic Alliances **Exporting, Importing and Counter Trade:** The Promise and Pitfalls of Exporting, Improving Export Performance, Exporting with a Little Government Help, Export and Import Financing, Export and Import Financing, Export Assistance	08	13
5	**Global Marketing and R & D:** The Globalization of Market and Brands, Market Segmentation, Product Attributes, Distribution Strategy, Communication Strategy, Pricing Strategy, New Product Development **Global Human Resource Management:** The Strategic Role of International HRM, Staffing Policy, Managing Expatriate, Training and Management Development, Performance Appraisal, Compensation, International Labour Relations	08	15

4. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations

5. Evaluation:

A	Projects/Assignments/Quiz/Class participation	Weightage (50%) (Internal Assessment)
B	Mid – Semester Examination	Weightage (30%) (Internal Assessment)

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelors of Commerce

Semester – IV

Financial Management

Code: 14010404

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective:

- To familiarize students with the concepts, tools and practices of financial management.
- To understand the decisions to be taken by financial managers of business firms.

Course Contents:

Module	Topics	Hours
1	**Finance Function:** Meaning, Scope, and Classification of functions (Long term-short term; Executive-Routine). Organization of Finance Function (status and duties of a Financial manager. Treasurer and Controller). Objectives/Goals of Financial Management, agency problems. **Time Value of Money:** Concept and numerical of Compounding and Discounting including annuity (excluding valuation of securities).	10
2	**Management of working capital:** Concept, Types, Factors affecting workingcapital needs, Operating cycle approach, Dangers of excessive and inadequate working capital. **Cash Management:** Meaning, Motives of holding cash, Functions/objectives ofcash management, Cash budget (with numerical). **Inventory Management:** Meaning, Objectives of holding inventory, Factors affecting inventory, Techniques of inventory management :**(1) EOQ** (with numericals including discount concept), ABC Analysis(without numericals) **(2)Reorder point** (without numericals), **Recievables Management:** Meaning, Cost and benefits, size of of receivables,optimum credit policy and credit policy variables,	15

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	(only simple numericals of receivables are expected.)	
3	**Leverage:** (numericals and theory) Operating leverage: Meaning, degree and effects of operating leverage on profits. Financial leverage: Meaning and degree Trading on equity: Meaning, benefits and risks (including EBIT-EPS analysis) Combined leverage. Concept and numericals on : (a) Financial Break-Even, (b) Indifference point	10
4	**Capital budgeting:** Meaning and significance ofcapital budgeting, Types of capital budgeting decisions. Techniques: (Meaning, Accept-Reject criterion, Advantages and Disadvantages, comparison and numericals based on each method.) Payback period Average Rate of Return Net present value Profitability Index Internal Rate of Return	10
	Total	**45**

Text Books:

- Financial Management-Principles and Practice: C.Sudarsana Reddy, Himalaya Publishing House.

Reference Books:

- Financial Management: Text, Problems and cases: M.Y.Khan and P.K.JainTata McGraw Hill Education Pvt. Ltd.
- Financial Management P.V. Kulkarni and B.G. Satyaprasad.
- Essentials of Financial Management: I.M.Pandey, Vikas Publishing House Pvt. Ltd.
- Financial Management :Prasanna Chandra.
- Financial Management : Dr. V.k. Palanivelu, S. Chand.
- Financial Management :SheebaKapil, Pearson.
- Financial Management : Rajiv Srivastav and Anil Mishra, Oxford university press.

Topics for Assignment :

Introduction to Contemporary issues like: JIT systems, Out sourcing, Computerised inventory control system.
Techniques of controlling inflows and outflows in modern times.
Captial Rationing and its relevance in capital budgeting decisions.
Capital Structure: Meaning and Features of an ideal capital structure.
Relationship of finance with economics, accounts and other disciplines.

Topics for Presentation/Seminar:

Managment of working capital in India.
Emerging role of finance managers in India.
Effect of high and low operating and financial leverage for a business.

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - BACHELOR OF COMMERCE

INDIAN BANKING SYSTEM

Code: 14010405

SEMESTER- IV

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Module	Topics	Hours
1	Developments since 1991-Recent Trends-Role of Financial Intermediaries in a financial system-Various financial intermediaries - Introduction to banking system -Types of bank -Instruments	10
2	Study of various interest rates Short Term-Emergence of Repose rate as the benchmarks rate in the short term-Floating and fixed rates of interest-LIBOR, MIBOR and MIBID	10
3	RBI-Role played by them-Salient features of status governed by them-Monetary Policy, Fiscal Policy, Union (Government) Budget and its Implications (9) 45 4. Commercial Banking-Management of assets and liabilities- Effect of RBI policies on the operations commercial banks-Recent reforms in Banking sector-Recovery of debts Calculation of EMIs Emerging trends in banking like e banking, mobile banking, credit banking	10

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4	Non-Banking Financial Companies- Functions of NBFCs Types and RBI Guidelines (6) 6. Pricing of products and services in financial service sector.	10
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

Reference Books:

1. Financial Institutions & Markets- L.M. Bhole
2. Indian Financial System- M.Y.Khan
3. Indian Financial System- H.R. Machiraju

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS - BACHELOR OF COMMERCE

COST ACCOUNTING II

Code: 14010501

SEMESTER- V

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objective:

To supplement and consolidate the cost accounting concept and costing methods and equip he students to make use of various costing methods.

Course Content:

Module	Topics	Hours
1	Single or Unit Costing : Components of total cost; Expenses that are not treated as cost in cost sheet; Imputed costs; Treatment of work-in progress; Defective materials; Sale of scrap; Defective product; Normal & abnormal Loss of materials; Treatment of Finished goods; Preparation of Historical cost sheet, Estimated cost sheet, Estimate for work order (Tender/Quotation).	10
2	Reconciliation of profit as per cost accounts with profits as per financial accounts : Reasons for disagreement in profits; Procedure for reconciliation;PreparationofReconciliationStatementand Memorandum Reconciliation Account;	10

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3	Operating Costing or Service Costing : Meaning of Operating Costing or Service Costing, Features of Operating Costing, Users of Service Costing, Cost Unit, Cost Analysis, Transport Costing, Hospital Costing, Staff canteen Costing. Practical Problems to be asked on Transport Costing, and Hospital Costing only.	10
4	Job, Batch and Contract costing : Definition and Features of Job costing; Pre requisites of Job costing; Source documents, procedure for recording under Job costing; Definition of Batch costing andit accounting procedure; Method of determination of economic batch quantity (EBQ); Definition of Contract costing; Difference between Job & Contract costing; Features of Contract costing; Work certified, work uncertified and Retention money; Method of valuation of work in progress; Profit on incomplete contracts; Accounting entries; Preparation of relevant ledger accounts and Final Accounts of a Contractor; Brief introduction of AS-7 (in theory only).	10
	Total	40

References :

(1) Cost Accounting: Principles & Practice
M N Arora
Vikas Publishing House

(2) Practical Costing
N Ksharma
Shree Niwas Publication

(3) Cost Accounting
Dr P CTulsian
S. Chand

(4) CostAccounting
Dr Murthy & S GurusamyThe
McGraw Hill Companies

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS

Bachelor of Commerce

Semester –5

COMPANY LAW

Code: 14010503

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-		3	3	50		50	-	100

Objectives: To impart expert knowledge of the various provisions of Companies Act, its schedules, rules, notifications, circulars including secretarial practice, case laws and secretarial standards.

Course Duration: The course duration is 36 sessions of 60 minutes each. i.e. 36 hours.

Module	Topic	Hour
Unit-1	Introduction of Company Act 2013-Meaning and Nature of Company, Classification of Companies, Formation of Company. Memorandum of Association, Articles of Association	10
Unit-2	Prospectus, Introduction & Contents.Winding-up of Companies-Different Modes, Oppression & Mis. Management	10
Unit -3	Appointment, Rights, Duties & Liabilities of Directors, Managing Director and Manager.	10
Unit -4	Company Secretary- Definition, Appointment, Qualities, Responsibilities, Position and Duties General Procedure of Meetings, Notice, Agenda, Chairman, Quorum, Motions and Resolution, Types of resolution Methods of Voting, Minutes etc.	10

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS- Bachelors of Commerce

SEMESTER - V

INDIAN FINANCIAL SYSTEM

Code: 14010504

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:

- Overview study of Indian financial system including all its components in detail.
- Brief study on regulatory bodies.

Course Content:

Module	Topics	Hours
1	**Overview of the Indian Financial System :** Pre and post liberalization overview of Indian Financial system, Organizational structure of Indian financial system, Major components - Financial Markets, Financial Institutions / Intermediaries, Financial Instruments, Functions and role of financial system. **Regulatory and Promotional Institutions:** Objectives and functions of Reserve bank of India, Security Exchange Board of India, Insurance Regulatory Development Authority.	10
2	**Financial Markets:** [25%] **Primary Market**: Meaning, Types of primary issues-public, Right and Private placement, Issue Mechanism. **Secondary market**: Functions, Organizations, Management and Membership	10

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	of Stock exchanges, Listing and trading of securities, Stock exchanges in India.	
3	**Financial Institutions:** **[25%]** **Commercial Banking: Functions** of Commercial banks, Nationalization of commercial banks. Issue of nonperforming assets and their management, Non banking finance companies: Meaning, Types, Growth and regulation. Insurance : Introduction to LIC, GIC and Private insurance companies. Mutual funds: Concept, Advantages, History of MFs in India.	10
4	**Financial Instruments:** **[25%]** **Capital Market instruments: Equities**, Preference shares, Debentures and Bonds. New Instruments. **Money market instruments :** Call / Notice Money Market, Treasury Bills, commercial Papers, Certificate of Deposit, Commercial bills.	10
	Total	**40**

References:

(1) Pathak Bharati (2008) : The Indian Financial System, Pearson Education

(2) M Y Khan (2007) : Indian Financial System, The McGraw - Hill Companies

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS- Bachelor of Commerce

Negotiation Skills & Corporate Relation

Semester- V

Code: 14010506

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Course Contents:-

Module	Topics	Hours
1	Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.	10
2	Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.	10
3	Corporate Relations: Public relations with the Government: Public relation for the private sector. Employee Relations: Interaction between management & employees, internal Communication media. Media & press relations: Importance of press and its role in building the corporate image, press visits, arranging for press coverage, preparing a press kit, feature stories, articles, press note, press communiqué & press release.	10
4	Financial Public Relations: Types of financial public, role of PR in maintaining contact with financial publics; Annual reports and financial coverage, Arranging for annual general meetings.	10

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	Distributor & Dealer Relations: Objectives of distributor - dealer relation program, tools and media of communication. Supplier Relations: Functions of PR department, objectives of supplier relation program, tools and media of communication. Consumer Relations: Objectives of consumer relations program, planning of consumer relations program, media communication and special events. Community Relations: Community relations program, objectives & policy, media of communication with community. Introduction to International Public Relations & its importance	
	Total	**40**

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF MANAGEMENT

Bachelor of Commerce

Semester – VI

Corporate Economics of India

Code: 14010601

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

1. **Objectives:**
   The course is intended to provide an opportunity to learn and understand how business is conducted in international arena. It aimed at making the students realize that international business is applicable to multiple business functions like Marketing. Human Resource Management. and Financial Management.

2. **Course Duration:** The course duration is 36 sessions of 60 minutes each. i.e. 36 hours.

		Hour
UNIT – I	Introductions- Various types of Business organizations - Sole Trading - Partnership - Joint stock companies - Cooperatives - Advantages and disadvantages of various forms.	10
UNIT-II	Joint sector management contribution and participation.	10
UNIT-III	Meaning of Development and Relevant Concepts : Distinction between growth and development, human development, Human Development Index, Gender Development Index, Sen's capabilities approach, environmental sustainability and development, Market and State as agencies of development.	10
UNIT-IV	Classical Theories of Development : Rostow's stages of growth, Harrod-Domar growth model, Structural change and Lewis' model of unlimited supplies of labour, Solow's growth theory. 3. Contemporary Models of Development and Underdevelopment : Theories of endogenous growth with special reference to Romer's model, underdevelopment as coordination failure, multiple equilibria, the big push theory and Lebenstence Theory of Critical Minimum Efforts.	10

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SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – BACHELOR OF COMMERCE

Semester – VI

MERGER & ACQUSITIONS

Code: 14010602

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Learning Objectives:

To provide students with an understanding of: The highly practical "planning-based" approach to managing the acquisition process; and. The issues associated with each phase of the M&A process

Module	Topics	Hours
1	Introduction to Merger and Acquisition: Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger. Strategic Evaluation of M & A Opportunities- selection approaches and criteria, modalities of fixing the acquisition price, key steps in the strategic planning of a merger, feasibility analysis in respect of cash and stock deals, describes fair value: institutional criteria and special features of acquisition of sick companies. Strategising and Structuring M & A Activity- Merger process right from planning the merger till implementation, five-stage model, methods of financial mergers and capital budgeting decision Synergy and Value Creation in Mergers - synergy and its different types, role of industry life cycle, value creation in synergy, theoretical factors that would affect M & A activity	10
2	Corporate Restructuring- meaning of corporate restructuring, need for corporate restructuring, methods of corporate restructuring. Demergers- Meaning of demerger, characteristics of demerger, structure of demerger, and tax implication of demergers	10

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	LBOs, MBOs, MLPs and ESOPs - meaning of LBO, MBO, MLP , ESOP, governance and mode of purchase in LBO, key motives behind an MBO, structure of MBO, types of MLP and ESOP, regulations that govern ESOPs. Joint Ventures - Meaning of joint ventures, characteristics of a joint venture, states the rationale for joint ventures, role of joint ventures in business strategy, defines joint venture and complex learning, tax aspects of joint ventures, international joint ventures, reasons for failure of joint ventures, and joint venture vis-à-vis anti-trust policy	
3	International M & A –Introduction of international M & A activity, the opportunities and threats, role of M & A in international trade growth, the external advantages in differential products, impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M & A. SECTION B: THE PROCESSES IN M&A Takeover Defences - types of takeovers, techniques of bidding for a takeover, defences against takeover bids, regulations and amendments, and guidelines for takeovers Valuation - valuation approaches, basis of valuation, different methods of valuation, valuation of synergy, corporate control and LBO Accounting for Amalgamation –Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, meaning of consideration, treatment of goodwill, reserves and other profits	10
4	Legal and Regulatory Framework of M & A -Provisions of the Companies Act, 1956 relating to M & A, buyback of shares, provisions of SEBI act, 1992 and 1997, provisions relevant to M & A activity in the Income Tax Act, and Foreign Exchange Management Act. Post-Merger Integration - integration planning, factors in post-merger integration model, post-merger integration model, strategic interdependence and autonomy, political and cultural aspects in integration, cultural profiling and assessment of cultural compatibility, HRM issues, and problems in integration and five rules of integration process	10
	Total	**40**

SWARNIM SCHOOL OF BUSINESS

SWARNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF MANAGEMENT

Bachelor of Commerce

Semester – VI

INDUSTRIAL LAWS

Code: 14010604

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

- To gain knowledge of various Industrial Laws and also understand the application of Industrial lawsto practical situations.
- To acquaint students from various labour laws.

1. Course Duration: The course duration is 36 sessions of 60 minutes each. i.e. 36 hours.

Module	Topics	Hours
1	Industrial Dispute Act	12
2	Factories Act	7
3	ESIC Act	6
4	Workmen's Compensation Act	6
5	P.F. and Miscellaneous Act	6
6	Payment of Wages Act, 1936	3
	Total	40

1. Teaching Method:

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Discussions
- Audio – visual Material
- Assignments and Presentations

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2. Evaluation:

A	Projects/Assignments/Quiz/Class participation	Weightage (50%) (Internal Assessment)
B	Mid – Semester Examination	Weightage (30%) (Internal Assessment)

TEXTBOOKS :

1. Labour Laws for Managers By: B.D. Singh 2nd edition Excel Books

Assignment

1. Discuss the scope of Factories act with reference to the definition given by the act and various case laws.
2. Discuss the meaning of Industrial Dispute and explain how it is different as to Personal Dispute.
3. Discuss the Present Scheme of PF by government and Semi-Government Organisation and PF scheme offered by Private Insurance Company
4. Prepare a chart showing procedure under Factories act for getting licence and annual renewal of license.

Topics for Seminar/Presentation:

1. Discuss the Case of Maruti Udyog Ltd and Labour Union.
2. Discuss recent case of Strike and its resolution system adopted by respective organisation.
3. Discuss the Liability of Employer in different industries for different situations. (Accident, Death etc.)
4. Discuss the procedure of claim with ESIC for Accidental Death.
5. Discuss different schemes under P.F. act.

REFERENCE BOOKS:

1. Industrial Relations and Labour Laws by: S.C. Srivastava, 6th Revised Edition, Vikas Publishing House New Delhi.
2. Industrial Law: By: K.C. Garg, V.K. Sareen, Mukesh Sharma, R. C. Chawala, Klayani Publishers, Ludhiyana.
3. Labour Laws By: H.L Kumar Universal Laws Publishing Co. Pvt. Ltd, New Delhi
4. Legal Aspects of Business , Text, Jurisprudence, and Cases, By: Daniel Albuquerque, Oxford University Press, New Delhi.

SWARNIM SCHOOL OF BUSINESS

SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS– Bachelors of Commerce

Semester – VI

Security Analysis

Code: 14010605

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

- To provide theoretical as well as practical exposure on security analysis.
- EIC framework knowledge based on projects and assignments.

Course Contents:-

Module	Topics	Hours
1	Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives	10
2	Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management.	10
3	Valuation of bonds and shares: Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds	10
4	Behavioral Finance: Meaning of Behavioral finance, deals with when, how and why psychology influences investment decisions	10

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	Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return	
	Total	**40**

Reference Books:-

- Security Analysis: Sixth Edition, Foreword by Warren Buffett.
- Security Analysis: The Classic 1940 Edition Book by Benjamin Graham and David Dodd.

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SWARRNIM STARTUP & INNOVATION UNIVERSITY

SCHOOL OF BUSINESS – Bachelors of Commerce

Semester – VI

Portfolio Management

Code: 14010606

Teaching & Evaluation Scheme:-

Teaching Scheme				Credits	Evaluation Scheme				
					Internal		External		Total
Th	Tut	Pr	Total		Th	Pr	Th	Pr	
3	-	-	3	3	50	-	50	-	100

Objectives:-

- To provide deep understanding on various models applied for managing portfolio.
- Brief analysis on risk and return policy.

Course Contents:-

Module	Topics	Hours
1	Portfolio Management – Risks and Returns: Concept of portfolio and portfolio management, concept of risk, types of portfolio management	10
2	Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model. Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model.	10
3	Markowitz Portfolio Selection Model: Concept of portfolio analysis and diversification of risk. Also discusses Markowitz Model and Efficient Frontier	10
4	Sharpe-The Single Index Model: Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment. Mutual Fund Operations: Mutual funds as a key financial intermediary,	10

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	mobilizing savings and investing them in capital markets.	
	Total	40

Reference Books:-

- Security Analysis And Portfolio Management 6Th Edition by Fischer, PEARSON INDIA.
- PORFOLIO MANAGEMENT Book by S. KEVIN

SWARNIM SCHOOL OF BUSINESS

School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester I

Course Title: Principles of Management

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Major/ Core	BBA230101	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. Understanding the concept and nature of Management and recognize various perspectives on Management.
2. Identify the steps involved in the process of management.
3. Design plans and take business decisions by using the apt tools and techniques.
4. Create organization charts, establish authority responsibility relationship, create departments and perform other functions of organization.
5. Identify the need for Staffing, Motivation & Leadership for adopt the best methods & Theories, styles.

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SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to management:** ● Management- Meaning & Concepts, Nature & Significance ● Combination of Art & Science, Management as a Profession, ● Management Vs Administration, ● Levels of Management- ● Elements of managerial processes- Styles & Roles of Managers in Organizations.	9	15%
2	**Planning & Decision making:** Planning: ● Concept, Meaning & Definition of planning ● Nature for planning, ● Importance of Planning ● Process of planning, ● Types of plans. Decision Making: ● Concept, Meaning & Definition of Decision Making ● Nature & Importance of Decision Making ● Process of Decision Making ● Methods of Decision Making	12	20%

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COMMERCE AND LIBERAL ARTS

3	**Organizing & Staffing** Organizing ● Concept, Meaning & Definitions ● Process of Organizing, ● Principles of Organizing, ● Organizational Structures (Line, Line & Staff, Matrix, Committee) & its features, merits and demerits ● Departmentation & its various bases, Centralization and Decentralization (Benefits and Limitations), ● Formal vs. Informal Organizations, ● Delegation of Authority: Meaning. Definition, Process, principles, Blocks toeffective delegation. Staffing ● Concept, Meaning & Definition, ● Features of Staffing ● Process of Staffing ● Difference between Recruitment and Selection, ● Concepts & Sources of Recruitment	**15**	**25%**
4	**Directing & Coordination** Directing Concept, Meaning & Definition of directing Features/Elements of Directing Principles of Directing Maslow's theory of Motivation Leadership- Concept and Styles Coordination Concept, Meaning & Definition Features of Coordination	**12**	**20%**

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SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

	Principles of Coordination Techniques of Coordination		
5	**Controlling** Concept, Meaning and Definition Nature and importance of control Process of Control Essentials/principles of an effective control system Relationship between planning and controlling Reasons for Resistance to control Methods: TQM, Kaizen, Six Sigma, Benchmarking, Break-Even Analysis	**12**	**20%**

Evaluation		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment

Basic Text Books:

Sr. No.	**Author/s**	**Name of the Book**	**Publisher**	**Edition**
1	Dr. Jayasankar	Principles of Management	Margham Publication	Latest Edition

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COMMERCE AND LIBERAL ARTS

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Peter F. Drucker	The Practice of management	Harper Collins	Latest
2	P.C Tripathi and P.N Readdy	Principles of Management	Mcgrawhill	Latest
3	L. M. Prasad	Principles & Practice of Management	Sultan chand& sons	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- International Journal of Business and Management
- Business Standards
- Harvard Business Review
- Business Today

School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester I

Course Title: Financial Accounting

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Major/ Core	BBA230102	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. Acquiring the knowledge of different accounting concepts, methods and statements.
2. Ability to prepare financial statements in accordance with appropriate standards.
3. Creating critical thinking skills for analysis of financial data of an organization.
4. Ability to interpret different financial statements.
5. To make aware about accounting of Non-profit making organization

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SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Accounting** ● Definition & scope of accounting ● Objectives of accounting ● Accounting v/s Bookkeeping ● Users of Accounting information & it's Limitations ● Branches of accounting ● Accounting policies & principles ● Brief Overview of Accounting standards in India	9	15%
2	**Accounting for Royalty** ● Meaning of royalty and types of royalties ● Minimum rent and short workings ● Recouping short workings ● Accounting treatment in the books of lessor and lessee	12	20%
3	**Accounts of Joint Ventures** ● Meaning of joint ventures and distinction between Joint venture and partnership accounts ● Accounting treatment – separate sets of books for the joint venture & covertures ● Methods of recording in the books a) When a separate books of account is maintained b) When no separate books are maintained c) Memorandum method	12	20%
4	**Final Accounts of Non-profit making organization** ● Preparation of Receipts and Payments Account ● Income & Expenditure Account ● Balance Sheet of Non Trading Organizations (simple problems)	12	20%

5	**Final Accounts of Company** ● Accounting Cycle ● Journal Rules of debit and credit ● Relationship between Journal and Ledger ● Rules regarding posting ● Preparation of Journal, Ledger and Trial Balance, Profit and Loss A/c, Balance Sheet ● Concept of Income and its Measurement	**15**	**25%**

Evaluation		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30%(Internal assessment)
2	Internal Examination	20%(Internal Assessment)
3	External Examination (University Exam)	50%(External Assessment

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Gupta. R.L. and Radhaswamy. M	Financial Accounting	Sultan Chand and Sons	Latest Edition

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Monga J.R., Ahuja Girish, and Sehgal Ashok	Financial Accounting;	Mayur Paper Back	Latest
2	Shukla. M.C., Grewal T.S., and Gupta, S.C	Advanced Accounts:	S. Chand & Co.	Latest
3	Anthony, RN. and Reece. J.S.	Accounting Principles	Richard Irwin Inc	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of Accounting
- Journal of Accounting Research
- Accounting Review
- Review of Accounting studies

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School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester I

Course Title: Marketing Management

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Minor	BBA230103	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. Understanding of the basic terms used in marketing and the differences between them.
2. Ability to apply the concepts, principles of marketing to improve marketplace performance
3. Understanding of Product Management Concepts
4. Ability to identify what drives customer value and importance of buying behaviour
5. Critically analyse an organization's Distribution system and branding strategies.

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Understanding Marketing Management** ● Concept and Meaning of Marketing and Marketing Management, what can be marketed? ● Nature, Scope and Importance of Marketing ● Key Customer Market, Needs, Wants & Demands ● Evolutions of Marketing Concepts: Product Concept, Production Concept, Marketing Concept, Societal Concept, Holistic Marketing Concept.	6	10%
2	**Marketing Mix** ● Concept of Marketing Mix, it's useful in Business, ● 4 Ps of Marketing Mix - Product, Price, Place & Promotion, Extended Marketing Mix- 7 P's ● Key Difference between Sales & Marketing, ● Value Delivery Process, ● SWOC Analysis ● Marketing Environment: Micro Environment, Macro Environment	12	20%
3	**Product Management** ● Product Concept, Classification of Products, Product Decisions, ● Branding, Packaging, Labelling and After Sales Services, ● Concept and New Product Development Process, ● Concept of Product Life Cycle and Stages Product life cycle, Extended Product Life Cycle Stages ● Portfolio approach-Boston Consulting Group (BCG)	15	25%

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4	**Consumer Behavior**
	● Concept of Consumer Behavior,
	● Factors Affecting Consumer Behavior:
	  • Cultural Factors,
	  • Social Factors,
	  • Personal Factors, and
	  • Psychological Factors;
	● Targeting, Target Market Selection Process,
	● Positioning, Differentiation, Types of Differentiation, Differentiation Strategies,
	● Types of Buying Process:
	● Consumer Buying Process,
	● Business Buying Process.
		18	**30%**

5	**Marketing Channels & Tools of Promotion** ● Distribution Channel, ● Types of Distribution Channel, ● Channel Intermediaries, ● Role & Importance of Channel, ● Evaluating & Channel Mgt. Decisions, ● Benefits of Distribution Channels, ● Promotional Tools.	**9**	**15%**

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment

Basic Text Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Philip Kotler & Kevin Lane Keller	Marketing Management	Pearson Education	Latest
2	Philip Kotler, Gary Armstrong	Principles of Marketing Management	Pearson Education	Latest

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Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Stanton, Etzel & Walker	Fundamentals of Marketing	McGraw Hill	Latest
2	Kotler, Keller, Koshy and Jha	Marketing Management	Pearson Education	Latest
3	Arunkumar and Meenakshi	Marketing Management	Vikas Publication	Latest
4	Lamb Hair, Sharma & McDaniel	Principles of Marketing	Cengage	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of Marketing
- Harvard Business Review
- Journal of Marketing Management
- Business Standard
- Business Today

School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester I

Course Title: Office Automation

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
MDC	BBA230104	4	60	10%	30%	10%	25%	25%

Course Outcomes (COs)

1. The understanding of the basic nature & scope of computer usage
2. The identification of various peripheral devices, internet environment, word processing, spread sheets and presentation in computer related terminology.
3. The knowledge about different computer concepts such as internet environment.
4. Ability to use digital resources at workplace for effective organization.
5. To equip students with practical knowledge of MS office

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Computer Basics** ● Definition of the computer, ● Block diagram of computer, ● Characteristics of computer ● Generation of the computer: - Analog computer, digital computer (mini, micro, mainframe, super), hybrid computer ● Types of Memory: -RAM, ROM, PROM, EPROM, EEPROM ● Storage Device:-floppy disk ,hard disk, CD, DVD, Pen drive	**12**	**20%**
2	**OPERATING SYSTEMS** **Windows:** ● Definition of Operating System ● Functions of OS ● Types of OS: Single user, Multi-User, multi-task. ● Windows Desk top – GUI: Definition, Standards, Cursors/Pointers, Icons, GUI Menus. ● Data – Desktop icons and their functions: My computer, my documents, Network neighborhood, Recycle Bin, Quick launch tool bar, System tray, Start menu. ● Task Bar - System Tray - Quick launch tool bar - Start button - Parts of Windows -Title bar-Menu bar - Scroll bar- Status bar, Maximize, Minimize, close and Resize & Moving a Window ● Windows - Start Menu –Help Menu-Preview Menu; Logoff & Shutdown ● Personalizing Windows.	**12**	**20%**

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3	**Input and output device** ● Input Device: - keyboard, Mouse, Scanner, MICR, Micro phone, Barcode reader, touch screen ● Output Device: - Visual display unit- CRT, LCD, LED ● Printers- Impact -Daisy wheel, dot matrix printer, Non-Impact– drum, ink-jet, laser	**6**	**10%**
4	**Internet Basic** ● Internet Concept ● Internet Services: - E-mail, Chatting, Conference Internet telephony, ● Internet connection methods:-Dial-up connection, leased line connection ● Addressing-IP addressing, DNS, ● Overview: - FTP, WWW. Web browser	**6**	**10%**
5	**Practical** ● MS-Word Editing, Font formatting, Paragraph formatting, Page setups and printing document, Mail-merge ● Ms-Excel Preparing worksheet, Formatting cell, Page setup, building formulas, library functions (sum (), average (), count (), left (), right (), mid (), if (), or (), and (), not (), date (), now (), time(), fv(), pv(), pmt(), ipmt(), irr(), yield(), rate() ● MS- PowerPoint Preparing interactive presentation Viewing and navigating presentation	**24**	**40%**

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Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination (Theory & Practical)	20% (Internal Assessment)
3	External Examination (University Exam) (Theory & Practical)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	P.K.Sinha	Computer Fundamentals	BPB publication	Latest
2	Bittu Kumar	Mastering OF MSoffice	V&S Publication	Latest

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Anita Goel	Computer Fundamentals	Pearson	Latest
2	Microsoft Office 2010	MS Office Book	BPB publication	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

Office Pro Magazine

Journal of Office Automation

Business Automation Magazine

AIIM's Digital Landfill

Computer world

Information Week

Web Resources

www.computerhope.com

www.teach-ict.com

www.coursera.org

www.csfieldguide.org.nz

www.techterms.com

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School of Management, Commerce & Liberal Arts

BBA (Honors) Programme

BBA Semester I

Course Title: Communication Skills

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
AEC	AEC230101	2	30	20%	30%	-	50%	

Course Outcomes(COs)

1. Inculcation of different skills will be added in a student's career.

2. Students' employability skills will be enhanced.

3.Ability to speak in English will be improved through practice.

4. Self-Analysis tool will help the students to identify their strengths and weaknesses to work upon.

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Syllabus:

Module	Contents*	No of Sessions	Weightage
1	**Introduction to Communication Skills** Definition & meaning of Communication, Types of communication, importance of communication Essential Skills for Success - Trainer will introduce himself/herself and briefly talk about soft skills. Talk about what soft skills are and their importance. SWOT Analysis - Trainer will help students understand their strengths, weaknesses, opportunities and threats.	9	30%
2	**First Impressions** • Self-Presentation - Trainer will talk about how students can present themselves to others in various settings. Self- presentation plays a crucial role in creating initial impressions. A positive and confident self-presentation can set the tone for successful interactions and relationships. • 4 A'S of Dressing - 4 A's of appearance which are: Appropriate Dressing, Authentic Dressing, Approachable Dressing and Affordable Dressing. • The Art of Attitude - the importance of attitude management, impact of attitude on personal and professional growth, power of positive attitude. • Modes of Communication, Role of Verbal and Non-Verbal Communication, 7Cs of Effective Communication	9	30%

3	**Professional Ethics** • Polite Protocol - the importance of greeting etiquettes, formal greetings and informal greetings. • Concept of Happiness & Appreciation - the importance of happiness and how to identify own happiness. • Professional Interaction - the concept of professionalism, professional ethics. An interactive activity will be conducted and there will be three scenarios presented in the activity, followed by a discussion about professional ethics. • Types of Ethics – types of professional ethics, importance of ethics • Barriers to effective communication, Overcoming barriers	**12**	**40%**

*Note:

1. Activities and content topics may vary according to the feasibility of technical, environmental and physical conditions.

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment

Text books:

Sr No:	**Text Book**	**Author Name**	**Publisher**	**Edition**
1.	Corporate Soft Skills	Sarvesh Gulati	Rupa Publications	2006
2.	Successful Communication	Ken Lawson	Axis Publishing Limited	2006
3.	Soft Skills For Dummies	John Wiley & Sons	John Wiley & Sons, Inc.,	2023

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Nitin Bhattnagar, Mamta Bhatnagar	Effective Communication And Soft Skills	Pearson Pub.	2012
2	©AICTE Approved	Communications Skills WorkBook	NA	NA
3	Roshan Lal Raina	Professional Communication	Himalaya Publishing House	2012
4	Christie Marlowe	Presenting Yourself: Business Manners, Personality, Etiquettes	Mason Crest	2014
5	Jeff Keller	Attitude is everything	Harper Collins	2017

❖ **List of Websites/ videos for reference:**

- Basics Of Communication Skills
- Essential Skills For Success
- Self-Presentation
- Fundamentals Of Communication
- Appreciation And Gratitude

School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester I

Course Title: Foundation of Entrepreneurship

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
SEC	SEC230101	2	30	20%	30%	-	50%	-

Course Outcomes (COs)

1. To know various theories of entrepreneurship and trends.
2. To identify various issues and challenges in starting a new venture.
3. To understand innovation and its implications
4. To create entrepreneurial mindset through understanding entrepreneurial personality

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Entrepreneurship**: ● Meaning, Role of Entrepreneur, ● Entrepreneurial Process and different approaches, ● Motivation for becoming an entrepreneur: Maslow's theory, Herzberg's theory, MC Gregor's theory, McClelland 's Need - achievement theory ● Importance of Entrepreneurship, Functions of an Entrepreneur, Types of Entrepreneurs, Issues & Problems in Entrepreneurial Practices, entrepreneurial education and entrepreneurial mind, ● Value creation- economic value and social Value, ● Intrapreneurship (Corporate Entrepreneurship, Entrepreneurship and Startup	12	40%
2	**Characteristics or traits of successful entrepreneurs and myths related to entrepreneurship**: ● Characteristics or traits of successful entrepreneurs, need for studying success characteristics / traits of entrepreneurs, ● How to develop successful characteristics/traits of entrepreneur ● Myths related to entrepreneurship.	9	30%
3	**Cognitive foundations of entrepreneurship** ● Human cognition: its basic nature- and important limitations, ● Creativity and innovation ● Ideas to reality	9	30%

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Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	S.S. Khanka, Gupta. C.B.	Entrepreneurship & Small Business Management	Sultan Chand and Sons	Latest
2	Sami Uddin	Entrepreneurship Development in India	Mittal Publications	Latest

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Dr. Bhatia. R.C	Entrepreneurship: Business and Management	Sultan Chand and Sons	Latest
2	Bruce R. Barringer	Entrepreneurship: Successfully Launching New Ventures	Pearson Education	Latest
3	Janakiram. B., Rizwana. M.	Entrepreneurship development	Excel Books	Latest
4	Khanna. S.S.	Entrepreneurial Development	Excel Books	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Journal of Entrepreneurship
2. Journal of Small Business Management
3. Journal of Entrepreneurship & Management
4. AMC Indian Journal of Entrepreneurship

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School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester I

Course Title: Indian Economy & Business Model

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
IKS	IKS230101	2	30	20%	30%	-	50%	-

Course Outcomes (COs)

1. Enlightening the students about the ancient fundamentals about Indian economics which will frame out a basic land of understanding the modern trends.
2. Understanding the Indian economic models during ancient India.
3. Enhancing the knowledge of Indian business models (pre – post independence) in comparison of world business models

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Ancient Indian Economy** World GDP during 0 AD Indian Economy since the ancient periods Ethics in Economics during ancient periods Government & Business during ancient periods GDP of India & other countries/regions from 0 AD to 1700 AD	9	30%
2	**Indian Economic Models** ● World economic models – Capitalism, Communism, Asian Economic models ● Features of Western economic models ● Impact of History & Culture on economic development ● Features of Indian economic models	9	30%
3	**Business Models** ● Western & Eastern business models with its universality ● Business in ancient India ● Business during pre & post-Independence India ● Business models during present period ● Features of Indian business models ● Brief introduction about Indian Management Models ● India as a an Economic power in 21st Century	12	40%

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

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Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	P. Kanagasabapathi	Indian Models of Economy, Business & Management	PHI learning Private Limited, New Delhi	3rd Edition, 2012

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	L.N. Rangarajan,	Kautilya, The Arthashastra	Penguin Books Ltd, London	Latest Edition
2	Priyadarshni Academy	Kautilya's Arthashastra: The Way of Financial Management and Economic Governance	Jaico Publishing House, Mumbai, India.	Latest Edition

Web resources:

Goswami Anandajit, Economic Modelling, Analysis, and Policy for Sustainability, IGI, Global, Latest Edition.

Ganguly Anirban, Redefining Governance, published by Prabhat Prakashan, Latest Edition.

Vaidyanathan R., India Unincorporated, ICFAI Books, Latest Edition.

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School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester II

Course Title: Fundamentals of Economics

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Major/ Core	BBA230202	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. The understanding of the basic nature & scope of economics.
2. The identification of various economic variables in general business atmosphere.
3. The knowledge about different micro economic concepts such as demand & supply.
4. Ability to forecast future demand for business.
5. Understanding various macro-economic indicators.
6. Understanding different aspects of monetary policy and fiscal policy of a nation.

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Economics** Meaning of Economic problem Early definitions (Wealth, Welfare, Scarcity, Growth) Types of Economics: Micro & Macro, Micro Economics (Definition, Importance and Limitations) Economics as a positive or normative science, Scope of Economics Meaning, Origin, Scope of Macroeconomics, Microeconomics v/s macroeconomics Importance and Limitations of Macroeconomics Concepts of Macroeconomic Analysis	12	20%
2	**Demand and Supply analysis** Meaning, Types of demand, Demand Curve, Estimation of demand on the basis of Price and Income and determinants of demand Meaning, the determinants of supply **Demand Elasticity** Meaning & Definition Price, Income and Cross Elasticity (Meaning, equations and Factors affecting)	15	25%

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3	**Cost & Revenue Analysis** ● Three concepts of the term "cost - real cost, opportunity cost, money cost and types of costs ● Short-run Total Cost Curves - Fixed and Variable, Short-run Average and Marginal Cost Curves Types of revenues, Relationship between average revenue & marginal revenue under different market conditions	**12**	**20%**
4	Inflation, Types of Inflation, Social & Economic Effects of Inflation ● Meaning, types, causes, Economic effects of unemployment ● Definition, Features and phases of Business Cycle ● Factors of Production, Basic Concepts, Production Function ● National Income: Meaning & Definitions, Basic Concept of national income ● Methods of measuring National income, Difficulties in measuring national income	**15**	**25%**

5	**Policy Framework of Indian Economy** Meaning and Scope of Monetary Policy Instrument of Monetary Policy Limitations and Effectiveness of Monetary Policy Meaning and Scope of Fiscal Policy Objectives of making fiscal policy Instrument of Fiscal policy – Budget	**6**	**10%**

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

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Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Deviga Venedasalam	Principles of Economics	Oxford	Latest Edition
2.	Diwedi D N	Macroeconomics Theory and Policy	Tata McGraw Hill	Latest Edition

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Mankiw	Principles of Economics	Cengage	Latest Edition
2	Geetika, Piyali Ghosh, Purba Roy Choudhury	Managerial Economics	McGraw Hill	Latest Edition
3	R. Cauvery	Microeconomic Theory	S. Chand	Latest Edition
4	Robert S. Pindyck	Microeconomics	Pearson	Latest Edition
5	Eugene Diutio	Macro-economic Theory	Tata McGraw Hill	Latest Edition

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Business Standard
- The Economic Times
- Business Today
- Indian Journal of Business Research and Economics

School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester II

Course Title: Environmental Studies

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
VAC	VAC230201	2	30	20%	30%	-	50%	-

Course Outcomes (COs)

1. Enabling students to understand and realize the multi- disciplinary nature of the environment, its components, and inter-relationship between man and environment.
2. Understanding the relevance and importance of natural resources in the sustenance of life on earth and living standard. the importance of ecosystem, biodiversity, and nature.
3. Correlating the human population growth and its trend to the environmental degradation and developing the awareness about his/her role towards environmental protection. Identifying different types of environmental pollution and control measures.

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COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Environment and** Definition and Components of Environment, Relationship between the different components of Environment, Man and Environment relationship, Impact of technology on Environment, Environmental Degradation, its scope. Water resources: Sources of water - Surface and Ground water sources, Indian and Global scenario. Land resources: Land pollution, land use, land degradation & its causes. Forest resources: Definition and Types of Forests importance and benefits of forest, Deforestation causes and effects.	9	30%
2	**Ecology and Ecosystems:** ● Ecology: Introduction, Objectives and Classification, Concept of an ecosystem-structure of ecosystem or Components of ecosystem- Producers, Consumers, Decomposers ● Ecosystems: Forest Ecosystem, Grassland Ecosystem, Desert Ecosystem, Aquatic Ecosystem, Estuarine Ecosystem ● Human Population and Environment: Population Growth, World and Indian scenario, Population and Environmental Degradation, Malthusian theory, Optimum theory, ● Urbanization: Urban population growth and Environmental problems	12	40%

3	pollution Classification of water pollutants. Eutrophication • Air Pollution: Composition of air, Structure of atmosphere, Ambient Air Quality Standards, Classification of air pollutants, • Land Pollution: Land uses, Land degradation: causes,effects and control, soil erosion • Noise Pollution: Introduction, Sound and Noise,Causes and Effects • Global EnvironmentalIssues**:** Climate Change, Global Warming and Green House Effect, Acid Rain, Depletion of Ozone layer	**9**	**30%**

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Snehal Popli & B.R.Shah	Basics of Environmental studies	Mahajan Publishing House	Latest

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Prof Dr N S Varandani	Basics of Environmental Studies	LAP -Lambert Academic Publishing Germany	Latest
2	R. Rajagopalan	Environmental Studies	Oxford University Press	Latest
3	U K Khare	Basics of Environmental Studies	Tata McGraw Hill	Latest

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4	Daniel B Botkin &Edward A Keller	Environmental Sciences	John Wiley & Sons.	Latest

❖ List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Environmental Standard
- Indian Journal of Environmental Research and Studies
- Journal of Environmental Science and Technology.

School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester II

Course Title: Financial Management

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Minor	BBA230203	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. The understanding of how the Indian financial system works.

2. The knowledge of different avenues of raising and investing funds to establish and run the business.

3. The ability to apply time value of money in taking financial investment decision

4. Enhancing the ability to understand operating cycle

5. Enabling students to know how to manage working capital finance

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction of Financial Management** ● Meaning and Nature of Financial Management (FM) ● Indian Financial System - Structure and types of financial markets and instruments ● Evolution of Financial Management- Traditional, Transitional and Modern, ● Goals of FM: Profit Maximization, Wealth Maximization. ● Functions of finance Financing Decision, Investment Decision, Dividend Decision and Liquidity Decision, ● Organization of financial Function (status and duties of financial manager: Treasurer and Controller)		**20%**
2	**Sources of Finance** ● Long-Term Finance - Features, Advantages and Disadvantages of the following forms of finance: 1) Equity Shares 2) Preference shares 3) Debentures 4) Term Loan 5) Right shares (brief idea) 6) Retained earnings ● Short-Term/ Sources of Working Capital Finance 1) Accruals 2) Trade Credit 3) Public Deposits 4) Factoring 5) Commercial Paper 6) Inter-corporate Deposit 7) Certificate of Deposit		**25%**
3	**Long term Investment Decision** ● Capital Budgeting – Meaning, definition & characteristics ● Evaluation techniques Accounting Rate of Return, Net Present Value,		**20%**

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	Internal Rate of Return, Net Terminal Value, Profitably Index Method and Pay Back Period (including numerical)		
4	**Working Capital Management** ● Introduction of Working Capital Management ● Meaning of working capital, Types - Gross, Net, factors affecting working capital, brief idea different components of working capital ● Operating cycle and cash cycle, estimation of working capital requirement (numerical) ● Management of Cash: objective of cash management, motives to hold cash, Cash management technique- managing cash inflow and managing cash outflow techniques		**20%**
5	**Receivables Management** Objectives, Credit Policy variables, Costs Collection Cost, Capital Cost, Default Cost, Delinquency Cost Credit Evaluation Methods (Traditional, Numerical credit scoring, Risk Classification) Monitoring receivable (Days Sales Outstanding, Aging Schedule, Collection Matrix)		**15%**

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	M.Y. Khan & P.K. Jain	Financial Management - Text Problem and Cases	Tata McGraw Hill Publishing Co.Ltd.	Latest Edition

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	I. M. Pandey	Financial Management - Theory and Practices	Vikas Publishing House	Latest Edition
2	R. P. Rustog	Financial Management - Theory Concepts and Practices	Taxmann Publication	Latest Edition
3	J.V. Horne & J.M. Wachowicz	Fundamentals of Financial Management	McGraw Hill Higher Education	Latest Edition
4	R.A. Brealey, S.C. Myers, F. Allen& P. Mohanty	Principles of Corporate Finance	Prentice Hall	Latest Edition

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- The Journal of Finance
- Journal of Financial Economics
- Business Today
- Journal of Banking & Finance
- Journal of International Money & Finance

School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester II

Course Title: Foundation in Statistical Method

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
MDC	BBA230204	4	60	20%	30%	-	50%	-

Course Outcomes(COs):

1. The understanding of the basic Mathematical Concepts.
2. The identification of structured Business Problems in a mathematical form.
3. Application of the mathematical concepts learnt to business courses.
4. Ability to test the hypothesis relating to economics, business and finance.
5. Analyzing business data using time series technique.

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Population and Sample** Definition of statistics Scope of Statistics in Economics Management Science and Industry. Concept of population and sample with illustration. Methods of Sampling – SRSWR, SRSWOR, stratified, systematics (Description of Sampling only) Data Condensation and Graphical Methods: Raw data, Attributes and variable, classification, Frequency distribution, cumulative frequency distribution	**12**	**20%**
2	**Measures of Central Tendency** ● Criteria for good measures of central tendency ● Arithmetic mean, median and mode for grouped and ungrouped data ● Measures of dispersion ● Concept of dispersion ● Absolute and relative measure of dispersion ● Range, Variance, Standard Deviation ● Coefficient of variance ● Quartile deviation and Coefficient of Quartile deviation	**15**	**25%**
3	**Correlation and Regression** Correlation ● Concept of Correlation	**9**	**15%**

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	• Positive & negative correlation • Karl Pearson's Coefficient of correlation Regression • Meaning of Regression • Two regression equations • Regression Coefficients and properties		
4	**Testing of Hypothesis** Introduction Statistical assumption Level of significance Confidence level Type -I & Type -II error Critical Value Application of small sample test – t and F test	**15**	**25%**
5.	**Time series Analysis** • Objectives and uses of Time series analysis • Component of Time series • Measurement of Trend by moving averages method	**9**	**15%**

Evaluation		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30%(Internal Assessment)
2	Internal Examination	20%(Internal Assessment)
3	External Examination (University Exam)	50%(External Assessment

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition

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1	Ravish R Singh, Mukul Bhatt	Probability And Statistics	McGraw Hill Education	Frist Edition

Reference Book

Sr. No.	Author/s			
1	S.G Gupta	Fundamental of Statistics	Sultan Chand & Sons, Delhi	Twelth Edition
2	D.N.Elhance	Fundamental of Statistics	Kitab Mahal,Alhabad	Second Edition
3	Halg Lee	Foundation of Applied Statistical Methods	Springer International Publishing	Latest
4	Goran Kauermann, Christian Heumann	Statistical Fundamental , Reasoning and inference	Springer International Publishing	Latest

❖ List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Journal of the Indian Society for Probability and Statistics
- International Statistical Review
- Journal of the Royal Statistical Society, Series B: Statistical Methodology
- Advances in Statistical Analysis

Calcutta Statistical Association Bulletin

School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester II

Course Title: Organisational Behaviour

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Major/ Core	BBA230201	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. To familiarize with the concept of individual, group and organisation behaviour at work.
2. To understand individual behavior in organizations due to diversity, attitudes, job satisfaction, emotions, personality, perception, motivation that influence the decision making and work.
3. To familiarize with concept of leadership and theories of motivation.
4. To explain how power and culture affect working relationships within organizations.
5. To ability to adapt the organizational change.
6. To understand the concept of stress and methods of managing the stress to improve the organizational performance.

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Organization Behaviour (OB):** ● Concept, Disciplines that Contribute to OB. ● Diversity: Demographic Characteristics, Levels of Diversity. ● Attitude and Job Satisfaction: Concept and Importance.	12	20%
2	**Emotions and Mood:** ● Concept and Sources ● Personality: Concept and Framework. Hofsted's Framework of Cultural Values. ● Perception: Concept and Individual Decision Making.	12	20%
3	**Motivation**: ● Concept and Early Theories. ● Foundation of group Behaviour: Definition stages of Group Development, Group Decision Making. Groups and Teams: Types of teams. ● Leadership: Concept, trait and behavior theory.	15	25%
4	**Organizational power:** Basis of power Conflict: concept and process Negotiation process Organizational culture: what culture do, how to learn culture	15	25%

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5	**Organization Change:** • Forces of change, resistance to change, • overcoming resistance to change, • Managing change using Lewin's Model and Kotter's Eight-Step Plan • Stress and managing stress	**6**	**10%**

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Stephen P. Robins	Organisational Behavior	PHI Learning / Pearson Education	latest edition or 2018
2	Fred Luthans	Organisational Behavior	McGraw Hill	11th Edition, 2001

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Schermerhorn, Hunt and Osborn	Organisational Behavior	John Wiley	9th Edition, 2008
2	Udai Pareek	Organisational Behavior	Oxford Higher Education	2004

3	Mc Shane & Von Glinov	Organisational Behavior	Tata Mc Graw Hill	2007
4	Hellrigal, Slocum and Woodman	Organisational Behavior	Cengage Learning	2007
5	Ivancevich, Konopaske & Maheson	Oranisational Behaviour & Management	Tata McGraw Hill	2008

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- Harvard Business Review
- Times Ascent and Times of India Editorial Page
- Journal of Human Values (IIM Calcutta Journal)

School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester II

Course Title: Identifying Entrepreneurial Opportunities

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
SEC	SEC230202	2	30	20%	30%	-	50%	-

Course Outcomes (COs)

1. Exploration of opportunities from the market
2. Check technical, market, financial and other types of Feasibility of a business idea.
3. Develop business model to describe the rationale of how an organization creates, delivers, and captures value

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COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Opportunities**: **Their nature, discovery, and Creation:** ● Opportunities: Their basic nature, opportunities: Discovered, created, or both, Opportunities: The role of information, experience and social network- The role of information in opportunity recognition, The role of experience and social networks in opportunity recognition, ● How entrepreneurs can become skilled at recognizing opportunities…Entrepreneurship, Entrepreneurship and Startup	12	40%
2	**Business Idea Creation & IPR** ● Meaning, sources of business ideas, techniques for idea generation like brain storming, ● Focus group, six thinking hats as idea generation, ● Characteristics of brilliant business ideas **Introduction:** ● Knowledge creation, Innovation and Intellectual Property Rights, Concept of Intellectual Property, ● Types of IPR – Patents – Copyright – Trademark – Industrial Designs – Trade Secrets – Geographical	9	30%
3	**Business Model:** ● Introduction to business model, Types of business model, ● Developing and testing a business model, Business modelling process, Business model canvas, ● Business Models and value proposition, Business Model Failure: Reasons and Remedies Reinventing business model	9	30%

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	S.S. Khanka, Gupta. C.B.	Entrepreneurship & Small Business Management	Sultan Chand and Sons	Latest
2	Sami Uddin	Entrepreneurship Development in India	Mittal Publications	Latest

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Dr. Bhatia. R.C	Entrepreneurship: Business and Management	Sultan Chand and Sons	Latest
2	Bruce R. Barringer	Entrepreneurship: Successfully Launching New Ventures	Pearson Education	Latest
3	Janakiram. B., Rizwana. M.	Entrepreneurship development	Excel Books	Latest
4	Khanna. S.S.	Entrepreneurial Development	Excel Books	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Journal of Entrepreneurship
2. Journal of Small Business Management
3. Journal of Entrepreneurship & Management
4. AMC Indian Journal of Entrepreneurship

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School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester II

Course Title: Logical and Critical Thinking

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
ACE	AEC230202	2	30	20%	30%	-	50%	-

Course Outcomes (COs)

1. Ability to understand the basic concept of Logical and Critical Thinking and are able to solve problems
2. Increasing the analytical ability.
3. Helping students in employability in service based company, government sector, PSU and in pursuing for higher studies also.

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Simplification and Approximation** • BODMAS Rule, Approximation. Short trick, Digit Sum, Square Roots and Cube roots based Question • Coding Decoding: Coding means Encryption and Decoding means Decryption among letters, alphabets and Special Symbols	9	30%
2	**Logical Reasoning** • Crypt arithmetic: Crypt arithmetic is a type of mathematical game consisting of Mathematical Equation • Analogy & Odd one out**:** An Analogy is a comparison between two objects or system of objects in which they are thought to be similar. • Direction & Distance: Description of Directions and Determination of Distance wrt. Directions, Sunrise and Sunset with Shadow Concept. • Blood Relations: In such questions, one person describes his /her relation with another person, Pointer- narrator relations, Symbols relation as well as group relation	9	30%
3	**Number System** • Classifications of Number System Rational/Irrational No's, Integers, fraction, Even-odd, Prime - Composite no's • Perfect number & Square, Face Value-Place value, Frequency of Digit Occurrence • Concept of Divisibility Rule - finding the division of a number • Cyclicity rule - Unit digit Concept, Trailing Zeroes • Binomial Theorem - for remainder • Factorizations - Prime - Composite factors, Total factors, Even-Odd factors	12	40%

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Evaluation		
1	Assignments/ Quizzes/ClassParticipation / Role Play/Project etc.	30%(Internal Assessment)
2	Internal Examination	20%(InternalAssessment)
3	External Examination(University Exam)	50%(External Assessment)

BasicTextBooks:

Sr. No.	Author/s	Nameof the Book	Publisher	Edition
1	R.S.AGRWAL	Reasoning for Competitive Examinations	S CHAND	2022
2	R.S. AGRWAL	Quantitative Aptitude for Competitive Examinations	S CHAND	2022

ReferenceBooks:

i	Author/s	Name of theBook	Publisher	Edition
1	ARUN SHARMA	How To Prepare For Quantitative Aptitude	McGraw Hill Education	10TH 2022
2	R. PRAVEEN	Quantitative Aptitude and Reasoning	PHI Learning Pvt Ltd	3RD 2016

Relevant Websites

1. ARIHANT REASONING E-BOOK PDF
   https://parikshatop.com/arihant-reasoning-book-pdf-download-free/
2. E BOOK FOR REASONING – ARUN SHARMA
   https://z-lib.is/book/how-to-prepare-for-logical-reasoning-for-the-cat
3. E BOOK FOR APTITUDE– ARUN SHARMA
   https://z-lib.is/book/how-to-prepare-for-quantitative-aptitude-for-the-cat
4. LINK FOR MULTIPLE QUANT E BOOK
   https://www.google.com/search?q=aptitude+book+for+placement+pdf&oq=APTITUDE+BOOK&aqs=chrome.3.0i512l10.12648j0j15&sourceid=chrome&ie=UTF-8

School of Management, Commerce & Liberal Arts

BBA (Honors) Programme

BBA Semester III

Course Title: Business Environment

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	BBA230301	4	60	20%	30%	-	50%	-

Course Outcomes (COs):

1. Understanding the concepts of Business environment & Macro/Micro environment
2. Ability to correlate current economic scenario and environmental impact on business
3. Ability to understand the importance of socio cultural factors affecting business operations
4. Identification of possible threats and opportunities from ever changing technological environment
5. Making students acquaintance with the knowledge of taking business globally

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Syllabus

Module	Contents	No of Sessions	Weightage
1	**An Overview of Business Environment:** ● Business Definition ● Environment Definition ● Business Environment—Definition, Objectives and Characteristics. ● Internal Environment ● External Environment: [MICRO & MACRO] ● Environment Analysis – Definition, Factors, Uses and Limitations	09	15%
2	**Economic Environment** ● Nature of Economic Environment. Economic factors-growth strategy ● Basic economic system, economic planning, Economic policies- new industrial policy. ● Monetary and fiscal policies. ● Liberalization, Privatization and Globalization of Indian Economy	12	20%
3	**Social Environment** ● Concept and significance of Socio-cultural Environment, Social responsibility concept and stake holder approach ● Social Responsibilities models- Ackerman's Model, Carroll's Four Part model ● Arguments for and against social responsibility	12	20%
4	**Technological Environment** ● Meaning and Features ● Impact of Technology on Society, Economy, Organization ● Management of Technology ● Transfer of Technology	12	20%
5	**International Business Environment** ● Meaning of International Business Environment ● Why company goes to international?	15	25%

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	• Nature of International Business Environment • Implication of International Business Environment on Indian Business/Economy • WTO (World Trade Organization)		

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Francis Cherunilam	Business Environment: Text and Cases	Himalaya Publishing House	Latest

Basic Text Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	K Aswathappa	Essentials of Business Environment	Himalaya Publishing House	Latest
2	Shaikh Salem	Business Environment	Pearson Education	Latest
3	Vivek Mittal	Business Environment	Excel Books	Latest
4	Dr. C. B. Gupta	Business Environment	Sultan Chand & Sons	Latest

Reference Books:

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to getrelevant topic/information pertaining to the subject.

- Business Standard
- Business Today
- International Journal of Business Environment
- Business Strategy and the Environment

CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Low	Low	High	High	High	Low	Low	High
CO2	High	High	High	Low	High	High	High	Low	Low	High
CO3	High	High	High	Low	High	High	High	Low	Low	High
CO4	High	High	High	Low	High	High	High	Low	Low	High
CO5	High	High	High	Low	High	High	High	Low	Low	High

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School of Management, Commerce & Liberal Arts

BBA (Honors) Programme

BBA Semester III

Course Title: Information System

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	BBA230302	4	60	10%	30%	10%	25%	25%

Course Outcomes (COs)

1. Learners should be able to understand the concept and application of Information Systems
2. Learners should be able to create reports and represent data graphically using excel and access.
3. Learners should be able to understand and evaluate the Enterprise software based on the user requirements and the functionality it serves.

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction** ● Basic Concepts of Information System ● Role of data and information, Organization structures ● Business Process ● Systems Approach and introduction to Information Systems ● Types of IS Resources and components of Information System ● Transaction Processing System ● Management Information System, Expert Systems and Artificial Intelligence	09	15%
2	**Application Software (MS-Office XP 2003)** ● MS Excel: Excel basics, rearranging worksheets ● Working with graphics, using worksheets as databases, automating "what-if" projects.	09	15%
3	**Application Software (MS-Office XP 2003)** ● Paste Special all Option Basic If Formulas, Statistical Functions Lookup Functions, What If Analysis, Conditional Formatting and Working with Charts, Pivot Table and Pivot Chart, Preparation of the Dashboards	15	25%
4	**Application Software (MS-Office XP 2003)** ● Overview of Microsoft Access Databases, Design and Create Tables to Store Data, Simplify Data Entry with Forms, Obtain Valuable Information Using Queries, Create Professional Quality Output with Reports.	12	20%
5	**ERP** ● Introduction ● Integrated Information Management Benefits of ERP, Risks, ● Functional modules of ERP software Implementation of ERP, People involved in implementation; ● Success and failure in implementation – factors.	15	25%

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Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	50% (Internal Assessment)
2	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Alexis Leon	Enterprise Resource Planning	Second Edition – TMH	Latest Edition
2	O'Brien, James A.,	Management information systems	Published by McGraw-Hill/Irwin,	Latest Edition
3	Michael Alexander, Richard Kusleika, John Walkenbach	Excel 2019 Bible	Wiley Publication	Latest Edition

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Naveen Mishra	Excel with Microsoft Excel: Comprehensive & Easy Guide to Learn Advanced MS Excel	Penman Books	Latest
2	Joseph Brady	Problem-Solving Cases Using MS Access and Excel	Cengage Learning	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- International Journal of Technology Management and Sustainable Development
- Journal of Information Technology Case and Application Research
- International Journal of Information and Learning Technology

CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Low	Low	Low	Low	Low	Low	Low	High
CO2	High	Medium	Low	Low	Low	Low	Low	Low	Low	High
CO3	High	Low	Low	Low	Low	Medium	Low	Low	Low	High
CO4	High	High	High	Low	Medium	Medium	Low	Low	Low	High
CO5	High	Medium	Medium	Medium	Medium	High	Medium	Medium	Low	High

School of Management, Commerce & Liberal Arts

BBA (Honors) Programme

BBA Semester III

Course Title: Corporate Social Responsibility

Course Of Category	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	BBA230303	4	60	20%	30%	-	50%	

Course Outcomes (COs)

1. Create awareness of the CSR theoretical framework, its ethical foundation and importance to improve the general welfare.
2. Understand the meaning, definition, and nature and appreciate its role in adding human and social values.
3. Identify the key components of corporate social responsibility through case study and real life examples.
4. Provide students with comprehensive knowledge of stakeholders' expectations and sustainability challenges companies face.
5. This will help in inculcating entrepreneurial spirit with give back to the society for enhancing quality of life.
6. Demonstrate students that CSR is viable, when integrated into a global business strategy.

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Syllabus:

Module	Contents	No. of Sessions	Weightage
1	**Introduction to CSR:** ● Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, ● Corporate philanthropy, Corporate Citizenship, ● CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. ● CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; ● Environmental aspect of CSR. ● Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; ● Major codes on CSR; Initiatives in India.	18	30%
2	**International framework for corporate social Responsibility:** ● International framework for corporate social Responsibility, ● Millennium Development goals, Sustainable development goals, ● Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. ● UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.	12	20%
3	**CSR-Legislation In India & the world:** CSR-Legislation In India & the world. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India. The Drivers of CSR in India, Market based pressure and incentives civil society pressure, The regulatory environment in India	15	25%

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	Counter trends. Performance in major business and programs. Voluntarism Judicial activism.		
4	**Identifying key stakeholders of CSR & their roles:** Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit & Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self-Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations. Review current trends and opportunities in CSR. CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.	15	25%

Basic Text Book

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Jean-Pascal Gond and Jeremy Moon	Corporate Social Responsibility	Routledge	Latest

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Reference Books

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Sri Ram Murthy Choppakatla	Corporate Social Responsibility- The Indian Corporate Perspective	Scholars' Press	Latest
2	Ronald Paul Hill and Ryan Langan	Hand book of Research on Marketing and Corporate Social Responsibility	Edward Elgar Publishing Ltd	Latest
3	Michel Magnan and Giovanna Michelon	Handbook on Corporate Governance and Corporate Social Responsibility	Edward Elgar Publishing Ltd	Latest

List of Journals / Periodicals / Magazines / Newspapers

The students will have to refer to past issues of the following journals in order toget relevant topic/information pertaining to the subject.

- International Journal of Corporate Social Responsibility
- The CSR Journal
- Business Today

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Low	Low	Low	Low	Low	High	Low	High	Low
CO2	High	High	Low	Low	Low	Low	High	Low	High	Low
CO3	High	High	Low	Low	Low	Low	High	Low	High	Low
CO4	High	High	Low	Low	High	Low	High	Low	High	Low
CO5	High	Medium	Low	Low	Low	Low	High	Low	High	Low
CO6	High	Medium	Low	Low	Low	Low	High	Low	High	Low

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School of Management, Commerce & Liberal Arts

BBA (Honors) Programme BBA

Semester III

Course Title: Introduction to Psychology

Course Of Category	Course Code	Credit	Contact Hours	Internal			External	
MDC	BBA230304	4	60	Theory	Continuous Assessment	Practical	Theory	Practical
				20%	30%	-	50%	

Course Outcomes (COs)

1. To understand the meaning and important of Psychology in Everyday life
2. To identify the psychosomatic behavior and mental healing.
3. To understand different theories and methods in Psychology
4. To identify barriers to rectify different testing and assessments of Psychology
5. To understand the maximum user friendly techniques for ultimate professionaluse of the Psychology

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COMMERCE AND LIBERAL ARTS

Syllabus

Module	Contents	No. of Sessions	Weightage
1	**Introduction to Psychology** Meaning and definition of PsychologyHistory of Psychology Scopes and Branches of Psychology Role of Psychologist in everyday lifeMethods of Psychology Theory and schools of psychology Important Key word from Oxford Dictionary of psychology	15	25%
2	**Biology of Behavior with the perspective of psychosomatic** What is Psychosomatic? How can we definethis? Types of Behavior patternBrain and Behavior Neurons and Synapses How to build Healthy Thought process	15	25%

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3	**Sensory Processes** • Sensory Channels • Sensory processes through vision • Sensory processes through hearing • Sensory processes through smell • Sensory processes through Taste • Sensory processes through skin senses • Sensory processes to perception • Development during Infancy to Childhood • Development during Adolescence, adult hood, And Old Age **Emotion and Stress** • Types of Stress • Healthy Emotion • Healthy coping • Neuron pathway	18	30%

4	**Psychological Assessment and Testing** • Important of Testing and Assessment • Who can do Testing and Assessment? • Types of Testing and assessment Behavior Assessment, Personality assessment • Clinical questions • Testing for Special Aptitude	12	20%

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Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Robert S. Feld Man	Essentials of Understanding Psychology	New Delhi Tata McGrew-Hill.	Latest

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Cornelissesen R. M, Mishra, G &Varna	Foundations Of Indian Psychology, Theories and concept (VOL-1)	New Delhi, India Pearson	Latest
2	Sdorow, L.M	Psychology	Boston McGraw- Hill	Latest
3	Clifford T. Morgan	Introduction to Psychology	Excel Books	Latest

List of Journals / Periodicals / Magazines / Newspapers

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- International Journal of Psychology
- American Psychological Association
- The International Journal of Indian Psychology

CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Low	Medium	High	High	High	Medium	Medium	High
CO2	High	High	High	Medium	High	High	High	Medium	Medium	High
CO3	High	High	High	Medium	High	High	High	Medium	Medium	High
CO4	High	High	High	Medium	High	High	High	Medium	Medium	High
O5	High	High	High	High	High	High	High	Medium	Low	High

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

BBA (Honors) Programme

BBA Semester III

Course Title: Information System

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	BBA230302	4	60	10 %	30%	10%	25 %	25%

Course Outcomes (COs)

1. Learners should be able to understand the concept and application of Information Systems
2. Learners should be able to create reports and represent data graphically using excel and access.
3. Learners should be able to understand and evaluate the Enterprise software based on the user requirements and the functionality it serves.

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction** ● Basic Concepts of Information System ● Role of data and information, Organization structures ● Business Process ● Systems Approach and introduction to Information Systems ● Types of IS Resources and components of Information System ● Transaction Processing System ● Management Information System, Expert Systems and Artificial Intelligence	09	15%
2	**Application Software (MS-Office XP 2003)** ● MS Excel: Excel basics, rearranging worksheets ● Working with graphics, using worksheets as databases, automating "what-if" projects.	09	15%
3	**Application Software (MS-Office XP 2003)** ● Paste Special all Option Basic If Formulas, Statistical Functions Lookup Functions, What If Analysis, Conditional Formatting and Working with Charts, Pivot Table and Pivot Chart, Preparation of the Dashboards	15	25%
4	**Application Software (MS-Office XP 2003)** ● Overview of Microsoft Access Databases, Design and Create Tables to Store Data, Simplify Data Entry with Forms, Obtain Valuable Information Using Queries, Create Professional Quality Output with Reports.	12	20%
5	**ERP** ● Introduction ● Integrated Information Management Benefits of ERP, Risks, ● Functional modules of ERP software Implementation of ERP, People involved in implementation; ● Success and failure in implementation – factors.	15	25%

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Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	50% (Internal Assessment)
2	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Alexis Leon	Enterprise Resource Planning	Second Edition – TMH	Latest Edition
2	O'Brien, James A.,	Management information systems	Published by McGraw-Hill/Irwin,	Latest Edition
3	Michael Alexander, Richard Kusleika, John Walkenbach	Excel 2019 Bible	Wiley Publication	Latest Edition

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Naveen Mishra	Excel with Microsoft Excel: Comprehensive & Easy Guide to Learn Advanced MS Excel	Penman Books	Latest
2	Joseph Brady	Problem-Solving Cases Using MS Access and Excel	Cengage Learning	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- **International Journal of Technology Management and Sustainable Development**
- **Journal of Information Technology Case and Application**

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Research

- **International Journal of Information and Learning Technology**

CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Low	Low	Low	Low	Low	Low	Low	High
CO2	High	Medium	Low	Low	Low	Low	Low	Low	Low	High
CO3	High	Low	Low	Low	Low	Medium	Low	Low	Low	High
CO4	High	High	High	Low	Medium	Medium	Low	Low	Low	High
CO5	High	Medium	Medium	Medium	Medium	High	Medium	Medium	Low	High

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

BBA (Honors) Programme BBA

Semester III

Course Title: Financial Literacy

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
AEC	AEC230303	2	30	20%	30%	-	50%	

Course Outcomes(COs)

1. Increasing familiarities with financial literacy and its different aspects.
2. Leading them towards financial wellbeing by teaching to manage their money.
3. Making them literate about the personal tax structure of India
4. Enable them to understand the process of tax e filing

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to Financial Literacy** • Definition and importance of financial literacy • Brief of Financial Inclusion • Industrial revolution and birth of financial literacy • Financial literacy challenges • Personal finance and well being	9	30%
2	**Financial Planning and Financial Institutions** • Types of Financial Institutions • Understanding banking services • Investment avenues and Financial products • Money Management: Challenges, Importance and Strategies	9	30%
3	**Personal Tax** • Introduction to personal tax structure in India for personal taxation • Exemptions and deductions for individuals (with Practical problems) • E filing (Hands on)	12	40%

Note: Students may conduct a survey on financial literacy at least to 30 – 50 respondents to measure financial literacy level in their surroundings and share the findings in form of report

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1.	Introduction to financial planning		Indian institute of banking and finance	Latest
2.	Financial Planning: A ready Reckoner	Sinha, Madhu	McGraw Hill	Latest
3	Fiancial Literay Basics	Varsha Gondaliya, Vishal Naik, Ramesh M, Divakara Reddy	REST publisher	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to getrelevant topic/information pertaining to the subject.

- Business Standard
- Business Today
- Journal of Behavioural Finance
- Journal of Financial Literacy and Wellbeing

CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Low	Low	Low	Low	Low	Low	Low	High
CO2	High	Medium	Low	Low	Low	Low	Low	Low	Low	High
CO3	High	Medium	Medium	Low	Low	Low	Low	Low	Low	High
CO4	High	High	High	Low	Low	Low	Low	Low	Low	High

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

BBA (Honours) Programme

BBA Semester III

Course Title: Marketing Strategies for Start Ups

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
SEC	SEC230303	2	30	20%	30%	-	50%	-

Course Outcomes (COs)

1. Exploration of Marketing basics in real world
2. Understanding customer ways of reacting to marketing and various types of customers.
3. Understanding Brand and its importance as well as various techniques of Integrated marketing
4. Exploration of the new buzz social marketing basics

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Entrepreneurial marketing: Entrepreneurship and marketing interface** Introduction, marketing and Entrepreneurship definitions, importance of the Entrepreneurship and marketing interface, Elements of marketing mix **Foundations of marketing decision-making** **Case Study: Versare, Inc** Introduction, Five forces in the entrepreneurial marketing environment **Case Study: Consumer insight**	8	25%
2	**Entrepreneurial market identification** Introduction, B2C, B2G and B2B marketing, stages in the buying process, adoption process, the product life cycle, Industrial advertising and promotion **Case Study:** Big D Custom Screen Printing marketing dilemma **Entrepreneurial marketing Segmentation** Consumer, industrial, and governmental markets Market segmentation techniques Industry and Competitive analysis **Case Study: Funrent.com-success or failure?** **Entrepreneurial product/service policy** Introduction, product, product planning and development process, types of new products/services, Product mix, Branding, Packaging, Labelling **Case Study: Computer for the blind**	14	50%
3	**Entrepreneurial pricing policy** Introduction, fundamental aspects of pricing, methods and factors affecting pricing, General pricing strategies Case Study: Jamie Lloyd and West End ticket prices **Entrepreneurial distribution policy** Introduction, distribution channel essentials, structure and conflicts, Physical distribution, other distribution channels	8	25%

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	Case Study: Gentli Shoes **Entrepreneurial Promotion policy** Introduction, elements of promotion mix, Social media and digital technology, types of entrepreneurial campaigns, Promotion budget **Case Study: Shoney's** **International entrepreneurial marketing** **The entrepreneurial marketing plan**		

NOTE: - The sessions in the 3rd semester will be conducted in combination with in-house faculty and industry experts in different marketing domains, using different pedagogies to give meaningful insights and real-time experience in entrepreneurial marketing.

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr.No.	Author/s	Name of the Book	Publisher	Edition
1	Robert D. Hisrich and Veland Ramadani	Entrepreneurial Marketing A Practical Managerial Approach	EE Edward Elgar Publishing Cheltenham, UK Northampton, MA, USA	Latest
2	Phillip Kotler	Marketing Management	Pearson	Latest

Reference Books:

Sr.No.	Author/s	Name of the Book	Publisher	Edition
1	Dr. Bhatia. R.C	Entrepreneurship: Business and Management	Sultan Chand and Sons	Latest
2	Bruce R. Barringer	Entrepreneurship: Successfully Launching New Ventures	Pearson Education	Latest
3	Janakiram. B., Rizwana. M.	Entrepreneurship development	Excel Books	Latest
4	Khanna. S.S.	Entrepreneurial Development	Excel Books	Latest

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List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Journal of Entrepreneurship
2. Journal of Small Business Management
3. Journal of Entrepreneurship & Management
4. AMC Indian Journal of Entrepreneurship

CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	Medium	Medium	Medium	Low	Medium	Low	Medium	Low
CO2	Medium	Medium	Medium	Medium	Medium	Medium	High	Low	Low	Medium
CO3	High	High	High	Medium	Medium	Medium	High	Low	Medium	Medium
CO4	Low	High	High	Medium	Medium	High	Medium	Low	Medium	Medium
CO5	High	Medium	Medium	Medium	Medium	Low	Medium	Low	Medium	Low

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

BBA (Honors) Programme

BBA Semester III

Course Title: Understanding India

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
IKS	IKS230303	2	30	20%	30%	-	50%	-

Course Outcomes (COs)

1. To understand the meaning and important of Indian Knowledge System
2. To identify the Actual foundational concepts for science and technology.
3. To understand the values of Humanities and Social Science.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus

Module	Contents	No. of Sessions	Weightage
1	**Introduction to Knowledge** ● The Indian Knowledge System- an Overview ● The Vedic Corpus ● Philosophical System ● Wisdom through the Ages	10	34%
2	**Foundational Concepts For Science And Technology** ● Linguistics ● Number System and Units of Measurement ● Knowledge: Frame work and Classification	10	33%
3	**Humanities and Social Science** ● Health, Wellness and Psychology ● Governance and Administration	10	33%

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	B.Mahadevan , Vinayak Rajat Bhat Narendra Pavan R.N	Introduction to Indian knowledge system-Concepts-Applications	PHI Learning Private Limited	Latest

Reference Books

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Amit Jha	Traditional Knowledge System In India	Atlantic	Latest
2	Prof. Saroj Sharma	Scientific Basis Of Indian Knowledge System	Shipra Publication	Latest

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CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	Medium	High	Medium	High	High	High	High	Medium	Medium	High
CO2	Medium	Medium	Low	Low	High	Medium	Medium	High	High	High
CO3	High	High	Low	Low	Medium	High	Medium	High	High	High

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School of Management, Commerce & Liberal Arts

BBA (Honors) Programme

BBA Semester IV

Course Title: Production and Operations Management

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	BBA230401	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. To understand how production systems are used in managing operations
2. To understand the managerial responsibility for Operations
3. To gain an understanding and appreciation of the principles and applications relevant to the Planning, design, and operations of manufacturing/service firms.
4. To develop skills necessary to effectively analyze and synthesize the many inter-relationships inherent in complex socio-economic productive systems.
5. To apply quantitative methods to assist in decision making on operations management and strategy.

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Syllabus:

Module	Contents	No of Sessions	Weightage
1	**INTRODUCTION TO PRODUCTION AND OPERATION MANAGEMENT:** ● Introduction to operations management ● Role of operations management in total management system, and interface between the operation systems and systems of other functional areas, ● Process planning and process design, ● Production planning and control: basic functions of production planning and control, ● Production cycle, characteristics of process technologies, project, job shop, assembly, batch and continuous, ● Inter relationship between product life cycle and process life cycle.	09	15%
2	**SCHEDULING AND CONTROL OF PRODUCTION OPERATIONS:** ● Aggregate planning, ● Operations scheduling and product sequencing: sequencing of products in multi- product multi stage situations, ● Plant capacity and line balancing; Plant layout, different types of layouts Designs, ● Facility location and the factors influencing location; ● Maintenance management: objectives, failure concept, reliability, preventive and breakdown maintenance, replacement policies.	12	20%

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3	**QUALITY CONTROL:** • Standards and specifications, quality assurance and quality circles, statistical quality control • Control charts for variables, average, range and Standard deviation; Control charts for attributes, Fraction defective and number of defects, acceptance • Sampling plans, and OC curve work-study. Various Techniques in the methods study for identifying the most appropriate method; Work measurement, its uses and different methods, computation of allowance and allowed time.	12	20%
4	**INVENTORY AND STORE MANAGEMENT:** • Basic Economic Order Quantity (EOQ) Model • Quantity Discount Models; • Spare Parts Inventory; • Material Resources Planning; Manufacturing Resource Planning; • Purchasing Objectives. • Objectives of stores management, requirements for efficient. Management o stores, safety stock inventory control, different systems of inventory control types of inventory	12	20%
5	**SOME SPECIAL TOPICS:** • Costs systems of inventory control ABC, VED and FNSD analyses, • Value analysis, importance in cost reduction, concepts and procedures. • Case studies on Production and Operations Management.	15	25%

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Aswathappa K. and SridharaBhat	Production and Operations Management	HPH	Latest

Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Kanishka Bedi	Production and operations Management	Oxford University Press.	Latest
2	James R Evans, David A. Collier	Operations Management	Cengage Learning,	Latest
3	Jay Heizer, Barry Render, Chuck Munson	Operations Management	Pearson	Latest
4	Panneerselvam R	Production and Operations Management	Prentice Hall India Learning Private Limited	Latest
5	Stevenson J. William	Operations Managemen t	Tata McGraw Hill	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals order to get relevant topic/information pertaining to the subject.

- International Journal of Operations & Production Management
- Journal of Operations Management
- Journal of Supply Chain Management
- Manufacturing & Service Operations Management
- Journal of Business Logistics
- European Journal of Operational Research
- Journal of the Operational Research Society.

SWARRNIM SCHOOL OF MANAGEMENT
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CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	HIGH	HIGH	HIGH	MEDIUM	HIGH	MEDIUM	LOW	MEDIUM	LOW	LOW
CO2	HIGH	MEDIUM	HIGH	MEDIUM	LOW	LOW	MEDIUM	LOW	MEDIUM	LOW
CO3	MEDIUM	HIGH	HIGH	LOW	LOW	MEDIUM	LOW	LOW	LOW	MEDIUM
CO4	LOW	HIGH	MEDIUM	LOW	HIGH	LOW	LOW	MEDIUM	LOW	LOW
CO5	LOW	HIGH	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW

School of Management, Commerce & Liberal Arts

BBA (Honors) Programme

BBA Semester IV

Course Title: Business Law

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	BBA230402	4	60	20%	30%	-	50%	-

Course Outcomes (COs):

1. Gaining knowledge of the branches of law which relate to business transactions
2. Making students aware about the legal implications for unpaid seller
3. Enhancing awareness regarding various negotiable instruments used in business
4. Making students acquainted with legal formalities for registering business as limited Company.
5. In the modern business world where consumer is king, Increasing knowledge for consumer's rights

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus

Module	Contents	No of Sessions	Weightage
1	**THE INDIAN CONTRACT ACT 1872** ● Overview of the subject: brief discussions on the topics covered in syllabus ● Indian Contract Act: Definitions & Classification of contracts ● Essentials of a valid contract, Offer and acceptance, capacity to contract, free consent, legality of object, void agreements, performance of contract ● Discharge of contract ● Remedies for breach of contract ● Quasi Contracts	15	25%
2	**THE SALE OF GOODS ACT 1930** ● Sale and agreement to sell ● Sale vs. hire purchase, ● Sale and barter, exchange, bailment ● Condition and warranties ● Transfer of property, performance of a contract, rights of an unpaid seller.	09	15%
3	**THE NEGOTIABLE INSTRUMENTS ACT 1881** Concept and significance of Socio-cultural Environment, Social responsibility concept and stake holder approach Notes, bills and cheques. Parties to a negotiable instrument, holder and holder in due course Negotiation and Endorsement ,	12	20%
4	**THE COMPANIES ACT 1956** ● Nature and types of companies, Formation of Companies, Memorandum of association ● Articles of association, prospectus ● Meeting Process & winding up Process	15	25%

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5	**THE CONSUMER PROTECTION ACT 1986** ● Definitions, consumer protection councils, dispute redressing agencies and forums & its enforcement ● State and national commission, Penalties.	09	15%

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	N.D. KAPOOR	Elements of Mercantile Law	Sultan Chand	Latest

Evaluation		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	M. C. & Vivek Kuchhal	Elements of Business Laws	Vikas Publication	Latest
2	Rohini Agrawal	Mercantile and Commercial Laws	Taxmann's Publisher	Latest
3	C L Bansal	Business and Corporate Laws	Excel Books	Latest
4	Tejpal Seth	Business Laws	Pearson	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to getrelevant topic/information pertaining to the subject.

- Business Standard
- Business Today
- NLIU Journal of Business Laws
- Journal of Business Law and Ethics

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CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Low	Low	Low	Low	Low	High	Low	High	Low
CO2	High	High	Low	Low	Low	Low	High	Low	High	Low
CO3	High	High	Low	Low	Low	Low	High	Low	High	Low
CO4	High	High	Low	Low	High	Low	High	Low	High	Low
CO5	High	Medium	Low	Low	Low	Low	High	Low	High	Low

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

BBA (Honors) Programme

BBA Semester IV

Course Title: Project Management

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Core	BBA230403	4	60	20%	30%	-	50%	-

Course Outcomes (COs):

1. Understand the contemporary and cutting edge Project Management.
2. Analyze stakeholder expectations and engagement to ensure a successful project outcome.
3. Manage projects effectively including the management of scope, time, costs, and quality, ensuring satisfying the needs of the project.
4. Apply project management practices in a variety of organizational and international settings.
5. Apply processes required to manage the procurement of a project, including acquiring goods and services from outside the organization.

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COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**BASICS OF PROJECT MANAGEMENT:** ● Concept of Project, Attributes of a Project ● Importance of Project Management ● Project Management Process, Project Lifecycle ● Project Stakeholders ● Project Management Structures ● Choosing Appropriate Project Management Structure ● Implications of Organizational Culture ● Main Causes of Project Failure ● Project Definition, Defining Scope, Establishing Priorities ● Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization ● Coding the WBS for information system ● Project Roll Up, Process Breakdown Structure,Responsibility Matrices	9	15%

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2	**PROJECT IDENTIFICATION:** ● Selection of product, identification of market preparation of feasibility study/report Project formulation, Evaluation of risks preparation of Project report. ● Selection of location & site of the project ● Factors affecting location - policies of Central – State Government towards location – Legal aspects of project management. ● Project Planning - Estimating Project Times and Costs ● Factors Influencing Quality of Estimates Estimation Guidelines for Time, Costs and resources ● Macro versus Micro Estimating ● Methods for Estimating Project Times and Costs ● Level of detail, Developing Budgets ● Types of Costs, Refining estimates ● Developing a Project Plan ● Developing the Project Network ● From Work Package to Network ● Constructing a Project Network ● Activity-On-Node, Fundamentals, NetworkComputation process ● Using the Forward and Backward pass information ● Level of Detail for activities ● Extended Network techniques.	12	20%

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3	**PROJECT SCHEDULING :** ● Types of Project Constraints Classification of Scheduling Problem ● Resource Allocation Methods, Splitting, Multitasking Benefits of scheduling resources ● Multi Project resource Schedules, Rationale for reducing project duration Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical ● Considerations. Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response ● Development, Contingency Planning, Risk Response Control, Change Control Management ● Project Organization The Project Manager Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager	12	20%
4	**PROJECT EVALUATION** ● Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated ● Information System, Developing a status report and index to monitor progress, Forecasting final project cost, and other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations.	12	20%
5	**SPECIAL TOPICS IN PROJECT MANAGEMENT** ● Computers, e-markets and their role in Project management ● Case studies in Project management. ● Project Management soft wares.	15	25%

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Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Kim Heldman	PMP - Project Management Professional - "Study Guide"	Wiley India	Latest

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Sadhan Choudhary	Project Management	McGraw Hill	Latest
2	Prasanna Chandra	Project Management	McGraw Hill	Latest
3	P. K. Mattoo	Project Appraisal		Latest
4	Vasant Desai	Project Management	Himalaya	Latest
5	Sitanshu Khatua	Project Management & Appraisal	Oxford Publications	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals order to get relevant topic/information pertaining to the subject.

- International Journal of Managing Projects in Business.
- Harvard Business Review.
- International Journal of Construction Project Management.
- The Engineering Project Organization Journal.

CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	HIGH	HIGH	HIGH	MEDIUM	HIGH	MEDIUM	LOW	MEDIUM	LOW	LOW
CO2	HIGH	MEDIUM	HIGH	MEDIUM	LOW	LOW	MEDIUM	LOW	MEDIUM	LOW
CO3	MEDIUM	HIGH	HIGH	LOW	LOW	MEDIUM	LOW	LOW	LOW	MEDIUM
CO4	LOW	HIGH	MEDIUM	LOW	HIGH	LOW	LOW	MEDIUM	LOW	LOW
CO5	MEDIUM	HIGH	LOW	LOW	MEDIUM	LOW	MEDIUM	LOW	MEDIUM	MEDIUM

School of Management, Commerce & Liberal Arts

BBA (Honors) Programme

BBA Semester IV

Course Title: Human Resource Management

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
Minor	BBA230404	4	60	20%	30%	-	50%	-

Course Outcomes (COs)

1. To demonstrate knowledge about fundamental principles, generalizations, and/or theories and concepts in human resources management and Human Resource Planning.
2. To apply course material to improve thinking, problem solving, and decision making along with recruitment and selected and Induction in the advanced human resources management arena.
3. To assess potential and to prepare an employee through appropriate feedback and guidance for higher responsibilities which connects with monetary rewards and to act as a tool for Human Resource Development.
4. To secure industrial peace and harmony by providing machinery and procedure for the investigation and settlement of Industrial Disputes.
5. To create a productive, engaged workforce and to eliminate the perception that organized labor and management have a perpetually adversarial relationship.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction to HRM and Human Resource Planning (HRP):** ● Introduction, Meaning, Definition of HRM ● Scope of HRM, ● Functions of HRM, ● Role of Human Resource Officer (HRO) **Human Resource Planning (HRP)-** ● Introduction, Meaning, Definition, ● HRP Process, ● Factors affecting HRP	09	15%
2	**Job Analysis and Design, Recruitment & Selection and Induction:** **Job Analysis and Design** ● Introduction, meaning and definition of Job Analysis ● Features ● Methods of Job Analysis ● Job Description, Job Specification ● Job Evaluation and Difference **Recruitment & Selection** ● Introduction, definition and meaning of Recruitment, ● Sources of Recruitment. ● Introduction, definition and meaning of Selection, ● Selection Process **Induction** ● Introduction, Meaning and Definition of Induction ● Induction Process	12	20%
3	**Training and Management Development & Performance Appraisal:** **Training and Management Development-** ● Introduction, definition and meaning of Training and Development ● Training Process ● Methods of Training ● Concept and Methods of	15	25%

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	Management Development **Performance Appraisal** ● Introduction, definition and meaning of Performance Appraisal ● Performance Appraisal Process ● Performance Appraisal Methods - (360 degree method, Management by Objectives (MBO), Paired Comparison Method, Behaviorally Anchored Rating Scale)		
4	**Industrial Conflict, Dispute Resolution:** **Industrial conflict** ● Meaning ● Nature of Industrial conflict **Industrial disputes** ● Meaning ● Causes ● Types **Grievance Handling** ● Introduction, Meaning and Definitions, ● Sources of Grievance ● Procedure of GrievanceManagement	12	20%
5	**Industrial Relations, Trade Union and Current Trends in HRM** **Industrial Relations** ● Definition & Characteristics ● Objectives of Industrial Relations, ● Factors affecting IR, **Trade Union -** ● Introduction , Meaning and Definition of Trade Unions ● Features and Objectives of Trade unions **Current Trends in HRM -** ● Employee Retention ● Employee Engagement ● Talent Management ● Diversity at work place	12	20%

Evaluation		
1	Assignments/ Quizzes/Class Participation / Role Play/Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Gary, D.	Fundamentals of Human Resource Management: Content, Competencies and Applications	Pearson Education India	Latest
2	Aswathappa, K. E. M. A. L.	Human resource management	Human resource management	Latest

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Hollenbeck, J. R., Noe, R. A., & Gerhart, B. A.	Human resource management: Gaining a competitive advantage	McGraw-Hill Education	Latest

List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- International Journal of Human Resource Management, Sage Publication
- Business Standards
- Harvard Business Review

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	High	Medium	High	Medium	Medium	Medium	High	High
CO2	High	High	High	High	Medium	Low	Medium	Medium	High	High
CO3	High	High	High	High	Medium	Medium	Medium	Low	Medium	High
CO4	High	High	High	High	High	Medium	Medium	Low	Medium	High
CO5	High	High	High	High	High	Medium	Medium	Medium	Medium	High

Vaishali
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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

BBA Programme

BBA Semester IV

Course Title: Soft Skills

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
AEC	AEC230404	2	30	20%	30%		50%	

Course Outcomes (COs)

1. Learners should understand the nuance of communication at workplace
2. The learners will be able to create various forms of business letters
3. The learners will be able to create various forms of business reports

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Communication in the Workplace Fundamentals of Business Writing:** Adaptation and the Selection of Words, Construction of Clear Sentences and Paragraphs, Writing for a Positive Effect	**09**	**30%**
2	**Basic Patterns of Business Messages** The Writing Process and the Main Forms of Business Messages, Directness in Good-News and Neutral Messages, Indirectness in Bad-News Messages, Indirectness in Persuasive Messages, Communicating in the Job-Search Process	**12**	**40%**
3	**Fundamentals of Report Writing** Basics of Report Writing, Types of Business Reports, Graphics in Reports and Other Documents	**09**	**30%**

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	50% (Internal Assessment)
2	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Kathryn Rentz, Marie E. Flatley, Paula Lentz	Lesikar's Business Communication	McGraw Hill	Latest

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Reference Books:

Sr. No.	Author/s	Name of theBook	Publisher	Edition
1	Laura Brown, Rich Karlgaard	The Only Business Writing Book You`ll Ever Need	W. W. Norton & Company	Latest
2	Robert W. Bly and Regina Anne Kelly	The Encyclopedia of Business Letters, Faxes, and E-mail	RWW Career Press	
	Andy R Kraus (Author)	Business Correspondence: How To Write A Business Letter	Garcia Books	2024

List of Journals / Periodicals / Magazines / Newspapers:

1. SMART-Journal of Business Management Studies
2. Gurukul Business Review-GBR
3. Vision-The Journal Of Business Perspective
4. IIM Kozhikode Society & Management Review

CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	Medium	High	High	High	Medium	Medium	Medium	High	High
CO2	Low	High	Medium	High	Medium	Medium	Low	Low	High	High
CO3	Low	High	Medium	High	Medium	Medium	Low	Low	High	High

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COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

BBA (Honors) Programme

BBA Semester IV

Course Title: Finance and Funding for Start Up

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
SEC	SEC230404	2	30	20%	30%	-	50%	-

Course Outcomes (COs)

1. Finance and its importance in the real world
2. Various ways of development of finance for the company
3. Understanding the importance of accounting and its impact
4. Importance of ratio and how its effects the balance sheet of the company

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**THE ENTREPRENEURIAL ENVIRONMENT.** Introduction to Finance for Entrepreneurs. Developing the Business Idea. **ORGANIZING AND OPERATING THE VENTURE** Organizing and Financing a New Venture. Preparing and Using Financial Statements. Evaluating Operating and Financial Performance.	**08**	**25%**
2	**PLANNING FOR THE FUTURE** • Managing Cash Flow. • Types and Costs of Financial Capital. • Law Considerations When Obtaining Venture Financing. **CREATING AND RECOGNIZING VENTURE VALUE.** • Projecting Financial Statements. • Valuing Early-Stage Ventures. • Venture Capital Valuation Methods	**08**	**25%**
3	**STRUCTURING FINANCING FOR THE GROWING VENTURE.** • Professional Venture Capital. • Other Financing Alternatives **EXIT AND TURNAROUND STRATEGIES.** • Harvesting the Business Venture Investment. • Financially Troubled Ventures: Turnaround Opportunities? **CAPSTONE CASES.** Case 1. Eco-Products, Inc. Case 2. Spatial Technology, Inc.	**14**	**50%**

NOTE: -

The sessions in the 4th semester will be conducted jointly with in-house faculty and industry experts. Further, the sessions shall also be conducted with government officials and investors who are directly involved in financing and policymaking in the startup ecosystem.

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination (University Exam)	50% (External Assessment

Swarnim School of Management Commerce and Liberal Arts

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	J. Chris Leach | Ronald W. Melicher	Entrepreneurial Finance	Cengage	Latest
2	Frank J Fabozzi	Entrepreneurial Finance and Accounting for High-Tech Companies	MITPress	Latest Edition

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Smith J K, Smith R L and Bliss R T	Entrepreneurial Finance: Strategy, Valuation and Deal Structure	Stanford University Press	Latest
2	Marco Da Rin and Thomas Hellman	Fundamentals of Entrepreneurial Finance	Oxford University Press	Latest
3	Chris Leach and Ronald Melicher	Entrepreneurial Finance	New Delhi	Latest
4	Marco Da Rin and Thomas Hellman	Fundamentals of Entrepreneurial Finance	Oxford University Press	Latest
5	Gregory Becker	Accounting Principles: The Ultimate Beginner's Guide to Accounting	Gregory Becker	Latest Edition
6	Berkeley	Accounting for Small Business Owners	Tycho Press	Latest Edition

CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	Medium	Low	Low	Low	Medium	Low	Medium	Low
CO2	Medium	Medium	Medium	Low	Low	Low	High	Low	Low	Medium
CO3	High	High	High	Low	Medium	Low	High	Low	Medium	Medium
CO4	High	High	High	Low	Low	Low	Medium	Low	Medium	Medium
CO5	High	High	Medium	Low	Low	Low	Medium	Low	Medium	Low

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SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

School of Management, Commerce & Liberal Arts

BBA (Honors) Programme

BBA Semester IV

Course Title: Emerging Technologies

Category of Course	Course Code	Credit	Contact Hours	Internal			External	
				Theory	Continuous Assessment	Practical	Theory	Practical
VAC	VAC230402	2	30	-	20%	30%	-	50%

Course Outcomes (COs)

1. Learners should be able to understand the concept and application..
2. Learners should be able to apply the tools, functions in Power BI and Tableau at the beginners level
3. Learners should be able to create a dashboard.

SWARRNIM SCHOOL OF MANAGEMENT
COMMERCE AND LIBERAL ARTS

Syllabus:

Module	Contents	No of Sessions	Weightage
1	**Introduction** ● Introduction and concept of Data Warehousing and Cloud Computing. ● Overview of concepts of –Big Data, Data Mining, Artificial Intelligence and other emerging technologies.	10	33%
2	**Tableau** ● Introduction to tableau, tableau products ● Data connections in tableau interface, Visualizing data, putting everything together in a dashboard	10	33%
3	**Power BI** ● Introduction to Power BI, Power BI Desktop and Data Transformation ● Data Visualization and Power BI Service	10	34%

Evaluation		
1	Assignments / Quizzes / Class Participation / Role Play/ Project etc.	50% (Internal Assessment)
2	External Examination (University Exam)	50% (External Assessment)

Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Paul Raj Ponniah	Data warehousing fundamentals for IT professionals	John Wiley&Sons, Inc., Hoboken, New Jersey	Latest
2	Marleen Meier David Baldwin	Mastering Tableau 2019.1 Second Edition	Published by Packt Publishing Ltd.	Latest
3	Microsoft	Microsoft Power Bi Dashboards Step By Step	Pearson Education	Latest

Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Dr.Abhinav	Data Visualization using Python Programming- - A Technical Guide for Beginners, Researchers and Data Analyst	Shashwat Publication	Latest

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List of Journals / Periodicals / Magazines / Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- International Journal of Technology Management and Sustainable Development
- Journal of Information Technology Case and Application Research
- International Journal of Information and Learning Technology

CO PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	High	High	High	Medium	Low	High	Low	Low	Low	High
CO2	Medium	Medium	Medium	Medium	Medium	High	Medium	Low	Low	High
CO3	High	High	High	High	Medium	High	Low	Low	Low	High

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