

SCHEME AND SYLLABUS
FOR
BACHELOR OF BUSINESS ADMINISTRATION (BBA)
(Honours / Honours with Research)
(For University Teaching Department & Affiliated Institutes)
(w.e.f. Session 2024-2025)

As per National Education Policy 2020



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

VISION OF THE DEPARTMENT

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

MISSION OF THE DEPARTMENT

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

OVERVIEW OF DEPARTMENT OF MANAGEMENT STUDIES

The Department of Management Studies is under the faculty of Management Studies of J.C Bose University of Science and Technology, Faridabad, which was previously known as YMCA University of Science and Technology, Faridabad. The University is presently NAAC accredited 'A+' Grade State Government University and most of the Graduate and Postgraduate Program are accredited by National Board of Accreditation (NBA).

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

- MBA (with dual Specializations)
- 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 is delivered by well-qualified, competent, research-oriented, experienced faculty members and experts from the industry.

PROGRAM OUTCOMES

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

PO1 Develop sound theoretical knowledge of managerial concepts and apply it in current business environment.

PO2 Develop capabilities and skills to take up managerial roles across diverse industries.

PO3 Enhance their ability to face global challenges by understanding organizational, economic, and socio-cultural diversity.

PO4 Develop creative and innovative thinking to solve complex business problems.

PO5 Develop professional attitude and enhance professional communication skills.

PO6 Analyze contemporary social problems, explore the opportunities for social entrepreneurship, design business solutions and demonstrate ethical standards in organizational decision making.

PROGRAM SPECIFIC OUTCOMES (PSOs)

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

PSO1 Understand the business world and its complexities and will be able to develop the ability and competence to have a problem-solving approach.

PSO2 Apply knowledge and skills maintaining high standards of social and ethical values.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

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

PEO1 Develop reflective and scientific thinking which will make them inquisitive and curious to gain deep insights of the business world and tackle complex situations.

PEO2 Develop leadership and entrepreneurial skills.

PEO3 Adapt according to ever-changing business environment.

Abbreviations

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

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.

SEMESTER-WISE SCHEME OF EXAMINATIONS OF BBA GENERAL**FIRST YEAR****Semester - I**

Paper no.	Title of Paper (s)	Credits	Marks			Code
			Internal	Practical	External	
BBG-101-V	Fundamentals of Management	4	25	-	75	DSC
BBG-103-V	Financial Accounting	4	25	-	75	DSC
BBG-105-V	Business Environment	4	25	-	75	DSC
BBG-107-V	Microeconomics	2	25	-	75	MIC
MTU-115-V	Business Mathematics	3	25	-	75	MDC
AEC-105-V	English – I	2	25	-	75	AEC
BBG-109-V	Managerial Skills Development	3	25	75	-	SEC
VAC-101-V	Environmental Science– I	2	25	-	75	VAC
	Total	24	200	75	525	

FIRST YEAR

Semester - II

Paper no.	Title of Paper (s)	Credits	Marks			Code
			Internal	Practical	External	
BBG-102-V	Cost and Management Accounting	4	25	-	75	DSC
BBG-104-V	Strategic Management	4	25	-	75	DSC
BBG-106-V	Organizational Behavior	4	25	-	75	DSC
BBG-108-V	Macroeconomics	2	25	-	75	MIC
BBG-110-V	Business Statistics	3	25	-	75	MDC
AEC-201-V	English – II	2	25	-	75	AEC
BBG-112-V	Life Skills Development	3	25	75	-	SEC
VAC-201-V	Environmental Science – II	2	25	-	75	VAC
	Total	24	200	75	525	

Exit Option: Any student opting for the exit option after the second semester will get UG Certificate provided he/she completes 48 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 52 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 / Viva-Voce Marks	Total Marks	Credits
BBG-114-V	Summer Internship	Internship	-	-	100*	100	4

Note: Four credits of internship earned by a student during summer internship after 2nd semester or 4th semester will be counted in 5th semester of a student who pursues three/four years UG programs without taking exit options.

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**Semester - III**

Paper no.	Title of Paper (s)	Credits	Marks			Code
			Internal	Practical	External	
BBG-201-V	Marketing Management	4	25	-	75	DSC
BBG-203-V	Human Resource Management	4	25	-	75	DSC
BBG-205-V	Financial Management	4	25	-	75	DSC
BBG-213-V	E-Business	3	25	-	75	MDC
BBG-209-V	Business Ethics and Corporate Governance	4	25	-	75	MIC
AEC-102-V	Communication, Mediation and Resolution	2	25	-	75	AEC
BBG-211-V	Advanced Excel	3	25	75	-	SEC
	Total	24	175	75	450	

SECOND YEAR

Semester - IV

Paper no.	Title of Paper (s)	Credits	Marks			Code
			Internal	Practical	External	
BBG-202-V	Fundamentals of International Business	4	25	-	75	DSC
BBG-212-V	Integrated Marketing Communication	3	25	-	75	DSC
BBG-206-V	Business Research Methods	4	25	-	75	DSC
BBG-208-V	Business Research Lab	4	25	75	-	MIC
AEC-103-V	Effective Corporate Communication (ECC)	2	25	-	75	AEC
VAC-108-V	Health Psychology	2	25	-	75	VAC
	Total	19	150	75	375	

Exit Option: Any student opting for the exit option after the fourth semester will get **Undergraduate Diploma in Business Administration**, provided he/she completes 95 Credits of the first four semesters, including 4 credits of summer training report based on summer training of 4-6 weeks undertaken in industry/university. In addition, the summer internship report would be evaluated (100 External Marks) by external expert from a panel approved by Department of Management Studies, J C Bose University of Science and Technology, YMCA, Faridabad. Furthermore, the credits of the summer internship report would be included/mentioned in **the Undergraduate Diploma in Business Administration** as follow:

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical / Viva-Voce Marks	Total Marks	Credits
BBG-210-V	Summer Internship	Internship	-		100*	100	4

Note: The student seeking admission in the fifth semester would have to undergo compulsory 4–6-week summer training in industry after the fourth semester, and credits for the same will be included in the fifth semester.

Note: Students who opt to exit after completion of the second 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.

THIRD YEAR

Semester - V

Paper Code	Title of Paper (s)	Credits	Marks			Code
			Internal	Practical	External	
BBG-301-V	Corporate Laws	4	25	-	75	DSC
BBG-303-V	Entrepreneurship	3	25	-	75	DSC
BBG-305-V	Introduction to Analytics	4	25	-	75	DSC
BBG-307-V	Event Management	4	25	-	75	MIC
BBG-309-V	Summer Internship/Project	4	25	75	-	SEC
	Total	19	125	75	300	

* The summer training report would be evaluated by an external expert from a panel approved by the Department of Management Studies, J C Bose University of Science and Technology, YMCA, Faridabad.

THIRD YEAR

Semester - VI

Paper Code	Title of Paper (s)	Credits	Marks			Code
			Internal	Practical	External	
BBG-302-V	Project Management	4	25	-	75	DSC
BBG-304-V	Indian Financial System	4	25	-	75	DSC
BBG-306-V	Comprehensive Viva-voce	4	-	100	-	DSC
BBG-308-V	Management of Micro, Small and Medium Enterprises	4	25	-	75	MIC
BBG-310-V	Management Information System	4	25	-	75	MIC
	Total	20	100	100	300	

Exit option: Any student who exits after 6th semesters must complete 130 credits including 3 credits of MOOC and he/she would be awarded with Bachelor of Business Administration.

Note:

4-year UG Degree (Honours):

- A four-year UG Honours degree in the major discipline will be awarded to those who complete a 4-year degree program with 178 credits including 3 credits of MOOC and have satisfied the credit requirement as given in Study scheme.
- Students will have to opt one discipline out of three disciplines i.e., Human Resource Management, Marketing Management and Financial Management.

4-year UG Degree (Honours with Research):

- Students who secure 75% marks and above in the first six semesters and wish to undertake research at UG level can choose a research stream in the fourth year.
- Student opting for honours with research will work on a research project during the eighth semester under the guidance of a faculty member of the University/College.
- BBA (Honours with Research) will be awarded after successful completion of the four-year program securing 178 credits (including 12 credits from a research project and 3 credits of MOOC).

FUNDAMENTALS OF MANAGEMENT
PAPER CODE: BBG-101-V

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

Course Outcomes:

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

1. Understand the basic principles and practices of management.
2. Discuss the multidisciplinary nature of management studies.
3. Analyze an organization for efficiently managing it.
4. Utilize resources in an optimum manner by using different managerial techniques.

UNIT I

Management- meaning, nature & significance; evolution of management thought: contributions of Taylor and Fayol; Human relations & Behavioral Schools-Hawthorne Studies; Management as a Profession; Management Vs Administration; Levels of Management; Roles of manager in organization; concept of MBO.

UNIT II

Authority & responsibility relationships; Span of Control; Concept of Line & Staff authority; Process of Delegations-Barriers to Delegation; Centralization & Decentralization; Organization Structures: Types, Advantages & Disadvantages.

UNIT III

Functions of management-Planning: nature, process, types; organizing: Concept, nature, process and significance; staffing: concept, importance and nature; directing: concept and scope; controlling: process, types and techniques; Problem-solving; Decision making: Process and techniques.

UNIT IV

Business- concept, nature, and scope; business as a system; business objectives; business and environment interface; distinction between business, commerce, and trade; Forms of Ownership: Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives, Multinational corporations; feasibility and preparation of business plan.

SUGGESTED READINGS:

1. Robbins, S. P., and Decenzo, D.A. Essentials of Management. Pearson Education, India.
2. Koontz, H., Essentials of Management. McGraw Hill Education, New Delhi
3. Robbins, S. P., and Coulter, M. K., Management. Pearson Education, Harlow.
4. Basu, C. R., Business organisation and management, McGraw Hill Education, New Delhi.
5. Talloo, Thelman J., Business Organisational and Management, McGraw Hill Education, New Delhi.
6. Tulsian, P.C., Business Organisation, Pearson Education, India.

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

FINANCIAL ACCOUNTING

PAPER CODE: BBG-103-V

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

Course Outcomes:

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

1. Apply the generally accepted accounting principles in recording financial transactions and preparing financial statements.
2. Demonstrate accounting process under computerized accounting system.
3. Evaluate the importance of depreciation in financial statements.
4. Prepare financial statements of non-corporate business entities.
5. Prepare accounts for joint venture and non-profit organizations.

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 Organizations: Meaning of Non-Profit Organization; 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:

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. Gayatri Publications, Guwahati.
3. Monga, J. R., Financial Accounting: Concepts and Applications. MayurPaperback Publishing, New Delhi.
4. Shukla, M. C., Grewal, T. S., Gupta, S. C. Advanced Accounts. Sultan ChandPublishing, New Delhi.
5. Maheshwari, S. N., Maheshwari, S. K., Financial Accounting. Vikas Publishing House Pvt. Ltd. NewDelhi.
6. Sehgal, D. Financial Accounting. Vikas Publishing House Pvt. Ltd, New Delhi.

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

BUSINESS ENVIRONMENT
PAPER CODE: BBG-105-V

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

Course Outcomes:

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

1. Understand the dynamics of the business environment and the current economic situation.
2. Develop a critical understanding of changes in the business environment and assess the threats and opportunities emerging from it.
3. Suggest strategic adjustments for an organization that may be needed in changing the 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; 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. Cherunillam, F., Business Environment, Himalaya Publications, Mumbai.
2. Bedi. S., Business Environment, Excel Books, Delhi
3. Goyal A., Environment for Managers, V.K. Publications, Haryana.
4. Paul, J., Business Environment, Tata Mc-Graw Hill, New Delhi.

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

MICROECONOMICS
PAPER CODE: BBG-107-V

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

Course Outcomes:

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

1. Understand the basic concept and theories of microeconomics.
2. Develop a critical understanding of the implications of production and cost.
3. Understand various market structures and factor pricing.
4. Acquire necessary skills to analyze certain economic aspects to understand basic business activities.

UNIT I

Introduction to Economics, definition and scope of Economics, nature and scope of microeconomics, Demand: law of demand and its determinants, price, cross and income elasticity of demand, law of supply and its determinants, elasticity of supply, Law of diminishing Marginal Utility Analysis, competitive equilibrium; consumer's equilibrium, utility and indifference curve approaches.

UNIT II

Basic Cost Concepts, Total Cost, Fixed Cost, Variable Cost Average Cost & Marginal Cost, Explicit Cost and Implicit Cost, Short run and long run production functions, laws of returns; optimal input combination; classification of costs; short run and long run cost curves and their interrelationship; internal and external economies of scale.

UNIT III

Characteristics of various factors of production. Determination of rent; quasi rent, optimum size of the firm; factors affecting the optimum size, location of firms.

UNIT IV

Equilibrium of the firm and industry, perfect competition, monopoly, monopolistic competition, discriminating monopoly, aspects of non-price competition and oligopolistic behaviour.

SUGGESTED READINGS:

1. Salvatore, D., Microeconomic Theory. McGraw Hill, New Delhi.
2. N. Dwivedi, Managerial Economics. Vikas Publishing House, Haryana.
3. Mark Hirschey, Managerial Economics. Thomson, South Western, New Delhi.
4. R H Dholkia and A.N. Oza, Microeconomics for Management Students. Oxford University Press, New Delhi.
5. N. Gregory Mankiw, Economics: Principles and Applications. Cengage Learning Private Limited, India.
6. P.L. Mehta, Managerial Economics. Sultan Chand, New Delhi.

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

BUSINESS MATHEMATICS
PAPER CODE: MTU-115-V

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

Course Outcomes:

After the successful completion of this course, 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, compliment & 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., Malhotra, A. M.& Kapoor V.K., Business Mathematics, Sultan Chand & Sons, New Delhi.
2. Zameerudin, Qazi, Khanna V.K.& Bhambri, S.K., Business Mathematics, Vikas Publishing House Pvt. Ltd, New Delhi.
3. Reddy, R. Jaya Prakash, Y. Mallikarjuna Reddy, A Textbook of Business Mathematics, Ashish Publishing House, New Delhi.

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

ENGLISH - I
PAPER CODE: AEC-105-V

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

Course Outcomes:

After the successful completion of this course, 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 & 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 Blackswan Pvt. Ltd, Telangana, India.
2. Ramon & Prakash, Business Communication, Oxford University Press, India.
3. Greenbaum S., Oxford English Grammar, Oxford University Press.
4. M. Ashraf Rizvi, Effective Technical Communication, McGraw Hill, New Delhi

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

MANAGERIAL SKILLS DEVELOPMENT
PAPER CODE: BBG-109-V

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

Course Outcomes:

After the successful completion of this 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 teams; 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, India.
2. Whetten, D.A, Cameron, K.S. Developing Management Skills. Prentice Hall, New Jersey.
3. Hughes, R., Ginnett, R. and Curphy, G., Leadership: Enhancing the Lessons of Experience, McGraw Hill Education, India,
4. A. Chandramohan, Leadership and management, Himalaya Publishing House, Mumbai.
5. Bhargava & Bhargava, Team Building & Leadership, Himalaya Publishing House, Mumbai.
6. Peter G. Northhouse, Introduction to Leadership, Concepts & practices, Sage Publication, India

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

ENVIRONMENTAL SCIENCE-I
SUBJECT CODE: VAC-101-V

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

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)

COST AND MANAGEMENT ACCOUNTING
PAPER CODE: BBG-102-V

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

Course Outcomes:

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

1. Determine various types of cost of production.
2. Demonstrate the material and labour cost control techniques.
3. Develop critical understanding about the application of marginal costing and budgeting.
4. Understand the various management accounting techniques.

UNIT I

Introduction: - Objective, elements of cost, cost sheet, importance of cost accounting, types of costing, difference between cost accounting and financial accounting. Material Control: - Meaning and objectives of material control, material purchase procedure, fixation of inventory levels – Reorder level, EOQ, Minimum level, Maximum level, Danger level and Methods of Valuing Material Issues.

UNIT II

Labor Cost Control: - its importance, methods of Time Keeping and Time Booking; Treatment and Control of Labor Turnover, Idle Time, Overtime, Systems of Wage Payment – Time Wage System, Piece Wage System and Balance or Debt Method; Overhead – classification, allocation and apportionment of overhead including machine hour rate. Methods of Costing – Job, Batch and Contract Costing.

UNIT III

Management Accounting: - Meaning, nature, scope, objective, and functions; marginal costing and profit planning, practical application of marginal costing techniques. Responsibility Accounting: types of responsibility centers, performance evaluation criteria, budgeting – role of budgets and budgeting in organizations, budgeting process.

UNIT IV

Nature and types of Financial Statements; techniques of financial statement analysis, ratio analysis, und flow and cash flow analysis.

SUGGESTED READINGS:

1. Jain, S. P., Narang, K. L., Advance Cost Accounting, Kalyani Publishers, New Delhi.
2. Maheshwari, S.N., Mittal, S.N., Elements of Cost Accounting, Shree Mahavir Book Depot, New Delhi.
3. Bhar, B.K., Cost Accounting Methods and Problems, Academic Publishers, West Bengal, India.
4. Prasad, N.K., Principles and Practice of Cost Accounting, Syndicate Pvt. Ltd., West Bengal, India.

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

STRATEGIC MANAGEMENT
PAPER CODE: BBG-104-V

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

Course Outcomes:

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

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

UNIT I

Strategic Management –meaning, Historical development and significance to Modern Day organizations. Strategic Management Process levels of strategy in organization.

UNIT II

Strategy Formulation- Company's mission, purpose, and objectives; corporate strategy - concept, significance, and objectives; types of strategies; Environmental and organizational appraisal (Internal & external) techniques of business environment analysis,

UNIT III

Strategic alternatives and choice; Business ethics and corporate strategy Concept of value chain and competitive advantage Strategy implementation - Designing organizational structure and activating strategies.

UNIT IV

Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control. Role of IT in strategic Management.

SUGGESTED READINGS:

1. Jauch, Lawrence R., Gluek, William F., Business Policy and Strategic Management. McCraw-Hill Book Company, New York.
2. Thompson, L. A., Stickland, A. J., Strategic Management - Concept and cases. McGraw Hill Inc. US.
3. Potter, M., Competitive Advantage of Nations. Huaxia Press, Beijing.
4. Kazmi A. Business Policy and Strategic Management, Tata McCraw Hill, India.
5. Kenneth, A. Andrews, Concepts of corporate Strategy. Richard D. Irwin Publishers
6. Melvin J. Stanford: Management Policy. Prentice Hall, US.
7. John A. Pearce and R.B. Robinson Strategic Management, McCraw Hill Education, US.
8. Applegate, Corporate Information Strategy and Management, McGraw Hill Education, US.

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

ORGANIZATIONAL BEHAVIOR
PAPER CODE: BBG-106-V

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

Course Outcomes:

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

1. Analyze and compare different models used to explain individual behavior.
2. Develop a critical insight into complexities associated with the group and team behavior.
3. Identify the processes used in managing change and resolving conflicts.
4. Interpret the influence of organizational development and change in the behavior of the employees.

UNIT I

Fundamentals of organizational behavior: concept, evolution, the importance of OB, contributing disciplines to OB, OB model, contemporary challenges of OB.

UNIT II

Dynamics of individual behavior: personality - concept, determinant, theories, and applications; values, attitudes, and emotions; perception - concept, process, and applications; learning and reinforcement; motivation - concept, theories, and applications.

UNIT III

Interpersonal processes: dynamics of groups – characteristics of the group, types, stages of group development, group cohesiveness, group processes and decision making; dynamics of teams – characteristics of the team, forms, team effectiveness; conflict - concept, sources, types, management of conflict; power and political behavior; leadership: concept, function, and styles.

UNIT IV

Organizational processes and structure: organizational design - various organizational structures and their effect on human behavior; organizational climate; organizational culture; organizational change - concept, nature, resistance to change, change management, implementing change and organizational development.

SUGGESTED READINGS:

1. Kavita Singh., Organisational Behaviour: Text and cases. Pearson Education, New Delhi
2. Pareek, Udai. Understanding Organisational Behaviour, Oxford University Press, New Delhi.
3. Robbins, S. P & Judge, T. A. Organisational Behaviour, Prentice Hall of India, New Delhi.
4. Newstorm, J. and Keith Davis, Organisational Behaviour, McCraw Hill, New Delhi.

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

MACROECONOMICS
PAPER CODE: BBG-108-V

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

Course Outcomes:

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

1. Understand basic macroeconomic concepts and variables.
2. Develop a critical understanding of the implications of income and consumption relationship with respect to various theories.
3. Understand and analyse the macroeconomic impacts through monetary and fiscal policies.
4. Analyze the macro environment which would help them in managerial decision-making processes.

UNIT I

Nature and scope of macroeconomics, circular flow of income; national income – alternative concepts of income and their interrelationship, measurement of national income, stock and flow variables, aggregate demand, supply and macroeconomic equilibrium, nature of a trade cycle, causes of booms and recessions.

UNIT II

Macro analysis of consumer behavior, cyclical and secular consumption, income consumption relationship, absolute, relative and permanent income hypothesis, simple Keynesian Model of income determination; multiplier analysis.

UNIT III

Nature of fiscal policy, fiscal deficits, fiscal policy in relation to growth and price stability, basic issues in fiscal deficit management, nature, and management of public debt; business taxes – types, rationale and incidence.

UNIT IV

Money supply measures; credit creation process and money multiplier, instruments of monetary policy; promotional and regulatory role of central bank; Inflation – types, causes, effects and control measures.

SUGGESTED READINGS:

1. Gupta, G.S., Macroeconomics – Theory and Applications, Tata McGraw Hill, New Delhi.
2. Edward Shapiro, Macroeconomic Analysis, Galgotia, New Delhi.
3. Gupta S.B., Monetary Economics: Theory, Policy and Institutions, S. Chand, New Delhi.
4. Vaish, M.C., Macroeconomic Theory, Vikas Publications, New Delhi.
5. D'souza, Errol, Macroeconomics, Pearson Education, New Delhi.

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

BUSINESS STATISTICS
PAPER CODE: BBG-110-V

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

Course Outcomes:

After the successful completion of this 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, Mc Graw Hill Publication, New Delhi.
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. New Delhi.
4. Gupta, S.P. Statistical Methods, Sultan Chand and Sons Publication, New Delhi.
5. Sharma, J.K. Business Pearson Education, New Delhi.

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

ENGLISH – II
PAPER CODE: AEC-201-V

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

Course Outcomes:

After the successful completion of this course, 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 kinds of letters, essays, 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 Thought/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 Blackswan Pvt. Ltd, Telangana, India.
2. Ramon & Prakash, Business Communication, Oxford University Press, India.
3. Greenbaum S., Oxford English Grammar, Oxford University Press.
4. M. Ashraf Rizvi, Effective Technical Communication, McGraw Hill, New Delhi.
5. Sethi A., Adhikari B., Business Communication, McGraw Hill, New Delhi.

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

LIFE SKILLS DEVELOPMENT
PAPER CODE: BBG-112-V

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

Course Outcomes:

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

1. Define and identify different life skills required in personal and professional life.
2. Develop an awareness of the self and apply well-defined techniques to cope with emotions and stress.
3. Explain the basic mechanics of effective communication and demonstrate these through presentations.
4. Use appropriate thinking and problem-solving techniques to solve new problems.
5. Understand the basics of teamwork and leadership.

UNIT I

Overview of Life Skills: Meaning and significance of life skills, Life skills identified by WHO: Self-awareness, Empathy, Critical thinking, Creative thinking, Decision making, problem solving, Effective communication, interpersonal relationship, coping with stress, coping with emotion. Life skills for professionals: positive thinking, right attitude, attention to detail, having the big picture, learning skills, research skills, perseverance, setting goals and achieving them, helping others, leadership, motivation, self-motivation, and motivating others, personality development, IQ, EQ, and SQ.

UNIT II

Self-awareness: definition, need for self-awareness; Coping with Stress and Emotions, Human Values, tools, and techniques of SA: questionnaires, journaling, reflective questions, meditation, mindfulness, psychometric tests, feedback. Stress Management: Stress, reasons and effects, identifying stress, stress diaries, the four A's of stress management, techniques, Approaches: action-oriented, emotion-oriented, acceptance oriented, resilience, Gratitude Training, Coping with emotions: Identifying and managing emotions, harmful ways of dealing with emotions.

UNIT III

21st century skills: Creativity, Critical Thinking, Collaboration, Problem Solving, Decision Making, Need for Creativity in the 21st century, Imagination, Intuition, Experience, Sources of Creativity, Lateral Thinking, Myths of creativity, Critical thinking vs. Creative thinking, Functions of Left Brain & Right brain, Convergent & Divergent Thinking, Critical reading & Multiple Intelligence. Steps in problem solving: Problem Solving Techniques, Six Thinking Hats, Mind Mapping, Forced Connections. Analytical Thinking, Numeric, symbolic, and graphic reasoning. Scientific temperament and Logical thinking.

UNIT IV

Leadership: Leadership framework, entrepreneurial and moral leadership, vision, cultural dimensions. Growing as a leader, turnaround leadership, managing diverse stakeholders, crisis management. Types of Leadership, Traits, Styles, VUCA Leadership, Levels of Leadership, Transactional vs Transformational Leaders, Leadership Grid, Effective Leaders.

Lab Activities

Verbal

Effective communication and Presentation skills. Different kinds of communication; Flow of communication; Communication networks, Types of barriers; Miscommunication Introduction to presentations and group discussions. Learning styles: visual, aural, verbal, kinaesthetic, logical, social, solitary; Previewing, KWL table, active listening, REAP method Note-taking skills: outlining, non-linear note-taking methods, Cornell notes, three column note taking. Memory techniques: mnemonics, association, flashcards, keywords, outlines, spider diagrams and mind maps, spaced repetition. Time management: auditing, identifying time wasters, managing distractions, calendars, and checklists; Prioritizing - Goal setting, SMART goals; Productivity tools and apps, Pomodoro technique.

Non-Verbal

Non-verbal Communication and Body Language: Forms of non-verbal communication; Interpreting body-language cues; Kinesics; Proxemics; Chronemics; Effective use of body language, Communication in a multi-cultural environment.

SUGGESTED READINGS:

1. Khara S., You Can Win. Macmillan Books, New York.
2. Barun K. Mitra, "Personality Development & Soft Skills", Oxford Publishers, New Delhi.
3. ICT Academy of Kerala, "Life Skills for Engineers", McGraw Hill Education, India.
4. Caruso, D. R. and Salovey P, "The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership", Jossey- Bass, San Francisco.
5. Kalyana, "Soft Skill for Managers". Wiley Publishing Ltd, US.
6. James L., "The First Book of Life Skills"; Embassy Books, Mumbai.
7. Verma S., "Development of Life Skills and Professional Practice". Sultan Chand (G/L) & Company, India.
8. Goleman D., Emotional Intelligence. Bantam, New York.
9. Remesh S., Vishnu R.G., Life Skills for Engineers, Ridhima Publications, India.
10. Butterfield Jeff, Soft Skills for Everyone, Cengage Learning India Pvt Ltd.
11. Training in Interpersonal Skills: Tips for Managing People at Work, Pearson Education, India.
12. The Ace of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson Education.

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

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

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

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/>
 8. India Code – Digital repository of all Central and State Acts: <https://www.indiacode.nic.in/>
 9. Jackson, A. R., & Jackson, J. M. (2000). *Environmental Science: The Natural Environment and Human Impact*. Pearson Education.
 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;
 22. <https://www.ipcc.ch/report/sixth-assessment-report-cyc>

MARKETING MANAGEMENT
PAPER CODE: BBG-201-V

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

Course Outcomes:

After the successful completion of this 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. Understand the significance of consumer behavior, segmentation, targeting and positioning.
3. Make the product and pricing strategies.
4. Make the distribution strategies, promotion strategies.

UNIT I

Introduction to Marketing; difference between marketing and selling; core concepts of marketing; marketing mix; marketing process; marketing environment.

UNIT II

Determinants of consumer behavior; consumer's purchase decision process (exclude industrial purchase decision process); market segmentation; target marketing; differentiation and positioning; marketing research; marketing information system.

UNIT III

Product and product line decisions; branding decisions; packaging and labeling decisions; product life cycle concept; new product development; pricing decisions.

UNIT IV

Distribution channels: - retailing, wholesaling, warehousing and physical distribution, promotion mix - personal selling, advertising, sales promotion, publicity, conceptual introduction to customer relationship marketing.

SUGGESTED READINGS:

1. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. Marketing Management. New Delhi: Pearson Education.
2. Dhunna, M. Marketing Management: Text and Cases. New Delhi: Wisdom Publications.
3. Saxena, R. Marketing Management. New Delhi: McGraw Hill.
4. Zikmund, W. G. Marketing. New Delhi: Cengage Learning.
5. Panda, T. K. Marketing Management. New Delhi: Excel Books.

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

**HUMAN RESOURCE MANAGEMENT
PAPER CODE: BBG-203-V**

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

Course Outcomes:

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

1. Understand the basics of human resource management.
2. Analyze 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

Introduction - nature and scope of human resource management, HRM objectives and functions, HRM policies, HRM in a globally competitive environment; Strategic human resource management, HR outsourcing; Brief overview of HRIS.

UNIT II

Acquisition of Human Resource - Human resource planning; Job analysis and Job design; Recruitment - Concept and sources; Selection - Concept and process; Placement and induction; Job evaluation - concept & methods.

UNIT III

Training and Development - Concept and importance; Identifying training and development needs; Training methods and evaluation, designing training programs; Role-Specific and Competency Based Training; Management Development; Career Development and Succession planning.

UNIT IV

Performance Appraisal - nature, objectives, and importance; techniques of performance appraisal; potential appraisal and employee counselling; Compensation: concept and policies; fringe benefits; performance linked compensation. Balance Scorecard, Competency based HRM; Employee welfare; Social security; Grievance-handling; Industrial Disputes: causes and settlement machinery.

SUGGESTED READINGS:

1. Dessler, G. A Framework for Human Resource Management. Pearson Education.
2. DeCenzo, D. A., & Robbins, S. P. Personnel/Human Resource Management. Pearson Education.
3. Aswathapa, K. Human Resource Management: Text and Cases. Tata McGraw Hill Education.
4. Halder, U., & Sarkar Juthika. Human Resource Management. Oxford University Press.
5. Rao, V. S. P. Human Resource Management. Cengage Learning India.
6. Chhabra, T. N. Human Resource Management. Dhanpat Rai & Co., Delhi.
7. Pattanayak, B. Human Resource Management. PHI Learning.

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

FINANCIAL MANAGEMENT

PAPER CODE: BBG-205-V

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

Course Outcomes:

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

1. Understand the concept of financial management and various source of finance.
2. Analyze 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 analyze dividend policy; and suggest sound dividend policy.
5. Design working capital policy based on the assessment of financial requirements.

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

11. Singh, S., & Kaur, R. Fundamentals of Financial Management. New Delhi: SCHOLAR Tech. Press.
12. Tripathi, V. Basic Financial Management. Delhi: Taxmann Publication.
13. Srivastava, R., & Mishra, A. Financial Management. New Delhi: OUP India.
14. Institute of Chartered Accountants of India. Study Material of CA Course (New)

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

E-BUSINESS
PAPER CODE: BBG-213-V

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

Course Outcomes:

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

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

BUSINESS ETHICS AND CORPORATE GOVERNANCE
PAPER CODE: BBG-209-V

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

Course Outcomes:

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

1. Explain the ethical conduct in business and its essence for management.
2. Analyze the value system in business.
3. Understand the basics of corporate governance and the emerging role of management.
4. Develop comprehensive understanding on corporate disclosure and the role of SEBI.

UNIT I

Ethics and Behaviour, Ethical conduct in Business: Ethical Audits, Cost of being unethical, Ethics and social responsibility, Intellectual property rights like designs, patents, trademarks, copy rights.

UNIT II

Values–Concepts, values in Business, Types and Formation of Values, importance of value system, Values of Indian Managers; applications of moral values to the challenges of the organisations. Relationship between ethics and values.

UNIT III

Corporate Governance: Concept, corporate governance code, Profit maximization versus Corporate Social Responsibility, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD).

UNIT IV

Legal aspects: Corporate Disclosure and Investor Protection in India, Guidelines on CSR Management, Corporate disclosure practices, SEBI codes.

SUGGESTED READINGS:

1. Iyer, S. S. Managing for Value. New Delhi: New Age International Publishers.
2. Hartman, L. P., & Chatterjee, A. Business Ethics. New Delhi: Tata McGraw Hill.
3. Bhatia, S. K. Business Ethics and Managerial Values. New Delhi: Deep & Deep Publications Pvt. Ltd.
4. Velasquez. Business Ethics - Concepts and Cases. New Delhi: Prentice Hall.
5. Reed, D. Corporate Governance, Economic Reforms & Development. New Delhi: Oxford University Press.
6. Mathur, U. C. Corporate Governance & Business Ethics. New Delhi: McMillan.

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

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

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

Course Objectives:

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

1. Familiarize the students with the process and barriers of communication.
2. Enable the students develop critical thinking and identify logical fallacies.
3. Help students in recognizing factors and applying strategies in conflict resolution.
4. 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:

- CO1: The students will be familiarized with the process and barriers of communication.
- CO2: The students will be enabled to develop critical thinking and identify logical fallacies.
- CO3: The students will be able to recognize factors and apply strategies in conflict resolution.
- CO4: 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., & Sharma, S. Effective Communication Skills.
3. Phillips, C. C. Conflict, Conflict Resolution and Mediation: Theory, Process and Practice.

**ADVANCED EXCEL
PAPER CODE: BBG-211-V**

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

Course Outcomes:

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

1. Visualize data for business decisions.
2. Evaluate and integrate appropriate information for business.
3. Apply mathematical and statistical functions for decision making.
4. Identify and organize data from multiple sources.

UNIT I

Creating a basic worksheet, managing worksheets, Formatting cells Viewing and printing worksheets, Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. protecting cells.

UNIT II

Building basic formulas, Using a function in a formula, Math and statistical functions, Sum, Max, Min, Average, Count, Today, Now, Countif, CountA, CountBlank, Round, Roundup, Round. Financial functions Manipulating dates, times and text, VLOOKUP and HLOOKUP, Conditions in formulas.

UNIT III

Goal Seek function, descriptive statistics, PivotTables, Find trends in data, summarize data by using Sparklines, Data Validation.

UNIT IV

Create and modify macros, Create hyperlinks, Creating and managing charts like Column, Line, Pie, Bar, Area, Scatter, 3D, Pivot charts etc. Working with multiple sheets, hyperlinks, Creating Dashboards.

SUGGESTED READINGS:

1. Harvey, G. Excel All-in-One for Dummies. Hoboken, NJ: John Wiley & Sons.
2. Alexander, M., & Kusleika, R., et al. Excel Bible. Hoboken, NJ: Wiley.
3. Winston, W. Microsoft Excel 365 Data Analysis and Business Modeling. Redmond, WA: Microsoft Press.
4. Blackwood, N. Advanced Excel Reporting for Management Accountants. Hoboken, NJ: Wiley.

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

FUNDAMENTALS OF INTERNATIONAL BUSINESS
PAPER CODE: BBG-202-V

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

Course Outcomes:

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

1. Understand the dynamics of international business and global perspective on trading system.
2. Analyze various approaches to decisions concerning international trade and investment.
3. Develop an understanding of risk involved and emerging issues in international business.
4. Evaluate the essentials of entering and competing in international markets.

UNIT-I

Types of international business; basic structure of international business environment; motives for international business; barriers to international business; risk in international business; basic techniques of risk management in international business.

UNIT-II

Foreign market entry modes; factors of country evaluation and selection; decisions concerning foreign direct and portfolio investment; control methods in international business.

UNIT-III

Basic foreign manufacturing and sourcing decisions; product and branding decisions for foreign markets; approaches to international pricing; foreign channel and logistical decisions.

UNIT-IV

Global trading and financial system – an overview; accounting differences across countries; cross cultural challenges in international business; international staffing and compensation decisions.

SUGGESTED READINGS:

1. Daniels, J. D., & Radebaugh, H. L. International Business: Environment and Operations. New Delhi: Pearson Education.
2. Hill, C. W. L. International Business. New Delhi: Tata McGraw Hill.
3. Sharan, V. International Business: Concept, Environment and Strategy. New Delhi: Pearson Education.
4. Bennett, R. International Business. New Delhi: Pearson Education.

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

INTEGRATED MARKETING COMMUNICATION

PAPER CODE: BBG-212-V

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

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.

BUSINESS RESEARCH METHODS
PAPER CODE: BBG-206-V

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

Course Outcomes:

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

1. Outline the significance of research and research methodology and to analyze the problems in conducting social science research in India.
2. Formulate research problem and research design.
3. Determine the sample size in consonance with the research problem and research design.
4. Collect and tabulate required primary and secondary data for analysis.
5. Prepare a report on the basis of collected data.

UNIT I

Concept, objectives, and significance of Research; Approaches and types of Research; Research Methodology; Research Process; Criteria of Good Research; Challenges in conducting social science research in India.

UNIT II

Defining the Research Problem and Research Design; Components, selection and formulation of Research Problem; meaning and need of Literature Review; Meaning of Research Design, Features of a good research design; types of Research Design.

UNIT III

Meaning of Census and Sample; Meaning, need, significance and principle of sampling; Essentials of a good sampling; Methods of sampling; Determination of sample size.

UNIT IV

Types of data; Methods of collection of primary data: Collection of Secondary Data; Use of computer and internet in collection of data; limitation of primary and secondary data. Tabulation of data for analysis, Research Proposal, Research Report: Qualities of good report, steps in report writing.

SUGGESTED READINGS:

1. Madan, P., Paliwal, V., & Bhardwaj, R. Research Methodology: Methods & Techniques. New Delhi: New Age International Publishers.
2. Kothari, B. L. Research Methodology: Tools and Techniques. Jaipur: ABD Publishers.
3. Borse, M. N. Research Methodology—Modern, Methods & New Techniques. Jaipur: Shree Niwas Publishers.
4. Rao, K. V. Research Methodology in Commerce and Management. Noida, Uttar Pradesh: Sterling Publishers Private Limited.
5. Sharma, R. D., & Chahal, H. Research Methodology in Commerce and Management. New Delhi: Anmol Publications.

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

BUSINESS RESEARCH LAB
PAPER CODE: BBG-208-V

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

Course Outcomes:

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

1. Learn data management using software.
2. Perform various statistical tests using software.
3. Analyse quantitative data.
4. Conduct research work with the help of software.

UNIT-I

Introduction and functions of statistical softwares; data coding, entry and checking; descriptive statistics; tables and graphs.

UNIT-II

Using SPSS - reliability testing, parametric tests – types of T-test

UNIT-III

Using SPSS - correlation, simple linear regression

UNIT-IV

Using SPSS - Factor analysis

SUGGESTED READINGS:

1. Field, A. Discovering Statistics Using IBM SPSS Statistics. Delhi: Sage Publisher.
2. Morgan, G. A., Leech, N. L., Gloeckner, G.W., & Barrett, K. C. SPSS for Introductory SPSS – Use and Interpretation. London: Lawrence Erlbaum Associates.
3. Hair, J.F., Black, W.C., Babin, B. J., & Anderson, R. E. Multivariate Data Analysis. Delhi: Pearson.
4. Chauhan, A. Research Analytics: A Practical Approach to Data Analysis. Delhi: Dreamtech Press.

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

EFFECTIVE CORPORATE COMMUNICATION (ECC)
PAPER CODE: AEC-103-V

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

Course Objectives:

- CO1: To acquaint students with the appropriate grammatical structures in written forms.
- CO2: To enable the students to understand the significance of technical writing and formal communication.
- CO3: To equip students to develop and demonstrate effective writing skills in varied forms.
- CO4: 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.

SUGGESTED READINGS:

1. Kaul, A. Effective Business Communication.
2. Bussom, C. Professional Communication for Business.
3. Raman, M., & Sharma, S. Business Communication and Technical Writing.

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., & Martin, L. R. Health Psychology. New Delhi: Pearson.
2. Sarafino, E. P. Health Psychology: Bio Psychosocial Interactions. New York: 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.

ENTREPRENEURSHIP
PAPER CODE: BBG-303-V

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

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 a 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 to Build the Future by Peter Thiel
7. Zero to One: Notes on Startups, or How to 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 the latest editions of the above books are recommended.

INTRODUCTION TO ANALYTICS

PAPER CODE: BBG-305-V

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

Course Outcomes:

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

1. Understand the importance of business analytics for an organization.
2. Analyze complex problems using advanced analytics tools.
3. Differentiate between descriptive, predictive, and prescriptive business analytics.
4. Interpret data and learn how to apply analytics in organisational decision-making.

UNIT I:

Introduction to Analytics: Foundations of Business Analytics, Decision making, Introduction to Business Analytics, Different models in Business Analytics, Problem solving through analytics, Big data, Career in Business Analytics, descriptive, predictive and prescriptive analytics.

UNIT II:

Descriptive Analytics: Descriptive Statistical Measures: measures of location, dispersion, shape, and association. Visualizing and Exploring Data: Overview, Tables, Charts, Advanced data visualization, data dashboards.

UNIT III:

Predictive Analytics: Trendlines and Regression Analysis, Forecasting Techniques, Introduction to Data Mining, Spreadsheet Modeling and Analysis, Monte Carlo Simulation and Risk Analysis.

UNIT IV:

Prescriptive Analytics: Linear Optimization, Applications of Linear Optimization, Integer Optimization, Decision Analysis.

Application of Business Analytics: Application of Analytics in Finance, Marketing, Human Resource Management, Retail, Supply Chain, Healthcare, and social media.

SUGGESTED READINGS:

1. Schniederjans, M.J., Schniederjans, D.G., Starkey, C.M. (2014), Business Analytics: Principles, Concepts and Applications, Pearson.
2. James, E.R. (2017). Business Analytics. UK: Pearson Education Limited.
3. Hardoon, D.R., and Shmueli, G. (2016), Getting Started with Business Analytics, CRC Press, Taylor & Francis.
4. Rao, P.H. (2014), Business Analytics: An Application Focus, Prentice Hall India.
5. Sharma, J.K., Khatua, P.K. (2012), Business Statistics, Pearson.

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

EVENT MANAGEMENT
PAPER CODE: BBG-307-V

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

Course Outcomes:

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

1. Exhibit the capability to organize a formal event.
2. Create, organize, and manage teams.
3. Prepare and present the promotional events.
4. Plan and prepare sponsorship proposals.

UNIT I

Management: meaning and functions. Event Management: Concept, and Scope, Categories of Events: Personal/Informal Events and Formal/Official Events, Requirement of Event Manager, Roles & Responsibilities of Event Manager in different events; Special event topics.

UNIT II

Characteristics of a Good Planner, SWOT Analysis, Understanding the client needs, identification of target audience; Event Planning Process, Conceptualization, Costing, Canvassing, Customization, and Carrying out; Critical Success Factors; Outsourcing Strategies, working with Vendors, Negotiating Tactics, Accountability and Responsibility. Event Risk Management and IT for Event Management.

UNIT III

Team Building and Managing Team: Concept, nature, approaches, activities, and practices. Characteristics of a high performing team. Skills required and Job Responsibilities of Leading Teams, Business communication.

UNIT IV

Nature & Process of Marketing; Branding, Advertising; Publicity and Public relations. Types of advertising, merchandising, giveaways, competitions, promotions, website, and text messaging. Media tools – Media invitations, press releases, TV opportunities, radio interviews. Promotional tools – Flyers, Posters, Invitations, Website, newsletters, blogs, tweets. Event Partners, Event Associates, Event Sponsor; Importance of Sponsorship–for event organizer, for sponsor; Type of Sponsorship; Making sponsorship database; Sponsorship Proposal; Ways to seek Sponsorship; Closing a sponsorship; Research on sponsorship avenues; Converting sponsorship into partnership.

SUGGESTED READINGS:

1. Conway, D. G. *The Event Manager's Bible*. Devon: How to books Ltd.
2. Goldblatt, J. *Special Events: Event Leadership for a New World*. New Jersey: John Wiley & Sons Inc.
3. Hoyle, L. H. *Event Marketing*. New Jersey: John Wiley & Sons Inc.

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

SUMMER INTERNSHIP/PROJECT
BBG-309-V

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

Every student will be assigned a summer training report topic after the 4th semester. It will be pursued by him/her under the supervision of an internal supervisor. The students are required to interact with their supervisor on a regular basis and prepare a project report. The tentative content of the summer training report is as follows:

1. Cover Page
2. Acknowledgement
3. Certificate from supervisor
4. Introduction
5. Literature Review
6. Research Methodology (Objective of the Research, Hypothesis, Research Design etc.)
7. Data Analysis
8. Findings
9. Conclusions
10. Recommendations
11. References
12. Appendices – to include questionnaire etc. (if any)

The student will submit a summer training report this semester as per the schedule announced by the department/University for assessment. The student will submit two hard bound copies of the report, one softcopy in CD/DVD along with the requisite fee. The summer training report shall be evaluated by both Internal and External Examiners. For external evaluation, Viva voce will be conducted by the external examiner.

PROJECT MANAGEMENT
PAPER CODE: BBG-302-V

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

Course Outcomes:

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

1. Explain the concept and attributes of projects, project management system, process, and its principles.
2. Perform technical feasibility, marketing feasibility and commercial viability of a project.
3. Prepare project budget in business and analyse project appraisal through various project appraisal techniques.
4. Examine project risk and performance assessment and evaluate project management techniques.

UNIT I

Concept and attributes of Project, Identification of Investment opportunities, Project life cycle, Role of Project Manager, Project Management Information System, Project Management Process and Principles, Generation & Screening of Project Idea.

UNIT II

Market and Technical Analysis: Technical Feasibility; Marketing Feasibility, Financial Planning: Estimation of Costs and Funds, sources of funds, Demand Analysis and Commercial Viability, Project budget, Tax considerations and legal aspects.

UNIT III

Business Criterion of Growth, Liquidity and Profitability, Project appraisal techniques; payback period, accounting rate of return, net present value, internal rate of return, profitability index and Social Cost Benefit Analysis.

UNIT IV

Project Risk Management- Identification, Analysis and Reduction, Project quality management, Project Performance Measurement and Evaluation, Project Report, Project Closure and Audit. Cost and Time Management issues in Project Planning and Management. Techniques (PERT & CPM).

SUGGESTED READINGS:

1. Chandra. Prasanna. Project Preparation, Appraisal and Implementation. Tara McGraw Hill.
2. Gido, Jack, And Clements, James P. Project Management. Cengage Learning.
3. Gray, Clifford F., Larson, Eric W., and Desai, Gautam V. Project Management: The Managerial Process. McGraw Hill Education.
4. Barker, Stephen.and Cole, Rob. Brilliant Project Management, Pearson.
5. Kharua, Sitangshu. Project Management and Appraisal. Oxford Press University.

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

INDIAN FINANCIAL SYSTEM
PAPER CODE: BBG-304-V

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

Course Outcomes:

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

1. Understand the workings of various components of financial system in India.
2. Analyze the importance of a sound financial system for economic development of a country.
3. Evaluate the workings of different financial institutions.
4. Analyze the instruments available in the money market and capital market.

UNIT I

Indian Financial System: Nature, structure, role and functions. Structure of Indian banking system, RBI- functions and working, Integrated ombudsman scheme, 2021 by RBI. Financial Institutions: Commercial banks, Banking and non-banking intermediaries, NABARD, Regional Rural Banks and Cooperative Banks, SIDBI.

UNIT II

Banking Concepts –credit creation, E-Banking; NEFT, RTGS, SWIFT mechanism. Universal Banking, payment banks. Emergence of electronic payment system in India, NPCI. Money Market; Money market instruments; Call money, Treasury Bills, Commercial Bills, Certificate of deposit, Commercial Papers, Reforms and recent developments in money market.

UNIT III

Capital Market: Capital Market instruments, Role of SEBI, Secondary market; trading and settlement; Primary market v/s Secondary Market. Mutual Funds; meaning and types. Reforms and recent developments in capital market.

UNIT IV

Non-banking finance companies, Housing finance companies. Overview of financial Services: Merchant Banking, Leasing and Hire purchase, Factoring, Housing Finance, Venture Capital, Credit Rating. An overview of Fintech; Suptech.

SUGGESTED READINGS:

1. Bhole L. M 'Financial institutions and Markets', Tata McGraw Hills.
2. Varshney and Mittal. Indian Financial System, Sultan Chand & Sons.
3. Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education.
4. John C. Hull, 'Risk Management and Financial Institutions', Tata McGraw Hills.
5. S. Gurusamy, 'Financial Markets and Institutions' 3rd edition, Tata McGraw Hills.
6. Khan M. Y. ' Indian Financial System', Tata McGraw Hills.
7. Gurusamy, Financial Services and System, McGraw Hill Education, March.

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

COMPREHENSIVE VIVA-VOCE
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.

MANAGEMENT OF MICRO, SMALL AND MEDIUM ENTERPRISES
PAPER CODE: BBG-308-V

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

Course Outcomes:

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

1. Understand the key challenges & steps involved in setting up the MSMEs.
2. Gain insight about various supports available to the MSMEs.
3. Knowledge about the MSME Development Act, 2006.
4. Exposure about the global emerging trends and institutional support to the MSMEs.

UNIT I

MSMESs in INDIA: Concept of Entrepreneur & Entrepreneurship, Quality & Characteristics of Entrepreneurs, MSMEs: Definition, Performance, Key Challenges & Steps involved in setting up MSMEs.

UNIT II

Government Support for MSMEs: Skill Development, Market Linkages, Technology upgradation, Cluster Development & Finance Availability.

UNIT III

Policy Initiatives for MSMEs: ASPIRE- A Scheme for Promotion of Innovation, Rural Industry & Entrepreneurship, MSME Development Act, 2006 (Salient Features), MSME Development Act (Amendment) Bill, 2015, E-Governance Initiatives/ Digital Initiatives.

UNIT IV

Emerging Trends & Institutions Supporting MSME: Overview of World Trade Organisation (WTO), Intellectual Property Rights (IPR), International SME Network (INSME) and Bar Coding.

SUGGESTED READINGS:

1. Dynamics of Entrepreneurship Development & Management: Vasant Desai
2. Entrepreneurship Development in India: C B Gupta & N P Srinivasan
3. Entrepreneurship Development: S. S. Khanka
4. Entrepreneurship and small Business Management: C B Gupta & S S Khanka
5. small Business Entrepreneurship: Paul Burns & Jim Dewhunt.

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

MANAGEMENT INFORMATION SYSTEM
PAPER CODE: BBG-310-V

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

Course Outcomes:

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

1. Understand the role of information systems in today's competitive business environment.
2. Learn the role of information systems supporting the major functional areas of the business.
3. Analyze the relationship between information systems and organizations.
4. Identify appropriate strategies to manage the system implementation process.

UNIT I

The meaning and use MIS, System View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS.

UNIT II

Planning, Implementation and Controlling of Management Information System.

UNIT III

Fundamentals of Data Processing, Computer Operation of Manual Information System, Components of Computer Systems, Flow Chart, Conversion of Manual to Computer Based Systems, Computer Systems Software, Application Software, Telecommunication Modem.

UNIT IV

Managerial Decision Making, characteristics and components of Decision Support System. System Design: System design consideration, input/output design, forms design, file organization and database, data management, file design, program design, control and security.

SUGGESTED READINGS:

1. Dynamics of Entrepreneurship Development & Management: Vasant Desai
2. Entrepreneurship Development in India: C B Gupta & N P Srinivasan
3. Entrepreneurship Development: S S Khanka
4. Entrepreneurship and small Business Management: C B Gupta & S S Khanka
5. Small Business Entrepreneurship: Paul Burns & Jim Dewhunt

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

