



TECHNO INDIA UNIVERSITY
WEST BENGAL

**FOUR YEAR BBA (HONOURS) AND BBA (HONOURS WITH
RESEARCH) PROGRAM WITH MULTIPLE ENTRY-EXIT**

Department of Management
Techno India University, West Bengal

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1st semester

Scheme of the Syllabus

	1st Semester					
Course Code	Course Title	Type	Contact Hrs. / Week			Credit
			L	T	P	
Theory						
TIU-CC-UMG-T11101	Principles and Practices of Management	CC	3	1	0	4
TIU-CC-UMA-T11102	Business Statistics and Logic	CC	3	1	0	4
TIU-CC-UMG-T11103	Financial Accounting	CC	4	0	0	4
TIU-MDE-UMG-T11101	Indian Knowledge System (Indian Society & Culture)	MDE	2	0	0	2
TIU-AEC-UEN-T11101	General English	AEC	1	1	0	2
TIU-VAC-UOG-T11101	Environmental Science and Sustainability	VAC	2	0	0	2
TIU-AEC-UEN-S11101C	Career Advancement & Skill Development-I (French)	AEC	1	0	0	0
Sessional						
TIU-AEC-UMG-L11101	Business Communication I	AEC	1	1	0	2
TIU-SEC-UMG-S11101	Entrepreneurship Skill Development – I	SEC(SKILL)	0	0	2	0
			Total			20

PRINCIPLES AND PRACTICES OF MANAGEMENT

TIU-CC-UMG-T11101

L-T-P: 3-1-0

Credit: 4

Course objective: The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management. And to facilitate the students in appreciating need/significance and applications of various managerial functions.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Demonstrate how management principles are used to solve practical business problems.

CO2: Compare and contrast different management theories and their effectiveness in various organizational contexts

CO3: Design a management strategy for a hypothetical or real organization using a mix of management theories and practices

CO4: Propose innovative management solutions to enhance efficiency and effectiveness in given business scenarios.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	1	2	1	2	2	2	1	2	2
CO2	1	1	2	1	2	2	2	1	1	2
CO3	1	2	1	1	2	2	2	1	2	2
CO4	2	1	1	1	2	2	2	1	2	2

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module I :Introduction to Management

Definition, nature, and significance of management, principles of management, management and administration, levels of management, role of managers and managerial skills; Evolution of management thought: Classical, Behavioral, Quantitative, Systems, Contingency and Modern approaches; Management as a science and an art; Functions of management: Planning, organizing, leading, and controlling.

Module II :Planning, Organizing and Staffing

Nature, Importance and Purpose of planning in management; Types of plans: Strategic, tactical, operational ; Planning process and techniques ; Decision making- Importance and steps, decision making models and tools; Organizational structure and design; types of

organizational structures: Functional, divisional, matrix; Authority, responsibility, and delegation, Centralization Vs Decentralization of authority and responsibility – Span of Control; Coordination and integration, MBO and MBE; Nature and Importance of staffing – Process of selection and recruitment

Module III :Leading, Directing and Controlling

Meaning and nature of directing, Leadership theories (trait, behavioral, contingency, participative, charismatic, transformational, level-5 leader), Motivation theories and practices (Maslow, Herzberg two factor, McGregor's theory x & theory y), Hawthorne effect, Communication (meaning and importance) in management, Team building and group dynamics; Controlling-meaning and steps in controlling, control process and systems, essentials of sound control system, methods of establishing control, types of control; Performance measurement and management.

Module IV :Strategic Management, Ethics and Social Responsibility

Overview of strategic management, SWOT analysis and strategic formulation, Implementing and evaluating strategies. Ethical issues in management, Corporate social responsibility (CSR), Sustainable management practices.

Suggested Textbooks:

- Robbins, S.P., & Coulter, M.K., “Management”, Pearson Education Inc., New Delhi.
- VSP Rao & V H Krishna, Management, Excel books
- Essentials of Management: Koontz H. & Weihrich H. (Tata Mc Graw Hill Publishers)
- Essential of Business Administration - K.Aswathapa (Himalaya Publishing House)

Suggested Reference books

- Bright, D. et al. Principles of Management. OpenStax Textbooks, Houston
- Kapoor, Premvir, Principles of Management, Khanna Book Publishing.
- Jones, G. R., and George, J. M. Essentials of contemporary management. New York, NY: McGraw-Hill Education.

BUSINESS STATISTICS AND LOGIC

TIU-CC-UMA-T11102

L-T-P: 3-1-0

Credit: 4

Objectives : The course aims at providing fundamental knowledge and exposure to the concepts of statistics and mathematics applied in business. The course will also equip a student to apply the logical quantitative methods and the basic statistical tools used to summarize and analyze quantitative information for decision making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Demonstrate data handling skills with clarity and logical reasoning.

CO2: Outline the relevant concepts of Statistics to a given context/business scenario.

CO3: Organize business data and conduct statistical treatment.

CO4: Evaluate and interpret data using appropriate statistical techniques.

CO5: Explain data trends using appropriate statistical models.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	1	2	2	2	2	1	2	2
CO2	2	2	1	2	1	2	2	1	2	2
CO3	2	2	1	1	2	2	2	1	1	2
CO4	1	2	1	1	2	2	2	1	1	2
CO5	2	1	1	1	2	2	2	1	1	2

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module -I (Measures of Central Tendency, Dispersion, Measures of Skewness and Kurtosis)

Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles, measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation. Skewness - meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness, concept of kurtosis, types of kurtoses and importance.

Module - II (Correlation and Regression)

Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient, probable

error. regression- meaning and utility of regression analysis, comparison between correlation and regression, regression lines -x on y, y on x, regression equations and regression coefficients. Meaning.

Module III (Probability and Probability distributions)

Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial, poisson and normal distributions, expected value.

Module IV (Introduction to Logic)

Number series, coding decoding and odd man out series, direction sense test, seating arrangements – linear and circular, blood relations, arithmetic and geometric progressions, Inductive and deductive reasoning.

Practical Component:

Understanding basic concepts of statistics is possible by incorporating data sets from real life situations. In every unit one hour could be set aside to handle realistic data such as number of steps taken on a day, daily expenditures of students, air quality index in various months in various cities, stock prices etc. using EXCEL and make their interpretations. Students may make short presentations of their analysis to add to the learning experience.

Suggested Textbooks:

- Levin R. I.& Rubin D. S. *Statistics for Management*. Delhi: Pearson.
- Pillai & Bagavathi. *Statistics, Theory and Practice*, S Chand Publishing
- SP Gupta. *Statistical Methods*, Sultan Chand and Sons
- SC Gupta. *Fundamentals of Statistics*, Himalaya Publishing House
- Sharma, Gupta, *The Practice of Business Statistics*, Khanna Publishing House.
- Sharma J.K. *Business Statistics*, Vikas Publishing House

FINANCIAL ACCOUNTING

TIU-CC-UMG-T11103

L-T-P: 4-0-0

Credit : 4

Course Objective: This course aims to acquaint students with foundation of financial accountancy and its application in business. It also aims to familiarize students with regulatory framework of accounting in India.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Identify the application of various principles and practice of Accounting in preparation of accounting statements.

CO2: Demonstrate the knowledge on the process of accounting cycle.

CO3: Apply the knowledge of systematic maintenance of books of accounts to real life business.

CO4: Estimate Annual Financial statements of Sole proprietorship and Company form of business.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	2	2	1	2	2	2	1	2	2
CO2	2	1	2	1	1	2	2	1	1	2
CO3	2	2	2	1	1	2	2	1	2	2
CO4	1	1	2	2	1	2	2	1	2	2

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module I: Introduction to Accounting, Accounting system and process

Meaning, Need for accounting and accounting information system, Stakeholder using accounting information, Qualitative aspects of financial accounting, Accounting standards in India and International (outline), Branches of Accounting, Types of Business Organisations, Accounting taxonomy, Accounting concepts and conventions, Accounting concept of income and expenditure, Classification of capital and revenue- expenditure and income, accounting equation of assets equals capital and liabilities, accounting process, contingent assets and liabilities, Fictitious assets.

Module II :Recording transactions and Trial balance

Transactions -nature, Entry in Journal, Purchases, sales, Returns, Receivables, and payables, Inventory, Depreciation and amortizations, reserves, Intangible assets accounting, GST transactions, Entry in Ledger, Accounting accuracy through Trial balance, correction of errors.

Module III: Final Accounts

Preparation of Trading and Profit and Loss account, cash books, and Balance Sheet of sole trading concerns, importance of disclosures in final accounts.

Module IV: Company Final Accounts

Introduction to company – kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act- 2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical). Green Accounting and Sustainable Reporting- Need and objectives, Sustainability reporting need and methods, data collection, analysis for sustainable reporting to improve value of business, IFRS Financial sustainability disclosure standards.

Suggested Readings

- Jain S.P.,& Narang K L . . Basic Financial Accounting I, New Dehli, Kalyani publishers.
- Kimmel, Financial accounting, Wiley Publications
- Gupta, A.. Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.
- S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi.
- Ashish k Battacharya, Essentials of financial accounting for Business Managers, Six, PHL learning.
- Accounting for sustainability: www.ifac.org
- Peter Bartelmus, E K Seifert, Green Accounting, London, Routledge Publications
- IFRS sustainability standards: www.ifrs.org

INDIAN KNOWLEDGE SYSTEM

TIU-MDE-UMG-T11101

L-T-P: 2-0-0

Credit: 2

Course Objectives : The objective of this course is to introduce fundamentals of Ancient Indian Educations to understand the pattern and purpose of studying vedas, vedangas, upangas, upveda, purana & Itihasa. This course will help students to trace, identify and develop the ancient knowledge systems, so that they can understand the apparently rational, verifiable and universal solution from ancient Indian knowledge system for the holistic development of physical, mental and spiritual wellbeing. This course will also build in the learners a deep-rooted pride in Indian knowledge, committed to universal human right, well-being and sustainable development.

Course Outcomes (COs): After completion of the course, the students shall be able :

CO1: To understand the fundamentals of Ancient Indian Educations.

CO2: To understand the apparently rational, verifiable and universal solution from ancient Indian knowledge system for the holistic development of physical, mental and spiritual wellbeing.

CO3: To build in the learners a deep rooted pride in Indian knowledge, committed to universal human right, well-being and sustainable development.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	3	2	3	1	1	1	1	1
CO2	3	3	2	3	2	1	1	2	1	2
CO3	2	2	2	2	2	1	1	1	2	1

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module: I (Introduction to IKS)

Caturdaśa Vidyāsthānam, 64 Kalas, Shilpa Śāstra, Four Vedas, Vedāṅga, Indian Philosophical Systems, Vedic Schools of Philosophy (Sāṃkhya and Yoga, Nyaya and Vaiśeṣika, Pūrvamīmāṃsā and Vedānta), Non-Vedic schools of Philosophical Systems (Cārvāka, Buddhist, Jain), Puranas (Maha-puranas, Upa-Puranas and Sthala-Puranas), Itihasa (Ramayana, Mahabharata), Niti Sastras, Subhasitas

Module: II (Foundation concept for Science & Technology)

Linguistics & Phonetics in Sanskrit (panini's), Computational concepts in Astadhyayi Importance of Verbs, Role of Sanskrit in Natural Language Processing, Number System and Units of Measurement, concept of zero and its importance, Large numbers & their representation, Place Value of Numerals, Decimal System, Measurements for time, distance and weight, Unique approaches to represent numbers (BhūtaSaṃkhya System, Kaṭapayādi System), Pingala and the Binary system, Knowledge Pyramid, Prameya – A Vaiśeṣikan approach to physical reality, constituents of the physical reality, Pramāṇa, Saṃsaya

Module: III (Indian Mathematics & Astronomy in IKS)

Indian Mathematics, Great Mathematicians and their contributions, ArithmeticOperations, Geometry (Sulba Sutras, Aryabhatiya-bhasya), value of $\pi\pi$, Trigonometry,Algebra, Chandah Sastra of Pingala,Indian Astronomy, celestial coordinate system, Elements of the Indian CalendarAryabhatiya and the Siddhantic Tradition Pancanga – The Indian CalendarSystem Astronomical Instruments (Yantras) Jantar Mantar or Raja Jai SinghSawal.

Module: IV (Indian Science & Technology in IKS)

Indian S & T Heritage ,sixty-four art forms and occupational skills (64 Kalas), Metals and Metalworking technology (Copper, Gold, Zinc, Mercury, Lead and Silver), Iron & Steel, Dyes and Painting Technology), Town & Planning Architecture in India, Temple Architecture, Vastu Sastra.

Module: V (Humanities & Social Sciences in IKS)

Health, Wellness & Psychology, Ayurveda Sleep and Food, Role of water inwellbeing Yoga way of life Indian approach to Psychology, the TriguṇaSystemBody-Mind-Intellect- Consciousness Complex. Governance, PublicAdministration & Management reference to ramayana, Artha Sastra, KauṭilyanState

Suggested Textbooks:

1. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru.
2. Kapur K and Singh A. K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of sankaracharya, Central Chinmay mission trust, Bombay, 1995.

Suggested Reference books

1. Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: Hindology Books, 2008.
2. SK Das, The education system of Ancient hindus, Gyan publication house, India
3. BL Gupta,Value and distribution system in India, Gyan publication house, India
4. Reshma Ramdhoni, Ancient Indian Culture and Civilisation, star publication ,2018
5. Supriya Lakshmi Mishra, Culture and History of Ancient India (With Special Reference of Sudras), 2020.
6. Gambirananda, Swami, Tr. *Upanishads with the Commentary of Sankaracharya*. Kolkata: Advaita Ashrama publication Department, 2002.
7. Ranganathananda, Swami. *The Message of the Upanishads*. Bombay: Bharathya Vidya Bhawan, 1985.

8. Om Prakash, Religion and Society in Ancient India, Bhariya Vidhya Prakashan, 1985
9. J Auboyer, Daily Life in Ancient India from Approximately 200 BC to AD 700, Munshiram Manoharlal publication, 1994.
10. DK Chakrabarty, Makkhan Lal, History of Ancient India (Set of 5 Volumes), Aryan book Internation publication, 2014
11. Dr. Girish Nath Jha, Dr. Umesh Kumar Singh and Diwakar Mishra, Science and Technology in Ancient Indian Texts, DK Print World limited,
12. Swami BB Vishnu, Vedic Science and History - Ancient Indian's Contribution to the Modern World, gosai publication, 2015
13. Chatterjee, S.C. The Nyaya Theory of Knowledge. Calcutta: University of Calcutta Press, 1950.
14. Dasgupta, Surendra. A History of Indian Philosophy. Delhi: Motilal Banarsidass, 1991.Vols. III & IV.
15. Mercier, Jean L. From the Upanishads to Aurobindo. Bangalore: Asian Trading Corporation, 2001.
16. M. Hiriyanna. *Essentials of Indian Philosophy*. London: Diane Publications, 1985.

GENERAL ENGLISH

TIU-AEC-UEN-T11101

L-T-P: 1-1-0

Credit: 2

Course objective: This course has been aimed at providing learning environment to practice listening, speaking, reading and writing skills, so that this knowledge may assist the students to carry on the tasks and activities through guided instructions and materials. Further it will effectively integrate English language learning with employability skills and Training and will provide hands-on experience through case-studies, mini-projects, group and individual presentations..

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Acquire basic proficiency in English including reading skills.

CO2: Develop listening comprehension and understand to reciprocate.

CO3: Apply writing and speaking skills.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	1	3	2	3	2	2	1	1	1
CO2	2	1	2	3	2	2	2	2	1	2
CO3	3	1	2	2	2	2	2	1	1	1
Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant										

Module I: Vocabulary Building

The concept of Word Formation, Root words from foreign languages and their use in English, Acquaintance with prefixes and suffixes from foreign languages in English to form derivatives, Synonyms, antonyms, and standard abbreviations.

Module II: Basic Writing Skills

Sentence Structures, Use of phrases and clauses in sentences, Importance of proper punctuation, Creating coherence, Organizing principles of paragraphs in documents, Techniques for writing precisely

Module III: Identifying Common Errors in Writing

Subject-verb agreement, Noun-pronoun agreement, Misplaced modifiers, Articles, Prepositions, Redundancies

Module IV: Nature and Style of sensible Writing

Describing, Defining, Classifying, providing examples or evidence, writingintroduction and conclusion, Module V: Writing Practices, Comprehension, PrécisWriting, Essay Writing

Module V: Oral Communication (This Module involves interactive practice sessions in Language Lab)

Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm,Common Everyday Situations: Conversations and Dialogues, Communication atWorkplace, Interviews, Formal Presentations.

Module VI: Oral Communication (This Module involves interactive practice sessions in Language Lab)

Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm,Common Everyday Situations: Conversations and Dialogues, Communication atWorkplace, Interviews, Formal Presentations.

Suggested Readings/ Books:

- AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.,
- Effective Communication Skills. Kul Bhushan Kumar, Khanna Book Publishing, Practical English Usage. Michael Swan. OUP.
- Remedial English Grammar. F.T. Wood. Macmillan.
- On Writing Well. William Zinsser. Harper Resource Book.
- Study Writing. Liz Hamp-Lyons and Ben Heasly. Cambridge University Press.
- Communication Skills. Sanjay Kumar and PushpLata. Oxford University Press.
- Exercises in Spoken English. Parts. I-III. CIEFL, Hyderabad. Oxford University Press.

ENVIRONMENTAL SCIENCE AND SUSTAINABILITY

TIU-VAC-UOG-T11101

L-T-P: 2-0-0

Credit: 2

Course objective: The primary objective of this course is to equip students with the necessary economic concepts, principles, theory and techniques and enhance their managerial decision making to address business problems in a globalized economic environment.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Explore the basic environmental concepts and issues relevant to the business and management field.

CO2: Recognize the interdependence between environmental processes and socio economic dynamics.

CO3: Determine the role of business decisions, policies, and actions in minimizing environmental degradation.

CO4: Identify possible solutions to curb environmental problems caused by managerial actions.

CO5: Develop skills to address immediate environmental concerns through changes in business operations, policies, and decisions.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	3	2	3	1	1	2	1	1
CO2	2	2	2	3	2	1	1	2	1	2
CO3	2	2	1	2	2	1	1	1	1	1
CO4	2	2	1	2	2	1	1	2	2	3
CO5	2	2	3	2	2	1	1	2	2	2

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module I: Understanding Environment, Natural Resources, and Sustainability

Fundamental environmental concepts and their relevance to business operations; Components and segments of the environment, the man-environment relationship, and historical environmental movements. Concept of sustainability; Classification of natural resources, issues related to their overutilization, and strategies for their conservation. Sustainable practices in managing resources, including deforestation, water conservation, energy security, and food security issues. The conservation and equitable use of resources, considering both intergenerational and intergenerational equity, and the importance of public awareness and education.

Module II: Ecosystems, Biodiversity, and Sustainable Practices

Various natural ecosystems, learning about their structure, functions, and ecological characteristics. The importance of biodiversity, the threats it faces, and the methods used for its conservation. Ecosystem resilience, homeostasis, and carrying capacity, emphasizing the need for sustainable ecosystem management. Strategies for in situ and ex situ conservation, nature reserves, and the significance of India as a mega diverse nation.

Module III: Environmental Pollution, Waste Management, and Sustainable Development

Various types of environmental pollution, including air, water, noise, soil, and marine pollution, and their impacts on businesses and communities. Causes of pollution, such as global climate change, ozone layer depletion, the greenhouse effect, and acid rain, with a particular focus on pollution episodes in India. Importance of adopting cleaner technologies; Solid waste management; Natural and man-made disasters, their management, and the role of businesses in mitigating disaster impacts.

Module IV: Social Issues, Legislation, and Practical Applications

Dynamic interactions between society and the environment, with a focus on sustainable development and environmental ethics. Role of businesses in achieving sustainable development goals and promoting responsible consumption. Overview of key environmental legislation and the judiciary's role in environmental protection, including the Water (Prevention and Control of Pollution) Act of 1974, the Environment (Protection) Act of 1986, and the Air (Prevention and Control of Pollution) Act of 1981. Environmental justice, environmental refugees, and the resettlement and rehabilitation of affected populations; Ecological economics, human population growth, and demographic changes in India.

Suggested Readings/ Books:

- Poonia, M.P. Environmental Studies , Khanna Book Publishing Co.
- Bharucha, E. Textbook of Environmental Studies, Orient Blackswan Private Ltd.
- Dave, D., & Katewa, S. S. Text Book of Environmental Studies. Cengage Learning India Pvt Ltd.
- Rajagopalan, R. Environmental studies: from crisis to cure , Oxford University Press.
- Miller, G.T. & Spoolman S. Living in the Environment. Cengage.
- Basu, M., & Xavier Savarimuthu, S. J. Fundamentals of environmental studies. Cambridge University Press.
- Roy, M. G. Sustainable Development: Environment, Energy and Water Resources. Ane Books.
- Pritwani, K. Sustainability of business in the context of environmental management. CRC Press.

BUSINESS COMMUNICATION-I

TIU-AEC-UMG-L11101

L-T-P: 1-1-0

Credit: 2

Course Objectives: The objective of the ‘Business Communication’ course is to develop students’ proficiency in English communication skills, encompassing speaking, listening, reading, and writing. The course aims to enhance their ability to effectively express ideas, comprehend and analyze various forms of texts, and engage in meaningful conversations in diverse contexts. By integrating practical activities and interactive sessions, students will build confidence, improve language fluency, and prepare for academic, professional, and social communication.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Apply the skills of effective letter writing and be able to create various kinds of Business letters.

CO2. Understand various barriers to communication and apply pre-emptive measures, including feedback, to minimize the same.

CO3. Analyze and evaluate various kinds of business correspondence and e-correspondence.

CO4. Present in front of audience with confidence and expertise.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	1	2	2	3	1	1	2	1	1
CO2	1	2	2	3	2	1	1	2	1	2
CO3	2	2	1	2	2	1	1	2	1	2
CO4	2	1	1	2	2	1	1	2	1	3

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module :I(Introduction to Communication in Organizations)

Introduction to Business Environment and Communication, Models of communication, Basics of Communication (types, channels and barriers), 7Cs of communication, Formal and informal communication, Listening Skills, communication on social media platforms.

Module :II(Written Communication)

Planning and executing different types of messages, emails, formal letters (Planning & Layout of Business Letter) and informal messages on e-platforms, negative messages: indirect & direct negative messages; Persuasive messages, request letters to various stakeholders, Sales Letters,

Complaint & Follow up Letters, Promotion Letters, Job application Letters, cover letters, resume, Resignation Letters

Module: III (Interpersonal Communication)

Team communication, managing communication during online meeting, communication with virtual team, communication in gig economy; Presentation skills (Verbal and non-verbal); Power point presentation skills; Infographics, introduction to contemporary alternatives (such as- Prezi, Visme, Microsoft Sway, Zoho)

Module : IV (Digital Communication)

Social media and individual, social media & organizations, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, Digital collaboration, digital citizenship –digital etiquettes & responsibilities; introduction to personal and organizational websites

Suggested Textbooks:

1. AICTE's Prescribed – Communication Skills in English, Khanna Book Publishing.
2. Lesikar, R.V. & M.E. Flatley, "Business Communication: Connecting in a Digital World", McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P., Effective Business Communication. McGraw Hill.
4. Mukerjee H. S., Business Communication: Connecting at Work. Oxford Publication
5. Boove, C.L., Thill, J. V. & Raina, R. L, Business Communication Today, Pearson.

Suggested Reference books

1. Rao, M. T. (2023) Minor Hints: Lectures Delivered to H.H. the Maharaja Gaekwar, Sayaji Rao III. Gyan Publishing
2. Getting Ready for the Real World: HBR, 2020: The Science of Strong Business Writing.
<https://hbr.org/2021/07/the-science-of-strong-business-writing>

2nd Semester

	2nd Semester					
Course Code	Course Title	Type	Contact Hrs. / Week			Credit
			L	T	P	
TIU-CC-UMG-T12101	Human Behaviour and Organization	DSC	3	1	0	4
TIU-CC-UMG-T12102	Marketing Management	DSC	3	1	0	4
TIU-VAC-UMG-T12101	Business Economics	CVA	2	1	0	3
TIU-CC-UMG-E12101	Emerging Technologies and application	OEC	1	0	2	2
TIU-MDE-UMG-T12101	Media Literacy and Critical Thinking	Interdisciplinary	1	1	0	2
TIU-VAC-ULW-T12101	Indian Constitution		2	0	0	2
TIU-AEC-UMG-L12101	Business Communication-II		1	1	0	2
TIU-AEC-UEN-S12101C	Career Advancement Skill & Development-II	AEC	0	0	2	1
Sessional						
TIU-SEC-UES-S12101	Entrepreneurship Skill Development-II	SEC(SKILL)	0	0	2	1
	Additional Course - Indian or Foreign Language		0	0	1	0
						21

HUMAN BEHAVIOUR AND ORGANIZATION

TIU-CC-UMG-T12101

L-T-P: 4-0-0

Credit: 4

Course Objectives:

This course will cover principles and concepts to understand how individuals interact with each other and their environment in organizational contexts. Students will explore topics such as motivation, perception, personality, leadership, group decision-making, culture, and conflict resolution through a blend of theoretical frameworks and real-world applications.

Course Outcomes (COs): After completing this Course Students will be able to:

CO1: Describe individual and group behavior in organizational settings.

CO2: Demonstrate theoretical knowledge of human behavior in human life setting in management.

CO3: Judge the lacunae in the system to be able to improve the organization health and other OB outcomes.

CO4: Formulate a more productive system and high-performance work culture operating on the principles of OB.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	1	2	1	2	2	2	1	1	2
CO2	1	1	2	1	2	2	2	1	1	2
CO3	1	1	1	1	1	2	2	2	2	2
CO4	1	1	2	2	1	1	2	1	1	2

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Course Content:

Unit 1: Introduction to Human Behavior and Organization

Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models

Unit 2: Individual Behavior

Foundations of Individual Behavior; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values.

Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory).

Unit 3: Group & Team Behaviour

Groups and Work Teams: Concept: Five Stage model of group development; Group think and shift; Indian perspective on group norms, Group, and teams; Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams.

Unit 4: Leadership & Power

Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic); Comparison of Indian leadership styles with other countries. Bases of Power.

Organizational Culture : Concept of culture; Impact (functions and liability); Creating and sustaining culture: Employees and culture; Creating positive and ethical cultures; Need and importance of Cross-Cultural management, Stress, and its Management.

Readings:

Text Books (Latest Editions):

1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred - Organizational Behavior: An Evidence-Based Approach - McGraw Hil Publishers Co. Ltd., New Delhi.
3. Prasad, L.M-Organizational Theory Behavior-Sultan Chand & Sons, New Delhi.
4. Rao, VS P-Organization Behavior –Himalaya Publishing House.
5. Aswathappa.K.-Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition.

Reflective Exercises and supplementary readings:

Unit 1

1. Personality assessment through a questionnaire (MBTI/16PF etc.)
2. Personality assessment through Indian scriptures.
3. Review Literature of the book “Personality Development” by Swami Vivekananda by Exotic India Art.
4. Translating Swami Vivekananda into Management Practice
5. https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17

Unit 2

1. Assess the ways of self-directed Learning.

Unit 3

1. Watch the movie “Ruka hua Faisla”/12 Angry Men on group decision making.
2. Reflective essay on group behaviour on “Draupadi Cheer Haran”
3. Identify a firm and analyze how business decisions are made in a particular situation as Individuals versus a team. Also, state which form is better and why.
4. Understanding Belbin Individual Team Roles :<https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-Report-Sample.pdf>.

Unit 4

1. Reflective exercise on the concept of leadership in Mahabharata versus Ramayana.
2. HBR, 2022: *How Great Leaders Communicate*.
3. (<https://hbr.org/2022/11/how-great-leaders-communicate>)
https://www.researchgate.net/publication/340607402_LEADERSHIP_AND_INNOVATION_AT_APPLE_INC

Unit 5

1. Practice stress management techniques
2. *Leading strategic and organizational change at Tata Steel: the role of culture*
<https://www.cambridge.org/core/books/abs/leading-strategicchange/leading-strategic-and-organizational-change-at-tata-steel-the-roleof-culture/AEBA5AF709A6E343>

Marketing Management

TIU-CC-UMG-T12102

L-T-P: 3-1-0

Credit: 4

Course Objective

Marketing management course is designed to help undergraduate students gain a broad, foundational understanding of the basic components of modern marketing. This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course is intended to bring in key principles and activities crucial for the role that marketing has in an organization.

Course Outcome(s):

CO1: Understand fundamental marketing concepts, theories and principles; the role of marketing in the organization context.

CO2: Recognize various elements marketing mix for effective functioning of an organization.

CO3: Critically analyze an organization's marketing strategies.

CO4: Learn appropriate tools and techniques of marketing with focus on Indian experiences, approaches and cases.

CO5: Evaluate marketing implementation strategies and formulate and assess strategic, operational and tactical marketing decisions.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	1	2	2	2	2	2	1	2	2
CO2	1	1	1	1	1	2	2	1	1	2
CO3	1	1	1	1	1	2	2	1	2	2
CO4	1	2	2	2	1	2	2	1	1	2
CO5	1	1	2	2	1	2	2	1	2	2

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Course Content:

Unit 1:

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, selling concept, Marketing concept, Holistic marketing concept; Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context); Market and competition analysis, Market Analysis and Creating and Delivering Customer Value. types of marketing (B2C, B2G, B2B, C2C)

Unit 2:

Segmentation, Targeting and Positioning: Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Consumer Behavior, The Rise of Consumer Democracy, Stimulus Response Model of Consumer Behavior, Buyer's Cultural, Social, Personal, and Psychological Characteristics particularly

in Indian context, Consumer Buying Decision Process, Business Customer's Buying Decision Process, and Traditional vs. Experiential Marketing's View of Customer.

Unit 3:

Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling. Portfolio approach – Boston Consulting Group (BCG) matrix. Introduction to Brand Management and Innovation and New Product Development.

Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), and Adapting Price.

Promotion Decisions: Factors determining promotion mix, Promotional Tools – Fundamentals of advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers, Introduction to Retail Management.

Unit 4:

Marketing of Services: unique characteristics of services, marketing strategies for service firms – 7Ps. Contemporary issues in Marketing, E-commerce, Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).

Readings:

Text Books (Latest Editions):

1. Kotler P., Keller K., et al. *Marketing Management* (16th edition). Pearson Education Pvt. Ltd.
2. Aaker, D. A. and Moorman Christine., *Strategic Market Management: Global Perspectives*. John Wiley & Sons.
3. Shainesh G. Kotler Philip, Keller Kevin, Alexander Chernev, Jagdish N. Sheth |*Marketing Management*. Pearson Higher Education
4. Kotler, P., Armstrong, G., and Agnihotri, P. Y. *Principles of Marketing* (17th edition). Pearson Education.
5. Ramaswamy, V.S. & Namakumari, S. *Marketing Management: Indian Context GlobalPerspective*(6th edition). Sage Publications India Pvt. Ltd.
6. Sheth, J. N., & Sisodia, R. S. (Eds). *Does Marketing Need Reform?: Fresh Perspectives on the Future*. Routledge.
7. Percy, L. *Strategic Integrated Marketing Communications*. Routledge.
8. Chaffey, D., & Ellis-Chadwick, F. *Digital Marketing* (7th edition). Pearson Higher Education.
9. Biswas A. K. *Strategic Market Management: Managing Markets for profit and growth*Notion Press.
10. Schmitt, B. *Experiential marketing*. Bilbao: Deusto.
11. Kumar, N. *Marketing as Strategy: Understanding the CEO's Agenda for driving Growth and Innovation*. Harvard Business Review Press.
12. Treacy, M., and Wiersema, F. *The discipline of market leaders: Choose your customers, narrow your focus, and dominate your market*. Basic Books.
13. Treacy, M. *Double-digit Growth: How Great Companies Achieve It--No Matter what?* Penguin.
14. Capon, N. *The marketing mavens*. Crown Business.
15. Levitt T. *Marketing Myopia*.
16. Hamel & Prahalad Competing for the Future

17. Peter Doyle : Value-Based Marketing
18. Forsyth, Gupta, Haldar : A Segmentation You Can Act on.
19. Daniel Yankelovich and David Meer (HBS) : Rediscovering Market Segmentation
20. C. K. Prahalad : The Fortune at the Bottom of the Pyramid
21. Al Ries & Jack Trout : Positioning: The battle for your mind

Business Economics

TIU-VAC-UMG-T12101

L-T-P: 2-1-0

Credit: 3

Course Objective:

Business economics uses economic concepts and principles by emphasizing on demand and supply analysis, production & cost analysis and different market structures which are fundamental for further study. This course also introduces important macroeconomic concepts which are indispensable for understanding the functioning of an economy that might affect business performance.

- It equips students with fundamental concepts of microeconomics.
- Business economics delves into the complexities of market structures, helping students navigate challenges such as competition, regulatory environments, and technological disruptions.

It fosters critical thinking by analyzing real-world case studies, enabling students to propose innovative solutions to business problems.

- A grasp of business economics is essential for aspiring entrepreneurs, managers, and analysts seeking to thrive in today's dynamic and interconnected business landscape.

Course outcomes:

At the end of the course students will be able to:

CO1 Understand basic concepts of microeconomics and solve the problem of reallocation and distribution of the scarce resources.

CO2 Analyze the form and nature of the market and their pricing strategies.

CO3 Understand the calculation of national income and true measure for increasing economic welfare.

CO4 Understand various challenges associated with the Indian economy and help to balance the economy

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	2	2	2	2	2	3	1	2	2
CO2	1	2	3	3	2	2	2	1	2	2
CO3	1	3	2	2	1	1	2	1	1	2
CO4	2	2	2	2	1	2	1	2	1	1

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Course Content:

Unit-1: Fundamentals and Basic elements of Microeconomics

- The Economic Problem: Scarcity and Choice, Nature and Scope-Positive and Normative Economics.

- Scope of Study and Central Problems of Micro and Macroeconomics
- Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand.
- Supply Schedule: individual and market supply, determinants of supply, law of supply, Elasticity of supply. Determination of demand and supply, effect of a shift in demand and supply.

Unit-2: Producer And Consumer Behaviour

- Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium.
- Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves.
- Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.

Unit-3: Analysis of Market

- Concept of Market and Main Forms of Market.
- Price and Output Determination Under Perfect Competition, Monopoly,
- Monopolistic Competition, and oligopoly.

Unit-4: National Income and Various Indian Economy Challenges

- Circular Flow of Income. Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income.
- A Brief Introduction of Indian Economy - Pre-and Post-Independence.
- Current Challenges Facing by Indian Economy- Human Capital Formation, Poverty, Dynamic Business Environment, Trade with Various Nations, Sustainable Economic Development.

Readings:

Text Books (Latest Editions):

1. Varian. H.R: Micro Economics A modern Approach
2. Mc Connell & Brue: Micro Economics Principal, problems & policies. McGraw Hills Professional Publication.
3. Ahuja, H.L. Advanced Economic theory
4. Jain K.P. Advanced Economic theory
5. Jhingan M.L. Modern Micro Economics
6. J. Shapiro: Macro Economic Theory and Policy
7. W.H. Bransin: Macro-Economic Analysis
8. M.L. Jhingan: Macro-Economic Theory and Policy
9. M.C. Vaishya: Macro-Economic Theory
10. Sunil Bhaduri: Macro Economic Analysis
11. H.L. Ahuja: Micro Economic Theory; Modern Publisher, Gulab Bhawan, 6, Bahadurshah Zafar Marg, New Delhi.
12. Samuelson & William D. Nordhaus: Economics; McGraw Hills.
13. A.N. Agarwal: Indian Economy.
14. M. Maria John Kennedy: Advanced Micro Economic Theory; Himalaya Publishing House, Delhi.
15. I.C. Dhingra & V.K. Garg: Economic Development & Planning in India.
16. D.M. Mithani: Macro Economics; Himalaya Publishing House.
17. Macroeconomics" by N. Gregory Mankiw
18. Macroeconomics: Principles, Applications, and Tools" by Arthur O'Sullivan, Steven Shiffrin, and Stephen Perez

19. Macroeconomics" by Olivier Blanchard

References

Pedagogy and Teachings Method (Teacher should use the following strategies to achieve various outcomes of the course):

- Different methods of teaching and media to be used to attain classroom attention.
- Massive open online courses (MOOCs) may be used to teach various topics/sub topics.
- 15-20% of the topics which are relatively simpler or descriptive in nature should be given to the students for self-learning and assess the development of competency through classroom presentations.
- Micro-projects may be given to group of students for hand-on experiences.
- Encouraging students to visit to sites such as local or seasonal markets and research establishment around the institution.

Emerging Technologies and Applications

TIU-CC-UMG-E12101

L-T-P: 1-0-2

Credit: 2

Course Objective:

- To provide a comprehensive understanding of emerging technologies such as blockchain, IoT, cloud computing, robotics, AR/VR, etc.
- To explore the applications, implications, and strategic advantages of emerging technologies in business for competitive advantage.

Course Outcomes:

CO1. Students will **understand** foundational knowledge of emerging technologies such as blockchain, IoT, cloud computing, AR/VR, etc., comprehending their principles, components, and functionalities.

CO2. Students will **analyze** the practical applications of these technologies in various business contexts, evaluating how they can optimize operations, enhance decision-making, and drive innovation.

CO3. Students will **evaluate** the strategic implications of adopting emerging technologies, including potential challenges, risks, and opportunities, to formulate informed strategies for competitive advantage.

CO4. Students will develop skills to plan and manage the integration of emerging technologies into business processes, ensuring alignment with organizational goals and effective change management.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	2	1	3	2	2	1	2
CO2	1	1	2	1	1	2	2	1	2	2
CO3	1	2	1	1	1	2	2	1	1	2
CO4	1	1	1	1	1	2	2	1	2	2
Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant										

Contents:

Unit-1: Cloud Computing

Cloud service models (IaaS, PaaS, SaaS) – Deployment models (public, private, hybrid) - Cloud-based - enterprise solutions – Cost-benefit analysis and scalability – Security and Governance – Data security and compliance in the cloud – Cloud governance frameworks

Unit-2: Internet of Things (IoT) & Industry 4.0

Sensor technologies and connectivity - IoT Applications in Smart cities and infrastructure – Industrial IoT and manufacturing – IoT data processing and storage –Real-time analytics and decision-making – Concept of Industry 4.0 – Automation and smart manufacturing – Cyber-physical systems and digital twins – Robotics and advanced manufacturing technologies – Impact on Business Models – Transformation of production and supply chains – Business process optimization

Unit-3: Block chain Technology

Fundamentals of Block chain – Decentralization and distributed ledger – Cryptography and consensus mechanisms – Smart contracts – Financial services and digital identity – Challenges and Opportunities – Security and privacy issues – Regulatory and compliance considerations

Unit-4: Augmented Reality (AR) and Virtual Reality (VR)

Introduction to AR/VR – Key concepts and differences between AR and VR – Historical development and current state - AR/VR applications in marketing and customer experience – Training and development through immersive technologies – Challenges and Opportunities – Technological limitations and advancements – Integration with existing business processes.

Practical :

- Hands on sessions on utilizing popular cloud platforms for development and deployment, offering hands-on experience with free tiers and trial accounts.
- Hands on sessions on block chain technologies, focusing on the basics development and deployment of decentralized applications.

Suggested Readings

Text Books (Latest Editions):

1. Emerging Technologies by Errol S. van Engelen
2. Internet of Things by Jeeva Jose, Khanna Book Publishing.
3. Digital Transformation: A Strategic Approach to Leveraging Emerging Technologies, Anup Maheshwari
4. Virtual & Augmented Reality by Rajiv Chopra, Khanna Book Publishing.
5. Emerging Technologies for Effective Management by Rahul Dubey, Cengage Publications.
6. IoT Fundamentals: Networking Technologies, Protocols, and Use Cases for the Internet of Things by David Hanes, Jerome Henry, Rob Barton, Gonzalo Salgueiro and Patrick Grossetete.
7. Blockchain for Business by Jai Singh Arun, Jerry Cuomo and Nitin Gaur.
8. Block Chain & Crypto Currencies by Anshul Kausik, Khanna Book Publishing.
9. Industry 4.0 Technologies for Business Excellence: Frameworks, Practices, and Applications Edited By Shivani Bali, Sugandha Aggarwal, Sunil Sharma.
10. "Blockchain, Artificial Intelligence, and the Internet of Things: Possibilities and Opportunities" by Pethuru Raj, Ashutosh Kumar Dubey, Abhishek Kumar, Pramod Singh Rathore.

Readings:

Abdi, S., Kitsara, I., Hawley, M. S., & de Witte, L. P. (2021). Emerging technologies and their potential for generating new assistive technologies. *Assistive Technology*, 33(sup1), 17–26. <https://doi.org/10.1080/10400435.2021.1945704>

Seokbeom Kwon, Xiaoyu Liu, Alan L. Porter, Jan Youtie, Research addressing emerging technological ideas has greater scientific impact, *Research Policy*, Volume 48, Issue 9, 2019, 103834, <https://doi.org/10.1016/j.respol.2019.103834>.

Philip, J. (2022), "A perspective on embracing emerging technologies research for organizational behavior", *Organization Management Journal* , Vol. 19 No. 3, pp. 88- 98. <https://doi.org/10.1108/OMJ-10-2020-1063>

Case Studies

1. Software and/or Data: Dilemmas in an AI Research Lab of an Indian IT Organization, Rajalaxmi Kamath; Vinay V Reddy, <https://hbsp.harvard.edu/product/IMB889-PDFENG?Ntt=emerging%20technologies>
2. Volkswagen Group: Driving Big Business With Big Data, Ning Su; Naqaash Pirani, <https://hbsp.harvard.edu/product/W14007-PDFENG?Ntt=emerging%20technologies>

Media Literacy and Critical Thinking

TIU-MDE-UMG-T12101

L-T-P: 1-1-0

Credit: 2

This course equips students with essential media literacy and critical thinking skills to analyze and navigate various media forms. It covers the dynamics of media production and ownership in India, ethical and regulatory considerations, and enhances digital literacy for responsible online engagement. Through comprehensive study and practical exercises, students will learn to critically engage with media content, uncover biases, and make informed decisions in media consumption and production.

Course Objective(s):

1. Develop critical thinking skills to analyse various media forms effectively and identify underlying biases.
2. Foster media literacy principles for navigating digital media landscapes and evaluating credibility.
3. Explore media production dynamics and ownership structures in the Indian context.
4. Address ethical and regulatory considerations in media practices.
5. Enhance digital media literacy for responsible online engagement and combating misinformation.

Course Outcome(s):

At the end of the course students will be able to:

- CO1. Demonstrate proficiency in analysing media texts and identifying implicit messages and ideologies.
- CO2. Apply media literacy principles to make informed decisions about media consumption and production.
- CO3. Understand the complexities of media production, distribution, and audience behavior.
- CO4. Adhere to ethical standards in media content creation and consumption.
- CO5. Promote responsible digital citizenship by navigating online information critically and combating misinformation.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	1	2	2	3	2	2	2	1	1
CO2	1	2	2	3	2	2	2	2	1	2
CO3	2	2	1	2	2	2	2	2	1	2
CO4	2	1	1	2	2	1	1	2	1	3
CO5	2	2	3	2	2	1	2	2	2	2

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Course Content:**Unit 1: Foundations of Media Literacy and Critical Thinking**

Core principles of media literacy and critical thinking; Definition and significance of media literacy, its historical evolution within the Indian context; Understanding media as a powerful communication tool and its role in shaping societal perceptions and behaviors.

Unit 2: Deconstructing Media Texts

Forms of media texts, including print, broadcast, digital, and social media; Textual analysis and the deconstruction of visual media using semiotics; The impact of media representations on individual perceptions and societal attitudes, from relevant case studies in the Indian context.

Unit 3: Media Consumption and Production Dynamics

Dynamics of media production, distribution, and consumption in India: Influence of ownership and control structures on media content; Techniques for critically evaluating media content and analysing audience consumption patterns

Unit 4: Ethics, Regulation, and Digital Media Literacy

Ethical and regulatory considerations inherent in media practices and the evolving landscape of digital media literacy. Ethical principles in media, the regulatory framework governing media content, and the role of self-regulatory bodies in upholding ethical standards; Digital media's impact on contemporary media literacy practices, strategies for navigating online information, and promoting digital citizenship.

Text Books (Latest Editions):

1. Potter, W. J. Media literacy (8th ed.). SAGE Publications.
2. Hobbs, R. Media literacy in the digital age. Routledge.
3. Halpern, D. F. Thought & knowledge: An introduction to critical thinking (5th ed.). Psychology Press.
4. Kahneman, D. Thinking, fast and slow. Farrar, Straus and Giroux.
5. Baran, S. J., & Davis, D. K. Mass communication theory: Foundations, ferment, and future (8th ed.). Cengage Learning.
6. Kahne, J., & Bowyer, B. Media literacy education in action: Theoretical and pedagogical perspectives. Routledge.
7. Barbour, K., & Marshall, J. The media literacy handbook. ASCD.
8. Bhaskar, N. K. Media laws and ethics in India. Lexis Nexis.
9. West, R., & Turner, L. H. Understanding intercultural communication: Negotiating a grammar of culture (2nd ed.). Routledge.
10. Aufderheide, P., & Jaszi, P. Reclaiming fair use: How to put balance back in copyright (2nd ed.). University of Chicago Press.
11. Hammond, J. S., Keeney, R. L., & Raiffa, H. Smart choices: A practical guide to making better decisions. Harvard Business Review Press.
12. Covey, S. R. The 7 habits of highly effective people: Powerful lessons in personal change (30th anniversary ed.) Simon & Schuster.

Indian Constitution

TIU-VAC-ULW-T12101

L-T-P: 2-0-0

Credit: 2

Course Description:

This course offers a unique perspective on the Constitution of India, focusing on its economic dimensions and impact on business. It delves into the historical and ideological underpinnings of the Constitution as an economic document, tracing its evolution from post-colonial economic governance to contemporary debates. Students explore constitutional battles over land reforms, economic liberalization, and fiscal federalism, gaining insights into competing economic ideologies and interests. Through case studies and legal analysis, they examine fundamental rights related to business, fiscal federalism, and constitutional issues shaping India's economic landscape. By the end of the course, students will develop a nuanced understanding of the Constitution's role in shaping economic policies and its implications for business practices, equipping them with valuable insights for careers in business management and policy advocacy.

Course Objective(s):

1. Develop an understanding of the Indian Constitution beyond legal and political lenses, emphasizing its significance for business students.
2. Recognize the importance of comprehending constitutional basics and their impact on trade, economy, and business practices.
3. Analyze the inclusion of economic justice in the preamble and its implications for post-colonial economic policies.
4. Explore the legal history of competing claims between economic development and principles of equity and justice in India.
5. Examine the transition from state-led industrialization to liberalization, highlighting the constitutional underpinnings of these economic shifts.
6. Investigate the constitutional provisions relevant to business, such as the fundamental right to practice any profession, occupation, trade, or business as enshrined in Article 19.

Course Outcome(s):

CO1: Students of the BBA programme get equipped with a knowledge of the Indian Constitution, particularly from the perspective of economic governance and business.

CO2: They begin to develop a nuanced analytical framework about ongoing constitutional debates and battles which affect the domain of business.

CO3: Developing a sense of how questions of economic growth have to be balanced with other constitutional commitments, including social and economic justice.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	2	2	1	2	1	2	2	3	2
CO2	1	1	2	2	2	1	1	2	2	1
CO3	2	2	2	2	2	1	1	2	1	2

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Course Content:

Unit 1: An Economic History of the Constitution of India

Historical understanding of the constitution as an economic document. Understanding the Preamble, Starting from the land reform cases in the 1950s to the validity of the bitcoin ban imposed by the RBI, this module signpost all of the important economic moments in the constitutional history of post-colonial India; Constitutional design, Legal Regulation and economic justice.

Unit 2: Fundamental Rights and Business in India

Article 19(1)(g), grants every citizen the right, to practise any profession, or to carry on any profession, occupation, trade, or business. Like other fundamental rights, this right is subject to reasonable restrictions imposed by the state. This particular provision of the Constitution has been one of the most severely litigated freedoms. Fundamental Duties.

Unit 3: Fiscal Federalism

Article articles 301 to 307 of the Constitution pertains to Trade, Commerce and Intercourse within the Territory of India; Challenges associated with fiscal federalism in India including the vertical fiscal imbalance; Article 280 of the Constitution.

Unit 4: Constitutional battles that shaped the economy

This module will be taught through key case studies that demonstrate the complex and fascinating overlap between the constitution and business and shall use Saurabh Kirpal's book Fifteen Judgments: Cases that Shaped India's Financial Landscape as our guide through this landscape. The case studies include the banning of diesel engine cars, Telecom regulation and ownership of broadcast media, Demonetisation, Aadhaar, the lifting of restrictions on dealing in cryptocurrencies

Readings:

References:

- The Oxford Handbook of the Indian Constitution, Oxford university press.

Cases

- Rustom Cavasjee Cooper v. Union of India, (1970) 1 SCC 248
- State of Rajasthan v. Mohan Lal Vyas, AIR 1971 SC 2068 (confirmation of a private monopoly, not a violation of fundamental right)
- Mithilesh Garg v. Union of India, (1992) 1 SCC 168 : AIR 1992 SC 221 (Right to carry on business, not breached when it is liberalised)
- Chintamanrao v. The State of Madhya Pradesh, AIR 1951 SC 118 (scope of reasonable restrictions in relation to trade and occupation)
- Cooverjee B. Bharucha v. Excise Commissioner, Ajmer, AIR 1954 SC 220 (the reasonableness of the restriction imposed may depend upon the nature of the business and prevailing conditions including public health and morality)
- T. B. Ibrahim v. Regional Transport Authority, Tanjore, AIR 1953 SC 79
- Harman Singh v. RTA, Calcutta, AIR 1954 SC 190
- Dwarka Prasad Laxmi Narain v. State of U.P., AIR 1954 SC 224
- State of Bombay v. R.M.D. Chamarbaugwala, AIR 1957 SC 699
- Parbhani Transport Coop. Society Ltd. v. Regional Transport Authority, Aurangabad, AIR 1960 SC 801
- State of Bombay v. R. M. D. Chamarbaugwala, (1957) S.C.R. 874,
- G.K. Krishnan vs State of Tamil Nadu, 1975 SCC (1) 375
- Automobile Transport (Rajasthan) Ltd. Vs State of Rajasthan, AIR 1962 SC 1406

Business Communication-II

TIU-AEC-UMG-L12101

L-T-P: 1-1-0

Credit: 2

Course Description:

This course focuses on bringing in perspective the importance of Business Communication for organizations and individual employees in the context of multicultural workforce in a digital world. The course will focus on instilling effective written and oral communication skills in students. The course will be taught using texts, cases and classroom exercises for improving both written and oral communication in students.

Course Objectives:

1. To understand the concept, process, and importance of business communication with a strategic imperative.
2. To help students in understanding the basic principles and techniques of various workplace communication including digital communication skills.
3. To train students to acquire and master intra and interorganizational communication.
4. To train students for communicating effectively for the purpose of gaining employment.

Course Outcomes:

At the end of the course students will be able to:

CO1 Apply the skills for writing various workplace written communications.
CO2 Effectively analyze and evaluate Business Reports.
CO3 Demonstrate competence in delivering impressive power- point presentations.
CO4 Create objective and succinct Resumes and be prepared to perform optimally in Job Interviews.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	1	2	2	3	2	2	1	1	2
CO2	1	1	1	1	2	2	2	1	1	2
CO3	3	1	3	2	3	3	3	2	1	3
CO4	1	1	1	1	2	2	2	1	2	2
Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant										

Course Content:

Unit 1: Written communication: intra organizational/ departmental/ workplace communication

Need and Types, Basics of Writing Office Circulars, Agenda, Notice, Office Memoranda, Office Orders, News Letters; Positive and Negative Messages, Use of Technology for Communication, Effective IT communication tools- Electronic mail: advantages, safety and smartness in writing email, E-mail etiquettes; Use of online social media for communication and Public Relations; Ethical dilemmas in use of social media for communication. Report Writing: Types of Business Reports, responding to request for proposals (RFP), response to RFP, Formal Report- Components and Purpose, Organizing Information- Outlining & Numbering Sections, Section Headings, Sub-Headings, & Presentation; Reporting in Digital Age, Writing Reports on Field Work/Visits to Industries, Business Proposals; Summarizing Annual Reports of Companies- Purpose, Structure and Principles; Drafting Minutes of a Meeting; Corporate Communication- channels of corporate communication, target segments of corporate communication, types of corporate communication; Managing Crisis- Communication; Managing communication during change; Culture as communication.

Unit 2: Oral Communication, Professionalism and team work

Meaning, Nature, and Scope of Effective Oral Communication; Techniques of Effective Speech, Media for Oral Communication- Face-to-Face Conversation, Teleconferences, Press Conference, Telephonic Conversations, Radio Presentation, Public address and Podcast. Constructing Oral Report; Group Discussion, Teams communication; Communication during online meeting; Online and offline professional etiquettes; Conducting appraisals, conducting interviews.

Unit 3: Negotiation Skills and Cross-Cultural Communication

Negotiation communication with vendors, suppliers, employees and other stakeholders; BATNA & communication during negotiations; Body language and negotiation; Impact of globalization on organizational communication; Cross-Cultural frameworks (ex. Geert Hofstede); Culture & appropriate communication; Etic and Emic approaches to Culture; Communication to a diverse workforce; Overcoming barriers and biases in Cross-Cultural Communication; Building Inter-Cultural Workplace Skills; Cross-cultural etiquettes across clusters/countries.

Unit 4: Contemporary Communication

Digital communication- individual communicating via social media, organizations communicating via social media, Media Literacy; Strong Digital communication skills –email, instant messaging, video conferencing, e-meetings, digital collaboration, digital citizenship –digital etiquettes & responsibilities; Introduction to personal and organizational websites; communication through podcasts.

Job Searching in Digital Age; Creating Resume (CV, cover letter), Creating Customized Cover Messages for Job Applications, Purposes and Types of Employment Interviews, Performing Optimally in a Job Interview- Do's and Don'ts Before, During and After the Interview.

Readings:

Text Books (Latest Edition):

1. AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.
2. Lesikar, R.V. & M.E. Flatley, "Business Communication: Connecting in a Digital World", McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P. Effective Business Communication. McGraw Hill.
4. Mukerjee H. S., Business Communication: Connecting at Work. Oxford Publication.
5. Boove, C.L. et al., Business Communication Today, Pearson.

References:

1. Culture as Communication (2001) by Steven Robbins <https://hbsp.harvard.edu/product/C0108A-HCB-ENG>

2. The Future of Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press | BEP336-PDF-ENG | <https://hbsp.harvard.edu/product/BEP336-PDF-ENG>

Suggested Exercise and cases:

1. Negotiation exercise as vendor/seller
2. Analyzing verbal and non-verbal aspects of speeches of great leaders and orators.
3. Delivering Effective Presentations using presentation tools/software and use of infographics.
4. Cases on business communication
5. Summarizing Annual Report of a Company.
6. Preparing elevator pitch
7. Preparing curriculum vitae/resume/letter
8. Communicating Effectively in Group Discussion and personal interviews
9. How to Communicate Organizational Change (2020) by Angela Fisher Ricks
a. <https://online.hbs.edu/blog/post/how-to-communicate-organizational-change>
10. Change Management and Internal Communication | Rita Linjuan Men, Shannon A. Bowen | Business Expert Press | BEP334-PDF-ENG | <https://hbsp.harvard.edu/product/BEP334-PDF-ENG>
11. Lighting the Fire: Crafting and Delivering Broadly Inspiring Messages | Tsedal Neeley, Tom Ryder | Harvard Business School | 416046-PDF-ENG | <https://hbsp.harvard.edu/product/416046-PDF-ENG>?
12. Bad Writing Is Destroying Your Company's Productivity (2016) by Josh Bernoff
a. <https://hbr.org/2016/09/bad-writing-is-destroying-your-companys-productivity>
13. Group Communication and Decision-Making Simulation: Wildfire Mitigation | Matthew Koschmann | FO0001-HTMENG | <https://hbsp.harvard.edu/product/FO0001-HTM-ENG>
14. Three Rules for Communicating During a Crisis | Nancy Koehn | 5238AV-AVOENG
| <https://hbsp.harvard.edu/product/5238AV-AVO-ENG>

<https://hbsp.harvard.edu/product/5238AV-AVO-ENG> Ntt=BUSINESS COMMUNICATION

CAREER ADVANCEMENT AND SKILL DEVELOPMENT-II

TIU-AEC-UEN-S12101C

L-T-P: 0-0-2

Credit: 1

Separate Notice will be issued in every year mentioning guidelines for this course.

ENTREPRENEURSHIP SKILL DEVELOPMENT-II

TIU-SEC-UES-S12101

L-T-P: 0-0-2

Credit: 1

Separate Notice will be issued in every year mentioning guidelines for this course.

Indian Language (Bengali / Hindi)
[Optional]

L-T-P: 0-0-1

Credit: 0

Option notice will be issued detailing guidelines and syllabus for this course.

2nd Year

Program Outcome (s):

- PO1. Understand the complexities and intricacies of business problems in the various managerial and entrepreneurial roles.
- PO2. Demonstrate professionalism, team work, leadership, effective communication, creative thinking, lateral thinking, and entrepreneurial, analytical and decision-making skills.
- PO3. Apply the fundamentals of research, analytics and use the advanced domain knowledge for the solution of intricate and complex managerial issues.
- PO4. Identify, formulate and analyses intricate managerial problems and use research-based knowledge and research tools to synthesize the information to provide valid solutions and conclusions.
- PO5. Familiarize with the changing industry dynamics with constant industry interactions.
- PO6. Understand the environmental, societal and ethical impact of the managerial and entrepreneurial practices and demonstrate the skills to create sustainable business models and development.
- PO7. Recognize the need for resilience, agility and sustainability in the dynamic business environment.

PROGRAMME SPECIFIC OUTCOMES (PSOs):

PSO1 Acquiring Conceptual Clarity of Various Functional Areas with ability to analyze various functional issues affecting the organization and demonstrating ability to evolve strategies for organizational benefits

PSO2 Demonstrate the ability to develop models / frameworks to reflect critically on specific business contexts, work in Groups, understanding social cues and contexts in social interaction and develop ethical Practices and Imbibe Values for Better Corporate Governance.

PSO3 Understand ethical challenges and choices in a business setting, sustainability related concerns in varied areas

3rd Semester

	3rd Semester					
Course Code	Course Title	Type	Contact Hrs. / Week			Credit
			L	T	P	
Theory						
TIU-UMG-MJ-T21101	Organisation Behaviour(OE)	DSC	3	0	0	3
TIU-UMG-MJ-T21102	Financial Accounting II	DSC	3	1	0	4
TIU-UEM-MD-T2101	Economics II	Inter Disciplinary	3	0	0	3
TIU-UMG-CVA-T2101	Environmental Science & Waste Management	CVA	2	0	0	2
TIU-UMG-MI-E21101 (A-D)	Open Elective-III	OEC				4
TIU-UEN-AEC-S2101	Career Advancement & Skill Development-III (French)	AEC	0	0	2	1
Practical						
TIU-UEN-AEC-S2102	Communication Skill & Language Lab-II [#]	AEC	0	1	2	2
Sessional						
TIU-UES-SEC-S2101	Entrepreneurship Skill Development-III	SEC(SKILL)	0	0	2	1
						20

Organisation Behaviour

TIU-UMG-MJ-T21101

L-T-P: 3-0-0

Credit: 3

Course objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behaviour in any organization.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1- To explain the basics of Orgnaizationalbehaviour and various challenges for OB.

CO2- To illustrate the foundations of Individual Behaviour and various factors influencing individual behaviour viz. learning, personality, perception, attitude and motivation.

CO3: To examine the dynamics of group development and group properties.

CO4: To understand various dimensions of organisational culture.

CO5: To analyse the process of conflict management and approaches to stress management.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	1	2	2	1	1	2	1	2	1
CO2	1	1	2	1	1	1	2	1	1	2
CO3	1	1	2	2	1	1	2	1	2	1
CO4	1	1	2	2	1	1	2	1	2	1
CO5	1	1	2	1	1	1	1	1	2	1

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module I :

Introduction: Meaning of organizational behaviour and its relevance in today's business environment, contributing disciplines to Organization Behaviour, challenges and opportunities for OB.

Individual behaviour in organization: Foundations of individual behaviour, Factors influencing Individual Behaviour.

Learning: Meaning, characteristics and theories: Classical conditioning theory, operant conditioning theory, social learning theory, behaviour modification.

Module II :

Perception: Nature, importance, perceptual process, factors influencing perception, perceptual errors.

Attitude: Meaning, importance, components and types of work related attitude.

Personality: Meaning, determinants of personality, personality traits.

Motivation: Meaning, types of motivation, theories of work motivation given by Maslow, Herzberg, McGregor, Vroom and Porter – Lawler.

Module III:

Group behaviour in organization: Group dynamics, Types of groups, Group development, theories of group development, Group norms and roles, Group cohesiveness,

Work Teams: Meaning, characteristics, types of team, Creating effective team.

Leadership: nature, leadership styles, Leadership theories: trait theory and behavioural theories.

Module IV:

Conflict Management: Meaning, types and sources of conflict, Process of conflict management, approaches to conflict management.

Stress management: sources of stress, approaches for stress management.

Organizational culture: meaning, concept, types of culture, dimensions of organizational culture.

Suggested Readings/ Books:

- Organization Behaviour by Robbins, Pearson Education Asia
- Organization Behaviour by Luthans, Tata McGraw Hill
- Organizational Behaviour: Human Behaviour at Work by Newstrom, Tata McGraw Hill
- OrganisationBehaviour by L.M. Prasad,Sultan Chand
- OrganisationalBehaviour by Parikh, Gupta,Tata McGraw Hill
- Organization BehaviourbyAswathappa, Himalaya

Financial Accounting II

TIU-UMG-MJ-T21102

L-T-P: 3-1-0

Credit: 4

Course objective: This course emphasizes to acquaint students with the accounting concepts, tools and process

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1- Retrieve fundamental accounting concepts and standards .

CO2- Demonstrate the accounting process & prepare Journal, Ledger & Balancing of Accounts .

CO3: Execute various types of Subsidiary Books & prepare a Bank Reconciliation Statement .

CO4: Summarize accounting process in conversion of single entry into double entry .

CO5: Describe and implement accounting for current assets and non- current assets .

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	2	1	2	2	2	1	1	1	2
CO2	1	1	2	1	1	2	2	1	1	2
CO3	1	1	1	1	1	1	1	1	1	2
CO4	1	1	2	2	2	2	2	1	2	2
CO5	1	1	1	2	2	2	1	1	1	2

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module I: (Valuation of Goodwill and Shares)

Valuation of Goodwill :Maintainable Profit Method, Super Profit Method, Capitalisation Method, Annuity Method

Valuation of Shares :Intrinsic Value Method, Yield Method and Fair Value Method

Module II: (Buyback of Equity Shares)

Introduction to Issue of Shares. Company Law/Legal Provisions (Including Related Restrictions, Power, Transfer to Capital Redemption Reserve Account and Prohibitions) Compliance of Conditions Including Sources, Maximum Limits and Debt Equity Ratio

Module III: (Redemption of Preference Shares)

Company Law/Legal Provisions for Redemption of Preference Shares in Companies Act Sources of Redemption Including Divisible Profits and Proceeds of Fresh Issue of Shares Premium on Redemption

from Security Premium and Profits of Company Capital Redemption Reserve Account – Creation and Use, Excluding Revised Schedule VI Balance Sheet.

Module IV: (Redemption of Debentures)

Redemption of Debentures by Payment from Sources Including out of Capital and/or out of Profits. Debenture Redemption Reserve and Debenture Redemption Sinking Fund Excluding Insurance Policy and Revised Schedule VI Balance Sheet. Redemption of Debentures by Conversion into New Class of Shares or Debentures with Options – Including at Par, Premium and Discount

Suggested Readings/ Books:

1. "Financial Accounting" by T.S. Grewal, Publisher: Sultan Chand & Sons
2. "Advanced Accountancy" by R.L. Gupta and M. Radhaswamy, Publisher: Sultan Chand & Sons
3. "Corporate Accounting" by M.C. Shukla, T.S. Grewal, and S.C. Gupta, Publisher: S. Chand Publishing
4. "Advanced Accounting" by Paul Fischer, William Taylor, and Rita Cheng, Publisher: Cengage Learning
5. "Financial Accounting for Management" by N. Ramachandran and Ram Kumar Kakani, Publisher: McGraw Hill Education
6. "Advanced Accounting" by Debra C. Jeter and Paul K. Chaney, Publisher: John Wiley & Sons
7. "Financial Accounting: An Integrated Approach" by Ken Trotman and Michael Gibbins, Publisher: Cengage Learning

ECONOMICS II

TIU-UEM-MD-T2101

L-T-P: 3-0-0

Credit: 3

Course objective: The primary objective of this course is to equip students with the necessary economic concepts, principles, theory and techniques and enhance their managerial decision making to address business problems in a globalized economic environment.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand the basic concepts of managerial economics and apply the economic way of thinking to individual decisions and business decisions.

CO2: Measure price elasticity of demand, understand the determinants of elasticity and apply the concepts of price, cross and income elasticity of demand.

CO3: Understand and estimate production function and Law of Diminishing Marginal Utility.

CO4: Understand and explain four basic market models of perfect competition, monopoly, monopolistic competition, and oligopoly, and how price and quantity are determined in each model.

CO5: Understand the different costs of production and how they affect short and long run decisions..

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	2	1	1	2	1	2	1	2	2
CO2	1	2	2	2	1	2	2	1	2	2
CO3	1	2	2	1	1	2	2	1	2	2
CO4	2	1	2	1	2	1	2	1	1	2
CO5	1	2	2	2	1	2	2	1	2	2

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module I :

Introduction to Managerial Economics: **Managerial Economics:** Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.

Demand and the Firm: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity. Use of elasticity for analyzing demand, Demand estimation, Demand forecasting, Demand forecasting of new product.

Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

Module II:

Production Function : Production function Meaning, Concept of productivity and technology, Short Run and long run production function Isoquants; Least cost combination of inputs, Producer's equilibrium; Return to scale; Estimation of production function.

Theory of Cost: Cost Concepts and Determinants of cost, short run and long run cost theory, **Modern Theory of Cost**, Relationship between cost and production function.

Module III:

Revenue Curve: Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue, Average revenue and marginal revenue, Relationship between Total Revenue, Average revenue and marginal revenue, Elasticity of Demand and Revenue relation

Market Structure: Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model.

Module IV:

Pricing: Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices

Factor Pricing: Demand and supply of factor of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory-Interest rate and return on capital. Measurement of profit.

Suggested Readings/ Books:

- Modern Economic Theory by K.K .Dewett, S. Chand Publication
- Managerial Economics Theory and Applications by D.M.Mithani, Himalaya Publication
- Managerial Economic by Peterson and Lewis, Prentice Hall of India
- Managerial Economics by Gupta, TataMcGraw Hills
- Modern Micro Economics by Koutsoyiannis, A., Palgrave Macmillan Publishers, New Delhi.
- Macro Economics by Shapiro, Galgotia Publications

ENVIRONMENTAL SCIENCE & WASTE MANAGEMENT

TIU-UMG-CVA-T2101

L-T-P: 2-0-0

Credit: 2

Course objective: The primary objective of this course is to equip students with the necessary economic concepts, principles, theory and techniques and enhance their managerial decision making to address business problems in a globalized economic environment.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand and explain the principles and practices of waste management, including the classification, reduction, recycling, and disposal of waste.

CO2 :Analyze and apply national and international environmental regulations, policies, and guidelines related to environmental protection and waste management.

CO3:Identify and evaluate various pollution control technologies and their applications in managing air, water, and soil pollution.

CO4: Demonstrate a comprehensive understanding of natural environmental systems, including ecosystems, biogeochemical cycles, and biodiversity.

CO5: Evaluate the environmental impacts of human activities, including industrial, agricultural, and urban development, on air, water, soil, and biodiversity.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	1	2	1	1	2	1	1
CO2	2	2	2	1	2	1	1	2	1	1
CO3	2	2	2	1	2	1	1	2	1	1
CO4	2	2	2	1	2	1	1	2	1	1
CO5	2	1	2	1	2	1	1	2	1	1

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module I: Introduction to Environmental Studies

Multidisciplinary nature of Environmental Studies: Scope & Importance
Need for Public Awareness

Module II: Ecosystems

Concept of an Ecosystem: Structure & functions of an ecosystem (Producers, Consumers & Decomposers)

Energy Flow in an ecosystem: Food Chain, Food web and Ecological Pyramids

Characteristic features, structure & functions of following Ecosystems: Forest Ecosystem; Aquatic Ecosystem (Ponds, Lakes, River & Ocean)

Module III: Natural Resources

Renewable & Non-renewable resources

Forest Resources: Their uses, functions & values (Biodiversity conservation, role in climate change, medicines) & threats (Overexploitation, Deforestation, Timber extraction, Agriculture Pressure), Forest Conservation Act

Water Resources: Their uses (Agriculture, Domestic & Industrial), functions & values, Overexploitation and Pollution of Ground & Surface water resources (Case study of Punjab), Water Conservation, Rainwater Harvesting,

Land Resources: Land as a resource; Land degradation, soil erosion and desertification

Energy Resources: Renewable & non-renewable energy resources, use of alternate energy resources (Solar, Wind, Biomass, Thermal), Urban problems related to Energy

Module IV: Solid & industrial waste management

Sources and generation of solid waste, their classification and chemical composition; characterization of municipal solid waste; hazardous waste and biomedical waste; impact of solid waste on environment, human and plant health; different techniques used in collection, storage, transportation and disposal of solid waste (municipal, hazardous and biomedical waste); landfill; thermal treatment (pyrolysis and incineration) of waste material; stack emission control and emission monitoring; effluent treatment plant and sewage treatment plant. Concept of Integrated waste management.

Suggested Readings/ Books:

- "Environmental Science: Earth as a Living Planet" by Daniel B. Botkin and Edward A. Keller, Publisher: John Wiley & Sons
- "Environmental Science: A Global Concern" by William P. Cunningham and Mary Ann Cunningham, Publisher: McGraw-Hill Education
- "Principles of Environmental Science: Inquiry and Applications" by William P. Cunningham and Mary Ann Cunningham, Publisher: McGraw-Hill Education
- "Integrated Solid Waste Management: Engineering Principles and Management Issues" by George Tchobanoglous, Hilary Theisen, and Samuel A. Vigil, Publisher: McGraw-Hill Education
- "Waste: A Handbook for Management" edited by Trevor M. Letcher and Daniel Vallero, Publisher: Academic Press

OPEN ELECTIVE-III

TIU-UMG-MI-E21101

L-T-P: 0-0-0

Credit: 4

The Open Elective courses are fully choice based by the students. One student will opt his/her Open Elective-III course from the basket that will be notified at the start of the semester. The student has to opt any course from the basket which is of 4 credit.

The student may also choose any course of 4 credit from NPTEL / SWAYAM portal and has to submit the pass certificate of the said course before completion of the semester. The student, may submit the pass certificate of the opted course after the semester, but within 2 years from the original semester completion.

If any student want to opt for any Domain Minor, he/she should opt related course of that domain of his/her choice. To get a Domain Minor to be reflected in his/her final degree certificate, the student should have to earn 32 credits from the same domain throughout the 4 years degree program. As the BBA program is from management / business administration domain, one student can not opt any course related to this management / business administration domain.

4th Semester

	4th Semester					
Course Code	Course Title	Type	Contact Hrs. / Week			Credit
			L	T	P	
Theory						
TIU-UMG-MJ-T222011	Human Resource Management	DSC	3	0	0	3
TIU-UMG-MJ-T22202	Cost and Management Accounting	DSC	3	0	0	3
TIU-UMG-MJ-T22203	Production Management	DSC	2	1	0	3
TIU-UMG-MJ-T22204	Business Law	DSC	3	0	0	3
TIU-UMG-MI-E22201	Open Elective-IV	OEC				4
TIU-UEN-AEC-S2202-L201	Career Advancement & Skill Development-IV	AEC	0	0	2	1
Practical						
TIU-UMG-MJ-I22201	Field Based Learning	Intern	0	0	6	3
						20

HUMAN RESOURCE MANAGEMENT

TIU-UMG-MJ-T222011

L-T-P: 3-0-0

Credit: 3

Course objective: To provide an in-depth overview of the field of HRM, what are the roles and responsibilities of HR professionals how the primary functions affect the broader business strategy.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: To explain the basics of Human Resource Management and analyse the evolution of HRM.

CO2: To appraise various functions of HRM that facilitate employee hiring viz. human resource planning, job analysis recruitment and selection.

CO3: To understand the role of training, development, career planning and performance appraisal functions in human resource development.

CO4: To analyse the functions of compensation management namely, wages and salary administration, incentives and fringe benefits.

CO5: To comprehend the meaning and concept of Industrial relations.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	1	2	1	1	2	2	1	1	2
CO2	1	1	2	2	1	2	2	1	2	2
CO3	1	1	2	2	1	2	2	1	2	2
CO4	1	1	2	2	1	2	2	1	2	2
CO5	1	1	2	1	1	2	2	1	2	1

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module I :

Nature, scope, role and importance of HRM. New trends in HRM due to globalization deregulation and technological advancements, HRM practices in India, issues and challenges. Human Resource Planning: Meaning, factors affecting HRP, Human Resource Planning process.

Module II :

Job analysis: steps in analysing job and introduction to methods of collecting job analysis information, Job description, job specification. Job design: job simplification, job rotation, job enrichment and job enlargement.

Recruitment: sources of recruitment, policies and procedure of recruitment. Selection process, testing and interviews, Placement and induction.

Module III :

Training and Development: Identification of training needs, process of training and methods of training and development.

Career planning and development: career life cycle, process of career planning and development.

Module IV :

Performance appraisal: Meaning, process of performance appraisal, methods and problems of performance appraisal.

Compensation Management- Wage & Salary Administration: Meaning & Concept of Wage & Salary Administration, Elements & Methods of Wage & Salary, Incentive Plans & Fringe Benefits.

Industrial Relations: Meaning & Concept of Industrial Relations.

Suggested Readings:

- *Personnel Management* by Monnappa and Saiyadan, Tata Mcgraw Hill.
- *Human Resource Management* by Dessler & Garg, Pearson education.
- *Personal Management* by C.B. Mamoria, Himalaya
- *Human Resource Management* by K. Aswathappa, Tata McGrawHill
- *Human Resource Management* by Rao V.S.P., Excel books

COST AND MANAGEMENT ACCOUNTING

TIU-UMG-MJ-T22202

L-T-P: 3-0-0

Credit: 3

Course Objective: To impart the students, knowledge about the use of financial, cost and other data for the purpose of managerial planning, control and decision making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand and differentiate between Cost accounting and management accounting.

CO2: Make managerial decisions regarding make or buy, acceptance or rejection of export offers and continuation or shut down of plant.

CO3: Estimate the breakeven point of the firm.

CO4: Understand and apply the concepts of budgetary control for better decision-making.

CO5: Understand and estimate material, labour, overheads and sales variances for comparing planned with actual results.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	2	2	2	2	2	2	1	1	2
CO2	1	1	2	1	1	2	2	1	1	2
CO3	1	1	1	1	2	2	2	1	2	2
CO4	1	1	2	1	1	2	2	1	1	2
CO5	1	1	2	1	1	1	2	1	1	2

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module I:

Introduction: Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting and management accounting, Cost control and Cost reduction, Cost management.

Ratio Analysis: Meaning–Nature, different types of ratios, their uses and limitations, computation of various types of ratios – liquidity ratios, solvency ratios, profitability ratios, turnover ratios

Module II:

Analysis and Interpretation of financial Statements: Meaning- Types and Methods of Financial Analysis – Comparative statements – Trend Analysis – Common size statements.

Standard Costing: Standard Costing and Variance Analysis: Meaning of standard cost and standard costing, advantages, limitations and applications. Variance Analysis – material, labour, overheads and sales variances.

Module III :

Budgetary Control: Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations. Budget administration. Functional budgets. Fixed and flexible budgets. Zero base budgeting.

Module IV :

Marginal Costing: Absorption versus Variable Costing: Distinctive features and income determination. Cost-Volume-Profit Analysis, Profit / Volume ratio. Break-even analysis-algebraic and graphic methods, Margin of safety, Key factor, determination of cost indifference point.

Suggested Readings:

- *Introduction to management accounting* by Horngren, C. T., Sundem, G. L., Stratton, W. O., Burgstahler, D., & Schatzberg, J., Pearson Education International.
- *Management Accounting* by Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, Dorling Kindersley(India) Pvt. Ltd.
- *Management Accounting* by Singh, Surender, Scholar Tech Press, New Delhi.
- *Managerial Accounting* by Garrison H., Ray and Eric W. Noreen, McGraw Hill.
- *Management Accounting* by Goel, Rajiv., International Book House
- *A Textbook of Cost and Management Accounting* by Arora, M.N., Vikas Publishing House, New Delhi.
- *Management Accounting* by Maheshwari, S.N. and S.N. Mittal, Shree Mahavir Book Depot, New Delhi.

PRODUCTION MANAGEMENT

TIU-UMG-MJ-T22203

L-T-P: 2-1-0

Credit: 3

Course Objective: World class performance in the delivery of high quality, cost competitive products and services is essential to survive in today's global economy. In view of the increasing importance of production and operations management it is essential that budding managers are introduced to strategic decision making, design, planning and control in the production of Goods and services. This course aims to acquaint students with sound conceptual knowledge of the subject by adopting a practical approach to address various topics related to production management.

Course Outcomes: On having completed this course student should be able to:

CO1: Understand the historic transition of Production and Operations Management.

CO2: Analyze Production Management objectives and decision areas.

CO3: Comprehend principles of Operation Economies (Men, Material, Money, Machines, Methods) in a digital world

CO4: Recognize the purpose and vital importance of forecasting, scheduling and controlling techniques.

CO5: Assess the impact of automation in modern manufacturing business.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	2	2	2	1	1	2	1	2	2
CO2	1	1	2	2	2	2	1	1	1	2
CO3	1	1	1	1	1	2	1	1	1	2
CO4	1	1	1	2	2	2	2	1	2	2
CO5	1	1	1	1	2	2	2	1	1	2

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module I: INTRODUCTION TO PRODUCTION AND OPERATIONS

Historical evolution of production and operations management, concept of production, production system, classification of production system, production management, objectives of production management, concept of operations, distinction between manufacturing operations and service operations, operations management, interlink between production, operations and other departments.

Module II: PLANTLOCATION AND LAYOUT

Need for selecting a suitable location, factors influencing plant location/facility location, location theories, methods of location evaluation, plant layout - objectives and principles, classification of layout, design of layouts, service layout, organization of physical facilities.

Module III: MATERIALS MANAGEMENT AND HANDLING

Scope and functions of materials management, material planning and control, purchasing, stores management, inventory control or management, standardization, simplification, just-in-time (JIT) manufacturing.

Objectives of Material Handling, Principles of Material Handling, Selection of Material Handling Equipments, Automated Guided Vehicles, Evaluation of Material Handling System, Material Handling Equipments, Guidelines for Effective Utilization of Material Handling Equipments, Relationship between Plant Layout and Material Handling.

Module IV: PRODUCTION PLANNING AND CONTROL

Need for production planning and control, objectives of production planning and control, components and phases of production planning and control, functions of production planning and control, operations planning and scheduling systems, aggregate planning, master production schedule (MPS), material requirement planning (MRP 1 and 2), lot-sizing techniques, capacity planning, routing, scheduling, bill of materials.

Suggested Readings:

- Production and Operations management by S N Chary, Mc-Graw Hill Publications.
- Production and Operations Management by Aswathappa, Sudarsana Reddy, Krishna Reddy, Himalaya Publishers
- Production and operations management by Kumar, S. A., & Suresh, N., New Age International.
- Modern Production/Operations Management by Buffa Elwood S. and Sarin Rakesh K, John Wiley & Sons Publications.
- Production & Operations Management by Gaither, N & Frazier, Thomson Learning Publications.
- Production and Operations Management by Stevenson WJ, Irwin McGraw Hill Publications.

BUSINESS LAW

TIU-UMG-MJ-T22204

L-T-P: 3-0-0

Credit: 3

Course Objective: The 'Business Law' course provides students a fundamental understanding of legal principles and regulations that govern business activities. Emphasizing practical application, the course aims to equip students with the knowledge to navigate legal challenges in business operations, contracts, employment, and intellectual property. By exploring case studies and real-world scenarios, students will develop critical thinking skills to analyze legal issues and make informed decisions within ethical and regulatory frameworks.

Course Outcomes: On having completed this course student should be able to:

CO1: Demonstrate an understanding of foundational legal concepts and principles relevant to business operations.

CO2: Interpret and draft contracts, understanding their legal implications..

CO3: Comprehend laws governing employment relationships, including rights and obligations of employers and employees.

CO4: Evaluate business scenarios from legal and ethical perspectives, applying principles of corporate governance.

CO5: Understand regulatory requirements and ensure business practices align with legal standards.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	2	2	2	2	2	2	2
CO2	1	2	2	3	2	2	2	2	1	2
CO3	2	2	1	2	2	2	2	2	1	2
CO4	2	1	1	2	2	1	1	2	1	3
CO5	2	2	3	2	2	1	2	2	2	2

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module I:

Law of Contract (1872): Nature of contract, Classification, Offer and acceptance, Capacity of parties to contract, Free consent; Consideration, Legality of object, Agreement declared void, Performance of contract; Discharge of contract, Remedies for contract of contract.

Module II:

Sales of Goods Act (1930): Formation of contracts of sale; Goods and their classification, price; conditions and warranties, Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.

Module III:

Negotiable Instruments Act (1881): Definition of negotiable instruments, Features; Promissory note, Bill of Exchange, Cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing. Negotiation, Dishonour and discharge of negotiable instrument.

Module IV:

The Consumer Protection Act (1986): Definition of consumer, Features, Grievance redressal machinery.

Suggested Readings:

- The Principles of Mercantile Law by Singh, Avtar, Eastern Book Company, Lucknow.
- Business Law by Kapoor, N.D., Sultan Chand & Sons, New Delhi.
- Business Law by Tulsian, P.C., Tata McGraw Hill, New Delhi.
- Indian Business Law by UsaTbpUsa, International Business Publications, USA

OPEN ELECTIVE-IV

TIU-UMG-MI-E22201

L-T-P: 0-0-0

Credit: 4

The Open Elective courses are fully choice based by the students. One student will opt his/her Open Elective-IV course from the basket that will be notified at the start of the semester. The student has to opt any course from the basket which is of 4 credit.

The student may also choose any course of 4 credit from NPTEL / SWAYAM portal and has to submit the pass certificate of the said course before completion of the semester. The student, may submit the pass certificate of the opted course after the semester, but within 2 years from the original semester completion.

If any student want to opt for any Domain Minor, he/she should opt related course of that domain of his/her choice. To get a Domain Minor to be reflected in his/her final degree certificate, the student should have to earn 32 credits from the same domain throughout the 4 years degree program. As the BBA program is from management / business administration domain, one student can not opt any course related to this management / business administration domain.

Career Advancement & Skill Development-IV
TIU-UEN-AEC-S2202-L201

L-T-P: 0-0-2

Credit: 1

Separate notice will be issued before start of the semester.

Field Based Learning
TIU-UMG-MI-E22201

L-T-P: 0-0-6

Credit: 3

Separate notice will be issued before start of the semester.

3rd Year

PO1: Disciplinary Knowledge: Capable of exhibiting a thorough comprehension and knowledge of one or more disciplines that make up a business management curriculum.

PO2: Problem Solving: the ability to extrapolate from what has been learned and apply one's competencies to solve a variety of non-familiar challenges; and apply one's learning to real-life scenarios.

PO3: Research-related Skills: An understand of questioning and the opportunity to ask relevant/appropriate questions, synthesise, and articulate; Ability to recognise cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyse, interpret, and draw conclusions from data, establish hypotheses, predict cause-and-effect relationships; ability to plan, execute, and report the results of an experiment or investigation.

PO4: Critical Thinking and Analytical Reasoning: Capability to assess the dependability and relevance of evidence identify logical flaws and gaps in other people's arguments data analysis and synthesis from a variety of sources

PO5: Digital Literacy: Demonstrate capacity to use ICT in a number of learning scenarios, as well as access, assess, and utilise a variety of relevant information sources and use appropriate tools for data analysis.

PO6: Cooperation/Team Work: Ability to work successfully and respectfully with various teams; foster cooperative or coordinated effort on the part of a group; act as a team or group in the interests of a common purpose; and work efficiently as a team member.

PO7: Communication Skills: Ability to properly convey thoughts and ideas in writing and orally; Communicate with others using suitable medium; boldly share one's opinions and express oneself; display the ability to listen attentively, read and write critically, and deliver complicated material to various groups in a clear and coherent manner.

PO8: Impact of discipline knowledge on society and environment

The ability to demonstrate ethical, social, and environmental responsibilities in a business context. Recognize the impact of professional methods in providing solutions while keeping societal and environmental contexts in mind, and demonstrate knowledge of and need for sustainable development.

PO9: Moral and Ethical Awareness/Reasoning: Ability to live a moral/ethical life, formulate a position/argument about an ethical issue from multiple perspectives, and use good norms in all work. Capable of identifying ethical issues related to one's work, avoiding unethical behaviour such as data fabrication, falsification, or misrepresentation, or plagiarism, not respecting intellectual property rights, appreciating environmental and sustainability issues, and acting objectively, unbiasedly, and truthfully in all aspects of work.

PO10:Self-directed Learning: Ability to work autonomously, identify suitable project resources, and supervise project completion.

5th Semester

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
Theory					
TIU-UMG-T301	Financial Management	3	1	0	4
TIU-UMG-T303	Customer Relationship Management	2	1	0	3
TIU-UMG-T305	Strategic Management	3	1	0	3
TIU-UMG-T307	Business Environment	3	1	0	4
TIU-UMG-T309	Research Methodology	3	1	0	4
TIU-UEN-T301	Career Advancement Skill & Development	2	1	0	3
Practical					
TIU-UMG-P301	Pilot Project	0	0	2	2
Sessional					
TIU-UES-S399	Entrepreneurship Skill Development	0	2	0	2
Total Credits					25

Financial Management

TIU-UMG-T301

L-T-P: 3-1-0

Credit: 4

Course Outcomes: On having completed this course student should be able :

CO1: To Describe the Fundamentals of Financial Management

CO2: To Appraise Capital Budgeting Decisions.

CO3: To Determine the Cost of Capital

CO4: To Associate Capital Structure Theories and Determinants

CO5: To Explain the nature and significance of working capital management.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2	2	2	2	2	2	1	2	3
CO2	1	1	2	2	2	2	2	1	2	3
CO3	1	1	2	1	2	2	2	1	2	3
CO4	1	2	2	1	2	2	2	1	2	3
CO5	1	1	1	1	2	2	2	2	2	3

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module 1: Financial Management: Financial goals; Profit vs wealth maximization; Financial functions –investment, financing, and dividend decisions; Financial planning.

Module 2: Capital Budgeting : Nature of investment decisions, investment evaluation criteria, payback period, accounting rate of return, net present value, internal rate of return, profitability index; NPV and IRR comparison.

Module 3: Cost of Capital: Significance of cost of capital; Calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital.

Module 4: Operating and Financial Leverage: Measure; Effects on profit, analyzing alternate financial plans, combined financial and operating leverage.

Module 5: Capital Structure: Theories and determinants.

Module 6: Dividend Policies: Issues in dividend policies; Walter's model; M.M. Hypothesis, forms of dividends and stability in dividends, determinants.

Module 7: Management of Working Capital : Nature of working capital, significance of working capital, operating cycle and factors determining of working capital requirements; Management of working capital – cash, receivables, and inventories.

Suggested Readings

1. S.Bhatt: Financial Management, Excel Books
2. Van Horne, J.C. : Fundamentals of Financial Management; Prentice Hall of India.
3. Khan M.Y. and Jain P.K. : Financial Management - Text and Problems; Tata McGraw Hill.
4. PrasannaChandra : Financial Management - Theory and Practice; Tata McGraw Hill.
5. Pandey I.M. : Financial Management : Vikas Publishing House.
6. Saha, Tapas Ranjan : Basic Financial Management, World Press
7. Bhabatosh Banerjee, Fundamentals of Financial Management , Prentice Hall of India Ltd., NewDelhi, 1st Ed., 2008

Customer Relationship Management

TIU-UMG-T303

L-T-P: 2-1-0

Credit: 3

Course Outcomes: On having completed this course student should be able :

CO1: To Describe the basic concepts of Customer relationship management.

CO2: To Explain marketing aspects of Customer relationship management.

CO3: To Associate basics of analytical Customer relationship management.

CO4: To Interpret basics of operational Customer relationship management.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2	2	2	2	2	2	1	2	3
CO2	1	1	1	1	2	1	1	1	2	3
CO3	1	1	2	1	2	2	2	2	2	3
CO4	1	1	1	2	2	1	1	2	2	3

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

A Customer Centered/Focused Organization

How important is good customer service really? The evolution of Customer Service, TQM, Perceptions, The 'Hot Button' of the '90s

Taking an honest look at your own customer service

Your current customer service profile, Self-evaluation – honestly! How does your company rate? Protocols, How do you & your company deal with Feelings?

Your company's Customer Service focus

In-focused, Customer-Focused, The 3 Basic Elements of Excellent Service, Are you friendly to customers? Customer Friendly Reflections, Expanding your understand of your Company's Definition of Service

Developing a Winning Customer Service Strategy

What are your current Customer Service Strategies? Key Strategies, Top Down Approach, Actually using the Feedback you ask for, Know thyself & it shall be true! The creation of client centric practices, The sheer economic necessity of Top Customer Service

The “Plus’s” of exceptional Customer Service

Critical success factors , Consistency, Criteria, Recognizing Excellence/Reward & Recognition Factors, Awareness, Education

The WOW Customer Service Training & Service Excellence

The wisdom of choosing appropriate training, Brainstorming & Problem Solving Customer Service Enhancers, TIPS - The Coaching Approach, The Listen & Learn Approach

Which is the way to go: Surveys/Questionnaires, Interviews or Focus groups?

Surveys, Questionnaires, Interviews, Focus Groups, Who should conduct or run them?

Which one should you use? HOW TO prepare a Top Customer Service Survey

Acquiring Customers & Keeping Them

Put yourself in the customers shoes, What does my customer actually want? Standards – making, measuring & managing, What you can measure you can manage, Reinventing your processes to suit the customer, Quality Groups What NOT to Do if you want to keep your customers

Those ‘Extras’ & Miscellaneous Factors

Body Language, It’s How You Say It that really counts, Your computer isn’t always your best friend, The differences between data and information, The 2 “E’s” – Ethics & Espionage

When the Going Becomes Rough — What to Do!

When you need to say NO and how to say it! Seeing Red and Dealing with It! Take the Initiative and Bounce Back

Working in the World of the WEB!

The Internet has changed the rules & HOW! Automating the personal touch? Clicking with your Customers, Developing Trust & Loyalty – online, Customer Acquisition, Some rules for staying on the road to Success with E-Commerce

CRM – It’s not just an Option – It’s here to STAY!

Exactly what is CRM? Is it the Latest & Greatest? How do we use it? Automating the personal touch, Defining the technical requirements, Choosing the right CRM tools, The amazing power of CRM, The correct CRM program for you, What defines success with CRM?

Customer Service Management Options of the Future!

People Orientated? Technology Orientated? Strategies, How to best organize Customer Service for the future

Suggested Readings

1. CRM at the speed of light by Paul Greenberg, YMH 2nd edition.
2. Customer Relationship Management by V Kumar, Werner J Reinartz, WILRY India edition.
3. Customer Relationship Management by Kristin Anderson and Carol Kerr, TM.

Strategic Management

TIU-UMG-T305

L-T-P: 3-1-0

Credit: 3

Course Outcomes: On having completed this course student should be able :

CO1: To Describe major theories, background work, concepts and research output in the field of strategic management.

CO2: To Associate the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature.

CO3: To Interpret the application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems.

CO4: To Demonstrate capability of making their own decisions in dynamic business landscape.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2	1	1	2	2	2	1	2	3
CO2	1	1	2	1	2	1	2	1	2	3
CO3	1	1	1	1	2	2	1	1	2	3
CO4	1	1	1	1	2	1	1	1	2	3

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

I Introduction to Business Policy & Strategic Management:

- Definition, Concept, Objective and Significance
- The levels at which strategy operates
- Characteristic of Strategic Management
- An Overview: Strategic Management Process
- Concept of Strategic Decision Making

II Strategy Formulation:

- Understanding Strategic Intent: Vision, Mission, Business Definition, Goals and Objectives
- Concepts of Strategic Stretch, Leverage & Fit
- Environment Appraisal: Concept & Environmental Sector; PEST Analysis
- Organizational Appraisal: Concepts & Capability Factors ; Porter's Value Chain Model
- Framework for developing Strategic Advantage

- SWOT Analysis as a Tool for assessing Organizational Capabilities and Environment Opportunities
- Type of Strategies: Corporate Level (Concept of Grand Strategies) , Business Level and Functional Level.
- Guidelines for Crafting Successful Business Strategies

III Strategy Analysis and Choice:

- Corporate Level Strategy Analysis: BCG Matrix & GE 9 cell Matrix,
- Business Level Strategy Analysis: Life Cycle Analysis, Porter's Five Forces of Industry Analysis
- Concept of Strategic Decision Making.
- Subjective Factors in Strategic Choice and Process of Strategic Choice

IV Strategy Implementation:

- Interrelation Between Strategy Formulation and Implementation
- Aspects of Strategy Implementation
- An overview of Project, Procedural Implementation, Resource Allocation
- Structural Implementation: An overview of: Structural Consideration, Structure for Strategies.
- Behavioral Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics.
- Functional /Operational Implementation: An overview of: Functional Strategies.

V Strategy Evaluation and Control :

- An Overview of Strategic Evaluation and Control
- Strategic Control and Operational Control
- Techniques for Strategic Evaluation and Control
- Role of Organizational Systems in Evaluation
- Mc Kinsey's 7s Framework.

VI Cases in Strategic Management:

- Minimum five cases encompassing the above topics to be analyzed and discussed in the class. Cases to be incorporated in Question Paper

Books Recommended

1. Business Policy & Strategic Management – AzharKazmi
2. Strategic Management, 12th Ed. – Concepts and Cases – Arthur A. Thompson Jr. and A. J. Strickland
3. Management Policy and Strategic Management (Concepts, Skills and Practices) – R.M.Shrivastava
4. Business Policy and Strategic Management – P.Subba Rao
5. Strategic Planning Formulation of Corporate Strategy - Ramaswamy

Suggested Readings

1. Strategic Management, A Dynamic Perspective -Concepts and Cases – Mason A. Carpenter, Wm. Gerard Sanders, PrashantSalwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in south Asia
2. Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi
3. Globalization, Liberalization and Strategic Management - V. P. Michael
4. Business Policy and Strategic Management – SukulLomash and P.K Mishra, Vikas Publishing House Pvt Ltd, New Delhi
5. Strategic Management – Fred R. David, Published by Prentice Hall International

Business Environment

TIU-UMG-T307

L-T-P: 3-1-0

Credit: 4

Course Outcomes: On having completed this course student should be able :

CO1: To Understand the Indian Business Environment: Analysing the concept, components, and significance of the Indian business environment and its influence on business decision-making.

CO2: To Examine Economic Trends and Systems: Examine key economic indicators such as income, savings, investment, trade, and industrial policies while comparing different economic systems and their impact on business operations.

CO3: To Analyse Growth Challenges: Identify and assess critical economic issues like unemployment, poverty, regional imbalances, inflation, and industrial sickness, along with their implications for sustainable development.

CO4: To Interpret Government Policies: Critically evaluate the role of government policies, including monetary and fiscal measures, privatization, foreign investment regulations, and trade policies, in shaping the business landscape.

CO5: To Assess Industrial Policies and Planning: Examine industrial policies since independence, the impact of the new industrial policy, and the significance of five-year plans in resource allocation and economic growth.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2	1	1	2	2	2	1	2	3
CO2	1	1	1	1	2	2	1	2	2	3
CO3	1	1	1	1	2	2	1	2	2	3
CO4	1	2	1	1	2	2	1	1	2	3
CO5	1	2	2	2	2	2	2	1	2	3

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module 1: Indian Business Environment: Concept, components and importance.

Module 2: Economic Trends: Income; Savings and investment; Industry; Trade and Balance of Payments, Money; Finance; Prices. Economic Systems: Capitalism, Socialism, Communism, Mixed Economy-Public Sector & Private Sector, Industrial Policy –Its historical perspective(In brief); Socioeconomic implications of Liberalisation, Privatisation, Globalisation.

Module 3: Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustice; Inflation, Parallel economy; Industrial sickness.

Module 4: Role of Government: Monetary and fiscal policy; Industrial licensing, Privatization; Devaluation; Export-import policy; Regulation of foreign investment; Collaborations in the light of recent changes.

Module 5: Industrial Policy : Industrial Policies since Independence, New Industrial Policy and its Effect. The Current Five Year Plan: Major policies; Resource allocation.

Suggested Readings

1. Sundaram& Black: The International Business Environment; Prentice Hall
2. P. Chidambaram: Business Environment; Vikas Publishing
3. Dutt R and Sundharam KPM: Indian Economy; S. Chand
4. Misra SK and Puri VK: Indian Economy; Himalaya Publishing
5. Upadhyay, S: Business Environment, Asia Books
6. Chopra, BK: Business Environment in India, Everest Publishing
7. Suresh Bedi: Business Environment,Excel Books

Research Methodology

TIU-UMG-T309

L-T-P: 3-1-0

Credit: 4

Course Outcomes: On having completed this course student should be able :

CO1: To Understand the concept of research and research problem.

CO2: To Identify appropriate research design for any research problem

CO3: To Collect data for a research problem and analyse the data to get a conclusion

CO4: To Develop research report in scientific way

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	1	1	1	1	2	1	1	2	3
CO2	1	1	1	1	1	2	2	2	2	3
CO3	1	1	1	1	1	1	1	1	2	3
CO4	1	2	2	2	1	2	1	1	1	3

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

1. Commercial and business research: aims, objectives, Importance – Research methodology, Research Plan or design-steps to be followed.

2. Research Process

a. Collecting data :

b. Secondary data :

Sources of collecting secondary data : Demographic information – money, Banking-company Information - Labour market- Capital Market – Tax Information – information on the Economy, International business – Government Information – Syndicated Commercial and other non – Government sources of Information.

3. Research Process

a. Primary Data:

b. Methods of collecting primary data / tools for collecting primary data.

Questionnaire method : Types of Questions, essentials of good questionnaire / guidelines for Questionnaire designing, Scheduling, Sampling, methods, advantages ; Interview Method :

structured and unstructured; Observation Method; Group discussion Method.

4: Data processing and analysis:

Editing, Codification, Classification, Tabulation, Scaling & Measurement; Hypothesis & its testing.

5: Writing skills for Business Research:

Project report: selecting and defining Topic, Project – Terms of reference, Subject matter, Style, Structure; Research Paper; Communication research orally – power point presentation. Use of Computers in research: data collection and analysis.

Books:

- 1: Research Methodology – C R Kothari
2. Research Methodology : A step-by-step Guide for Beginners- Ranjit Kumar
3. Malhotra, N. K., Nunan, D., & Birks, D. F. , Marketing research. Pearson UK
4. Research Methods for Business by Uma Sekaran.

6th Semester

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
Theory					
TIU-UMG-T302	Management Accounting	3	1	0	4
TIU-UMG-T304	Organization Theory & Design	2	1	0	3
TIU-UMG-T306	Sales & Distribution Management	3	1	0	3
TIU-UCA-T302	Management Information System	3	1	0	3
TIU-UMG-T310	E-Business	3	1	0	3
TIU-UEN-T300	Career Advancement Skill &Development	2	1	0	3
Practical					
TIU-UMG-P398	Project Works & Viva Voce	0	0	5	4
Sessional					
TIU-UES-S398	Entrepreneurship Skill Development	0	2	0	2
Total Credits					25

Management Accounting

TIU-UMG-T302

L-T-P: 3-1-0

Credit: 4

Course Outcomes: On having completed this course student should be able :

- CO1: To Interpret the role of management accounting in decision-making and its impact on business strategy.
- CO2: To Analyze Financial Statements
- CO3: To **Apply Cost Accumulation Techniques** and Profit Planning Tools
- CO4: To **Implement Cost Control Measures**
- CO5: To Integrate Total Cost Management (TCM) Principles

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	1	2	2	2	2	2	1	2	3
CO2	1	2	1	1	2	2	2	1	2	3
CO3	1	1	1	1	1	2	2	2	2	3
CO4	1	1	2	1	1	2	2	1	2	3
CO5	1	2	2	2	2	2	2	1	2	3

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

1. Background - Nature of Management Accounting
2. Financial Analysis - Cash Flow Statement (as per AS3), Financial Statements Analysis
3. Cost Accumulation - Fundamentals of Job-Order Batch & Process Costing, Variable Costing and Absorption (Full) Costing, Activity Based Costing System
4. Profit Planning - Cost -Volume-Profit Analysis, Budgeting and Profit Planning, Flexible Budgeting
5. Cost Control - Standard Costs and quality Costs, Cost Variance Analysis, Revenue and Profit Variance Analysis, Responsibility Accounting
6. Relevant Costing – Introduction – Relevant Costs and Revenues- Cost Concepts – Outsourcing Decision –Decision to accept or reject a special order – Decision to continue or abandon a project
7. Total Cost Management – Introduction – TCM and Business competitive edge - TCM Principles and implementation

Books:

Atkinson - Management accounting, Pearson Education

Banerjee, Bhabatosh – Financial Policy and Management Accounting, PHI, 7th edition, 2008
Bhattacharyya, Asish - Cost Accounting For Business Managers, Elsevier
Drury - Management & Cost Accounting, Thomson Learning
Horngren, Dattar, Foster - Introduction to Management Accounting, Pearson Education/PHI

Organization Theory & Design

TIU-UMG-T304

L-T-P: 2-1-0

Credit: 3

COURSE OBJECTIVE :

This course aims to provide students with a comprehensive understanding of organization theory and design, emphasizing how organizations function, adapt, and evolve in response to internal and external factors.

Course Outcomes: On having completed this course student should be able :

CO1: To Understand the Fundamentals of Organization Theory and Design

CO2: To Evaluate the Relationship Between Strategy, Structure, and Organizational Effectiveness.

CO3: To Analyze Organizational Structures and Their Adaptability.

CO4: To Examine the Role of Culture, Ethics, and Leadership in Organizational Design.

CO5: To Apply Change Management and Power Dynamics in Organizations.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	1	2	1	2	2	2	1	2	3
CO2	1	2	2	1	1	2	2	1	2	3
CO3	1	2	1	1	2	2	2	2	2	3
CO4	1	2	2	2	2	1	2	1	1	3
CO5	1	2	1	1	2	2	2	2	2	3

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

A. Organization theory in action.

1. What is an organization?

2. Perspectives on organizations: open systems and organizational configuration.

3. Dimensions of organization design: structural and conceptual.

4. The evolution of organization theory and design.

B. Strategy, Organization Design, and Effectiveness

1. The role of strategic direction on organization design.
2. Organization purpose.
3. A framework for selecting strategy and design/structure.
4. Assessing organizational effectiveness.
5. Contingency effectiveness approach, resource based approach, and internal process approach.
6. An integrated effectiveness model.

C. Fundamentals of Organization Structure

1. Organization structure.
2. Information processing perspective in organization structure.
3. Organization design alternatives.
4. Functional, divisional, and geographical designs.
5. Matrix structure.
6. Horizontal structure. 3
7. Modular structure.
8. Hybrid structure.

D. Open Systems Design Elements

1. The external environment.
2. Inter-organizational Relationships.
3. Organization size and life cycle and design/structure.
4. Comparative management.

E. Organizational Culture and Organizational Design

1. Organizational culture.
2. Organization design and culture.
3. Culture and the learning organization.
4. Ethical values in organizations.
5. Leadership and culture and ethics.

F. Innovation and Change and Organizational Design

1. The strategic role of change.
2. Elements of successful change.
3. New products and services.
4. Technology change.
5. Strategy and structure change.
6. Culture change.
7. Strategies for implementing change.

H. Conflict, Power, and Politics

1. Intergroup conflict in organizations.
2. Power and organizations.
3. Political processes in organizations.
4. Using power, politics, and collaboration.

Books:

1. **Daft, R. L.** (2020). *Organization theory and design* (12th ed.). Cengage Learning.
2. **Jones, G. R.** (2013). *Organizational theory, design, and change* (6th ed.). Pearson.
3. **Prasad, L. M.** (2019). *Organization theory and behaviour* (5th ed.). Sultan Chand & Sons.
4. **Rao, T. V.** (2016). *HRD, OD, and institution building: Essays in honour of Udai Pareek*. Sage Publications.

Sales & Distribution Management

TIU-UMG-T306

L-T-P: 3-1-0

Credit: 3

Course Outcomes: On having completed this course student should be able :

CO1: To Clarify the significant responsibilities of sales person as key individual

CO2: To Translate the basic concepts and techniques of selling on the managerial decision making.

CO3: To Formulate strategies to manage company's sales operation effectively.

CO4: To Illustrate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	1	1	2	2	1	1	1	2	3
CO2	1	1	1	1	1	2	1	2	2	3
CO3	1	1	2	2	1	1	1	1	2	3
CO4	1	1	2	2	1	1	1	2	2	3

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

1. Introduction to Sales Management: Evolution of sales department, Nature & scope of personal selling & sales management, Roles and functions of a sales manager.

2. Personal Selling: Types of selling situations, Buyer-seller dyad, Theories of selling, Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, (follow-up)

3. Planning and Organizing Sales Force Efforts: Strategic planning and sales organization, Sales department relations, Distribution network relations, Sales forecasting, Sales budget, Sales objectives, Sales territories and quotas

4. Sales Force Management: Different personnel functions of a sales manager, Quantitative and qualitative requirements of sales force planning – determination of sales force size, job analysis for type of sales people required

5. Recruitment and Selection: Sources of recruitment, Selection process, Methods of selection

6.Training and Development: Need and purpose of training, Types of training, Designing a Training programme - ACMEE model

7.Directing the Sales Force: Supervision, Territory management, Determination of quota/target, Determination of compensation of sales force, Leading and Motivating

8. Marketing Channels: Structure, Functions and advantages, Types of channel intermediaries – wholesalers, distributors, stockists, sales agents, brokers, franchisers, C&F agents, and retailers

9. Channel Design and management: Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and control – recruiting and selecting channel members, motivating, evaluating channel arrangements

10. Physical Distribution & Logistics: Goals, function, processing, warehousing, inventory & Transportation

Books:

Johnson, Kurtz & Scheuing: Sales Management Concept, Practices & Cases; McGraw Hill.

Lancaster, David & Jobber, Geoff: Selling & Sales Management; Macmillan (India).

Levy, M. & Weitz, B.A. - Retailing Management - McGrawHill

Panda, Sahadev: Sales & Distribution Management; OUP

Pradhan, S : Retailing management, TMH

Shapiro, R.L., Stanton, W.J. & Rich, G.A.: Management of Sales Force; TMH

Management Information System

TIU-UMG-T308

L-T-P: 3-1-0

Credit: 3

Course Outcomes: On having completed this course student should be able :

CO1: To Understand the Fundamentals of MIS

CO2: To Analyze the Role of Information in Managerial Decision-Making

CO3: To Examine Different Types of Information Systems.

CO4: To Apply Database Management Concepts

CO5: To Evaluate System Implementation and Security Measures

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2	2	2	1	2	2	1	2	3
CO2	1	1	2	1	1	2	2	1	2	3
CO3	1	1	1	1	1	2	2	2	2	3
CO4	1	2	2	2	1	2	2	1	2	3
CO5	1	1	1	1	1	2	2	2	2	3

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

1. Introduction : Concept, evolution and meaning of MIS; Information system for competitive advantage; Systems approach to problem solving; Challenges in the development of MIS, MIS function in an organization.
2. Information and Managerial Effectiveness : Information as a corporate resource, pervasiveness of information, types of information – operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; information systems for finance, marketing, manufacturing, research and development and human resource areas.
3. Information Systems : Information systems and their role in business systems, changing role of information systems, users of information systems; Types of information systems –transaction

processingsystems, MIS decision support systems, executive support system;Enterprise Resource Planning (ERP) system,geographical information system, business expert system, etc; Procurement options and outsourcing informationsystem services.

4. Relation databases; Data Base Management Systems (DBMS) and their components; Concept of entity and relationships; Data dictionary, SQL and other relatedconcepts in DBMS; Normalisation process.
5. Implementation, Evaluation and Maintenance of System : Methods and steps in implementation ofsystem; Approaches and process of evaluating MIS.
6. Security Issues Relating to Information Systems: Threats to information systems;Vulnerability,risk and control measures.

Suggested Readings

1. Arora & Bhatia: Management Information Systems,Excel Books
2. O'Brien James : Management Information Systems, Tata-McGraw Hill
3. Kumar, Muneesh : Business Information Systems, Vikas Publishing House
4. Rajaraman, V : Analysis and Design of Information Systems for Modern Management, Prentice Hall

E-business

TIU-UMG-T310

L-T-P: 3-1-0

Credit: 3

Course Outcomes: On having completed this course student should be able :

CO1: To Understand the Fundamentals of E-Business.

CO2: To Analyze the Impact of IT on Business and Economy.

CO3: To Develop and Implement E-Business Strategies.

CO4: To Examine the Role of Knowledge Management and Web Technologies

CO5: To Create and Present an E-Business Plan

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1	2	2	2	1	2	2	1	2	3
CO2	1	1	2	1	1	2	2	1	2	3
CO3	1	1	1	1	3	2	2	1	2	2
CO4	1	1	1	2	1	2	2	2	2	3
CO5	1	2	2	1	1	1	1	2	2	3

Legends: 1-Highly Relevant; 2-Moderately Relevant; 3-Less Relevant

Module 1

- Introduction to E-Business, Need for E-Business, Digital Business Architecture

Module 2

- IT and the structure of the economy
- E-Business Design, Capacity Planning, Models

Module 3

- E-commerce strategies
- E-Marketing, E-Customer Relationship Management, E-Supply Chain Management, E-Procurement

Module 4

- Knowledge Management System for E-Business
- Web Service and Web 2.0

Module 5

- E-Business Plan Presentation and Demonstration

Books:

Electronic Business 2/Ed (English) 2nd Edition(Paperback)by Geoffrey Sampson – BCS, The Chartered Institute For IT Publisher

E-Commerce: An Indian Perspective 4 Edition (English) 4th Edition(Paperback) by P. T. Joseph S. J. - PHI LEARNING PVT.