

year	SEMESTER	MAJOR DISCIPLINE SPECIFIC COURSES (CORE) Credit required 64	MINOR/GENERAL ELECTIVE Credit required 32	INTERDISCIPLINARY COURSES	Skill enhancement/inter nship/vocational/di ssertation	Ability enhancement courses	Common value added courses/project/ survey	Award
1	I	PRINCIPLES OF MARKETING (BM200C)/ HUMAN RESOURCE MANAGEMENT (BM208C)/ COST ACCOUNTING (4)	PRINCIPLES OF MARKETING/HUMAN RESOURCE MANAGEENT/COST ACCOUNTING/CONSUMER BEHAVIOUR/INDUSTRIAL PSYCHOLOGY/MANAGEMENT ACCOUNTING (Any one apart from Major discipline) (4)	ORGANISATIONAL BEHAVIOUR (3)	COMPUTER & IT (3)		Ancient Indian Business Thoughts (2)	Certificate in MARKETING/HR/FINANCE (40)
		CONSUMER BEHAVIOUR (BM201C) /INDUSTRIAL PSYCHOLOGY (BM209C)/ MANAGEMENT ACCOUNTING (4) SERVICES MARKETING (BM202C)						
	II	/INDUSTRIAL AND LABOUR ECONOMICS (BM210C) /FINANCIAL ACCOUNTING (4) RETAIL MARKETING (BM203C) /PERSONNEL ADMINISTRATION & SYSTEM (BM211C) /FINANCIAL MANAGEMENT (4)	SERVICES MARKETING/INDUSTRIAL AND LABOUR ECONOMICS/FINANCIAL ACCOUNTING/RETAIL MARKETING/PERSONNEL ADMINISTRATION & SYSTEM/FINANCIAL MANAGEMENT (Any one apart from Major discipline) (4)		TOURISM TRANSPORT & TRAVEL MANAGEMENT (3)	PERSONALITY DEVELOPMENT & GROOMING (3)	Foundation of Yoga (2)	
2	III	RELATIONSHIP MARKETING (BM204C) /LABOUR WELFARE & INDUSTRIAL HYGIENE (BM212C)/ WORKING CAPITAL MANAGEMENT (4) SALES MANAGEMENT & PERSONAL SELLING (BM205C)/ LABOUR LAWS I (BM213C) /FINANCIAL STATEMENT ANALYSIS & REPORTING (4)	RELATIONSHIP MARKETING/LABOUR WELFARE & INDUSTRIAL HYGIENE/WORKING CAPITAL MANAGEMENT/SALES MANAGEMENT & PERSONAL SELLING/LABOUR LAWS I/FINANCIAL STATEMENT ANALYSIS & REPORTING (Any one apart from Major discipline) (4)	STATISTICS (3)	TOUR OPERATIONS MANAGEMENT (3)		INTERNSHIP (4)	Diplome in MARKETING/HR/FINANCE (82)
	IV	DISTRIBUTION MANAGEMENT (BM206) & LOGISTICS/ INDUSTRIAL RELATIONS & TRADE UNION (BM214C)	DISTRIBUTION MANAGEMENT & LOGISTICS/INDUSTRIAL RELATIONS & TRADE UNION/SECURITY ANALYSIS & PORTFOLIO MANAGEMENT/MARKET RESEARCH/LABOUR LAWS II/FINANCIAL MARKETS & INSTITUTIONS (Any one apart from Major discipline) (4)	RESEARCH METHODOLOGY (3)		INTERVIEW PREPARATION (3)	Foundation of Environmental Education (2)	
		MARKET RESEARCH (BM207C) /LABOUR LAWS II (BM215C) /FINANCIAL MARKETS & INSTITUTIONS (4)						
V		MARKETING ETHICS/TRAINING & DEVELOPMENT/CORPORATE ACCOUNTING (4)	MARKETING ETHICS/TRAINING & DEVELOPMENT/CORPORATE ACCOUNTING/INTERNATIONAL MARKETING/INDUSTRIAL SAFETY/BUSINESS TAXATION/ MARKETING AND LAWS/LABOUR COSTING & COMPENSATION MANAGEMENT/INTERNATIONAL FINANCIAL MANAGEMENT/PRODUCT AND BRAND MANAGEMENT/LABOUR LAWS III/INSURANCE MANAGEMENT (Any one apart from Major					
		INTERNATIONAL MARKETING/INDUSTRIAL SAFETY/BUSINESS TAXATION (4)						
		MARKETING AND LAWS/LABOUR COSTING & COMPENSATION MANAGEMENT/INTERNATIONAL FINANCIAL MANAGEMENT (4)						

3		PRODUCT AND BRAND MANAGEMENT/LABOUR LAWS III/INSURANCE MANAGEMENT (4)	discipline) (4)					
	VI	MARKETING ANALYTICS/HR ANALYTICS/DEBT MARKETS & MUTUAL FUNDS (4)	MARKETING ANALYTICS/HR ANALYTICS/DEBT MARKETS & MUTUAL FUNDS/MARKETING COMMUNICATION/LABOUR LAWS IV/PROJECT APPRAISAL & FINANCING/STRATEGIC MARKETING/ORGANISATION DEVELOPMENT & QUALITY MANAGEMENT SYSTEM/MANAGEMENT OF PUBLIC FINANCE/EXPORT DOCUMENTATION & FOREX MANAGEMENT/STRATEGIC HRM & CORPORATE PLANNING/TREASURY MANAGEMENT (Any one apart from Major discipline) (4)					
		MARKETING COMMUNICATION/LABOUR LAWS IV/PROJECT APPRAISAL & FINANCING (4)						
		STRATEGIC MARKETING/ORGANISATION DEVELOPMENT & QUALITY MANAGEMENT SYSTEM/MANAGEMENT OF PUBLIC FINANCE (4)						
		EXPORT DOCUMENTATION & FOREX MANAGEMENT/STRATEGIC HRM & CORPORATE PLANNING/TREASURY MANAGEMENT (4)						
4	VII	DIRECT MARKETING/CURRENT TRENDS in HRM/ APPLIED FINTECH FOR BUSINESS (4)	DIRECT MARKETING/CURRENT TRENDS in HRM/ APPLIED FINTECH FOR BUSINESS/RURAL AND AGRICULTURAL MARKETING/CROSS CULTURAL MANAGEMENT/BLOCKCHAIN FOR FINTECH & APPLICATIONS/INDUSTRIAL MARKETING/GLOBAL HRM/PAYMENTS, CRYPTO-CURRENCIES & ALTERNATIVE FINANCE/DIGITAL MARKETING/HR ETHICS/BANKTECH,INSURTECH & REGTECH (Any one apart from Major discipline) (4)					
		RURAL AND AGRICULTURAL MARKETING/CROSS CULTURAL MANAGEMENT/BLOCKCHAIN FOR FINTECH & APPLICATIONS (4)						
		INDUSTRIAL MARKETING/GLOBAL HRM/PAYMENTS, CRYPTO-CURRENCIES & ALTERNATIVE FINANCE (4)						
		DIGITAL MARKETING/HR ETHICS/BANKTECH,INSURTECH & REGTECH (4)						
	VIII	<b>MAJOR PROJECT (20)</b>						

CORPORATE COMMUNICATION (3)

BBA in MARKETING/HR/FINANCE (125)

BBA (Honours/HONOURS with Research) in MARKETING/HR/FINANCE (165)

**Course outcome:** The purpose of this course is to develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services.

## UNIT I

Introduction: Concepts of marketing, Evolution of marketing, marketing mix, market segmentation, marketing environment, marketing planning, strategy and approaches.

## UNIT II

Consumer Behaviour: Concept, buying motives, motivation –types, nature, scope and role. Methods of conducting marketing research, sales promotion and advertising, factors influencing consumer behavior, digital consumer behaviour.

## UNIT III

Product & Pricing: Product policy decisions, product-mix, product-line and product-life cycle, product development, product diversification, product improvement, Branding and Trade Marks, packaging,

Pricing: Concept, nature and scope of pricing decisions; price policy considerations, objectives and strategies of pricing, pricing methods.

## UNIT IV

Distribution Management & Marketing communication: Decisions relating to channels of distribution, Web & Show rooming, online and offline distribution, functions of distribution channel, factors influencing distribution channel.

Sales promotion, Sales forecasting, Management of sales force, analysis of sales performance Marketing of services, online service failure, offline service failure, integrated marketing communication.

### References:

1. Kamal Y. (2020), Marketing Management, Sahitya Bhawan Publication.
2. Kotler, Keller, Koshi & Jha (2015) Marketing Management South Asian Perspective. Pearson Publication.
3. Ramaswamy & Namakumari (2009) Marketing Management- Concepts and Cases. Macmillan
4. Arun Kumar & Meenakshi N.(2006) Marketing Management. Vikas Publication
5. Saxena R. (2003) Marketing Management. Mc.Graw Hill. 6<sup>th</sup> Edition

SEMESTER I

## **Human Resource Management (BM212M)**

**Total Session: 40**

**Course Objectives:** At the end of the First Module, students will acquire the desired inputs for appreciating the nature, scope and essence of the management of human resources.

In studying the second Module, students will be in a position to analyze the kernel of planning human resources. At the end of the third Module, students will be able to comprehend the factors governing and influencing the recruitment process.

The end of the Fourth Module enables the students to appreciate the paramountcy of training and development of employees as important tools for managing the human resource

### **UNIT I**

#### **NATURE AND SCOPE OF HUMAN RESOURCE MANAGEMENT**

Nature of HRM, the scope of HRM, the evolution of HRM, HRM model, personnel policies and principles- Context of human resources management, HRM and environment scanning, integrating HRM strategy with business strategy, nature of strategic HRM

### **UNIT II**

#### **HUMAN RESOURCES PLANNING**

Nature and importance of HRP, Factors affecting HRP-Human resources planning and government, barriers of HRP; Analyzing work and designing jobs- nature of job analysis, process of job analysis, job analysis and competitive advantage, job design.,

### **UNIT III**

#### **RECRUITMENT, SELECTION AND INDUCTION**

Nature and factors affecting recruitment, purpose and importance, planning recruitment process, searching, screening, evaluation and control, Nature of selection, selection as a source of competitive advantage, barriers to selection, Induction, orientation programme, requisites of an effective programme, evaluation of orientation programme, problems of orientation.

### **UNIT IV**

#### **TRAINING, DEVELOPMENT AND CAREER MANAGEMENT**

Nature of training and development, inputs and gaps in training, training process, planning training process, career development; Appraising and managing performance? The appraisal process, challenges of performance appraisal, job evaluation, legal issues, and 360-degree appraisal.

**Essential Reading / Recommended Reading**

## SUGGESTED READINGS

1. Aswathappa. Human Resources Management , McGraw-Hill, 2009.
2. Dessler, Gary. Human Resources Management , Pearson, 2009.
3. Phillips, Jack J. Accountabilty In Human Resource Management, Gulf Professional Publishing, 1995.
4. Dubois, David D. and William J. Rothwell. Competency - Based Human Resource Management . New York: Davies-Black Publishing, 2004.
5. Armstrong, Michael. Armstrong's Essential Human Resource Management Practice: A Guide to People Management. 12th ed. New Delhi: Kogan Page Publishers, 2010.
6. Tom Redman, Adrian Wilkinson. Contemporary Human Resource Management: Text and Cases. 2nd ed. New York: Prentice Hall, 2005.
7. Pinnington, Ashly. Human Resource Management: Ethics and Employment. USA: Oxford University Press, 2007.
8. Deery, Stephen and Nick Kinnie. Call Centres and Human Resource Management. New York: Palgrave Macmillan, 2004.
9. Shaun Tyson. Essentials of Human Resource Management. 5Th ed. London: Buttorworth-Heinmann Elsevier, 2006. 8. DeCenzo, David A., Stephen P. Robbins. Fundamentals of Human Resource Management. 10th ed. New York: Wiley Publication, 2009.

# **COST ACCOUNTING**

## **1. INTRODUCTION TO COST ACCOUNTING**

Meaning, nature and scope of Cost Accounting, Advantages and disadvantages of Cost Accounting, Difference between Cost Accounting and Financial Accounting, Cost Classification, Various types of costs, Cost sheet: Meaning, Importance & problems

## **2. MARGINAL COSTING AND CVP ANALYSIS.**

Marginal costing and CVP analysis, Meaning, nature, advantages and disadvantages of Marginal costing, difference between marginal costing and absorption costing, Marginal cost statements, Relation between cost volume and profit, importance of CVP and BEP analysis, Determination of Contribution, profit volume ratio, margin of safety, angle of incidence.

## **3. ACCOUNTING FOR MATERIALS AND LABOUR COST.**

Meaning of materials cost, Importance of inventory control, ABC analysis, determination of various

Stock levels and EOQ, Methods of pricing the issue of materials, Bin cards and Double bin system, meaning of labour cost and structure of wages, Computation of wage with bonus, Labour turn over, causes of Labour turn over, Costing of Labour turn over.

## **4. CONTRACT AND PROCESS COSTING.**

Meaning and various terms used in contract costing, Accounting for contract profit or loss of complete and incomplete contracts. Process costing: concepts of normal loss, abnormal loss, abnormal effectiveness. Preparation of process accounts, normal loss account, abnormal loss account, abnormal gain account.

## **SUGGESTED BOOKS:**

1. Cost and Management accounting Jawharlal Tata McGraw Hill
2. Cost Accounting Asish K. Bhattacharya PHI
3. Cost Accounting Jain and Narang Kalyani Publishers
4. Cost and Management Accounting M.N. Arora Himalaya Publishing House

---

## CONSUMER BEHAVIOR

---

### 1. INTRODUCTION TO CONSUMER BEHAVIOUR:

Introduction, Evolution of Consumer Behaviour, Factors affecting Consumer Behaviour, Scope & Application, Models of Consumer Behaviour (Nicosia, Howard-Sheth Model), Communication & Consumer Behaviour.

### 2. THE INFLUENCING FACTORS ON CONSUMER:

**Personality:** Nature, Theories (Freudian, Neo-Freudian, Trait), Brand Personality

**Motivation:** Introduction, Dynamics of Motivation, Hierarchy of Need Theory, Motivational Research.

**Learning:** Elements, Theories (Classical Conditioning, Operant Conditioning, Observational Learning), Measurement of Consumer Learning.

**Perception:** Elements, Dynamics, Product Positioning, Perceived Price - Quality Relationship, Perceived Risk.

**Attitude:** Introduction, Models (Tri-component Attitude Model, Attitude – Towards - The – Ad – Model), Attitude Formation.

### 3. CONSUMER IN THEIR SOCIAL & CULTURAL SETTING:

**Culture:** Introduction, How Cultures are learned, Measurement of Culture.

**Social:** Introduction, Different Social classes in India, Measurement of Culture.

**Situational:** Introduction, Types of Situation (Purchase, Consumption, Communication), Situational influences on Consumer Behaviour.

### 4. CONSUMER DECISION MAKING PROCESS:

Introduction, Levels, Model of Consumer Decision Making, Gifting Behaviour, Post Purchase Behaviour.

### 5. CURRENT & RELATED ISSUES:

Organisational Buying Behaviour: Introduction, Organisational Buyer Characteristics, Process;  
Consumerism: e-Commerce & Consumer Behaviour.

## **INDUSTRIAL PSYCHOLOGY**

**40**

**Total Session:**

**Course Outcome:** To understand the structure and working of the social system.

To integrate self-based assumptions through the concepts and create newer methods of research in social psychology. To establish self-learning by researching specific topics and creating temporary social interventional models To embed the theoretical foundations for further understanding the interpersonal systems

### **UNIT I**

#### **CHAPTER 1 - INTRODUCTION**

Definition, scope, goals, forces and fundamental concepts- nature of people and nature of the organization;

Historical development of industrial and organizational psychology;2 classic studies (in brief) (1) Time and motion studies (2) Hawthorne studies..

Self-Study -Challenges and Opportunities for an Industrial Psychologist

### **UNIT II**

#### **JOB ANALYSIS AND SELECTION**

Job Analysis – definition, methods-questionnaire, checklist, individual interview, observation interview, group interview, technical conference, diary method, work participation and critical incident method.

Selection and Interviews – Application blanks, psychological testing purpose and characteristics and advantages and disadvantages of psychological tests, types of tests. Characteristics measured by the psychological tests– cognitive ability, interest, aptitude, motor ability and personality; Interviews - Guided, unguided and stressful interview, (individual, panel, group, exit, online and situational interview in brief). Job Design-meaning and definition, techniques of job design, factors affecting job design

Self-Study –Negotiation Skills

### **UNIT III**

#### **TRAINING AND PERFORMANCE APPRAISAL TECHNIQUES]**

Principles of learning and training.

Training methods for non-supervisory employees: - on-the-job training, vestibule training, apprenticeship, programmed instruction, and computer-assisted instruction.

Training methods for managerial staff – job rotation, case study method, business games, in-basket training, role-playing, behaviour modelling, sensitivity training, lecture, soft skills training.



## UNIT IV

### MACHINERY FOR NEGOTIATIONS

. Public Employees' Organizations – Professional Associations VS Unions, Objectives of Associations & Unions, Legal Rights of Employees

Whitley Councils in the U.K, Joint Consultative Machinery in India.

Administrative Tribunals-Meaning, Need, Significance & Types, Central

Administrative Tribunal in India.

### References

1. Bidyut Chakrabarty, Prakash Chand, Public Administration in a Globalised World – Theories and Practice, Sage Publications, 2012.
2. Goel S L, Shalini Rogneesh, Public Personnel Administration – Theory and Practice, Deep & Deep Publications, 2002.
3. Janak Singh Meena, Administrative Reforms & Good Governance, Aavishkar Publishers, 2016.
4. Marshal Edward Dimock, Gladys Odgen Dimmock, Public Administration, Mohan Prinlani Oxford and IBH Publishers, 1975.
5. Naseen Ahmed, Indian Public Administration, Anmol Publications, 2005.
6. Nicholas Henry, Public Administration and Public Affairs, Prentice Hall of India, New Delhi, 2007.
7. Prem Latha Sharma, Public Administration – Theory and Practice, Mangaldeep Publications, 2004.
8. R K Arora, Public Administration in India – Continuity & Change, Rajat Publications, 2006.
9. Rakesh Hooja, Parnami K.K, Civil Service Training in India, Rawat Publications, 2011.
10. Saxena A. P, Governance & Administrative Reforms, Ane Books Pvt. Ltd, 2016.
11. Sharma P. D, Sharma B. M, Indian Administration – Retrospect & Prospect, Rawat Publications, New Delhi, 2009.
12. Urmila Sharma, S K Sharma, Public Administration, Nice Printing Press, Delhi, 200

# **Management Accounting**

## **Unit -I Standard costing**

Meaning, Concepts and Objectives, Merits and Demerits of Standard costing, Prerequisite for establishment of standard costing, Efficiency and Activity Ratios, Variance Analysis and Control.

## **Unit -II Marginal costing**

Definition, Assumptions and Uses, Marginal Costing Vs. Absorption Costing, CVP /BEP Analysis, Key factors and Safety Margin, Managerial Decision-Making Areas – Product Mix, Make or Buy, Pricing Decisions

## **Unit -III Budgetary Control**

Concepts and Objectives, Merits and Demerits of Budgetary Control, Fixed and Flexible Budget, Cash Budget and master Budget, Zero based Budgeting.

## **Unit -IV Accounting for overheads**

Meaning of overhead costs, importance of overhead costing.

Methods of overhead costing – primary distribution and secondary distribution, Problems.

### **Books Recommended:**

1. Jawahar Lal, Cost Accounting, Tata McGraw Hill New Delhi
2. B.M. Lall Nigam and I.C. Jain, Cost Accounting, Principles, Methods and Techniques, PHI Pvt. Ltd, New Delhi
3. Bhabator Banerjee, Cost Accounting –Theory and Practice, PHI Pvt. Ltd, New Delhi.
4. H. V. Jhamb, H. V. Jhamb, Fundamentals of Cost Accounting, Ane Books Pvt Ltd, New Delhi
5. M. N. Arora, Cost Accounting – Principles and Practice, Vikas Publishing House, New Delhi

### **P3: ORGANIZATIONAL BEHAVIOR**

**Total Session: 40**

**Course Outcome:** To provide knowledge about Organizational Behaviour, individual and group behavior and give an overview about change in organization and QWL.

#### **UNIT I**

Introduction: Nature and scope of OB, Challenges and opportunities for OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on OB.

#### **UNIT II**

Individual Behavior: concept, Personality, Perception and its role in individual decision making, Learning, Motivation: Hierarchy of needs theory, Theory X and Y, Motivation-Hygiene theory, Vroom's expectancy theory.

#### **UNIT III**

Behavior Dynamics: Interpersonal behavior, Communication, Transaction Analysis, Leadership: Its Theories and prevailing leadership styles in Indian Organizations. Group Behavior: Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter-group problems in organizational group dynamics, Management of conflict.

#### **UNIT IV**

Management of Change: Change and Organizational development, Resistance to change, Approaches to managing organizational change, Organizational effectiveness, Organizational culture, Power and Politics, Stress Management: Definition, potential, sources of stress, consequences of stress, managing stress.

#### **References:**

1. Robbins, Judge, and Vohra (2013); Organizational Behavior; Prentice Hall Inc.; 15th Edition.
2. Fred, Luthans (2005); Organisational Behavior; UK: McGraw Hill; 10th Edition.
3. G, Moorhead & Griffith. (2007). Organizational Behavior. Houghton Muffin Co.
4. Newstrom J (2007); OB: Human Behaviour at Work. McGraw Hill Inc.; 12th Edition.
5. Pareek Udai (2016); Understanding Organizational Behaviour; Oxford University Press; 4th Edition.
6. Rao, V.S.P. (2009); Organization Behaviour; Excel Book.

**Course outcomes:** The course aims to familiarize the students with computers & its applications in the field of business.

#### UNIT I

Basics of computers and the i-revolution- Characteristics of Computer, Application of Computer in business, Various fields of Computer, Classification of Computer, Generation of Computer, Types of Software, Compiler & Interpreter, Generation of Language, Data representation- Different Number Systems, Inter-Conversion between Number Systems, Binary Arithmetic.

#### UNIT II

**Text processing software:** creating and saving a document, previewing and printing a document, editing, proof reading and formatting of documents. Presenting information in columns and tables, using graphics, symbols, diagrams and charts. Creating and modifying table of contents, index, bookmarks, cross references, hyperlinks, foot notes, end notes and bibliography. Crating form letters, e-mail messages and labels. Collaborating using tracking of changes, adding and reviewing comments, comparing and merging documents, password protection of documents. Creating documents in alternate formats, mail merge

#### UNIT III

**Presentation software:** Creating and managing slides and presentation, entering and editing content on slides, presenting content in tables, inserting, creating and managing graphics, adding sound and animation to slides, reviewing, preparing and delivering presentation, customizing and sharing presentations.

#### UNIT IV

**Spreadsheet Software:** Creating workbooks, working with data and tables, formatting and changing workbook appearance, managing and hiding worksheet data, ordering and summarizing data, combining data from multiple sources, creating charts and graphs, protection of worksheet. Performing calculations using Formulas and Functions: Analyzing alternate data sets, creating dynamic worksheets, printing worksheets and charts. Automating repetitive tasks, performing business intelligence analysis: What-if Analysis, Goal Seek, Data Table ,Lookup, Match, Indexetc.

#### References:

1. Sinha P.K., Sinha P. (2018), Computer Fundamentals, BPB Publication.
2. Rajaraman V.(2012), Computer Fundamentals, PHI.
3. Norton P.(2008), Introduction to Computers, 9<sup>th</sup> reprint Edition, Tata Mcgraw Hill.
4. Saxena S. & Chopra P. (2006), Computer Application in Management, Vikas Publication.

**Course outcome:** This course aims to educate students with basic knowledge of ancient Indian Business thoughts.

### UNIT I

#### **History of Indian Economy Thoughts:**

Context from Dharmasashtras, Shukraniti, Mahabharata, and Arthashastra. Kautilya's Economic thoughts in specific. India and Global GDP, Ancient India.

### UNIT 2

#### **New Indian Economic Model**

Beyond Capitalism and Communalism, Dharmic, Caste as Social Capital, Black Money and Tax Heaven.

### UNIT 3

#### **Sectorial Contribution Past vs Present**

Agriculture: Ancient India, Manufacturing: Ancient India, Education in India, Wealth in India, Governance, and Business in India, Where India Stands Globally.

### UNIT 4

#### **Indian Business Model: Based on 10-point formula:**

Family Base, High Level of Savings, Self Employment, Highly Entrepreneurial Nature, Non-Corporate Sector as the Core of the Economy, Community Orientation and Higher Social Capital, Faith and Relationship in Economic Affairs, A Society-driven Economy, Driven by Norms and Values.

### References:

1. Kanagasabapathi, "Indian Models of Economy, Business and Management", Third Edition, Prentice Hall India Ltd. Delhi.
2. Lotus and Stones; Garuda Prakashan (31 October 2020); Garuda Prakashan Pvt. Ltd
3. Dwivedi D. N., Essentials of Business Economics, Vikas Publications, Latest Edition
4. Black money Tax Heaven by R Vaidyanathan, Westland Ltd. Publication.

---

---

## RETAIL MARKETING

### 1. INTRODUCTION TO RETAILING:

Definition, An overview of Indian Retail Industry, Global Concept, Functions performed by the Retailers, Changing Retail Land space, Growth of Retail in India, Opportunities & Challenges ahead.

Evolution of Retail Formats, Theories of Retail Development, Retail Lifecycle, Classification of Retail Stores, Franchising – A dynamic Retail opportunity

### 2. RETAIL STORE LOCATION:

Importance of Store Locations, Types of Locations, Steps in choosing a Retail Location, Legal considerations in Location Decisions, Trade Area Analysis.

### 3. RETAIL MERCHANDISING AND MERCHANDISE BUYING:

Definition, Evolution, Factors affecting Merchandising function, Functions of Merchandise Manager, Functions of a Buyer, Merchandise Planning.

Merchandise Buying process, Branding strategies, Category Management.

### 4. RETAIL PRICING & MERCHANDISE PERFORMANCE:

Considerations in setting Retail Price, Developing a Pricing Strategy, Price Adjustments, Pricing to increase sales, Analysing Merchandise Performance, Gross Margin Return on Investment (RMROI)

### 5. STORE LAYOUT, DESIGN AND VISUAL MERCHANDISING:

Importance of Store design, Objectives of Store design, Store Layouts, Space Management, Visual Merchandising, Atmospherics, and Website Design Considerations.

SUGGESTED BOOKS:		
1. Retailing Management	Michael Levy, Barton A Weitz, Ajay Pandit	The McGraw Hill
2. Retailing Management -- Text & Cases	Swapna Pradhan	Tata McGraw Hill
3. Retail Management – A Strategic Approach	Barry Berman, Joel R. Evans	Pearson Education

## **INDUSTRIAL AND LABOUR ECONOMICS**

Total Session: 40

**COURSE OUTCOME:** Learners will study the different contemporary issues of the industrial sector. Learners will know the problems of industries. Learners will get an idea about productivity. Learners will get with new Policies and their impact on industries.

### **UNIT I**

#### **- Introduction**

- Meaning and Scope of Industrial Economics.
- Industrial Profile: Private sector - Performance and Problems; Cooperatives - features, types, merits and demerits.
- Public Sector - Role, Performance and Problems.
- Diversification and Industrial Combinations - Motives for Mergers and Acquisitions.

### **UNIT II**

#### **- Industrial Location and Problem of Regional Imbalance**

- Determinants of Industrial Location.
- Theories of Industrial Location - Weber's and Sargent Florence's Theories.
- Dispersion of Industries and the Problem of Regional Imbalance

### **UNIT III**

#### **Industrial Productivity and Industrial Sickness**

- Concept and Measurement of Industrial Productivity.
- Factors Affecting Industrial Productivity.
- Industrial Sickness - Causes, Effects and Remedial Measures.
- Rationalization - Concept, Aspects and Impact.

### **UNIT IV**

#### **. Industrial Development in India**

- New Industrial Policy, 1991; Disinvestment Policy; Micro, Small and Medium Enterprises Development Act, 2006; National Manufacturing Policy, 2011.
- Recent Trends in India's Industrial Growth.
- Role of MNCs in the Indian Economy - Merits and Demerits.
- Issues in Industrial Proliferation and Environment Preservation; Pollution Control Policies.

# FINANCIAL ACCOUNTING

## Unit I

Introduction to Financial Accounting: Accounting as a System, Importance and Scope, Limitations; Concepts, Principles and Conventions – Generally Accepted Accounting Principles, Accounting Standards, IFRS; The Accounting Equation; Nature of Accounts, Types of books (Primary and Secondary) and Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; Opening and Closing Entries; Preparation of Trial Balance and Introduction to Accounting errors.

## Unit II

Subsidiary Books – Meaning – Advantages – Preparation of Purchases book, Sales book, Purchases returns book, Sales returns book- Cash book – Single column, Double column and Three column cash book – Petty cash book – Journal proper, Bank Reconciliation Statement.

## Unit III

Preparation of Final Accounts: Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries.

## Unit IV

Depreciation Accounting - Meaning – Causes of depreciation - Objectives of providing depreciation -Factors affecting Depreciation – methods of providing depreciation - Straight Line Method – Diminishing Balance Method – Annuity Method – Sinking Fund Method - Insurance Policy Method – Revaluation Method.

### Suggested Books:

1. Financial Accounting by Hanif & Mukherjee, Tata McGraw Hill.
  2. Financial Accounting for Manager by A.K. Bhattacharya, PHI.
  3. Financial Accounting for Manager by A. Gupta, PHI.
  4. Financial Accounting by P.C. Tulsian, Pearson Higher Education.
  5. Financial Accounting by S N Maheshwari, S K Maheshwari, Vikas Publishing.
-



# Management

BMG 601C

## SERVICES MARKETING

### 1. INTRODUCTION TO SERVICE INDUSTRY:

Concept, Nature, Types, Importance, Difference between Goods & Service, Factors responsible for growth of service sector, Service Marketing Triangle, Service Marketing Environment, Service Market Segmentation, Problem areas in Segmentation, Targeting & Positioning.

### 2. UNDERSTANDING SERVICE INDUSTRY:

Current Trends in Service Industry, Customer Relationship Marketing, Service Quality: Concept, Dimensions, GAP model of service quality delivery, Measurement of service quality, Total Quality Management & Quality Circle, Consumer Behaviour: concept, models of Consumer Behaviour in Service Industry (EKB & GAP model), Customer Expectation & Perception, Factors affecting customer expectation & perception.

### 3. SERVICES MARKETING MIX-I:

- a. The Service Product: Introduction, New Service Development, Service Life Cycle
- b. Pricing Strategies: Introduction, Pricing Objectives, Methods of Pricing Services
- c. Managing Distribution Channels: Introduction, Factors Affecting Choice of Distribution Channel, Managing Distribution Channels
- d. Promotional Strategies: Introduction, promotion Objectives, Promotion Planning & Strategy.

### 4. SERVICES MARKETING MIX -II:

- a. People: Introduction, Challenges of Managing People, Measuring Productivity of people in Service Organization
- b. Physical Evidence: Introduction, Servicescape, Managing Physical Evidence
- c. Process: Introduction, Service Blueprinting, Managing Demand & Supply.

### 5. APPLICATIONS OF SERVICE MARKETING:

Marketing of Financial, Hospitality, Medicare, Educational Sectors and Tourism

#### SUGGESTED BOOKS:

1. Service Marketing-Text and Cases	Rajendra Nargundkar	Tata Mcgraw Hill
2. Service Marketing	Govind Apte	Oxford University Press
3. Service Marketing-The Indian Perspective	Ravishankar	Excel Books
4. Service Marketing-Text and Cases	Verma	Pearson
5. Service Marketing	S.N.Jha	Himalaya Publishing

## **PERSONNEL ADMINISTRATION AND SYSTEM**

**Total Sessions: 40**

### **Course Outcomes:**

Understand the concept, importance and scope of Personnel Administration. Understand the Classification of Civil Services and appraise All India Services' importance in the recruitment process. Analyze various aspects of Personnel Administration and examine their techniques. Compare various methods to strengthen Employer-Employee relations and evaluate Indian machinery for Negotiation.

### **UNIT 1**

#### **- CONCEPT OF PERSONNEL ADMINISTRATION**

Personnel Administration – Definition, Meaning, Scope & Importance.

Bureaucracy – Definition, meaning, Characteristic features by Weber, Functions, Role in Developing countries, Advantages, Disadvantages, criticism, Warren Bennis on Debureaucratization.

Citizen-Centric Administration – Meaning, Need, Prerequisites, Principles, Tools, Significance and Barriers.

### **UNIT II**

#### **CIVIL SERVICES IN INDIA**

Classification of Civil Services – Central Services, State Services and State Services.

All India Services: Nature, Role and Rationale.

Civil Services Agencies – Union Public Service Commission and State Public Service Commission.

### **UNIT III**

#### **ASPECTS OF PERSONNEL ADMINISTRATION**

Recruitment of Civil Services – Meaning, Definition, Process, Methods, Systems and Problems.

Training: Meaning, Definition, Objectives, Types, Techniques, Training Institutions in India.

Promotion & Pay: Meaning, Definition and Importance, Principles- (Seniority and Merit) Promotion Systems in India; Pay – Meaning, Principles, Allowances, Retirement Benefits.

## Financial Management

### UNIT 1

Introduction to Financial Management- Meaning, Need and objectives of Financial Management; Goal of a Firm: Profit Maximization V/s Wealth Maximization; Concept of Valuation; Valuation of Equity Share; Valuation of Preference; Valuation of Debenture. Time Value of Money- Basic concept viz. compounding, discounting; Present Value of a Single Amount; present Value of an annuity; Future value of a Single Amount; Future value of an annuity.

### UNIT 2

Capital Structure- Meaning and Importance of Capital Structure; Factors determining capital structure; Theories of Capital Structure viz. Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani and Miller Approach; Factors influencing capital structure; EBIT& EPS analysis; Leverages (Operating Leverage, Financial Leverage, Combined Leverage).

### UNIT 3

Cost of Capital and Capital Budgeting-Meaning and significance of cost of capital; Calculating cost of debt, Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital; Capital expenditure decisions; Pay-back period; return on investment; discounted cash flow; Dividend Policies.

### UNIT 4

Working Capital Management- Nature, Significance and classification of Working Capital; operating cycle and factors determining of working capital requirements (including problems); Management of working capital – cash, receivables, and inventories (Problems).

#### Suggested Books:

- i. Financial Management: I.M.Pandey, Vikas Publications.
- ii. Basic Financial Management: Khan & Jain, Tata McGraw Hill.
- iii. Financial Management (Text and cases): Khan & Jain, Tata McGraw Hill

# TOURISM TRANSPORT & TRAVEL MANAGEMENT

**LEARNING OUTCOME:** Students would procure comprehensive inputs on the conceptual dimensions of tourism and allied industries as well as acquaintance with the significant theoretical constructs formulated in Tourism. Develop a concrete understanding of the dynamics of tourism businesses and their various impacts and prospects. Learners will know the aims, objectives and ways of functioning of tourism organisations

## UNIT- I

### CONCEPTS OF TOURISM:

Concept of Tourism: Nature - Scope - Characteristics - Significance of Tourism - Emerging Areas and Practices.

## UNIT- II

### COMPONENTS, TYPES AND FORMS OF TOURISM –

Components of tourism - Types and Forms of Tourism: Inter-regional and intra-regional tourism, inbound and outbound tourism, domestic, and international tourism. Forms of Tourism: religious, Medical Tourism, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure tourism.

## UNIT- III

### TOURISM INDUSTRY:

Structure, Functions and Constituents - Direct, Indirect and Support Services - Basic Components of Tourism: Transport- Air transport, Rail Transport, Water transport - Accommodation- Facilities & Amenities, Horizontal and Vertical Integration in Tourism Business, Infrastructure & Superstructure.

## UNIT-IV

### TOURISM THEORY, SYSTEM AND IMPACTS:

Leiper's Geo-Spatial Model - Mathieson & Wall's Travel Buying Behaviour Model - Butler's Tourism Area Life Cycle (TALC) Model - Tourism Impacts: Economic Impacts, Social Impacts, Cultural Impacts, and Environmental Impacts.

## REFERENCES

1. Goeldner, C., & Ritchie, J.R. (2011). *Tourism, Principles, Practices, Philosophies*. New Jersey: John Wiley.
2. Swain, S.K. & Mishra, J.M. (2011). *Tourism Principles and Practices*. New Delhi: OUP.
3. Tribe, J. (Ed.). (2009). *Philosophical Issues in Tourism*. United Kingdom: Channel View Publications.
4. Jamal, T., & Robinson, M. (Eds.). (2009). *The SAGE Handbook of Tourism Studies*. United Kingdom: Sage Publications.
5. Thomas, R. (2013). *Small Firms in Tourism*. United Kingdom: Routledge.
6. Cooper, C. (2008). *Tourism Principles and Practice*. New Delhi: Prentice Hall.
7. Dr Revathy Girish (2007), *Indian Tourist Panorama*, Dominant Publishers and Distributors, New Delhi.
8. Ghosh Bishwanth (2000), *Tourism & Travel Management*, Second Revised Edition Vikas Publishing House Pvt Ltd, New Delhi.
9. Kaul R.N (1991), *Dynamics of Tourism*, Sterling Publishers Pvt Ltd, Volume 1,2 & 3 New Delhi,

**Course outcomes:** The objective of this course is to familiarize the students with the conceptual background, theories and techniques of Personality and teaches the basic techniques of how an organization manages and develops its people.

**UNIT I**

Introduction to Personality: Meaning, Significance, Functions and Objectives. Theories of Personality. Types of Personality. Personality Disorders- types, causes, symptoms and their treatment.

**UNIT II**

Communication Skills and Personality Development. Team Building. Leadership Skills. Body Language and interpersonal communication. Strategies to enhance communication.

**UNIT III**

Personality Development- Building self-esteem, self-confidence. Time Management and Efficient Planning. Stress Management – Meaning, types, coping measures. Self-Acceptance, Self-Growth. Conflict Management. Steps in grooming student personality.

**UNIT III**

Business Etiquettes and table manners. Public Speaking, Interviews and Group Discussions. Telephone Conversations. Business Meetings. Morality and Ethics.

**References:**

1. Sharma P. & Agarwal J. (2020), Dynamics of Behaviour, Books River Publication.
2. Sharma, P. (2019). *Soft Skills: Personality Development for Life Success*. BPB publications.
3. Vaughn, G. R., & Roth, C. B. (1947). *Effective personality building*. McGraw-Hill Book Company.

**Course Outcome:** To learn about industry working and daily facing situations in various departments. The subject provide command and knowledge to deal the situation in various hierarchy of management. Student will learn situation handling at various levels through simulation.

## UNIT I

### INTRODUCTION

Meaning and definition of Yoga. Astanga Yoga: Yama, Niyama, Asana, Pranayama, Prathyahara, Dharana, Dhyana, Samadhi, Concept of Yogic Practices.

## UNIT II

### AASANAS AND PRANAYAM

**Suryanamsakar:** Methods and benefits. Asanas: Meaning, Definitionas, Aim and Objectives, Characteristics, Classification, Importance.

**Pranayama:** Meaning, Asana for Pranayama, Basic Pattern of Pranayama Breathing, Types – Methods and Benefits, Nadis: Meaninf, Methods and Benefits, Chakras: Major Chakras – Benefits of cleaning and balancing Chakras.UNIT III

## UNIT III

### MEDITATION

**Meditation:** Meaning, Techniques and Benefits of Meditation – Passive and active, Saguna Meditation and Nirguna Meditation.

## UNIT IV

### YOGA

Role of Yoga in Mental Wellbeing, Anxiety, Depression, Concentration, Self Actualization.

Effect of Yoga on Physiological System: Circulatory, Skeletal, Digestive, Nervous, Respiratory, Excretory System.

1. Iyengar. B.K.S. (2000), Light on Yoga. New Delhi: Harper Collins Publishers.
2. Karbelkar N.V.(1993) Patanjali Yogasutra Bhashya (Marathi Edition) Amravati: Hanuman Vyayam Prasarak Mandal
3. George Feuerstein, (1975). Text Book of Yoga. London: Motilal Bansaridass Publishers (P) Ltd.
4. Gore. (1990). Anatomy and Physiology of Yogac Practices. Lonavata: Kanchan Prkashan.