

SCHEME AND SYLLABUS

FOR

BACHELOR OF BUSINESS ADMINISTRATION (BBA) DIGITAL MARKETING

(Honours/Honours with Research)

For University Teaching Department & Affiliated Institutes

(with effect from session 2024-2025)

As per National Education Policy 2020



DEPARTMENT OF MANAGEMENT STUDIES
J.C. BOSE UNIVERSITY OF SCIENCE AND TECHNOLOGY, YMCA,
FARIDABAD

VISION OF THE DEPARTMENT

To build aspiring managers and entrepreneurs possessing good analytical skills and leadership qualities for effective decision making to contribute to the society and the nation

MISSION OF THE DEPARTMENT

1. To provide learning environment to young aspirants by introducing suitable pedagogy and innovative industry-based curriculum
2. To provide best research facilities for developing analytical capabilities
3. To impart effective managerial skills for transformation of raw minds into effective managers and entrepreneurs

OVERVIEW OF DEPARTMENT OF MANAGEMENT STUDIES

The Management Studies is one of the faculties of J.C. Bose University of Science and Technology, YMCA formerly known as YMCA University of Science and Technology. The University is presently NAAC accredited 'A+' Grade State Government University and most of the University Teaching Departments (UTDs) are accredited by the National Board of Accreditation.

The Department of Management Studies came into existence in the year 2008 with an MBA program offering Specialisations in Information Technology, Operations, and Power Management. The program was meant for technical graduates only. Since 2011, the MBA program has been open for all graduates. With an aim to promote academic growth that various levels, now department offers the following high-quality management programs:

- MBA (with dual Specialization)
- MBA - Executive
- BBA
- Ph.D.

The department follows an international standard curriculum which is developed in consultation with eminent academicians and industry practitioners. The program delivery is done by well-qualified, competent, research-oriented, experienced faculty members and experts from the industry.

**SCHEME OF STUDIES & EXAMINATIONS
BBA DIGITAL MARKETING**

1. PEO's (Program Education Objectives): The BBA Digital Marketing Program will:

PEO1	Produce Industry Ready Graduates having competence in various key components of Digital Marketing
PEO2	Arm students with the knowledge and skills of all core management areas to be able to understand, operate, manage and control any business organization
PEO3	Develop Leadership and Entrepreneurial skills
PEO4	Promote a Global Outlook to promote creative solutions and innovation
PEO5	Inculcate Professional and Human Values for long term sustainable growth.

2. PO's (Program Outcomes): After program completion, the students will be able to:

PO1	Demonstrate an understanding of business functional areas and their interlinkage within.
PO2	Convey ideas and information effectively
PO3	Apply digital marketing tools to manage a business's customer relationships across all digital channels
PO4	Evaluate digital marketing plans and strategies for different business models
PO5	Create and execute a digital marketing plan from scratch

3. PSO's (Program Specific Outcomes): After program completion, the students will be able to:

PSO1	Promote a Global Outlook to promote creative solutions and innovation
PSO2	Inculcate Professional and Human Values for long terms sustainable growth.
PSO3	Apply digital marketing tools to manage a business's customer relationships across all digital channels
PSO4	Evaluate digital marketing plans and strategies for different business models
PSO5	Create and execute a digital marketing plan from scratch

INTERNAL ASSESSMENT FOR ENVIRONMENTAL SUBJECTS (MCEVS-01, MCEVS-02, MCEVS-03)**

- a. Apart from Class Tests, Tree plantation and care should be an integral part of the internal assessment as follows:
- i. Each admitted student of the university has to plant at least 5 tree saplings during their first semester and submit geo-tagged photos of the sapling trees to his/her respective coordinator/department. The location for the planting may be any place such as park or ground in his/her locality or anywhere else suitable for plantation. After plantation, every student will care for these plants and submit their geo-tagged photos in 2nd and 3rd year also.
 - ii. Assessment of tree sapling plantation and care via submission of geo-tagged photos by the student should be done by the respective coordinator/department as a part of the internal assessment every year.
 - iii. The student must ensure the survival of at least one tree (at least three years old in UG Courses) out of 5 trees planted and submission of its geo-tagged photo during the semester in which they will study compulsory EVS subject. This should be one of the requirements for the award of degree. A certificate will be awarded to the student by the University for the same.
- b. For better understanding about the local environment, field related work assessment e.g. visit to STP/ETP/Solar energy Centre/biogas plant/ study of flora and fauna in surrounding ecosystems, etc. supported by a report to be assigned as a part of internal assessment of the syllabus

MOOC Guidelines:

1. All the Chairperson/ Principals of the UTDs/ Affiliated Institutions can offer up to two MOOC courses which are the part of curriculum as Core/Elective/VAC/AEC/other courses and are being run through the SWAYAM platform, during the whole degree term. The SWAYAM platform may be utilized to supplement the teaching-learning process in the Institution considering the academic requirements i.e., in case of non-availability of resources/ facilities for offering the courses sought for by the students.
2. The departmental/ institutional MOOC Coordinators, appointed by chairpersons of concerned departments/ Principals of affiliated institutions, will be responsible for identification of relevant MOOCs in the UTDs/ institutions and smooth conduction during the course. Such MOOCs should be well approved by the concerned BOS of the department.
3. Department/ affiliated institution should ensure that the syllabus of chosen MOOC course should be similar to an extent of at least 60% with the syllabus of existing Core/Elective/VAC/AEC/other courses of the department.
4. Students can opt for 12 to 16 weeks MOOCs equivalent to 3 or 4 credits under mentorship of faculty (MHRD MOOC's guidelines 11.1(J) issued by the MHRD vide its orders dated 11/03/2016).
5. University shall give the equivalent credit weightage to the students for the credits earned through MOOC courses and such credits will be transferred in the ABC (Academic Bank of Credits) account of the student.
6. Importance of online learning and credit transfer policy must be shared with the students at entry level by the concerned department/affiliated institution. Same may be incorporated during the induction programme for newly admitted students.

Abbreviations

DSC- Discipline Specific Course
MIC- Minor Course
VOC-Vocational Course
MDC- Multi-Disciplinary Course
AEC- Ability Enhancement Course
SEC- Skill Enhancement Course
VAC- Value Added Course
MOOC- Massive Open Online Course

SEMESTER-WISE SCHEME OF EXAMINATION OF BBA DIGITAL MARKETING

FIRST YEAR

First Semester

Paper No	Title of Paper	Credits	L	T	P	Marks			Code
						Internal	Practical	External	
BBD-101-V	Fundamentals of Management	4	4	0	0	25	-	75	DSC
BBD-103-V	Principles of Marketing	4	4	0	0	25	-	75	DSC
BBD-105-V	Managerial Economics	4	4	0	0	25	-	75	MIC
MTU-115-V	Business Mathematics	3	3	0	0	25	-	75	MDC
AEC-105-V	English – I	2	2	0	0	25	-	75	AEC
BBG-109-V	Managerial Skills Development	3	0	0	6	25	75	-	SEC
VAC-101-V	Environmental Science – I	2	2	0	0	25	-	75	VAC
	TOTAL	22				175	75	450	

Second Semester

Paper No	Title of Paper	Credits	L	T	P	Marks			Code
						Internal	Practical	External	
BBD-102-V	Introduction to Digital Marketing	4	4	0	0	25	-	75	DSC
BBG-103-V	Financial Accounting	4	4	0	0	25	-	75	DSC
BBG-105-V	Indian Business Environment	4	4	0	0	25	-	75	MIC
BBG-110-V	Business Statistics	3	3	0	0	25	-	75	MDC
AEC-201-V	English – II	2	2	0	0	25	-	75	AEC
BBD-104-V	Introduction to R Programming	3	0	0	6	25	75	-	SEC
VAC-108-V	Health Psychology	2	2	0	0	25	-	75	VAC
	TOTAL	22				175	75	450	

Exit Option: Any student opting for exit option after the second semester will get UG Certificate provided he/she completes 44 Credits of first two semesters and additional 4 credits of internship report based on summer internship of 4-6 weeks. Thus, he/she will be eligible to exit the course with 48 Credits. In addition, the internship report would be evaluated by external expert from panel approved by Department of Management Studies, J C Bose University of Science and Technology, YMCA, Faridabad. Furthermore, the credits of internship report would be included/mentioned in the UG Certificate as follow:

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical	Total Marks	Credits
BBD-106-V	Internship	Internship	-	-	100	100	4

Note: Four credits of internship earned by a student during internship after 2nd semester or 4th semester will be counted in 5th semester of a student who pursues three-year UG program without taking exit option.

Note: Students who opt to exit after completion of the first year will be allowed to re-enter the degree program within three years and complete the degree program within the stipulated maximum period of seven years.

SECOND YEAR**Third Semester**

Paper No	Title of Paper	Credits	L	T	P	Marks			Code
						Internal	Practical	External	
BBG-213-V	E-Business	3	3	0	0	25	-	75	MDC
BBD-203-V	Human Resource Management	4	4	0	0	25	-	75	DSC
BBD-205-V	Fundamentals of International Business	4	4	0	0	25	-	75	MIC
BBD-207-V	MIS and Knowledge Management	4	4	0	0	25	-	75	DSC
AEC-102-V	Communication, Mediation and Resolution	2	2	0	0	25	-	75	AEC
BBG-211-V	Advanced Excel for Business	3	0	0	6	25	75	-	SEC
VAC-201-V	Environmental Science –II	2	2	0	0	25	-	75	VAC
	TOTAL	22				175	75	450	

Fourth Semester

Paper No	Title of Paper	Credits	L	T	P	MARKS			CODE
						Internal	Practical	External	
BBG-212-V	Integrated Marketing Communication	3	3	0	0	25	-	75	DSC
BBD-202-V	Marketing Research	4	4	0	0	25	-	75	DSC
BBD-204-V	Product and Brand Management	4	4	0	0	25	-	75	DSC
BBD-201-V	Internet Fundamentals	4	4	0	0	25	-	75	DSC
BBD-208-V	Strategic Management	4	4	0	0	25	-	75	VOC
AEC-103-V	Effective Corporate Communication	2	2	0	0	25	-	75	AEC
VAC-105-V	Universal Human Values	2	2	0	0	25	-	75	VAC
	TOTAL	23				175	-	525	

Exit Option: Any student opting for exit option after second year will get UG Diploma provided he/she completes 89 Credits of first four semesters and additional 4 credits of internship report based on internship of 4-6 weeks. Thus, he/she will be eligible to exit the course with 93 Credits. In addition, the internship report would be evaluated by external expert from panel approved by Department of Management Studies, J C Bose University of Science and Technology, YMCA, Faridabad. Furthermore, the credits of internship report would be included/mentioned in the UG Diploma as follow:

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical	Total Marks	Credits
BBD-210-V	Internship	Internship	-	-	100	100	4

The students are allowed to re-enter the degree programme within three years and complete the degree programme within the stipulated maximum period of 7 years.

THIRD YEAR**Fifth Semester**

Paper No	Title of Paper	Credits	L	T	P	Marks			Code
						Internal	Practical	External	
BBD-301-V	Supply Chain Management	4	4	0	0	25	-	75	DSC
BBD-303-V	Search Engine Marketing and Optimization	4	4	0	0	25	-	75	DSC
BBG-303-V	Entrepreneurship	3	3	0	0	25	-	75	DSC
BBD-305-V	Financial Management	4	4	0	0	25	-	75	DSC
BBD-307-V	Human Values and Professional Ethics	4	4	0	0	25	-	75	VOC
BBF-309-V	Internship	4	0	0	8	-	100	-	Internship
	Total	23				125	100	375	

Sixth Semester

Paper No	Title of Paper	Credits	L	T	P	Marks			Code
						Internal	Practical	External	
BBD-302-V	Content Marketing	4	4	0	0	25	-	75	DSC
BBG-306-V	Comprehensive Viva	4	0	0	0	-	100	-	DSC
BBD-304-V	Consumer Behaviour	4	4	0	0	25	-	75	DSC
BBD-306-V	Social Media Marketing	4	4	0	0	25	-	75	DSC
BBD-308-V	Service Marketing	4	4	0	0	25	-	75	VOC
BBD-310-V	Counselling and Negotiation Skills	2	2	0	0	25	75	-	SEC
	Total	22				125	175	300	

Exit option: Any student opting for exit option after third year will get UG Degree after successful completion of three years and securing 134 including MOOC Course and satisfying the minimum credit requirement as per study scheme.

Note:

1. 4-year UG (Honours with Research) degree will be offered only to those students who have obtained 75% marks and above in the first six semester and wish to undertake research at undergraduate level.
2. UG (Honours with Research) degree will be awarded after successful completion of the four-year programme securing 182 (including 12 credits from a research project) including MOOC Course.
3. A 4-year UG honours degree will be awarded to those who complete a 4-year degree programme with 182 including MOOC Course and have satisfied the minimum credit requirement as per study scheme.

DETAILED SYLLABUS OF BBA DIGITAL MARKETING

SEMESTER-I

FUNDAMENTALS OF MANAGEMENT
PAPER CODE: BBD-101-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course Outcomes:

After completion of this course, the students will be able to:

1. Understand the concepts and principles of Management
2. Develop business plan
3. Effectively organize and manage human resources
4. Understand various control techniques

UNIT-I

Management – Definition, nature, purpose and scope of management; Difference between management and administration; Skills and roles of a manager; functions of management; Fayol’s principles of management; Evolution of management thought; Scientific management, Management by objectives; Management by exception.

UNIT-II

Planning – Meaning and characteristics of planning; Types of plans; Planning process; Barriers and how to overcome barriers in planning; Premising and forecasting; Strategic management.

UNIT-III

Organizing – Organizational design and Structure; Departmentation; Span of management; Centralization and Decentralization; Delegation; Authority & responsibility; Line and staff organizations.

UNIT-IV

Staffing – Human Resource Management; Recruitment and Selection; Performance appraisal; Organizational Change; Resistance to Change; Directing- Meaning & characteristics; Controlling- Concept, planning-control relationship, process of control, Control Techniques; Team – Concept, Characteristics of team.

Suggested Readings:

1. Stoner James A.F., Principles of Management, Pearson Education
2. Rao V. S. P., Principles & Practice of Management, Konark Publishers Pvt Ltd.
3. Koontz O’Donnell, Principles of Management, McGraw-Hill Inc.
4. Chhabra T.N, Principles of Management, Dhanpat Rai Publishers
5. Prasad L.M., Principles & Practices of Management, Sultan Chand & Sons

NOTE: Only latest editions of the above books are recommended.

PRINCIPLES OF MARKETING
PAPER CODE: BBD-103-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course Outcomes:

After successful completion of the course, students will be able to:

1. Understand the process of marketing by which companies create value for customers and capture value from customers in return
2. Make the strategies related to 4Ps and understand the significance of consumer behavior
3. Know the contemporary issues of marketing
4. Face the challenges in the market and ways to tackle them in an effective manner

UNIT -I

Introduction to Marketing -Meaning, Evolution, Importance and Concepts of Marketing; Approaches to Marketing; Concept of Marketing Myopia; Holistic Marketing; Role of Information technology in Marketing; Factors affecting the Marketing Environment; Components of Marketing Mix.

UNIT -II

Segmenting, Targeting and Positioning – Need and Basis for Market Segmentation; Evaluating & Selecting Target Markets; Concept of Positioning – USP; Relationship between MIS and Marketing Research; Significance of studying Consumer Behaviour; Factors influencing Consumer Behaviour.

UNIT- III

Product Decisions – Concept, levels of Product; PLC and its Significance; New Product Development Process and Marketing Strategies at each Stage of new product development; Pricing Decisions – Meaning, Policies and Procedures, Factors affecting Pricing Decisions; Branding & Packaging Decisions.

UNIT- IV

Introduction to Market Logistics; Channels of Distribution - Concept, Types and factors affecting Channels of Distribution; Promotion Mix – Advertising, Sales Promotion, Personal Selling, Publicity & PR; Recent Developments in Marketing; Green Marketing; Ethics in Marketing.

Suggested Readings:

1. Kotler, Philip. Marketing Management, Millennium Edition. Intl ed. US: Prentice Hall.
2. Ramaswamy, V.S. & Namakumari, S., Marketing Management Indian Context with Global Perspective, McGraw Hill.
3. Kotler, P., Keller, K.L., Koshy, A., & Jha, M., Marketing Management, A South Asian Perspective, McGraw Hill.
4. Saxena Rajan, Marketing Management, Tata McGraw Hill Publishing Co. Ltd.

NOTE: Only latest editions of the above books are recommended.

MANAGERIAL ECONOMICS
PAPER CODE: BBD-105-V

Total credits: 4
Internal marks: 25
External marks: 75

Course outcomes:

After the successful completion of the course, students will be able to:

1. Develop a critical understanding of different economic theories.
2. Take decisions about optimum production quantity which will minimise costs and maximise returns.
3. Understand different market structures and apply decisions methodologies to decide the best price of the product of the business.
4. Integrate economic theories with managerial practices to solve business problems.

Unit-I

Managerial Economics: Meaning, nature, scope & relationship with other disciplines, Role of managerial economics in decision Making, objectives of business firms, cardinal utility theory, indifference curve technique and the theory of consumer choice, consumer surplus, price effect combination of income effect and substitution effects.

Unit-II

Law of demand, demand elasticities, demand estimation and forecasting, Production Analysis, Law of variable proportions; laws of return to scale, Isoquants, Optimal Combination of Inputs

Unit-III

Theory of Cost: Traditional and Modern Theory of Cost in Short and Long runs, Economies and diseconomies of Scale, Revenue curves; Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Shut down Point.

Unit-IV

Determinants of Economic Development. Recent Developments in Indian Economy. Business cycles; inflation; types and control methods. Monetary policy, Fiscal policy, Balance of payment of India; Trade deficit and remedies. FDI in India.

SUGGESTED READINGS:

1. T.R. Jain, Managerial Economics, V.K. Publication
2. K.K .Dewett, Modern Economic Theory, S. Chand Publication
3. D.N.Dwivedi, Managerial Economic, Vikas Publications

Note: Only latest available edition books are recommended.

BUSINESS MATHEMATICS
PAPER CODE: MTU-115-V

Total credits: 3
Internal marks: 25
External marks: 75

Course Outcomes:

After the completion of the course, the students will be able to:

1. Understand the basic concepts of business mathematics
2. Develop basic skills for quantitative application in business situations.
3. Interpret and solve real-life business problems.
4. Understand matrices and other various mathematical concepts useful in daily life.

UNIT-I

Theory of Sets – Meaning, elements, types, presentation and equality of sets; union, intersection, complement & difference of sets; Venn diagrams; Cartesian product of two sets; applications of set theory.

UNIT-II

Indices & logarithms, arithmetic and geometric progressions and their business applications; sum of first n natural numbers, sum of squares and cubes of first n natural numbers.

UNIT-III

Permutations, combinations and binomial theorem (positive index), Quadratic equations.

UNIT-IV

Matrices – Types, properties, addition, multiplication, transpose and inverse of matrix; properties of determinants, solution of simultaneous Linear Equations; differentiation and integration of standard algebraic functions; business applications of matrices, differentiation and integration.

SUGGESTED READINGS:

1. Sancheti, D.C., A.M. Malhotra & V.K. Kapoor, Business Mathematics, Sultan Chand & Sons, New Delhi
2. Zameerudin, Qazi, V.K. Khanna & S.K. Bhambri, Business Mathematics, Vikas Publishing House Pvt. Ltd, New Delhi
3. Reddy, R.JayaPrakash, Y. Mallikarjuna Reddy, A Text Book of Business Mathematics, Ashish Publishing House, New Delhi

Note: Only latest available edition books are recommended

ENGLISH - I
PAPER CODE: AEC-105-V

Total credits: 2
Internal marks: 25
External marks: 75

Course Outcomes: After completion of the course, the students will be able to:

1. Learn about the foundation of English language
2. Familiarize with essentials of grammar of English language
3. Inculcate creative and aesthetic sensitivity and critical faculty through comprehension, appreciation and analysis of the prescribed literary texts.
4. Understand proper pronunciation and accent of English language

Unit I: Basic Grammar: Noun, Pronoun, Adjective, Verb, Adverb, Prepositions. Vocabulary Building: Suffix, Prefix, Synonyms, Antonyms,

Unit II: Essentials of Grammar-I: Articles, Subject-Verb agreement, Parts of Speech, Tenses

Unit III: Essentials of Grammar–II: Vowels, Consonants, Diphthongs, Clusters and Syllable, Direct and Indirect Speech.

Unit IV: Spoken English Communication: Speech Drills, Pronunciation, Accent Stress and Intonation

SUGGESTED READINGS:

1. Madhulika Jha, Echoes, Orient LongMan
2. Ramon & Prakash, Business Communication, Oxford.
3. Sydney Greenbaum Oxford English Grammar, Oxford.
4. M. Ashraf Rizvi, Effective Technical Communication, Tata McGraw Hill

Note: Only latest available edition books are recommended.

MANAGERIAL SKILLS DEVELOPMENT
PAPER CODE: BBG-109-V

Total Credits: 3
Internal Marks: 25
Practical Marks: 75

Course outcomes: After the successful completion of the course, students will be able to:

1. Identify and foster self-capabilities for corporate readiness.
2. Learn the techniques of problem-solving and building positive interpersonal relationships.
3. Build teams and work in teams effectively.
4. Understand leadership styles and develop leadership qualities

Unit I

Understanding oneself (self-evaluation, ethics, values, personality assessment), Johari window, work life balance, stress management, time management, personality development and mindfulness.

Unit II

Problem-solving, creativity, and innovation; steps in analytical problem-solving; building positive interpersonal relationships; Supportive communication; Coaching and counselling; Principles of supportive communication.

Unit III

Team building; types of team; managing conflict and diversity; team effectiveness; leading team for high performance; leading positive change

Unit IV

Leadership and its types; characteristics of a leader; leadership development; Leadership games to understand leadership roles at various levels of the organization.

SUGGESTED READINGS:

1. Wadkar, Alka. Life Skills for Success. Sage Publications.
2. Whetten, D.A, Cameron, K.S. Developing Management Skills. Prentice Hall
3. Hughes, R., Ginnett, R. and Curphy, G., Leadership: Enhancing the Lessons of Experience, McGraw Hill Education,
4. A. Chandramohan, Leadership and management, Himalaya Publishing House
5. Bhargava & Bhargava, Team Building & Leadership, Himalaya Publishing House

Note: Only latest available edition books are recommended.

ENVIRONMENTAL SCIENCE-I

SUBJECT CODE: VAC-101-V

Total credits: 2
Internal marks: 25
External marks: 75

NOTE: Question paper will have two parts. Part-1 will be compulsory and have 10 questions of equal marks covering the entire syllabus. Attempt any four questions out of six from Part-2.

COURSE OUTCOMES:

At the completion of this course, the learner will be able to:

CO1: Understand human interaction with the environment and efforts taken for emergence of environmentalism at international level.

CO2: Understand concept of natural resources, their distribution, conservation, management and sustainable utilization.

CO3: Develop critical thinking towards local, regional and global environmental issue.

CO4: Describe the concept of ecosystem, biodiversity and their conservation at national and international levels.

Unit I: Humans and the Environment

(4 hrs)

The man-environment interaction: Humans as hunter-gatherers; Mastery of fire; Origin of agriculture; Emergence of city-states; Great ancient civilizations and the environment, Indic Knowledge and Culture of sustainability; Middle Ages and Renaissance; Industrial revolution and its impact on the environment; Population growth and natural resource exploitation; Global environmental change.

Environmental Ethics and emergence of environmentalism: Anthropocentric and eco-centric perspectives (Major thinkers); The Club of Rome- Limits to Growth; UN Conference on Human Environment 1972; World Commission on Environment and Development and the concept of sustainable development; Rio Summit and subsequent international efforts.

Unit II: Natural Resources and Sustainable Development

(6 hrs)

Overview of natural resources: Definition of resource; Classification of natural resources- biotic and abiotic, renewable and non-renewable.

Biotic resources: Major type of biotic resources- forests, grasslands, wetlands, wildlife and aquatic (fresh water and marine); Microbes as a resource; Status and challenges.

Water resources: Types of water resources- fresh water and marine resources; Availability and use of water resources; Environmental impact of over-exploitation, issues and challenges; Water scarcity and stress; Conflicts over water.

Soil and mineral resources: Important minerals; Mineral exploitation; Environmental problems due to extraction of minerals and use; Soil as a resource and its degradation.

Energy resources: Sources of energy and their classification, renewable and non-renewable sources of energy; Conventional energy sources- coal, oil, natural gas, nuclear energy; non-conventional energy sources- solar, wind, tidal, hydro, wave, ocean thermal, geothermal, biomass, hydrogen and fuel cells; Implications of energy use on the environment.

Introduction to sustainable development: Sustainable Development Goals (SDGs)- targets and indicators, challenges and strategies for SDGs.

Unit III: Environmental Issues: Local, Regional and Global

(6 hrs)

Environmental issues and scales: Concepts of micro-, meso-, synoptic and planetary scales; Temporal and spatial extents of local, regional, and global phenomena.

Pollution: Impact of sectoral processes on Environment; Types of Pollution- air, noise, water, soil, thermal, radioactive; municipal solid waste, hazardous waste; transboundary air pollution; acid rain; smog.

Land use and Land cover change: land degradation, deforestation, desertification, urbanization. Biodiversity loss: past and current trends, impact.

Global change: Ozone layer depletion; Climate change. Disasters – Natural and Man-made (Anthropogenic)

Unit IV: Conservation of Biodiversity and Ecosystems

(8 hrs)

Biodiversity and its distribution: Biodiversity as a natural resource; Levels and types; Biodiversity in India and the world; Biodiversity hotspots.

Ecosystems and ecosystem services: Major ecosystem types in India and their basic characteristics forests, wetlands, grasslands, agriculture, coastal and marine; Ecosystem services- classification and significance. *Threats to biodiversity and ecosystems:* Land use and land cover change; Commercial exploitation of species; Invasive species; Fire, disasters and climate change.

Major conservation policies: in-situ and ex-situ conservation; Major protected areas; Biosphere reserves; Ecologically Sensitive Areas; Coastal Regulation Zone; the role of traditional knowledge for biodiversity conservation, community-based conservation; Gender and conservation.

Overview of the following conventions and protocols- Convention on Biological Diversity (CBD); Cartagena Protocol on Biosafety; Nagoya Protocol on Access and Benefit-sharing; Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES); Ramsar Convention on Wetlands of International Importance; Ramsar sites; United Nations Convention to Combat Desertification (UNCCD).

Unit V: Case studies/ Field Work

(6 hrs)

The students are expected to be engaged in some of the following or similar identified activities:

- a) Field visits to identify local/regional environmental issues, make observations including data collection and prepare a brief report.
- b) Discussion on one national and one international case study related to the environment and sustainable development.
- c) Participation in plantation drive and nature camps.
- d) Documentation of campus flora and fauna.

SUGGESTED READINGS:

1. Baskar, R & Baskar, S. (2010). Natural Disasters: Earth's Processes & Geological Hazards, Unicorn Books
2. Bawa, K.S., Oomen, M.A. and Primack, R. (2011) Conservation Biology: A Primer for South Asia. Universities Press.
3. Bhagwat, Shonil (Editor) (2018) Conservation and Development in India: Reimagining Wilderness, Earthscan Conservation and Development, Routledge.
4. Chiras, D. D and Reganold, J. P. (2010). Natural Resource Conservation: Management for a Sustainable Future. 10th edition, Upper Saddle River, N. J. Benjamin/Cummins/Pearson.
5. De Anil, K. (2003). Environmental chemistry. New Age International.
6. Fisher, Michael H. (2018) An Environmental History of India- From Earliest Times to the Twenty-First Century, Cambridge University Press.
7. Gilbert M. Masters and W. P. (2008). An Introduction to Environmental Engineering and Science, Ela Publisher (Pearson)
8. Harper, Charles L. (2017) Environment and Society, Human Perspectives on Environmental Issues 6th Edition. Routledge.
9. Harris, Frances (2012) Global Environmental Issues, 2nd Edition. Wiley- Blackwell.
10. Headrick, Daniel R. (2020) Humans versus Nature- A Global Environmental History, Oxford University Press.
11. Hughes, J. Donald (2009) An Environmental History of the World- Humankind's Changing Role in the Community of Life, 2nd Edition. Routledge.
12. John W. Twidell and Anthony D. (2015). Renewable Energy Sources, 3rd Edition, Weir Publisher (ELBS)
13. Kaushik, A., & Kaushik, C. P. (2006). Perspectives in environmental studies. New Age International.
14. Krishnamurthy, K.V. (2003) Textbook of Biodiversity, Science Publishers, Plymouth, UK
15. Manahan, S.E. (2022). Environmental Chemistry (11th ed.). CRC Press. <https://doi.org/10.1201/9781003096238>
16. Perman, R., Ma, Y., McGilvray, J., and Common, M. (2003) Natural Resource and Environmental Economics. Pearson Education.
17. Rajagopalan, R. (2011). Environmental Studies: From Crisis to Cure. India: Oxford University Press.
18. Sharma, P. D., & Sharma, P. D. (2012). Ecology and environment. Rastogi Publications.
19. Simmons, I. G. (2008). Global Environmental History: 10,000 BC to AD 2000. Edinburgh University Press
20. Singh, J.S., Singh, S.P. & Gupta, S.R. 2006. Ecology, Environment and Resource Conservation. Anamaya Publications <https://sdgs.un.org/goals>
21. Sinha, N. (2020) Wild and Wilful. Harper Collins, India.
22. Varghese, Anita, Oommen, Meera Anna, Paul, Mridula Mary, Nath, Snehlata (Editors) (2022) Conservation through Sustainable Use: Lessons from India. Routledge.
23. William P. Cunningham and Mary A. (2015). Cunningham Environmental Science: A global concern, Publisher (Mc-Graw Hill, USA)

SEMESTER-II

INTRODUCTION TO DIGITAL MARKETING
PAPER CODE: BBD-102-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course Outcomes:

After successful completion of the course, students will be able to:

1. Understand the importance of digital marketing in a rapidly changing business landscape.
2. Learn the key elements of a digital marketing strategy.
3. Examine how effectiveness of a digital marketing campaign can be measured.
4. Demonstrate knowledge and ability to implement common digital marketing tools such as SEO, SEM, social media and Blogs.

UNIT – I

Introduction to Digital Marketing (DIM) - Overview of Digital marketing; Meaning, Definition, Origin and Need of Digital marketing, History of DIM, Traditional Vs. Digital Marketing, Concept and approaches to DIM, Advantage and Disadvantage. Scope of DIM.

UNIT-II

Overview of various tools and modes of digital marketing. Display Ads. Mobile Marketing. Email Marketing- Need for Emails, Types of Emails and options in email advertising. Social media marketing, Content marketing and other forms of digital Marketing.

UNIT- III

Measurement Metrics- Digital Marketing Media, Budget Allocation, ROI for Digital Marketing, Analytics and Key Performance Indicators (KPI); Attribution Models and Frameworks.

UNIT- IV

Pitfalls of Digital Marketing. Good practices in digital marketing. Emerging technologies for Digital Marketing. Leading, management and governance of Digital Marketing teams. Digital Marketing for start-ups, MSMEs and rural enterprise. Future of digital marketing.

SUGGESTED READINGS:

1. Bhatia, P. S., Fundamentals of Digital Marketing, Pearson
2. Mathur V. & Arora S., Digital Marketing, PHI
3. Kingsnorth S., Digital Marketing An Integrated Approach to Online Marketing, Kogan Page

NOTE: Only latest editions of the above books are recommended.

FINANCIAL ACCOUNTING
PAPER CODE: BBG-103-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course Outcomes:

After completion of the course, students will be able to:

1. Understand the general purposes and functions of accounting.
2. Demonstrate calculation of depreciation by applying various methods.
3. Recognize the commonly used financial statements, their components and flow of information from business transactions into these statements.
4. Use & analyze the accounting information to support business processes and practices.

UNIT I

Meaning and scope of accounting, nature of financial accounting, Branches of accounting. Accounting principle: Concepts and Conventions. Application of Generally Accepted Accounting Principles (GAAP) in recording financial transactions and preparing financial statements.

UNIT II

Accounting Process: From recording of a business transaction to preparation of trial balance. Rectification of errors; Concept of depreciation, Methods of computing depreciation: straight line method and diminishing balance method.

UNIT III

Capital and revenue expenditures and receipts, Preparation of financial statements of non-corporate business entities: Trading account, profit and loss account, and balance sheet. Computerized Accounting System: Computerized accounts by using Tally software.

UNIT IV

Joint venture accounts. Accounting for Non-Profit Organisations: Meaning of Non-Profit Organisation; Significance of Receipt and Payment Account, Income and Expenditure Account and Balance Sheet; Preparation of Receipt and Payment Account, Income and Expenditure Account and Balance Sheet.

Suggested Readings and Learning materials:

1. Anthony, R. N., Hawkins, D., Merchant, K. A. Accounting: Text and Cases. New York: McGrawHill Education India.
2. Dam, B. B., Gautam, H. C. Financial Accounting. Guwahati: Gayatri Publications.
3. Monga, J. R. Financial Accounting: Concepts and Applications. New Delhi: Mayur Paperback Publishing.
4. Shukla, M. C., Grewal, T. S., Gupta, S. C. Advanced Accounts. New Delhi: Sultan Chand Publishing.
5. Maheshwari, S. N., Maheshwari, S. K., Maheshwari, S. K. Financial Accounting. New Delhi: Vikas Publishing House Pvt. Ltd.
6. Sehgal, D. Financial Accounting. New Delhi: Vikas Publishing House Pvt. Ltd.

Note: Only latest editions of the above books are recommended.

INDIAN BUSINESS ENVIRONMENT
PAPER CODE: BBG-105-V

Total credits: 4
Internal marks: 25
External marks: 75

Course Outcomes:

After successful completion of the course, students will be able to:

1. Understand dynamics of the business environment and current economic situation.
2. Develop a critical understanding of changes in business environment and assess threats and opportunities emerging out of it.
3. Suggest strategic adjustments for an organization which may be needed in changing business environment scenario.
4. Develop suitable adjustment and response strategies.

UNIT I

Business environment: concept, nature and significance. Economic, social, political forces affecting business operations & growth. Types of business environment. Environmental scanning.

UNIT II

Risk in business environment- country risk and political risk. Economic systems: capitalism, socialism & mixed economy. Economic planning in India: objectives, strategy and problems. Impact of economic planning in India. Economic roles of government: regulatory role, promotional role, entrepreneurial role, planning role, economic role in Indian context.

UNIT III

The constitutional environment and state intervention in business. Social responsibility of business: concept, rationale, dimensions and its disclosure by Indian business.

UNIT IV

Professionalization and business ethics. Competitive environment of business with reference to MRTP Act and Competition Act.

SUGGESTED READINGS:

1. Francis Cherunillam: Business Environment, Himalaya Publications.
2. Suresh Bedi: Business Environment, Excel Books.
3. Alok Goyal: Environment for Managers, V.K. Publications.
4. Justin Paul: Business Environment, Tata Mc-Graw Hill.

Note: Only latest available edition books are recommended.

BUSINESS STATISTICS
PAPER CODE: BBG-110-V

Total Credits: 3
Internal Marks: 25
External Marks: 75

Course Outcomes:

After the successful completion of the course, students will be able to:

1. Apply application of quantitative techniques in business decision making.
2. Analyze data using statistical techniques and able to forecast under uncertain business environment.
3. Examine normality and apply its concepts in different sampling techniques.
4. Apply quantitative techniques to business situations and optimize available resources.

UNIT I

Statistics: Meaning, purpose, scope and limitations; presentation and tabulation of data: meaning, objectives and types of classification, formation of frequency distribution, role types and construction of diagrams and graphs.

UNIT II

Measures of Central Tendency: Arithmetic mean, median, mode, characteristics, applications and limitations of these measures; Measure of variation: Range, quartile deviation, mean deviation and standard deviation, co-efficient of variation and skewness.

UNIT III

Correlation Analysis: Introduction, significance, types and Methods of Correlation analysis – Scatter, diagram Karl Pearson's coefficient, Rank correlation. Regression Analysis: Introduction, significance, simple linear regression model, method of least squares, standard Error of estimates.

UNIT IV

Index Number: Introduction, importance, Construction, Price and Quantity index numbers, Laspeyres', Paasche's, Edgeworth-Marshall's, Fisher's method, Relative methods. Time series Analysis: Introduction, Utility of time series analysis, Components and analysis of time series. Measuring Trends of time series, semi-average, moving averages and method of least squares.

SUGGESTED READINGS:

1. Berry, G.C. Business Statistics, McGraw Hill Publication.
2. Gupta, S.P. & M.P. Gupta. Business Statistics, Sultan Chand and Sons Publication.
3. Gupta, C.B. An Introduction to Statistical Methods, Vikas Publishing House Pvt Ltd.
4. Gupta, S.P. Statistical Methods, Sultan Chand and Sons Publication.
5. Sharma, J.K. Business Pearson Education, New Delhi Statistics.

Note: Only latest available edition books are recommended.

ENGLISH - II
PAPER CODE: AEC-201-V

Credit: 2
Internal Marks: 25
External Marks: 75

Course Outcomes:

After completion of the course, the students will be able to:

1. Understand basics of narration and writing for effective communication.
2. Learn techniques of effective public speaking.
3. Write various kind of letter, essay and articles.
4. Practically perform reading and speaking through drills.

Unit I

Narration and Writing: Define, Describe, Narrate and Argue; Reading Comprehension, Precise Writing, Letter Writing - Job Application Letter, Resume writing, Report Writing.

Unit II

Introduction to Oratory: Techniques for effective public speaking, both prepared and extemporaneous. Brainstorm ideas for your own short speech.

Unit III

Written English communication: Progression of Thoughts/ideas, Structure of Paragraph, Structure of Essays, Essay Writing.

Unit IV

Writing Features and Articles: Op-Eds (Editorials, Opinions), Features; Articles; Performance and Drills: Reading Drills, Speaking Drills, Team-Performance Drills, Solo Performance Drills

SUGGESTED READINGS:

1. Madhulika Jha, Echoes, Orient LongMan
2. Ramon & Prakash, Business Communication, Oxford.
3. Sydney Greenbaum Oxford English Grammar, Oxford.
4. M.Ashraf Rizvi, Effective Technical Communication, Tata McGrawHill
5. Anjaneethi & Bhavana Adhikari, Business Communication, TataMcGrawHill

Note: Only latest available edition books are recommended.

INTRODUCTION TO R PROGRAMMING
PAPER CODE: BBD-104-V

Total Credits: 3
Internal Marks: 25
Practical Marks: 75

Course Outcomes:

After completion of the course, the students will be able to:

1. Install, and deploy the R package
2. Build new packages for sharing and reusability
3. Extract data from different sources and use it for data analysis
4. Design application for data analysis

Unit - I

Introduction to R: R interpreter, Basic understanding of R data structures like vectors, matrices, arrays, list and data frames, Control Structures.

Unit - II

Using R packages: Read/write data from/in files, extracting data from web-sites, Clean data, Transform data by sorting, adding/removing new/existing columns, centring, scaling and normalizing the data values, converting types of values, using string in-built functions,

Unit – III

Statistical analysis of data for summarizing and understanding data, Visualizing data using scatter plot, line plot, bar chart, histogram and box plot

Unit - IV

Designing Graphical User Interface: Building interactive application and connecting it with database, Building Packages

SUGGESTED READINGS:

1. Cotton, R., Learning R: a step by step function guide to data analysis. O'reilly Media Inc.
2. Gardener, M. Beginning R: The statistical programming language, WILEY
3. Lawrence, M., & Verzani, J. Programming Graphical User Interfaces in R. CRC press. (ebook)

Note: Only latest editions of the above books are recommended.

HEALTH PSYCHOLOGY
PAPER CODE: VAC-108-V

Total Credits: 2
External Marks: 75
Internal Marks: 25

Course Outcomes:

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

1. Gain understanding regarding the concept of health and role of psychology in it.
2. Get acquainted with well-being and its significance.
3. Develop insight into scientific knowledge regarding negative consequences of stress and other health related disorders.
4. Appreciate the positive impact of health enhancing behaviours on well-being and mental health.

UNIT I

Introduction to Health Psychology: Nature, Goals and Scope. Relationship between mind and body. Emergence of Health Psychology.

UNIT II

Well-being: Components of Well-being: Eudemonia and Hedonism, Life Satisfaction Affect. Assessment of Health and Well-being.

UNIT III

Stress, Illness and Pain: Causes and Consequences; Coping with Stress, Pain and Illness. Health, Related Disorders- Coronary Heart Disease, Cancer, Diabetes, HIV and AIDS.

UNIT IV

Health Enhancing Behaviours: Psychological factors - Resilience, Hope, Optimism; Exercise; Safety and Nutrition. Implications for Well-being.

SUGGESTED READINGS:

1. DiMatteo, M.R. and Martin, L.R. Health psychology. New Delhi: Pearson.
2. Sarafino, E.P. (Health psychology: Bio Psychosocial interactions NY: Wiley.
3. Snyder, C.R., Lopez, S.J. Positive Psychology: The scientific and practical explorations of human strengths. Thousand Oaks, CA: Sage.
4. Taylor, S.E. Health Psychology. New York: Tata McGraw Hill.

Note: Only latest available edition books are recommended.

SEMESTER III

E-BUSINESS
PAPER CODE: BBG-213-V

Total Credits: 3
Internal Marks: 25
External Marks: 75

Course Outcomes:

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

1. To understand and differentiate various E-Business models.
2. To analyze the role of digital tools like ERP, E-Procurement, and E-SCM in transforming business functions and supply chains.
3. To understand technologies enabling E-Business, including web-based systems, security mechanisms, and electronic payment systems.
4. To evaluate decision support tools and security frameworks in E-Business.
5. To interpret legal frameworks governing E-Business.

Unit I:

E-Business – Introduction, E-Business models: B2B, B2C, C2C, C2B. Making Functional Areas E-Business Enabled: Value chain and supply chain, inter and intra organizational business processes, ERP, E-Procurement, E-marketing, E-Selling, E-Supply Chain Management.

Unit II:

Technologies for E-Business: Internet and Web based system, Security and payment systems, Supply chain integration technologies (EDI, RFID, Sensors, IoT, GPS, GIS), Supply chain integration technologies (Web services and cloud).

Unit III:

Decision Support in E-Business: Web analytics, Customer behavior modeling, Auctions, Recommender systems.

Unit IV:

Security and legal aspects of E-Business: Threats in e-commerce; Security of clients and service providers; Legal Aspects of E-Business - Internet frauds, Cyber Laws – relevant provisions of IT Act 2000.

SUGGESTED READINGS:

1. Agarwala, Kamlesh, N., Lal, Amit and Agarwala, Deeksha. Business on the Net – An Introduction to the What's and How's of E-commerce, Macmillan India Ltd.
2. Bajaj, K.K., Debjani, Nag. E-Commerce. Tata McGraw Hill Company, New Delhi
3. Dietel, Harvey M., Dietel, Paul J., and Steinbuhler Kate. E- Business and E-commerce for Managers Prentice Hall
4. Diwan, Parag and Sharma, Sunil. Electronic commerce- A manager's Guide to E-Business, Vanity Books International, Delhi
5. Elias M. Awad. Electronic Commerce from vision to fulfillment. Third Edition PHI publications.
6. Kenneth C Laudon, Carol G Traver. E-Commerce: Business Technology and Society, Pearson
7. Turban, E., et.al. Electronic commerce: A Managerial perspective Pearson Education Asia.
8. Whiteley, David. E-Commerce: Strategy Technologies and Applications. McGraw Hill, New York.

Note: Only latest available edition books are recommended.

HUMAN RESOURCE MANAGEMENT
PAPER CODE: BBD-203-V

Total credits: 4
Internal marks: 25
External marks: 75

Course Outcomes:

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

1. Understand the basics of human resource management.
2. Analyse the human resource challenges in present scenario.
3. Know the essentials of employing, maintaining and promoting a motivated workforce.
4. Develop critical understanding of contemporary issues of human resource management.

UNIT I

Foundation of HRM, Concept of HRM and HRD; Role of HR Practitioner; Managing the HR Function; Contribution of HR Function to Organizational Success; Evaluating HR Functions.

UNIT II

HR Policies; Job, Role and Competence Analysis; Human Resource Planning; Recruitment and Selection; Induction, Redundancy, Outplacement and Dismissal; Maintenance and Welfare Activities: - Employee Health and Safety, Fatigue and Welfare Activities.

UNIT III

Human Resource Development; Learning and Development; Personal Development Planning; Training; Management Development; Career Management; HR Approaches to Improving Competencies.

UNIT IV

Employee Compensation- Aims, Components, Factor Influencing Employee Compensation; Internal Equity, External Equity and Individual Worth; Pay Structure; Incentive Payments; Employee Benefits and Services; Performance Appraisal; 360 Degree Feedback, Balance Score Card.

SUGGESTED READINGS:

1. C.B Gupta, Human Resource Management, Sultan Chand and Sons
2. Rao, V.S.P. Managing People, Excel Publishers Pvt. Ltd.
3. Aswathappa, Human Resource and Personal Management, Tata McGraw Hill, New Delhi
4. Pattanayak, Human Resource Management, Prentice Hall of India
5. Desler, Human Resource Management, Prentice Hall of India,

Note: Only latest available edition books are recommended.

FUNDAMENTALS OF INTERNATIONAL BUSINESS
PAPER CODE: BBD-205-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course outcomes: After the successful completion of the course, students will be able to:

1. Describe various types of International Business, stages of internationalization and evaluate the risk involved in international business.
2. Model the ways to enter in international market- its selection and strategies formulation.
3. Understand the challenges and strategies to handle these challenges.
4. Understand global sourcing and countertrade, and critically evaluate these sources.

UNIT-I

Concept of international business; domestic vs international business Globalization and its relevance, stages of Internationalization, need for International Marketing, Types of International Business, Risks involved in international business.

UNIT-II

Market Selection, Market Entry Strategies, Market coverage Strategies, International Business Intelligence, Global Sourcing, Countertrade, Global Trade.

UNIT-III

International Investments: Types of Foreign Investments, Theories of International Investment, Trade and Investment, Factors Affecting International Investment, Growth of Foreign Investment, Foreign Investment in India, and Foreign Investment by Indian Companies.

UNIT-IV

International Organization and HRM, Export Promotion, India in Global Market, Corporate Governance and Social Responsibility in International Business, MNCs and Global organizations.

SUGGESTED READINGS:

1. A. Buckley Multinational Finance, Prentice-Hall of India, New Delhi.
2. World Bank, World Development Report (latest issue)
3. Agarwal Raj - International Trade, Excel
4. AlbaumDuerr - International Marketing and Export management, Pearson
5. Hill C.W. - International Business, TMH

Note: Only latest available edition books are recommended.

MIS AND KNOWLEDGE MANAGEMENT
PAPER CODE: BBD-207-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course outcomes: After the successful completion of the course, students will be able to:

1. Understand technical and business issues related to development of information system
2. Understand the role of Information Systems for Strategic Advantage
3. Understand the importance of knowledge management
4. Apply the tools and technologies of Knowledge Management

UNIT – I

MIS-A Framework: Information, Types of information, Dimensions of information, MIS concept, Definition, Nature and scope of MIS, MIS characteristics, MIS functions, MIS classification, and Application areas of information systems: Finance, Marketing, Manufacturing and Personnel. Planning for Designing and Implementing the MIS: Strategic and project planning for MIS, Conceptual system design, and Detailed system design, Implementation, Evaluation and Maintenance of MIS.

UNIT – II

Information Systems for Strategic Advantage: Introduction, Strategic roles for information systems, breaking business barriers, Value chain and strategic IS, Re-engineering business processes, improving business quality, challenges of strategic IS, Sustaining Strategic success. Intranets, Extranets, Enterprise Collaboration Systems.

UNIT – III

Introduction to knowledge management (KM), History of KM, Importance of KM, Information Management to Knowledge Management, K M Cycle, Industrial Economy to Knowledge Economy

UNIT – IV

Mechanics of Knowledge Management–Tools and Technologies, Communities of Practice and Knowledge conversion, The knowledge Management Matrix, Ethics in KM

SUGGESTED READINGS:

1. Management Information Systems by Sadagopan S, EEE Publication
2. Management Information System 13th Edition Kenneth C. Laudon, Jane P. Laudon, Pearson
3. Knowledge Management Challenges, Solutions, and Technologies, Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Prentice Hall.

Note: Only latest available edition books are recommended.

COMMUNICATION, MEDIATION AND RESOLUTION
PAPER CODE: AEC-102-V

Total Credits: 2
Internal Marks: 25
External Marks: 75

Course Objectives:

1. To familiarize the students with the process and barriers of communication.
2. To enable the students develop critical thinking and identify logical fallacies.
3. To help students in recognizing factors and applying strategies in conflict resolution.
4. To inspire students in appreciating the role of mediation and find creative solutions.

UNIT-I

Communication and Barriers to Communication: 7C's of Communication, Win-Win Communication, Strategies for Effective Communication, Zero-Sum; Reasons for Conflict; Communication Barriers.

UNIT-II

Critical Thinking and Cognitive Skills: reason; analysis, synthesis, divide and rule; root-cause analysis; logic and logical fallacies.

Reasoning; Logic; Inductive and Deductive Reasoning; Logical fallacies: Ad hominem, straw man fallacy; bandwagon fallacy; hasty generalization; false dilemma; false dichotomy; Tu Quoque; circular reasoning and hasty generalization; Recognizing fallacies.

UNIT-III

Mediation and Conflict-Resolution: Cognitive Skills and Critical thinking; Listening for key words, phrases and hints, Creative Communicating, Managing and celebrating Diversity, Adaptability and Negotiation; Dispute-resolution; arbitration; mediator's role; caucuses, third party, objectivity, impartiality, neutrality, offers, counter offers, questions, demands, and proposals, impasse, settlement. Brainstorming, Problem solving strategies, Stress management, Significance of Collaboration, Confronting challenges.

UNIT-IV

Mediation in Practice: Exercises in role-playing and mediation and one case study assignment as directed by the teacher.

Course Outcomes:

1. The students will be familiarized with the process and barriers of communication.
2. The students will be enabled to develop critical thinking and identify logical fallacies.
3. The students will be able to recognize factors and apply strategies in conflict resolution.
4. The students will be able to appreciate the role of mediation and find creative solutions.

SUGGESTED READINGS:

1. Mangla R.K., Basics of Communication, Mediation and Resolution.
2. Raman M. and Sharma S., Effective Communication Skills
3. Phillips C. C., Conflict, Conflict Resolution and Mediation: Theory, Process and Practice.

Note: Only latest available edition books are recommended.

ADVANCED EXCEL FOR BUSINESS
PAPER CODE: BBG-211-V

Total Credits: 3
Internal Marks: 25
Practical Marks: 75

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

1. Identify large data generated through business transactions using advanced excel tools.
2. Analyse and present data using tables, pivot tables, pivot charts and dashboards.
3. Examine complex business problems using various functions.
4. Identify excel add-ins for constraint optimization, summarization and forecasting.

Unit I

Spreadsheet concepts, managing worksheets, formatting cells, conditional formatting, entering data; editing, printing and protecting worksheets; handling operators in formula, project involving multiple spreadsheets; Working with multiple worksheets; controlling worksheet views; Cell referencing and naming of cells and cell ranges.

Unit II

Sorting, multilayer sorting; data validation; find and replace; paste special; identifying missing values, filter and advanced filter; Conditional formatting; Tabulation; Flash-fill; Graphical representation using charts, Organizing charts and graphs, advanced charting tools; identifying outliers; Formatting as table; Pivot tables, pivot charts and dynamic dashboards.

Unit III

Formulae vs functions; Cell formulae vs array formulae; Mathematical functions; Statistical functions; Financial functions; Logical functions; Date and Time functions; Lookup and reference: Hlookup, and Vlookup, index and match functions; Text functions and error functions. What-if-analysis: Goal-seek, Data tables and Scenario manager; Data analysis ToolPak: Descriptive Statistics, moving averages, Histogram, Covariance, correlation and Regression analysis (only for projection); solver add-in.

Unit IV

Recording Macros, Absolute and relative macros, editing macros, Use of spinner buttons and command buttons; Sub Procedure, Function Procedure (creating New Functions); Working with Loops: Do while loop, For Next loop; Creating User Forms: Message Box, Input Box; If Then Else.

SUGGESTED READINGS:

1. Greg Harvey, Excel.All-in-One for Dummies. John Wiley & Sons.
2. Michael Alexander and Kusleika Richard, et al.
3. Walkenbach, J. "MS Excel 2016, Bible". John Wiley & Sons, USA.
4. Winston, W. L. "MS Excel 2013, Data Analysis & Business Modeling" Microsoft Press, USA.

Note: Only latest available edition books are recommended.

ENVIRONMENTAL SCIENCE - II
SUBJECT CODE: VAC-201-V

Total Credits: 2
Internal Marks: 25
External Marks: 75

NOTE: Question paper will have two parts. Part-1 will be compulsory and have 10 questions of equal marks covering the entire syllabus. Attempt any four questions out of six from Part-2.

COURSE OUTCOMES:

At the completion of this course, the learner will be able to:

CO1: Understand about different types of pollution, their sources and their adverse impacts.

CO2: Develop understanding on the climate change concept, climate change adaptation and mitigation.

CO3: Understand broad aspects of environmental management systems and various methods followed for assessment of environmental quality and associated risks.

CO4: Learn about the major environmental conventions/protocols adopted at national and international level to protect and conserve environment.

Unit I: Environment Pollution and Health (6 hrs)

Understanding pollution: Production processes and generation of wastes; Assimilative capacity of the environment; Definition of pollution; Point sources and non-point sources of pollution.

A) *Air pollution:* Sources of air pollution; Primary and secondary pollutants; Criteria pollutants carbon monoxide, lead, nitrogen oxides, ground-level ozone, particulate matter, and sulphur dioxide; Other important air pollutants- Volatile Organic compounds (VOCs), Peroxyacetyl Nitrate (PAN), Polycyclic aromatic hydrocarbons (PAHs) and Persistent organic pollutants (POPs); Indoor air pollution; Adverse health impacts of air pollutants; National Ambient Air Quality Standards.

B) *Water pollution:* Sources of water pollution; River, lake, and marine pollution, groundwater pollution; water quality. Water quality parameters and standards; adverse health impacts of water pollution on human and aquatic life.

C) *Soil pollution and solid waste:* Soil pollutants and their sources; Solid and hazardous waste; Impact on human health.

D) *Noise pollution:* Definition of noise; Unit of measurement of noise pollution; Sources of noise pollution; Noise standards; adverse impacts of noise on human health.

E) *Thermal and Radioactive pollution:* Sources and impact on human health and ecosystems.

Unit II: Climate Change: Impacts, Adaptation and Mitigation (6 hrs)

Understanding climate change: Natural variations in climate; Structure of atmosphere; Anthropogenic climate change from greenhouse gas emissions– past, present and future; Projections of global climate change with special reference to temperature, rainfall, climate variability and extreme events; Importance of 1.5 °C and 2.0 °C limits to global warming; Climate change projections for the Indian sub-continent.

Impacts, vulnerability and adaptation to climate change: Observed impacts of climate change on ocean and land systems; Sea level rise, changes in marine and coastal ecosystems; Impacts on forests and natural ecosystems; Impacts on animal species, agriculture, health, urban infrastructure; the concept of vulnerability and its assessment; Adaptation vs. resilience; Climate-resilient development; Indigenous knowledge for adaptation to climate change. Mitigation of climate change: Synergies between adaptation and mitigation measures; Green House Gas (GHG) reduction vs. sink enhancement; Concept of carbon intensity, energy intensity, and carbon neutrality; Energy efficiency measures; Renewable energy sources; Carbon capture and storage, National climate action plan and Intended Nationally Determined Contributions (INDCs); Climate justice.

Unit III: Environmental Management (6 hrs)

Introduction to environmental laws and regulation: Constitutional provisions- Article 48A, Article 51A (g) and other derived environmental rights.

Environmental legislations in India: The Wild Life (Protection) Act, 1972; The Water (Prevention and Control of Pollution) Act, 1974; The Forest (Conservation) Act, 1980; The Air (Prevention and Control of Pollution) Act, 1981; The Environment (Protection) Act, 1986; The Biological Diversity Act, 2002; The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006; Noise Pollution (Regulation and Control) Rules, 2000; Industry-specific environmental standards; Waste management rules.

Environmental management system: ISO 14001, Concept of Circular Economy, Life cycle analysis; Cost-benefit analysis, Environmental audit and impact assessment; Environmental risk assessment, Pollution control and management; Waste Management- Concept of 3R (Reduce, Recycle and Reuse) and sustainability; Ecolabeling /Eco mark scheme.

Unit IV: Environmental Treaties and Legislation (6 hrs)

An overview of the following national and international cooperation, agreements, conventions, protocols - adoption, signature, ratification and entry into force; binding and nonbinding measures; Conference of the Parties (COP):

A) Vienna Convention for the Protection of the Ozone Layer; Montreal Protocol on Substances that Deplete the Ozone Layer and the Kigali Amendment; Status phase-out of production and consumption of Ozone Depleting Substances by India.

B) Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal; Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade; Stockholm Convention on Persistent Organic Pollutants; Minamata Convention on Mercury.

C) United Nations Framework Convention on Climate Change (UNFCCC); Kyoto Protocol; Paris Agreement; India's status as a party to major conventions.

D) National Green Tribunal; Some landmark Supreme Court judgements.

E) Major International organisations and initiatives: United Nations Environment Programme (UNEP), International Union for Conservation of Nature (IUCN), World Commission on Environment and Development (WCED), United Nations Educational, Scientific and Cultural Organization (UNESCO), Intergovernmental Panel on Climate Change (IPCC), and Man and the Biosphere (MAB) programme.

Unit V: Case studies/ Field Work (6 hrs)

The students are expected to be engaged in some of the following or similar identified activities:

- a) Field visits to identify local/regional environmental issues, make observations including data collection and prepare a brief report.
- b) Discussion on one national and one international case study related to the environment and sustainable development.
- c) Campus environmental management activities such as solid waste disposal, water management and sanitation and sewage treatment plant

Suggested Readings:

1. Adenle A., Azadi H., Arbiol J. (2015). Global assessment of technological innovation for climate change adaptation and mitigation in developing world, *Journal of Environmental Management*, 161 (15): 261-275.
2. Ahluwalia, V. K. (2015). *Environmental Pollution, and Health*. The Energy and Resources Institute (TERI).
3. Barnett, J. & S. O'Neill (2010). Maladaptation. *Global Environmental Change—Human and Policy Dimensions* 20: 211–213.
4. Barrow, C. J. (1999). *Environmental management: Principles and practice*. Routledge.
5. Berrang-Ford, L., J.D. Ford & J. Paterson (2011). Are we adapting to climate change? *Global Environmental Change—Human and Policy Dimensions* 21: 25-33.

6. Bohra, Saroj, Judicial Intervention and Evolution of Environmental Principles and Doctrines (January 7, 2019). Available at SSRN: <https://ssrn.com/abstract=3311406> or <http://dx.doi.org/10.2139/ssrn.3311406>
7. Central Pollution Control Board Web page for various pollution standards. <https://cpcb.nic.in/standards/>
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10. Jørgensen, Sven Marques, Erik João Carlos and Nielsen, Søren Nors (2016) Integrated Environmental Management, A transdisciplinary Approach. CRC Press.
11. Kanchi Kohli and Manju Menon (2021) Development of Environment Laws in India, Cambridge University Press.
12. Kaushik, A., & Kaushik, C. P. (2006). Perspectives in environmental studies. New Age International.
13. Masters, G. M., & Ela, W. P. (2008). Introduction to environmental engineering and science (No. 60457). Englewood Cliffs, NJ: Prentice Hall.
14. Miller, G. T., & Spoolman, S. (2015) Environmental Science. Cengage Learning.
15. Ministry of Environment, Forest and Climate Change (2019) A Handbook on International Environment Conventions & Programmes. <https://moef.gov.in/wpcontent/uploads/2020/02/convention-V-16-CURVE-web.pdf>
16. Pittock, Barrie (2009) Climate Change: The Science, Impacts and Solutions. 2nd Edition. Routledge.
17. Richard A. Marcantonio, Marc Lame (2022). Environmental Management: Concepts and Practical Skills. Cambridge University Press.
18. Theodore, M. K. and Theodore, Louis (2021) Introduction to Environmental Management, 2nd Edition. CRC Press.
19. Tiefenbacher, J (ed.) (2022), Environmental Management - Pollution, Habitat, Ecology, and Sustainability, Intech Open, London. 10.5772/
20. UNEP (2007) Multilateral Environmental Agreement Negotiator's Handbook, University of Joensuu, ISBN 978-952-458-992-5
21. www.ipcc.org;
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SEMESTER - IV

INTEGRATED MARKETING COMMUNICATION

PAPER CODE: BBG-212-V

Total Credits: 3
Internal Marks: 25
External Marks: 75

Course Outcomes: After successful completion of the course, students will be able to:

1. Understand the core concepts and significance of Integrated Marketing Communication (IMC) and its evolving role in modern marketing strategies.
2. Analyze consumer behavior and decision-making processes to design persuasive and impactful marketing communication strategies.
3. Evaluate the effectiveness of various advertising and promotional tools using IMC research methods and measurement techniques.
4. Create comprehensive IMC campaigns incorporating branding, digital marketing, public relations, and ethical considerations.

UNIT -I

Introduction of Integrated Marketing Communication, Role of IMC in Marketing, Emerging trends in Integrated Marketing Communication, Design Thinking Outlook in IMC, Effective Communication, Role of Consumer Behaviour in IMC, Consumer Decision Making, Relationship between Consumer Behaviour and IMC, Role of Persuasion in IMC.

UNIT -II

Objectives, Budgeting, and IMC as a Strategic Tool, IMC and Branding, Historical Perspective of IMC, History of Advertising, Contribution of IMC in Brand Attitude, Advertising Agencies, Association of research with IMC, Advertising Research Methods and IMC Planning.

UNIT- III

Advertising and Marketing Mix, Media Planning, Introduction to Creativity, Creative Elements, Creative Execution in Advertising, Creative Execution in Print Advertising, Sales Promotion & Personal Selling.

UNIT- IV

Direct Marketing, Cause Related Marketing, Public Relations, Words of Mouth & Corporate Advertising, The Internet: Digital Marketing and Social Media Advertising, Digital Advertising, Search Engine Optimization, Content Marketing, Ethics and Marketing Communication, Measuring Effectiveness of IMC.

Suggested Readings:

1. Semenik, R. J., Allen, C., O'Guinn, T. C., & Kaufmann, H. R. (2012). Advertising and promotions: An integrated brand approach. China: Couth-Western Cengage Learning.
2. Belch, G.E., & Belch, M.A. (2017). Advertising and Promotion: An Integrated Marketing Communications Perspective (11th Ed.). McGraw Hill Higher Education.
3. Kotler, P., & Keller, K. L. (2017). Marketing management. (15th Ed.). Pearson India
4. Ries, A., & Trout, J. (2001). Positioning: The battle for your mind. New York: McGraw-Hill.

NOTE: Only latest editions of the above books are recommended.

MARKETING RESEARCH
PAPER CODE: BBD-202-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course Outcomes: After completion of this course, the students will be able to:

1. Understand fundamental concepts and processes involved in marketing research and its significance in decision-making.
2. Formulate research problem and research design for solving marketing problems.
3. Collect and tabulate required primary and secondary data for analysis.
4. Prepare a research report.

Unit - I

Introduction to marketing research – Definition, scope, objectives; significance of marketing research in decision making; types of marketing research; Research process; Research proposal; Ethical considerations in marketing research.

Unit - II

Formulating research problem; Research design and its types; Hypothesis – Null, alternate; Measurement and scaling techniques; questionnaire designing.

Unit - III

Census and Sample; Meaning, and significance of sampling; Methods of sampling; Determination of sample size and sampling errors. Types of data; Methods of collecting of primary data and secondary data; Tabulation and cleaning of data for analysis.

Unit - IV

Descriptive statistics – measures of central tendency and dispersion; Inferential statistics – Confidence intervals and hypothesis testing; Report Writing – Meaning, Types of Reports, Format of Research Report, Presentation of Research Report.

Suggested Readings:

1. Cooper, Donald R. and Schindler, Pamela S., Marketing Research – Concepts, Cases, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Beri, G.C, Marketing Research, Tata McGraw Hill, New Delhi.
3. Malhotra, Naresh K and Das S., Marketing Research – An Applied Orientation, Pearson Education.
4. Green, Paul and Donald S Tull, Research for Marketing Decisions, PHI.
5. Kothari, C.R., Research Methodology, New Age International Publishers.
6. Boyd & Westfall, Marketing Research, Prentice Hall.

Note: Only latest editions of the above books are recommended.

PRODUCT AND BRAND MANAGEMENT
PAPER CODE: BBD-204-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course outcomes: After the successful completion of the course, students will be able to:

1. Gain operational understanding of product development process and product strategies.
2. Design, implement and take appropriate branding decisions.
3. Implement the branding strategies in current scenario.
4. Measure the sources of brand equity.

Unit-I

Concept of product; product life cycle; new product development process; branding, packaging, labeling; brand identity; customer-based brand equity

Unit-II

Brand positioning; brand audits, brand personalities; choosing brand elements to build brand equity; designing marketing programs to build brand equity

Unit-III

Leveraging secondary brand associations to build brand equity; country of origin; co-branding; licensing; celebrity endorsement; sporting; cultural and other events; third party sources.

Unit-IV

Measuring brand equity; designing and implementing branding strategies; brand-product matrix; brand hierarchy; introducing and naming new products and brand extensions.

Suggested readings:

1. Keller, Kevin Lane. Strategic Brand Management; Pearson Education, New Delhi.
2. Kirti Dutta. Brand Management: Principles and Practices, Oxford University Press.
3. Kapferer, Jean Noel. Strategic Brand Management, Kogan Page, New Delhi.

Note: Only the latest editions of the above books are recommended.

INTERNET FUNDAMENTALS
PAPER CODE: BBD-201-V

Total credits: 4
Internal marks: 25
External marks: 75

Course Outcomes:

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

1. Understand the current developments in Web and Internet technologies.
2. Learn the basic working schemes of the Internet and World Wide Web.
3. Comprehend the principle of Web page design.
4. Understand fundamental tools and technologies for web design.

Unit I:

Introduction to Internet: History of the Internet, working of internet, Connecting to Internet, Internet Service Providers, DNS Servers.

Unit II:

Introduction to World Wide Web, Web Pages and Web site, Web Clients and web servers, Web Application, Do and don'ts for web content, Web Graphics Design

Unit III:

Brief introduction to some Key concepts: Web browser, Search Engines, Plug-ins, HTTP, URL and Hyperlinks. Designing Your Own Website: HTML and PHP, History of Web programming, Introduction to HTML, HTML Documents, HTML Tags, Introduction to PHP, How PHP fits into web environment, Introduction to Wordpress.

Unit IV:

Web Publishing and Browsing, Documents Interchange Standards, Components of Web Publishing, Publishing Tools, Internet Security Management Concepts: Overview of Internet Security; Firewalls, Information Privacy, Copyright Issues.

SUGGESTED READINGS:

1. Greenlaw R. & Hepp E., Inline/Online: Fundamentals of Internet and World Wide Web, McGraw Hill
2. Berners -LEE, Godel and Turing, Thinking on the Web, Wiley Publication
2. Oliver D., SAMS Teach yourself HTML, Pearson

Note: Only latest available edition books are recommended.

STRATEGIC MANAGEMENT
PAPER CODE: BBD-208-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course outcomes: After successful completion of the course the students will be able to:

1. Get a clear understanding of the basic concept of strategy and its relationship with the firm's vision, mission, and objectives for the organisations' success.
2. Identify different strategic options available and their relation with the dynamic environment.
3. Sketch the strategy to be followed by the organisation and to effectively implement the strategy that will help the organisation to become successful in the market.
4. Evaluate strategies in an effective manner by applying different techniques.

Unit-I

Strategy - levels of strategy; strategic planning; strategic management; process of strategic management; strategic intent: company's vision, mission, and objectives.

Unit-II

Strategic formulation - environmental and organisational appraisal; types of strategies; strategic analysis and choice, BCG matrix, General Electric matrix and balance score card approach, value chain analysis.

Unit-III

Strategy implementation - designing organisational structure; structural, behavioural, functional and operational implementation.

Unit-IV

Strategy evaluation and control - strategic and operational control; techniques of evaluation and control.

Suggested readings:

1. Kazmi A., Business Policy and Strategic Management, TMH publication.
2. Jauch L. R. & Glueck W.F., Business Policy and Strategic Management, TMH publication.
3. Thompson A. A. and Strickland A. J., Strategic Management - Concept and cases, TMH publication.
4. David, Fred R. Strategic Management – Concept and Cases, Pearson Education.
5. Kenneth, A. Andrews, Concepts of corporate Strategy, Dow Jones-Irwin
6. John A. Pearce II and R.B. Robinson, Strategic Management - Strategy Formulation and Implementation, McGraw-Hill Education.

Note: Only the latest editions of the above books are recommended.

EFFECTIVE CORPORATE COMMUNICATION
PAPER CODE: AEC-103-V

Total Credits: 2
Internal Marks: 25
External Marks: 75

Course Objectives:

1. To acquaint students with the appropriate grammatical structures in written forms.
2. To enable the students to understand the significance of technical writing and formal communication.
3. To equip students to develop and demonstrate effective writing skills in varied forms.
4. To inspire students to deliver persuasive presentations.

UNIT-I

Writing Skills and Basics of Grammar: Subject-verb agreement; sentence correction; tense-verb usage; Composition of a Paragraph; Characteristics of a Good Paragraph; Use of Idioms and Proverbs; Literary Tropes and Use of Figures of Speech.

UNIT-II

Technical Writing and Reports: SPSE structure; IMRD structure; Report Writing: Types of Reports and Structure of a Long Report. Hedging, Nominalization; Memos; Agenda and MoM; Case Study Method; Presentations; Business Letters-quotation and placing order.

UNIT-III

Drafting proposals: From essays to proposals; Types of Essay Writing: Structure of an essay; Argumentative essays; Expository essays; Narrative essays; and Descriptive essays; Structure of an Essay Reading, Writing and Comprehension. Drafting proposals; Synopsis Writing; Definitions; Comparisons and Contrasts; Hedging; Nominalization, proposal presentations

UNIT-IV

Exercises in Proposal Presentations: Drafting and Presenting Proposals.

Course Outcomes:

- CO2: The students will be acquainted with the appropriate grammatical structures in written forms.
- CO3: The students will be able to understand the significance of technical writing and formal communication.
- CO4: The students will be able to develop and demonstrate effective writing skills in varied forms.
- CO5: The students will be able to deliver persuasive presentations.

**UNIVERSAL HUMAN VALUES
VAC-105-V**

**Total Credits: 2
Internal Marks: 25
External Marks: 75**

Course Objectives:

1. Development of a holistic perspective based on self-exploration about themselves (human being), family, society and nature/existence.
2. Understanding (or developing clarity) of the harmony in the human being, family, society and nature/existence
3. Strengthening of self-reflection.
4. Development of commitment and courage to act

Human Values Course

This course also discusses their role in their family. It, very briefly, touches issues related to their role in the society and the nature, which needs to be discussed at length in one more semester for which the foundation course named as “ H-102 Universal Human Values 2: Understanding Harmony” is designed which may be covered in their III or IV semester. During the Induction Program, students would get an initial exposure to human values through Universal Human Values –I. This exposure is to be augmented by this compulsory full semester foundation course.

Universal Human Values 2: Understanding Harmony

MODULE-1: COURSE INTRODUCTION - NEED, BASIC GUIDELINES, CONTENT AND PROCESS FOR VALUE EDUCATION

1. Purpose and motivation for the course, recapitulation from Universal Human Values-I
2. Self-Exploration–what is it? - Its content and process; ‘Natural Acceptance’ and Experiential Validation- as the process for self-exploration
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facility- the basic requirements for fulfilment of aspirations of every human being with their correct priority
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfil the above human aspirations: understanding and living in harmony at various levels.

Include practice sessions to discuss natural acceptance in human being as the innate acceptance for living with responsibility (living in relationship, harmony and co-existence) rather than as arbitrariness in choice based on liking-disliking.

MODULE-2: UNDERSTANDING HARMONY IN THE HUMAN BEING - HARMONY IN MYSELF!

1. Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’
2. Understanding the needs of Self (‘I’) and ‘Body’ - happiness and physical facility
3. Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer)
4. Understanding the characteristics and activities of ‘I’ and harmony in ‘I’
5. Understanding the harmony of I with the Body: Sanyam and Health; correct appraisal of Physical needs, meaning of Prosperity in detail
6. Programs to ensure Sanyam and Health.

Include practice sessions to discuss the role others have played in making material goods available to me. Identifying from one’s own life. Differentiate between prosperity and accumulation. Discuss program for ensuring health vs dealing with disease

MODULE-3: UNDERSTANDING HARMONY IN THE FAMILY AND SOCIETY- HARMONY IN HUMAN – HUMAN RELATIONSHIP

1. Understanding values in human-human relationship; meaning of Justice (nine universal values in relationships) and program for its fulfilment to ensure mutual happiness; Trust and Respect as the foundational values of relationship
2. Understanding the meaning of Trust; Difference between intention and competence
3. Understanding the meaning of Respect, Difference between respect and differentiation; the other salient values in relationship
4. Understanding the harmony in the society (society being an extension of family): Resolution, Prosperity, fearlessness (trust) and co-existence as comprehensive Human Goals
5. Visualizing a universal harmonious order in society- Undivided Society, Universal Order- from family to world family.

Include practice sessions to reflect on relationships in family, hostel and institute as extended family, real life examples, teacher-student relationship, goal of education etc. Gratitude as a universal value in relationships. Discuss with scenarios. Elicit examples from students' lives

MODULE-4: UNDERSTANDING HARMONY IN THE NATURE AND EXISTENCE - WHOLE EXISTENCE AS COEXISTENCE

1. Understanding the harmony in the Nature
2. Interconnectedness and mutual fulfilment among the four orders of nature-recyclability and self-regulation in nature
3. Understanding Existence as Co-existence of mutually interacting units in all pervasive space
4. Holistic perception of harmony at all levels of existence.

Include practice sessions to discuss human being as cause of imbalance in nature (film "Home" can be used), pollution, depletion of resources and role of technology etc.

MODULE-:5 IMPLICATIONS OF THE ABOVE HOLISTIC UNDERSTANDING OF HARMONY ON PROFESSIONAL ETHICS

1. Natural acceptance of human values
2. Definitiveness of Ethical Human Conduct
3. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order
4. Competence in professional ethics: a. Ability to utilize the professional competence for augmenting universal human order b. Ability to identify the scope and characteristics of people friendly and eco-friendly production systems, c. Ability to identify and develop appropriate technologies and management patterns for above production systems.
5. Case studies of typical holistic technologies, management models and production systems
6. Strategy for transition from the present state to Universal Human Order: a. At the level of individual: as socially and ecologically responsible engineers, technologists and managers b. At the level of society: as mutually enriching institutions and organizations
7. Sum up.

Include practice Exercises and Case Studies will be taken up in Practice (tutorial) Sessions eg. To discuss the conduct as an engineer or scientist etc.

Course Outcomes:

By the end of the course, students are expected to become more aware of themselves, and their surroundings (family, society, nature); they would become more responsible in life, and in handling problems with sustainable solutions, while keeping human relationships and human nature in mind. They would have better critical ability. They would also become sensitive to their commitment towards what they have understood (human values, human relationship and human society). It is hoped that they would be able to apply what they have learnt to their own self in different day-to-day settings in real life, at least a beginning would be made in this direction.

This is only an introductory foundational input. It would be desirable to follow it up by

- a) faculty-student or mentor-mentee programs throughout their time with the institution
- b) Higher level courses on human values in every aspect of living. E.g. as a professional

READINGS:

Text Book

1. Human Values and Professional Ethics by R R Gaur, R Sangal, G P Bagaria, Excel Books, New Delhi, 2010

REFERENCE BOOKS

1. Jeevan Vidya: Ek Parichaya, A Nagaraj, Jeevan Vidya Prakashan, Amarkantak, 1999.
2. Human Values, A.N. Tripathi, New Age Intl. Publishers, New Delhi, 2004.
3. The Story of Stuff (Book).
4. The Story of My Experiments with Truth - by Mohandas Karamchand Gandhi
5. Small is Beautiful - E. F Schumacher.
6. Slow is Beautiful - Cecile Andrews
7. Economy of Permanence - J C Kumarappa
8. Bharat Mein Angreji Raj - PanditSunderlal
9. Rediscovering India - by Dharampal
10. Hind Swaraj or Indian Home Rule - by Mohandas K. Gandhi
11. India Wins Freedom - Maulana Abdul Kalam Azad
12. Vivekananda - Romain Rolland (English)
13. Gandhi - Romain Rolland (English)

SEMESTER- V

SUPPLY CHAIN MANAGEMENT
PAPER CODE: BBD-301-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course Outcomes: After successful completion of the course, students will be able to:

1. Understand different aspects related to managing supply chains.
2. Understand the supply chain process and cycle.
3. Critically analyse the opportunities and challenges of SCM.
4. Implement the procurement and outsourcing strategies.

Unit I:

Introduction to supply chain management: Evolution of SCM, objectives of SCM, Supply chain planning framework, strategic fit model of supply chain, supply chain decision making framework, managing uncertainty in supply chain.

Unit II:

Dynamics of SCM: Supply chain process cycles, order management process, supply chain integration through push-pull mechanism, Bullwhip effect; Information and communication technology in SCM.

Unit III:

Procurement and outsourcing strategies: Make or buy decision, strategic outsourcing, strategic partnership, supplier selection process, supplier development, supplier quality assurance programme; supply chain and customer relationship management.

Unit IV:

SCM implementation and performance benchmarking: Implementing SCM, Supply Chain operations reference model, supply chain performance benchmarking; Challenges and opportunities in Implementation of SCM.

SUGGESTED READINGS:

1. Chopra Sunil and Peter Meindl - Supply chain management, Pearson
2. Supply Chain Management-Concepts, Practices, and Implementation by Sunil Sharma, Oxford University Press
3. Sahay B.S. - Supply Chain Management, Macmillan

Note: Only latest available edition books are recommended.

SEARCH ENGINE MARKETING AND OPTIMIZATION

PAPER CODE: BBD-303-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course Outcomes: After successful completion of the course, students will be able to:

1. Identify elements of search engine marketing plan
2. Determine link popularity and its importance for the optimization process.
3. Evaluate the ways to develop an effective link building program.
4. Construct search engine-friendly web sites.

Unit – I

Introduction to Search Engine Marketing. SEM anatomy - Paid search details, organic search detail, content targeting - repeat keywords, meta description, meta tags - User experience. SEM terminology- PPC, CPC, creative, SERP, CTR%, Impressions, Google content network, rank/position, quality score; SEM marketing tips and tricks.

Unit –II

Introduction to Search Engine Optimization. Functions of search engines and their working; Factors on which search engines determine the rating. Different types of traffic; Keywords; Understanding keywords mix.

Unit-III

Local SEO; Google Places listing and its optimization; Classified submissions; Using H Card, citation, NAP (Name, Address, Place). Primary keywords, secondary keywords and tertiary keywords - difference between keyword stuffing and keyword placement. How to write an optimized content for article, blog and press release.

Unit-IV

Monitoring SEO process; Preparing SEO Reports; On page SEO, OFF page SEO; Link building- types, benefits; Setting up SEM strategy. Analysis of the efficiency of SEM strategy; Digital promotion, Tools and techniques.

SUGGESTED READINGS:

1. Kristopher B. Jones, Search engine optimization: your visual blueprint for effective internet marketing, Wiley.
2. Grappone, J. and Couzin, G., Search engine optimization: an hour a day, Wiley
3. Clarke, A., SEO 2020 Learn Search Engine Optimization with Smart Internet Marketing Strategies, Independently Published.

Note: Only latest editions of the above books are recommended.

ENTREPRENEURSHIP
PAPER CODE: BBG-303-V

Total Credits: 3
Internal Marks: 25
External Marks: 75

Course Outcomes: After the successful completion of this course, students will be able to:

1. Understand the dynamics of entrepreneurship to develop proper perspective of current entrepreneurial practices.
2. Gain expansive and deep appreciation of entrepreneurship and its pivotal role in industrial and economic development
3. Approach entrepreneurship with clarity and focus and an understanding of the key success factors as well as possible risk and mitigation strategies.
4. Navigate the opportunities of entrepreneurship more effectively with the several additional insights available.

UNIT I

Entrepreneurial Discovery: Self Discovery and self-evaluation: concept of entrepreneur, traits of entrepreneur; Concept of entrepreneurship, Relationship between entrepreneur and entrepreneurship, entrepreneurship model; Entrepreneurship and Employment: importance and processes for leveraging entrepreneurship for economic development, Problem of Unemployment and opportunities of Entrepreneurial in India.

UNIT II

Entrepreneurial journey: Various stages of setting up and growing an entrepreneurial firm; Meaning, Objectives, Sources of new ideas, Multiple methodologies of developing ideas and prototypes to establish workable propositions; testing, validation and commercialisation; Business Plan: Meaning and, Objectives of Business Plan; Elements of Business Plan.

UNIT III

Importance of disrupting established product, service structures and processes to create new growth niches; technology as key driver of successful start-up; Raising financial resources: options available to access funds, other supportive options from government and other institutions.

UNIT IV

Education and entrepreneurship; India as a Start-up Nation: measures for India to reinforce the entrepreneurial concept; National Entrepreneurial Culture: A framework for startup India and Make in India as mission for sustainable results in entrepreneurial culture; Start-up Case Studies.

SUGGESTED READINGS:

1. Desai Vasant: —Management of Small-Scale Industries| - Himalaya Publishing House.
2. Taneja Satish and Gupta: —Entrepreneurship Development-New Venture Creation| - Galgotia Publishing Company, New Delhi.
3. Jain P.C: Handbook for New Entrepreneurs Entrepreneurship Development Institute of India.
4. Sangle B. R.: Business Environment & Entrepreneurship, Success Publications, Pune.
5. Gupta C.B. & Srinivas: —Entrepreneurial Development|- Sultan D, Chand & Sons, New Delhi.
6. Prof Rajeev Roy: —Entrepreneurship| - Oxford University Press. Zero to One: Notes on Startups, or How the Build the Future by Peter Thiel
7. Zero to One: Notes on Startups, or How the Build the Future by Peter Thiel
8. The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses by Eric Ries
9. India as Global Start-up Hub: Mission with Passion by C B Rao
10. Elon Musk: Tesla, SpaceX, and the Quest for a Fantastic Future by Ashlee Vance
11. Steve Jobs by Walter Isaacson
12. Innovation and Entrepreneurship: Practice and Principles by Peter F Drucker
13. The Innovator's Solution: Creating and Sustaining Successful Growth by Clayton M Christensen

Note: Only latest available edition books are recommended.

FINANCIAL MANAGEMENT
PAPER CODE: BBD-305-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course Outcomes: After completing the course, the students will be able to:

1. Understand the concept of financial management and various source of finance.
2. Analyse capital budgeting process and apply capital budgeting techniques for Business decisions;
3. Examine capital structure and cost of capital.
4. Critically examine various theories of dividend, identify and analyse dividend policy; and suggest sound dividend policy.

UNIT I

Nature, scope, and objectives of financial management, Finance decision, Functions and Responsibilities of Finance Manager. Sources of Finance: Different Sources of Finance including internal sources, external sources.

UNIT II

Time value of money, Capital Budgeting Process, Capital budgeting methods: Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index.

UNIT III

Components of cost of capital, Method for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC). Capital Structure- Theories of Capital Structure.

UNIT IV

Theories of dividend decision - Walter's Model, Gordon's Model, MM Approach, Forms of dividend payment, types of dividend policies and Determinants of Dividend policy. Concept of Working Capital, Operating Cycles, Working capital estimation.

SUGGESTED READINGS:

1. Chandra, P. Financial Management-Theory and Practice. Tata McGraw Hill Education, New Delhi.
2. Horne., J. C., &Wachowicz, J. M..Fundamentals of Financial Management, Prentice Hall, New Jersey.
3. Khan, M. Y., & Jain, P. K. Financial Management: Text and Problem. Tata McGraw Hill Education India, New Delhi.
4. Kothari, R. Financial Management: A Contemporary Approach. Sage Publications India Pvt. Ltd, New Delhi.
5. Pandey, I. M. Financial Management. Vikas Publications, New Delhi.
6. Rustagi, R. P. (Fundamentals of Financial Management. Taxmann Publication, New Delhi.
7. Ross, S. A., Westerfield, R. W., Jaffe, J., &Kakani, R. K. Corporate Finance. McGraw Hill Education, New York.

Note: Only latest available edition books are recommended.

HUMAN VALUES AND PROFESSIONAL ETHICS
PAPER CODE: BBD-307-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course Outcomes: After successful completion of the course, students will be able to:

1. Learn about ethics and human values and apply them in society.
2. Discuss and understand the ethical issues related to business organizations.
3. Inculcate moral and social values and loyalty.
4. Understand and appreciate the rights of others.

UNIT - I

Morals, values and Ethics, Integrity, Work ethics, Honesty, Courage, Caring and sharing, Valuing time, Cooperation and Commitment, Empathy, Self-confidence, Character. Professional values: Meaning, Importance of Professional Values for Quality, Professional Success of Managers, Harmonious Relations within and between Work Groups and Timely Work Completion.

UNIT - II

Senses of Ethics, Variety of moral issues, Moral dilemmas, Moral Autonomy, Team spirit, Consensus and Controversy. Professional Ethics, current issues in Professional Ethics and Rights in Management and Decision-making. Relation between ethics and value system. Implementation and monitoring of professional ethics, Code of ethics: Importance and usage.

UNIT - III

Assessment of Safety and Risk, Risk Benefit Analysis, Respect for Authority, Confidentiality, Conflicts of Interest, Occupational Crime, Professional Rights, Employee Rights – Intellectual Property Rights (IPR). Gender inequality: causes and consequences. Discrimination, Social understandings, Consequences of sexual harassment.

UNIT - IV

Multinational Corporations, Environmental Ethics, Computer Ethics, Weapons Development, Professionals as Managers, Professionals as Expert Witnesses and Advisors Moral Leadership – Code of Conduct – Corporate Social Responsibility.

SUGGESTED READINGS:

1. Subramanian, R., Professional Ethics, Oxford University Press.
2. John R Boatright, "Ethics and the Conduct of Business", Pearson Education, New Delhi, 2003
3. Laura P. Hartman and Joe Desjardins, "Business Ethics: Decision Making for Personal Integrity and Social Responsibility" McGraw Hill education, India Pvt. Ltd., New Delhi 2013.
4. Murty, P.S.R, Indian Culture Values and Professional Ethics, BS Publications

Note: Only latest available edition books are recommended.

INTERNSHIP
PAPER CODE: BBF-309-V

Total Credits: 4
Practical Marks: 100

At the end of the fourth semester, every student will undergo 4-6 weeks of Internship. After completion of Internship, the student will submit a report which will form part of the fifth semester examination. The tentative content of the report is given below:

1. Cover Page
2. Acknowledgement
3. Certificate from organisation/company
4. Introduction
5. Company profile
6. Literature Review (if any)
7. Research Methodology (Objective of the Research, Type of data, Sample design, Hypothesis, Analytical Tools, Limitations of Study)
8. Data Analysis
9. Findings
10. Conclusions
11. Recommendations
12. References
13. Appendices – to include questionnaire etc. (if any)

The report must be submitted within one month from the commencement of the fifth semester. The average report size will be 60 to 100 pages in font size 12 and one-half spacing on A4 size papers. Presentation / Viva-voce will be conducted by the external examiner for external evaluation.

SEMESTER VI

**CONTENT MARKETING
PAPER CODE: BBD-302-V**

**Total Credits: 4
Internal Marks: 25
External Marks: 75**

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

1. Understand Content Niche and build audience personas.
2. Apply power of words to disseminate information.
3. Learn various ways to generate engaging and persuasive content.
4. Use content marketing strategies, tactics, and best practices to produce fetching content.

Unit – I

Introduction to Content Marketing - Applying the Behavioral Framework within a content marketing context, A content marketing business model, principles of content marketing, treating content as an asset, Building audience personas

Unit – II

Defining the engagement cycle, developing on-brand content, Creating brand ambassadors, Enhanced branding through content marketing.

Unit – III

Developing and Distributing Content - Analyzing current content assets, Developing different types of content, Finding good content within your organization, Creating content your audience wants , Developing an effective editorial calendar

Unit – IV

Marketing Content and Evaluating Impact - Content Marketing Pyramid, Brief overview analytics and tracking, Ethics/Diversity in Content Marketing, Ethical issues in the digital age.

SUGGESTED READINGS:

1. Anjana Neira Dev, Anuradha Marwah & Swati Pal, Creative Writing: A Beginner's Manual, Pearson Publication
2. Kristina Halvorson, Melissa Rach&Sarah Cancilla, Content Strategy for the Web, Pearson Publication
3. Practical Content Strategy & Marketing: The Content Strategy & Marketing Course Guidebook Kindle Edition- Julia McCoy
4. Pulizzi, J., & Barrett, N., Get content get customers-Turn Prospects into buyers with content marketing. Newyork: Tata McGraw Hill Education Private Limited.

Note: Only the latest editions of the above books are recommended.

COMPREHENSIVE VIVA
PAPER CODE: BBG-306-V

Total Credits: 4
Practical Marks: 100

Course Outcomes:

The students will be able to assess their overall understanding of the field of management.

Content:

The main objective of comprehensive viva-voce is to assess the overall knowledge of the student in the relevant field of management acquired over 3 years of study in the undergraduate program. The viva will be conducted in sixth semester, covering the complete syllabus.

Evaluation:

The viva-voce would be conducted by external expert from panel approved by UG BOS of the department of management, JCBUST, YMCA, Faridabad.

CONSUMER BEHAVIOUR
PAPER CODE: BBD-304-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course Outcomes: After completing the course, the students will be able to:

1. Recognize the importance of consumer behavior and understand the concepts and theories of consumer behavior.
2. Interpret psychological and environmental influences that are relevant for understanding consumer behavior.
3. Apply important concepts and theories in developing viable marketing strategies.
4. Develop and categorize appropriate marketing strategies for different segments of consumers.

UNIT I

Introduction to consumer behavior: Nature, scope & application; importance of consumer behavior in marketing decisions; characteristics of consumer behavior; role of consumer research.

UNIT II

Internal influences on consumer behavior: Attitude - models and theories of attitude: tri-component model, multi attribute model. Consumer Personality and self-concept: nature of personality, theories of personality - Freudian, Jungian, Neo-Freudian, Trait theory, Theory of self-images, Role of self-consciousness. Consumer Perception: Perceptual process - selection, organization & interpretation. Consumer motivation and theories of motivation.

UNIT III

External influences on consumer behavior: Group Dynamics & consumer reference group - Different types of reference groups, factors affecting reference group influence; Family & Consumer Behaviour - Consumer socialization process, consumer roles within a family, family life cycle.

UNIT IV

Consumer decision-making process: problem recognition, pre-purchase search influences, information evaluation, purchase decision - compensatory decision rule, conjunctive decision rule, lexicographic rule, affect referral, disjunctive rule, post purchase evaluation, situational influences.

Suggested Reading:

1. Leon G. Schiffman, Leslie Lazar Kanuk. Consumer Behavior, Prentice Hall of India.
2. R.D. Blackwell, P.W. Miniard & J.F. Engel. Consumer Behaviour, Cengage India Private Limited.
3. Dr. S.L. Gupta and Sumitra Pal. Consumer Behavior, Sultan Chand and Sons Educational Publishers.
4. Henry Assael (HA). Consumer Behavior, Asian Books Private Ltd.

Note: Only latest editions of the above books are recommended.

SOCIAL MEDIA MARKETING
PAPER CODE: BBD-306-V

Total Credits: 4
Internal Marks: 25
External Marks: 75

Course Outcomes: After successful completion of the course, students will be able to:

1. Understand how to spread the brand, service and product awareness among the intended audience through use of social media tools.
2. Apply various social media tools as part of the Digital Marketing plan.
3. Demonstrate the skills required to integrate various social media tools for marketing success.
4. Critically examine and evaluate alternative Social Media marketing plans.

Unit-I

Introduction to Social Media Marketing - Significance; Various Social Media Platforms and their Usage for Marketing Communications. Impact of using Social Media – Benefits and Pitfalls. Social Media Optimization. Creating Social Media Strategy for a product, service or brand. Opportunities and Challenges in SMO in 21st Century.

Unit- II

Facebook Technicalities and Facebook Ad Tools - Types of Various Ad Formats; Facebook Marketing. Instagram – basics and modus operandi; Marketing tools on Instagram. Analysis of an Ad- Campaign on Facebook. Analysis of an Ad- Campaign on Instagram. Facebook&Instagram Optimization.

Unit- III

Introduction to LinkedIn Marketing – Significance. Targeting and Campaigning Strategies on LinkedIn. Twitter Marketing Basics – Significance; Building Twitter Content; Insight Reporting; Design of a Twitter Advertising Campaign. LinkedIn & Twitter Marketing Optimization.

Unit- IV

Introduction to YouTube Marketing - YouTube Channels; Uploading Videos; Preparation of ads for YouTube. Introduction to Mobile Marketing; Marketers' Use of the Mobile Space - IVR, SMS, Location Data, QR Code & Missed Call. Managing Mobile Sites. Role of Mobile Apps. YouTube & Mobile Marketing Optimization.

SUGGESTED READINGS:

1. Bhatia, Puneet S., Fundamentals of Digital Marketing, Pearson Publication.
2. Gupta, Seema, Digital Marketing, McGraw Hill Education.
3. Kotler Philip, Kartajaya Hermawan, Marketing; Moving from Traditional to Digital.
4. Dodson, I., The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, Wiley.
5. Digital Marketing: Cases from India ed by Rajendra Nargundkar and Romi Sainy, Notion Press.
6. Ryan, D. and Jones, C., Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Publishers
7. Deiss, R. and Henneberry, R., Digital Marketing for Dummies.

Note: Only latest editions of the above books are recommended.

**SERVICE MARKETING
PAPER CODE: BBD-308-V**

**Total Credits: 4
Internal Marks: 25
External Marks: 75**

Course outcomes: After the successful completion of this course, students will be able to:

1. Learn to create customer value by applying services marketing concepts and principles.
2. Understand unique challenges and opportunities of services marketing.
3. Comprehend the process of service design and development.
4. Analyze the significance of people, process and physical evidence in context of services.

UNIT I

Definition and concept of services marketing; distinctive characteristics and classification of services; services marketing mix; growth of services; unique challenges in marketing of services; consumer behavior in services.

UNIT II

Understanding customer needs and expectations; customer perceptions of service; concept of service quality and customer satisfaction; service encounters; service failure and recovery; service guarantees.

UNIT III

Types of new services, challenges of service design and development, stages in new service development; customer defined service standards; physical evidence; servicescape; concept of self-service technologies.

UNIT IV

Role of employees and customers in service delivery; delivering service through intermediaries and electronic channels; integrated services marketing communications; pricing of services.

SUGGESTED READINGS:

1. Zeithaml, V.A., Bitner, M. J., Service Marketing – Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi.
2. Lovelock, C., Wirtz, J. and Chatterjee, J., Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi.

Note: Only latest editions of the above books are recommended.

COUNSELLING AND NEGOTIATION SKILLS
PAPER CODE: BBD-310-V

Credits: 2
Internal Marks: 25
Practical Marks: 75

Course outcomes: After the completion of the course, the students will be able to:

1. Understand complex theory and practice of negotiation in particular and conflict resolution in general.
2. Identify the challenges in dealing with negotiation and conflict resolution.
3. Apply negotiation as a system and the important role of subsidiary factors.
4. Apply counseling skills in the organization

UNIT- I

Counseling: Introduction, Approaches to Counseling, Goals and Process of Counseling; Counseling Procedures and Skills, Organizational Application of Counseling Skills.

UNIT - II

Changing Behaviours through Counseling; Specific Techniques of Counseling; Role conflicts of Managers and Counseling. Application of Counseling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counseling.

UNIT-III

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.

UNIT-IV

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.

SUGGESTED READINGS:

1. Singh, Kavita. Counseling Skills for Managers, Prentice Hall of India, Delhi
2. Rao, S. Narayan. Counseling and Guidance, TMH
3. Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
4. Carroll, M.: Workplace counselling, Sage Publication.

Note: Only latest editions of the above books are recommended.