



SNDT Women's University, Mumbai

Bachelor of Management Studies (BMS)

as per

NEP-2020

Syllabus

(w.e.f. 2024-25)

Under Graduate Programme

Effective from 2024-25

Programme Template:

Programme Degree e.g. B.A./B.Com./B.Sc./ B.M.S., etc.		Bachelor of Management Studies (BMS)
Parenthesis if any (Specialization)e.g. History, Human Development, English, etc.		
Preamble (Brief Introduction to the programme)		A Four- Year Bachelor in Commerce (B.Com with Honors) degree programs that include research components. BMS is a course in the management domain that imparts practical and theoretical knowledge. The main aim of the course is to make students well equipped with application of management principles in various industrial scenarios. This course gives the students an understanding of how organizations work, how they are managed, and how organizations interface with each other in the environment. This degree Program is divided into 8 semesters. Students will also have a wide variety of elective subjects from the baskets created in some of the semesters. It is a flexible degree that builds skills and expertise in one or more areas of business, such as commerce, economics, business law, accountancy, taxation, financing along with research, Specializations and skilled based papers/ subjects offered.
Programme Specific Outcomes (PSOs)		After completing this Programme, Learner will
<i>Action Verbs demonstrating (Major) discipline-related knowledge acquisition,</i>	1	Develop a foundation and understanding of managerial concepts, principles and practices.

<i>mastery over cognitive and professional, vocational skills are to be used</i> <i>e.g. demonstrate sound understanding of.., analyse, compare, create, design, etc...</i> <i>(minimum 5)</i>	2	Gain knowledge and skills to exploit opportunities in management profession.
	3	Pursue higher studies in diverse fields of Management such as Business Administration, Human Resource Management, Marketing and Finance
	4	Improve a positive attitude towards lifelong learning and research
	5	Enhance leadership ability and teamwork skills that enable them to work effectively in group
	6	Augmented with the opportunities to explore many career options in various fields like Investment and Portfolio Management, Stock Market, Security Analysis, Mutual Fund and Capital Market Analysis, Accounting Field, Financial Field, Banking Sectors, etc.
Eligibility Criteria for Programme		The candidate,- (i) should be a citizen of India; (ii) should have passed 10+2 examination with eligibility as per the Admission Policy of the Affiliating University and obtained non zero score in the MAH - BCA/BBA/BMS/BBM CET-2024 conducted by the Competent Authority.
Intake (For SNDT WU Departments and Conducted Colleges)		# Decided by University

GENERAL COURSE STRUCTURE & THEME

A. Definition of Credit:

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

B. Course code and definition:

Course code	Definitions
L	Lecture
T	Tutorial
P	Practical
CC	Core Courses
AEC	Ability Enhancement Courses
MDE	Multi-Disciplinary Elective course
VAC	Value added Courses
SEC	Skill Enhancement courses
DSE	Discipline Specific Elective
OE	Open Elective

Course Name: Bachelor in Management Studies, Bachelor in Management Studies (Honours) and Bachelor Management Studies (Honours with Research)

Course Level/Duration/System: Undergraduate / Three or Four years/6 or 8 Semesters with multiple entry and exit. The following option will be made available to the students joining BMS Research Program:

- One year:** Under Graduate Certificate in Management Studies
- Two years:** Under Graduate Diploma in Management Studies
- Three years:** Bachelor in Management Studies (BMS)
- Four years:** Bachelor in Management Studies with Honours: BMS (Honours) and Bachelor in Management Studies Honours with Research: BMS (Honours with Research)

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

- BMS (Honours with Research):** Minimum 75% marks or equivalent CGPA in BMS Degree up to Sixth Semester.
- For BMS (Honours):** BMS Degree

Note: The students who are eligible for BMS (Honours with Research) shall have choice to pursue either BMS (Honours) or BMS (Honours with Research)

Model curriculum for UG Degree in BBA /BMS

SEMESTER WISE CREDIT DISTRIBUTION OF PROPOSED BMS [BMS (HONOURS) AND BMS (HONOURS WITH RESEARCH)] PROGRAM:

Semester	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective course	Value added Courses	Skill Enhancement courses	Discipline Specific Elective	Total
I	12	4	2	2	-	-	20
II	12	2	2	2	2	-	20
III	12	-	2	2	4	-	20
IV	14	-	-	2	4	-	20
V	8	-	-	-	4	8	20
VI	6	-	-	-	6	8	20
BMS (Honours)							
VII	4		4		4	8	20
VIII					8	12	20
BMS (Honours with Research)							
VII	12					8	20
VIII	20						20

3 Years BMS Program	Total Credits = 120
4 Years BMS (Honours) and BMS (Honours with Research)	Total Credits = 160

Semester wise Structure and Curriculum for UG Course in BMS

SEMESTER - I						
S. No.	Course Code	Course Title	L	T	P	Credit
1	CC	Principles of Management and Practices	3	1	0	4
2	CC	Fundamentals of Marketing	3	1	0	4
3	CC	Introduction to Financial Accounting	3	1	0	4
4	AEC	Business Communication	1	1	0	2
5	AEC	Individual Excellence and Social Dynamic	1	1	0	2
6	MDE / OEC	Indian Knowledge System^ Business culture of India or IKS (Provided by the University) / Business Mathematics	2	0	0	2
7	VAC	Environmental Studies / Cyber Security	2	0	0	2
8	AEC	Additional Course - Indian or Foreign Language* (Colleges) - provided by Colleges	1	1	0	0*
TOTAL						20

Note: ^Indian Knowledge System: Indian Culture and Civilization Indian Vision for Human Society Indian Science Indian Town Planning and Architecture Indian Mathematics and Astronomy Indian Aesthetics Indian Health, Wellness

*Indian Languages: Sanskrit/Hindi/All Regional languages Foreign Languages: Spanish/German/French/Korean/Mandarin

*** Assignment of credit for additional course will be assigned after the final guidelines of AICTE**

*** Evaluation pattern also will be finalized after the final guidelines of AICTE**

SEMESTER II

S. No.	Course Code	Course Title	L	T	P	Credit
1	CC	Business Environment	3	1	0	4
2	CC	Human Behaviour and Organization	3	1	0	4
3	CC	Business Economics	3	1	0	4
4	SEC	IT Applications in Business / Introduction to Management Information System (MIS)	1	0	1	2
5	MDE / OEC	Diversity Management / Business Statistics	1	1	0	2
6	VAC	Indian Constitution (Provided by the University) / Health and wellness / Right to Information	2	0	0	2
7	AEC	Corporate Communication	1	1	0	2
8	AEC	Additional Course - Indian or Foreign Language* (Colleges) - provided by Colleges	1	1	0	0*
TOTAL						20

Note: *Indian Languages: Sanskrit/Hindi/All Regional languages

Foreign Languages: Spanish/German/French/Korean/Mandarin

*** Assignment of credit for additional course will be assigned after the final guidelines of AICTE**

*** Evaluation pattern also will be finalized after the final guidelines of AICTE**

SEMESTER - I

1. CC - Principles of Management and Practices

Course Title	Principles of Management and Practices
Course Credits	4
Course Outcomes	After going through the course, learners will be able to 1. Understand the basic concepts and functions of management 2. Know and apply various management aspects as future manager 3. Relate to concepts of coordination, controlling and leadership 4. Equip with basic knowledge about latest developments in the field of management
Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	1. Describe the primary functions of management and the roles of managers
Content Outline	Nature and Scope of Management Meaning, significance and objectives of Management, Management as a process, management as-an-art, science and profession Schools of Management Thought Classification of various schools of Management thought with special emphasis on the new classical school
Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	1. Explain how managers align the planning process with company mission, vision, and values.
Content Outline	Planning Meaning, importance, elements, process, forecasting, MBO. Organizing and Staffing Meaning, importance, process, types of organizations Staffing, meaning, sources of recruitment and selection process
Module 3(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to

(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)	1. Recognize the importance of employee motivation and how to promote it.
	2. Explain the process and techniques of decision-making.
Content Outline	Motivation – meaning, importance and theories of motivation (Maslow’s theory and Theory X and Y) Leadership – meaning, importance and leadership styles Decision Making - meaning, importance, process and techniques of decision making. Recent trends - Green management and Fintech management
Module 4 (Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)	1. Understand the concept and process of controlling
	2. Study the emerging modes of business
Content Outline	Control – meaning, importance, process and effective control system and control techniques, Recent trends - Green management and Fintech management Emerging modes of business – e-business – scope and benefits, online transaction process, Outsourcing – BPO, KPO, LPO etc.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Case solution
2. Review Report
3. Presentations
4. Assignment

References

1. Ramasamy (2010), Principles of Management, Himalaya Publication, Mumbai
2. Tripathi Reddy, (2021), Principles of Management, Tata McGraw Hill
3. Rao VSP (2002), Management Text and Cases Excel Books, Delhi
4. Koontz H & Weihrich H (2006), Essentials of Management, Mc Graw Hill, New York
5. Gami N.D. (2010), Personnel Management, New Popular Publication, 2010
6. Ramaswamy (2008), Principles of Management, , Himalaya Publishing House,
7. Dr. M. Sakthivel Murugan,(2008), Principles of Management – Text and Cases – New Age Publications.

2. CC - Fundamentals of Marketing

Course Title	Fundamentals of Marketing
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1. Understand and apply core marketing concepts and frameworks.
	2. Analyze different market segments and develop targeted marketing strategies.
	3. Conduct market research and interpret consumer behavior insights.
	4. Evaluate pricing strategies and manage new product development and the product life cycle.
Module 1(Credit 1)	
Learning Outcomes (Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)	After learning the module, learners will be able to
	1. Define and differentiate between needs, wants, demand, products, and brands.
	2. Explain the role of marketing, its relevance, and various types of markets.
	3. Distinguish between selling and marketing and understand marketing philosophies.
	4. Analyze SWOT, competitive advantage, and utility through case studies.
	5. Describe B2B, B2C, and e-marketing concepts.
Content Outline	Understanding the Basics • Concept of Need, Want, Demand, Product, and Brand • Introduction to Markets, Various Types of Markets, and Role of Marketing • Marketing Mix • Differentiation between Selling and Marketing • Marketing Philosophies • SWOT Analysis, Competitive Advantage, Utility • Introduction to B2B, B2C, E-Marketing
Module 2(Credit 1)	
Learning Outcomes (Specific related to the module.	After learning the module, learners will be able to
	1. Define market segmentation, targeting, and positioning.

e.g. Define, Differentiate, Carry out, Design, etc.)	2. Explain effective segmentation methods, levels, and bases.
	3. Understand the process and advantages of market targeting.
	4. Describe positioning strategies and their benefits.
Content Outline	Identifying Market Segments, Targets and Positioning • Introduction to Market Segmentation • Effective Segmentation, Levels, Bases, and Advantages. • Target Marketing • Introduction to Positioning, Planning, Steps, and Advantages
Module 3(Credit 1)	
Learning Outcomes (Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)	After learning the module, learners will be able to
	1. Define market research, its objectives, and importance.
	2. Describe the market research process and its applications.
	3. Analyze factors influencing consumer behavior and the buying decision process.
	4. Understand the characteristics of the Indian consumer.
Content Outline	Market Research and Consumer Behaviour • Introduction to Market Research: Reasons, Objectives, Importance, Process, and Applications • Introduction to Consumer Behavior: Factors, Buying Decision Process, Buyer Behavior • Nature and Characteristics of Indian Consumer (Use Case Study for Discussion)
Module 4(Credit 1)	
Learning Outcomes (Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)	After learning the module, learners will be able to
	1. Define pricing, utility, and value.
	2. Explain factors affecting pricing decisions and the 5 Cs of pricing.
	3. Describe the process of new product development and its challenges.
	4. Understand the stages of the Product Life Cycle (PLC) and related actions.

Content Outline	Pricing, New Product decisions and Product Life Cycle • Introduction to Pricing: Utility, Value, and Pricing Factors • Pricing Decisions: 5Cs and Objectives • New Product Development: Concept, Challenges, and Process • Product Life Cycle (PLC): Introduction, Concept, and Stages. <i>(Use Case Study for Discussion)</i>
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Case solution
2. Review Report
3. Presentations
4. Assignment

References Books:

1. Kotler Philip (2008) Principles of Marketing, Prentice Hall
2. Gupta C.B and NairRajan.(1996), Marketing Management, Sultan Chand and Sons
3. Pillai R.S.N. and Bhagavathi (1987) , Modern Marketing Principles and Practice, S. Chand Publishing
4. Jayasankar (2009) , Marketing, Margham Publication
5. Saxena Rajan (2010), Marketing Management, Tata McGraw Hill.
6. Dutta Bholanath (2010), Marketing Management, Excel Books

3. CC - Introduction to Financial Accounting

Course Title	Introduction to Financial Accounting
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1. Understand the basic concepts, principles, and conventions of financial accounting.
	2. Prepare and analyze financial statements such as the Income Statement, Balance Sheet, and Cash Flow Statement.
	3. Apply accounting techniques using both manual and computerized systems to solve practical accounting problems.
Module 1(Credit 1)	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	1. Define and explain the basic terms used in financial accounting.
	2. Differentiate between various accounting concepts and conventions.
	3. Prepare and record journal entries, including special journals like the Cash Book.
Content Outline	• Introduction to Accounting: Basic terms used in financial accounting • Accounting Concepts and Conventions (Theory): Accrual, Consistency, Prudence, etc. • Journal: Meaning, types, and importance of the general journal • Special Journals: Cash Book (Theory and Problems)
Module 2(Credit 1)	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	1. Post transactions from journals to ledger accounts and prepare the trial balance.
	2. Explain the purpose and components of a Bank Reconciliation Statement (BRS).
	3. Reconcile discrepancies between bank statements and cash books.

Content Outline	• Ledger and Trial Balance: Meaning, purpose, and process (Theory and Problems) • Bank Reconciliation Statement: Concept, need, and preparation (Theory and Simple Problems)
Module 3(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	1. Explain the treatment of inventories, depreciation, and provisions in financial accounts.
	2. Differentiate between various methods of inventory valuation and depreciation.
	3. Analyze the financial effects of different accounting methods on financial statements.
Content Outline	• Inventory Valuation Methods: FIFO, LIFO, Weighted Average • Depreciation Accounting: Methods (Straight Line, Diminishing Balance) • Provisions and Reserves: Meaning, types, and importance • Adjustments in Final Accounts: Trading account, Profit & Loss Account, and Balance Sheet.
Module 4(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	1. Understand computerized accounting and its components.
	2. Explain the features, importance, and limitations of computerized accounting systems.
	3. Apply computerized accounting techniques to generate financial statements.
	4. Learn and differentiate between various accounting software packages.

Content Outline	Computerized Accounting: Introduction and concept Features, Importance, and Components of Computerized Accounting Comparison Between Manual and Computerized Accounting Systems Sourcing of Accounting Software: Considerations for acquiring licensed software Legal vs. Pirated Accounting Software: Ethical and legal implications of using pirated software
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. **Assignment 1:** Prepare journal entries for a given set of business transactions.
2. **Assignment 2:** Post journal entries to ledger accounts and prepare a trial balance.
3. **Assignment 3:** Prepare a Bank Reconciliation Statement from given data.
4. **Assignment 4:** Use Tally ERP-9 to input financial data and generate financial statements (Profit & Loss Account and Balance Sheet).

References:

1. Tulsian, P. C. (2019). Financial Accounting. Tata McGraw Hill.
2. Jain, S. P., & Narang, K. L. (2018). Advanced Accountancy. Kalyani Publishers.
3. Gupta, R. L., & Radhaswamy, M. (2016). Financial Accounting. Sultan Chand & Sons.
4. Maheshwari, S. N., & Maheshwari, S. K. (2020). Introduction to Accountancy. Vikas Publishing House.
5. Tally ERP 9 – Official Documentation and User Guides.

4. AEC - Business Communication

Course Title	Business Communication
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1. Understand the principles of effective business communication.
	2. Analyze and improve communication processes within an organization to enhance efficiency and effectiveness
	3. Apply communication skills in professional contexts, including writing emails, reports, and business proposals.
Module 1(Credit 1) – Foundation of Business Communication	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	1. Understand the relevance and importance of business communication skills
Content Outline	• Concept of Communication - Meaning, Definition, Process, importance and channels of communication. • Modes of communication: Verbal and Non-verbal communication, advantage and disadvantage, E-Communication and telephone etiquette. • Barriers to Communication- Different types of barriers to communication. Ways to Overcome these Barriers.
Module 2(Credit 1) - Developing Writing Skills	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	1. Differentiate between various types of business documents and their purposes.
	2. Design and produce professional business documents such as reports, proposals, and emails.
Content Outline	• Business Writing Principles: Clarity, conciseness, and format. • Types of Business Documents: Emails, memos, reports, proposals, and business letters. • Report Writing: Structure, content, and presentation of formal reports. • Business Etiquette and Professionalism - Professional Etiquette in Business Communication, Networking Skills and Building Business Relationships

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Assignment: Writing a business proposal or formal report on a given subject.
2. Presentation: Group Presentation on a business topic using visual aids.
3. Report Writing
4. Group Discussion

References

1. Bovee, and Thill (2018), Business Communication Essentials, Pearson Education
2. Shirley Taylor (2005) Communication for Business , Pearson Education
3. Locker and Kaczmarek (2013), Business Communication: Building Critical Skills, Business Communication: Building Critical Skills
4. Herta A Murphy, Herbert, Hildebrandt, Jane P. Thomas(2017), Effective Business Communication (SIE), McGraw Hill Education
5. Dona Young (2005) Foundations of Business Communication, McGraw Hill Education

5. AEC - Individual Excellence and Social Dynamic

Course Title	Individual Excellence and social dynamics
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1. Understand the psychological factors that drive individual excellence.
	2. Analyze the role of social support and relationships in personal achievement.
	3. Explore the dynamics of group dynamics and their influence on individuals.
	4. Develop strategies for fostering individual excellence and positive social interactions.
Module 1(Credit 1)	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	1. Define and understand the concept of individual excellence.
	2. Analyze the psychological factors that contribute to personal achievement.
	3. Understand the relevance of Emotional Intelligence
Content Outline	Foundations of Individual Excellence -Defining individual excellence -Psychological theories of motivation and achievement-Personality traits associated with success- The role of grit and resilience-Strategies for building and maintaining resilience- importance of mindset and self-belief.
	Emotional Intelligence - Definition and importance of emotional intelligence-Components of emotional intelligence (e.g., self-awareness, empathy)-Techniques for developing emotional intelligence.
Module 2(Credit 1)	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	1. Examine the role of social dynamics in shaping individual behavior.
	2. Evaluate the ethical implications of individual achievement and social interactions.

Content Outline	Social Dynamics and Personal Achievement - Influence of social networks and relationships - Impact of cultural norms and values-Role of leadership and mentorship - Group dynamics and team performance - The impact of technology on social interactions and personal excellence - Managing online presence and digital communication - Social media's role in shaping social dynamics. Applying Individual Excellence and Social Dynamics - Career planning and professional success-Social entrepreneurship and community engagement-Personal growth and well-being in a complex world.
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Participation in class discussions, roleplays, debates and activities:
2. Assignment (case study):
3. Internal exam:
4. Final project :

References

- Covey, S. R. (1989). *The 7 habits of highly effective people*. New York, NY: Simon & Schuster.
- Bradberry, T., & Greaves, J. (2009). *Emotional intelligence 2.0*. TalentSmart.
- Brown, B. (2018). *Dare to lead: Brave work. Tough conversations. Whole hearts*. Random House.
- Feldman, R. S. (2022). *Essentials of Understanding Psychology* (10th ed.). McGraw-Hill Education.

6. MDE / OEC - Indian Knowledge System - Business culture of India

Course Title	Business Culture in India
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1. Understand the key elements of Indian business culture, including hierarchy, communication, and relationship-building.
	2. Identify and differentiate between regional, religious, and cultural factors that influence business practices in India.
	3. Apply strategies for negotiation, leadership, and decision-making in the context of Indian business environments.
Module 1(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	1. Define key aspects of Indian business culture, including power distance, hierarchy, and authority.
	2. Analyze the role of respect, seniority, and authority in Indian business organizations.
Content Outline	Introduction to Indian Business Culture and Hierarchy • Introduction to Indian Business Culture: Overview of India's cultural, historical, and economic landscape. • Hierarchy and Power Distance: Understanding authority, seniority, and respect in Indian companies. • Business Etiquette: Formal and informal business protocols, importance of personal relationships. • Communication Styles: Indirect communication, reading non-verbal cues, and managing conflicts.
Module 2(Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	1. Identify and differentiate between negotiation styles in Indian business settings.

	2. Evaluate leadership styles and decision-making processes in different types of organizations.
Content Outline	• Negotiation in India: Typical negotiation tactics, flexibility, patience, and relationship-based dealings. • Leadership and Decision-Making: Authoritative vs. consultative styles, and their implications in family-run businesses vs. corporations. • Regional and Religious Variations: Business practices across North, South, East, and West India; influence of religion on business. • Corporate Social Responsibility (CSR) and Ethics: Indian approach to CSR, transparency, and business ethics.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Case study on business hierarchy and decision-making in an Indian company.
2. Assignment
Group presentation on regional variations in Indian business practices.

OR

3. Role-play exercise on negotiation styles in India.

References

1. Das, Gurcharan (2012), India Unbound: From Independence to the Global Information Age. PENGUIN INDIA
2. Jain, Subhash C, Doing Business in India: Understanding Indian Business Culture.
3. Kumar, Rajesh (2005), Doing Business in India: A Cultural Perspective. Palgrave Macmillan
4. Sinha, Jai B. P (2008), Culture and Organizational Behaviour in India, SAGE Texts
5. Schuster, Camille (2006), Global Business: Practices, Challenges, and Trends, South-Western

6. MDE / OEC - Business Mathematics

Course Title	Business Mathematics
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1. Understand and apply quantitative techniques to solve business and economic problems.
	2. Use determinants and matrices to solve linear equations.
	3. Apply rules of differentiation to solve problems in economics and business, such as cost and revenue optimization.
	4. Analyze and interpret data using various quantitative methods.
Module 1(Credit 1)-Determinants and Matrices for Business Solutions	
Learning Outcomes	After learning the module, learners will be able to
	1. Define determinants and matrices.
	2. Differentiate between algebraic methods of solving linear equations.
	3. Carry out linear equation solutions using Cramer's rule (two variables) and the inverse method (three variables).
Content Outline	Determinants and Matrices for Business Solutions Introduction to determinant, Crammer's rule of solving linear equation (only in two variables), Algebra of matrices, solving linear equations in 3 variables using inverse method.
Module 2(Credit 1) - Application of Differentiation in Economics and Business	
Learning Outcomes	After learning the module, learners will be able to
	1. Define and apply differentiation in business scenarios.
	2. Differentiate between basic rules and application-based problems in economics.
	3. Optimize profit, cost, and revenue through differentiation techniques.
Content Outline	Introduction to differentiation, rules of differentiation, simple problems, Application of differentiation business (Average cost, marginal cost, marginal revenue, optimization of profit, maximum & minimum functions in economy).

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Assignment/Activity

1

Activity Type: Problem-Solving Assignment

Details:

- Solve a set of linear equations (two variables) using Cramer's rule.
- Solve a set of linear equations (three variables) using the inverse method.
- Provide examples of real-life business scenarios where matrices are applied (e.g., input-output models in economics).

Activity Type: Case Study Analysis

Details:

- Analyze a business scenario (e.g., cost-revenue optimization) and use differentiation to:
Find marginal cost and marginal revenue.
Calculate the maximum profit or minimum cost.
- Provide detailed steps and interpretations of the results.

References

1. Sharma, K.L. (2021), Quantitative Techniques for Decision Making. Vikas Publishing House, Latest Edition.
2. Taha, Hamdy A. (2016) Operations Research: An Introduction. Pearson Education, Latest Edition. (10 editions)
3. Anderson, David R., Dennis J. Sweeney, and Thomas A. Williams. (2020) , Quantitative Methods for Business. Cengage Learning, Latest Edition.
4. Kreyszig, Erwin. (2020) Advanced Engineering Mathematics. John Wiley & Sons, Latest Edition.
5. Vohra, N.D. (2021) Business Mathematics and Statistics. McGraw Hill Education, Latest Edition.

7. VAC - Environmental Studies

Course Title	Environmental Studies
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1. Understand basic environmental concepts, issues, and challenges.
	2. Analyze the impact of human activities on ecosystems and propose solutions for sustainable living.
	3. Evaluate policies and practices that support environmental conservation and management.
Module 1(Credit 1) - Introduction to Environmental Concepts	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	1. Define the core environmental concepts including environment, ecology, and ecosystems.
	2. Differentiate between various types of ecosystems and their components.
	3. Understand the importance of natural resources and conservation efforts.
Content Outline	• Introduction to the environment: Definition, scope, and importance • Ecology and ecosystems: Structure, types (forest, aquatic, desert), and functions • Components of ecosystems: Biotic and abiotic • Natural resources: Types, importance, and sustainable usage • Environmental degradation and its causes
Module 2(Credit 1)- Environmental Challenges and Sustainable Solutions	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	1. Identify key environmental challenges like pollution, climate change, and biodiversity loss.
	2. Analyze the effects of human activities on the environment and propose sustainable practices.

	3. Understand environmental laws and policies that govern conservation efforts.
Content Outline	• Pollution: Air, water, soil, and noise pollution – causes, effects, and control measures • Climate change and global warming: Causes, consequences, and mitigation strategies • Biodiversity: Definition, importance, threats, and conservation methods • Sustainable development: Concept, principles, and the role of international agreements • Environmental laws and policies: Overview of key national and global regulations

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE) - (25 marks)

Case Study on Environmental Issues –

- Analyze a case study on a local or global environmental problem (e.g., deforestation, urban pollution, or water scarcity).
- **Evaluation Criteria:** Problem identification, depth of analysis, and proposed sustainable solutions.

Presentation –

- Present on an environmental challenge (e.g., climate change, pollution control) and propose solutions.
- **Evaluation Criteria:** Clarity, relevance, and presentation skills.

Quiz/Short Test –

- Quiz covering key concepts such as ecosystems, pollution types, and sustainable development.
- **Evaluation Criteria:** Accuracy and understanding of the content.

Written Assignment –

- Write a report on current environmental policies or sustainable development practices.
- **Evaluation Criteria:** Research quality, relevance, and writing clarity.

References

1. Erach Bharucha (2005), Environmental Studies University Grants Commission, 2005
2. Anubha Kaushik & C.P. Kaushik (2018), Textbook of Environmental Studies New Age International Publishers
3. Eugene Odum (2005), Fundamentals of Ecology, Cengage Learning.
4. William P. Cunningham (2017) Environmental Science: A Global Concern McGraw-Hill Education.

7. VAC - Cyber Security

Course Title-	Cyber Security
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1. Understand the importance of cyber security in the digital world.
	2. Identify various types of cyber threats and cybercrimes.
	3. Implement basic cyber security measures in e-commerce and digital banking.
	4. Understand the ethical responsibilities and legal frameworks related to cyber security.
	5. Analyze contemporary case studies and the resolution of cyber disputes.
Module 1(Credit 1)-: Introduction to Cyber Threats and Security Measures	
Learning Outcomes	After learning the module, learners will be able to
	1. Define key terms related to cyber security.
	2. Differentiate between types of cyber threats and attacks
	3. Carry out basic cyber security measures in online transactions.
Content Outline	• Introduction to Cyber Security - Meaning and Importance of Cyber Security - Overview of Cyber Threats and Attacks • Types of Cyber Attacks & Crimes - Hacking: Types of Hacking - Malware: Types of Malware - Phishing and Spear Phishing • Cyber Security in Digital Banking and E-Commerce - Cyber Security for Payment Gateways, Digital Wallets, and Internet Banking - Abuse of social media - Case Studies on Cyber security Failures in Online Businesses
Module 2(Credit 1)-Cyber Ethics, Legal Frameworks, and Best Practices	
Learning Outcomes	After learning the module, learners will be able to
	1. Define and explain cyber ethics and ethical hacking principles.
	2. Understand the legal frameworks and best practices for cyber security.
	3. Design cyber security audits and ensure compliance.

Content Outline	• Ethical Responsibilities in Cyber Security - Introduction to Cyber Ethics - Ethical Hacking: Principles and Practices • Legal Frameworks for Cyber Security - Overview of Cyber Laws: Indian Information Technology Act, 2000 (Importance, overview and objectives) • Best Practices in Cyber Security - Role of Individuals and Organizations in Maintaining Cyber Security - Cyber Security Audits and Compliance - Contemporary case studies on cyber issues and resolution of cyber disputes-A practical view.
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Case Study Analysis: Real-world case studies on cyber attacks and how they were mitigated.

Group Presentation: Topics related to cyber laws or ethical hacking.

Quizzes/Tests: Short tests on key concepts like types of cyber attacks, cyber security frameworks, and ethical hacking principles.

Written Assignments: Reports on current cyber security challenges in e-commerce or digital banking.

References: -

1. Charles J (2018), Cyber Security Essentials, Sybex; 1st edition
2. Kevin Mitnick (2017), The Art of Invisibility, Little, Brown and Company
3. Rafay Baloch (2014), Ethical Hacking and Penetration Testing Guide, Auerbach Publications; 1st edition

8. AEC - Additional Course - Indian or Foreign Language* (Colleges)

SEMESTER II

1. CC - Business Environment

Course Title	Business Environment
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1. Understand the aspects of the business environment.
	2. Study contemporary issues in business.
	3. Identify and evaluate the complexities of the business environment and their impact on business.
	4. Examine and evaluate business in an international environment.
Module 1(Credit 1): Introduction to Business Environment	
Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to
	1. Recall and relate to various concepts pertaining to business and components of micro and macro environment
Content Outline	● Business: Meaning, Definition, Nature & Types of Business Organizations. ● Business Environment: Meaning, Characteristics, Significance. ● Micro and Macro Environment: Definition, SWOT Analysis. ● Introduction to Micro-Environment: ● Internal Environment: Mission, Objectives, Organizational Structure, Organizational Resources, Corporate Image. ● External Environment: Firm, customers, suppliers, distributors, Competitors, Society ● Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal
Module 2(Credit 1): Environmental Analysis I:	
Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to
	1. Analyze Political, Economic and Financial environment in detail.

Content Outline	• Political environment: Meaning, Importance, Role of government in Business • Economic environment: Economic system and economic policies. Impact of business on Private sector, Public sector and Joint sector. Challenges of the Indian economy. • Financial environment: Commercial Banks-Meaning and Functions, Financial Institutions- Meaning, Types, RBI, IDBI (Industrial Development Bank of India), NBFC (Non-Banking Financial Companies).
Module 3(Credit 1): Environmental Analysis II :	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	1. Analyze Social, Cultural and Technological environment in detail.
Content Outline	• Social and Cultural Environment: Nature Impact of foreign culture on Business. Meaning and Importance of Corporate Governance and Social Responsibility of Business. • Technological environment: Concept and significance of technological environment, regulation of foreign investment, features, impact of technology +on Business.
Module 4(Credit 1): International Environment	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	1. Gain knowledge about the operation of different institutions in an international business environment.
Content Outline	• Globalization: Meaning, Drivers, features of Globalization, Impact of globalization on business. • MNCs: Definition, meaning, merits, demerits, MNCs in India • FDI: Meaning, Factors influencing FDI, FDI operations in India

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Case solution –
2. Review Report -
3. Presentations -
4. Assignment -

Reference

- Morrison J, (2002), The International Business Environment, Palgrave

- Francis Cherunilam (1985), Business Environment Himalaya Publishing House, New Delhi
- K.Aswathappa,(2011), Essentials of Business Environment, Himalaya Publishing House, NewDelhi
- MISHRA AND PURI (2017), Indian Economy, Himalaya Publishing House ,New Delhi
- Raj Aggarwal (2002), Business Environment, Excel Books, Delhi
- Ramaswamy V, (2000) Strategic Planning for Corporate strategy, Macmilan India. New Delhi
- Lokanathan and Lakshmi Rajan (2020) ,Business and society, Emerald Publishers.
- M. Adhikary, Sultan (2012), Economic Environment to Business, Chand & S

2. CC - Human Behaviour and Organization

Course Title	Human behavior and organization.
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1. Understand the fundamental concepts and theories of human behavior.
	2. Analyze individual and group behavior in the context of today's dynamic and rapidly changing workplace.
	3. Develop skills in managing and motivating employees in a diverse and inclusive environment.
	4. Recognize the impact of technology, globalization, and sustainability on organizational behavior.
	5. Know psychological principles to enhance organizational performance and employee well-being.
Module 1(Credit 1)	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	1. Understand key theories and concepts related to human behavior in organizational settings.
	2. Analyze the factors that influence individual motivation, job satisfaction, and performance.

Content Outline	Unit 1: Introduction to Organizational Behavior - Definition, scope, Historical development, Evolution, Importance Of studying organizational behavior-Challenges and opportunities in the contemporary workplace Motivation and Job Satisfaction in Workplaces-Motivation Theories, Motivating remote and hybrid teams, Job Design and Enrichment Innovative job design strategies, The impact of automation and AI on job satisfaction, motivation Measuring and Enhancing Job Satisfaction-Modern tools and methods for assessing job satisfaction (e.g., real-time feedback systems) Strategies for improving satisfaction .
Module 2(Credit 1)	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to 1. Know how individual and group behaviors influence organizational outcomes.
Content Outline	Unit 2: Individual Behavior -Personality and individual differences-Perception and attribution-Stress and its management in the face of increasing workload and technological demands Group Behavior - Group dynamics and stages of group development-Types of groups (formal, informal, virtual) in a globalized context-Group decision-making processes and the role of technology-Conflict management strategies-Team building and effective teamwork.
Module 3(Credit 1)	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to 1. Evaluate the role of leadership in shaping organizational culture and employee behavior. 2. Analyse theories of leadership to improve organizational performance.

Content Outline	Unit 3-Organizational Culture -Definition, components of organizational culture-Functions of organizational culture in shaping employee behavior and organizational performance-Culture change and its challenges in a rapidly evolving business environment-Ethical considerations in organizational behavior, including diversity, equity, and inclusion Leadership-Theories of leadership (e.g., trait theory, behavioral theory, contingency theory) - Leadership styles -Transformational and transactional leadership- Ethical leadership and corporate social responsibility in a globalized world
Module 4(Credit 1)	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to 1. Familiarize with contemporary challenges and opportunities facing organizations.
	2. Understand the challenges and opportunities presented by diversity, globalization, and technological advancements in today's workplace.
Content Outline	Unit 4 - Power, Politics, and Influence - Understanding sources and types of power in organizations-role of organizational politics and its impact on behavior-Strategies for navigating and managing power and politics Emerging Trends in Organizational Behavior - Artificial intelligence and its impact on human-machine interactions in the workplace-Employee well-being and work-life balance in a demanding environment-The future of work and its implications for organizational behavior-Artificial intelligence and automation-Remote work and virtual teams-Gig economy and freelance work-Ethical dilemmas in the workplace

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Participation in class discussions, debates and activities:
2. Assignments (case studies, research):
3. Final project :

References

- Stephen Robbins,(2010) Organisational Behaviour, Prentice Hall of India,
- Preetam Khandelwal, Debra L Nelson and James C,(2010) Organisational Behaviour, Learning India Pvt Ltd.
- Fred Luthans, (2011) Organisational Behaviour, McGraw Hill.
- Pareek Udai,(2010) Understanding Organizational Behaviour, Oxford University Press.
- Singh B. P. and Chhabra T. N,(2012) Organisation Theory and Behaviour, Dhanpat Rai and Co. Ltd.
- Vinay V. Prabhu (2022) Foundation of Human Skills, Vipul Publication.
- Robbins, S. P., & Judge, T. A. (2023). Organizational Behavior: Principles and Practice. Pearson.
- Newstrom, J. W., & Davis, K. (2022). Organizational Behavior: Human Behavior at Work. McGraw-Hill Education.

3. CC - Business Economics

Course Title	Business Economics
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1. Understand the basic concepts such as opportunity cost principle, basic economic relations-functional relations
	2. Familiarized with nature of demand curve under different markets
	3. know the concept of supply, production function and cost of production
	4. Study the different market structures
Module 1(Credit 1)	
Learning Outcomes (Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)	After learning the module, learners will be able to
	1. Study the basic concepts of business economics
	2. Understand the demand function and its importance
Content Outline	• Introduction: Scope and Importance of Business Economics - basic tools in economic analysis - Opportunity Cost principle - The basics of market demand, market supply and equilibrium price. • Demand Analysis: Demand function and determinants of demand – Concept and Importance , types of elasticity of demand – Consumer's Surplus – Demand Forecasting: meaning and significance
Module 2(Credit 1)	
Learning Outcomes (Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)	After learning the module, learners will be able to
	1. Study the production function with the help of law of variable proportion and returns to scale.
Content Outline	• Production function; Meaning , concept, Short Run and Long Run production function – Law of Variable Proportions – Iso-quants – Returns to Scale – Economies of Scale - Producer's Equilibrium
Module 3(Credit 1)	
Learning	After learning the module, learners will be able to

Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	1. Distinguish between different costs concepts such as accounting cost and economic costs, implicit and explicit cost etc.
Content Outline	• Cost Concepts: Social and Private costs, Economic and Accounting Costs, Fixed and Variable Costs, Opportunity Cost – Behavior of Cost Curves: Short Run and Long Run • Revenue Concepts - Total Revenue, Average Revenue and Marginal Revenue - Break Even Analysis
Module 4(Credit 1)	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to 1. Familiarize themselves with different market structures and study how to achieve equilibrium in different market structures.
Content Outline	• Market Structure -Features of perfect competition and monopoly - Short run and long run equilibrium of a firm and Industry under perfect competition and monopoly - Features of Monopolistic competition and oligopoly - price discrimination - Dumping

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Assignment -
2. Problem Solving -
3. Presentation -
4. Case Study -
5. Group Discussion -

References:

1. Ahuja. H. L(2011), Theory of Micro Economics Analysis, S. Chand, 14th Edition
2. Chatterjee, Johnson and Mascarenhas (2008) Managerial Economics , Manan Prakashan , Mumbai ,
3. Mithan. D. M (2008) Advanced Economic Theory, Himalaya Publications.
4. Swaminathan Saraswathy (2014) Introduction to Economics, Vipul Prakashan , Mumbai
5. Swaminathan Saraswathy (2013) Micro Economics , Vipul Prakashan , Mumbai

4. SEC - IT Applications in Business

Course Title	IT Applications in Business
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1. Be equipped with a comprehensive understanding of how IT tools and systems can be leveraged to enhance business efficiency, productivity, and decision-making.
	2. Gain knowledge of key IT applications and their benefits.
Module 1(Credit 1)	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	1. Introduce students to the fundamental concepts of IT applications in business.
	2. Develop students' understanding of the benefits and challenges associated with IT implementations.
	3. Bring awareness in Digital Literacy and Online Safety
Content Outline	Introduction to IT Applications • Definition and scope of IT applications • The role of IT in business strategy • Benefits and challenges of IT implementation • Case studies of successful IT implementations Digital Literacy and Online Safety • Netiquette: Proper online behavior, etiquette, and communication • Online Safety: Phishing, cyberbullying, identity theft, and safe browsing practices • Digital Footprint: Understanding one's online presence and reputation.
Module 2(Credit 1) - IT Applications in Business Operations	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	1. Equip students with the skills to evaluate and select appropriate IT solutions for business needs.
	2. Provide students with practical experience in using common IT applications.

Content Outline	IT Applications in Business Operations • Word Processing: Creating and formatting documents (letters, reports, presentations) • Spreadsheets: Data entry, calculations, charts, and graphs,etc • Presentations: Creating and delivering presentations (using PowerPoint or similar),etc • Database Management: Organizing and managing information (using simple database tools),etc • Email and Communication: Effective email communication, online collaboration tools, Collaborative workspaces (Google)
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Participation in class discussions, roleplays, debates and activities:
2. Assignment (case study):
3. Case Study:
4. Final project :

References -

- Dey, B. L., & Jha, S. (2015). *Information systems management* (2nd ed.). Oxford University Press.
- Ravi, S., & Ramesh, S. (2018). *Information technology for management: The Indian perspective*. Wiley India.
- Bansal, A., & Agarwal, A. (2017). *Enterprise resource planning: An Indian perspective*. Vikas Publishing House.
- Ghosh, A., & Chakrabarti, R. (2014). *Managing IT in the business environment*. Tata McGraw-Hill Education.
- Laudon, K. C., & Laudon, J. P. (2022). *Management Information Systems: Managing the Digital Firm* (17th ed.). Pearson.
- O'Brien, J. A., & Marakas, G. M. (2021). *Management Information Systems: An Introduction* (16th ed.). McGraw-Hill Education.

4. SEC - Introduction to Management Information System (MIS)

Course Title	Management Information System
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1. Understand the role and components of Management Information Systems (MIS) in modern businesses.
	2. Differentiate between various types of information systems and their applications in business decision-making.
	3. Analyze and design MIS solutions using tools like Microsoft Office, Google Workspace, and database management systems.
	4. Apply system analysis and design techniques for developing information systems that meet business requirements.
Module 1(Credit 1) - Introduction to MIS, Hardware, and Software	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	1. Define the role of MIS and its importance in business.
	2. Differentiate between various types of MIS such as TPS, MIS, DSS, and ESS.
	3. Understand the components of computer hardware and the types of software.
	4. Use MS Office and Google Workspace tools for basic business operations.

Content Outline	Introduction to MIS: • Definition and scope of MIS • Importance of MIS in decision-making and business operations • Types of MIS: Transaction Processing Systems (TPS), Management Information Systems (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS) Computer Hardware and Software: • Overview of hardware components (CPU, memory, storage, input/output devices) • Software types: System software (operating systems), application software, Database Management Systems (DBMS) Practicals: • Hands-on practice with MS Office (Excel, Word, PowerPoint) and Google Workspace (Docs, Sheets, Slides) for business processes and data management.
Module 2(Credit 1): Data Management, System Analysis and Design, and Information Systems in Business	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to 1. Understand the importance of data management and differentiate between data types and characteristics. 2. Analyze and design information systems using the Systems Development Life Cycle (SDLC) approach. 3. Evaluate various types of information systems and their applications in real-world business scenarios. 4. Use database management systems like Microsoft Access and MySQL for data collection, storage, and analysis.

Content Outline	Data Management: • Data types and characteristics (structured, unstructured) • Data collection, storage, processing, and analysis techniques • Database management systems: Concepts and types (relational databases) Systems Analysis and Design: • Systems Development Life Cycle (SDLC): Phases and importance • Systems analysis and design techniques • User requirements gathering and documentation Information Systems in Business: • Types of information systems: Transaction Processing Systems (TPS), Management Information Systems (MIS), Decision Support Systems (DSS) • Case studies: Examples of MIS applications in various business domains Practicals: • Microsoft Access and MySQL: Creating databases, managing data, and running queries for business operations
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Assignment –

- Written assignment on a topic related to MIS (e.g., the role of MIS in e-commerce, cloud-based MIS solutions).
- **Evaluation Criteria:** Research depth, relevance to the topic, clarity, and structure of the report.

Practicals –

- Hands-on activities using MS Office, Google Workspace, Microsoft Access, and MySQL.
- **Evaluation Criteria:** Practical application of tools, completion of exercises, accuracy in data management and analysis.

References

1. James A. O'Brien, George M. Marakas (2010), Management Information Systems by (11th Edition)
2. Gabriele Piccoli (2021), Information Systems for Managers: With Cases (4th Edition)
3. Kenneth C. Laudon and Jane P. Laudon (2020), Management Information Systems: Managing the Digital Firm by (16th Edition)

5. MDE / OEC - Diversity Management

Course Title	Diversity Management
Course Credits	2
Course Outcomes	After going through the course, learners will be able to 1. Discuss how diversity, equity, and inclusion encompasses the changing population demographics of organizations and how they respond to them 2. Identify and analyze various dimensions of diversity. 3. Recognize the challenges and benefits associated with diversity. 4. Be better prepared for a diverse workplace and interact better with people from different cultures and social groups.
Module 1 (Credit 1): Introduction to Diversity Management	
Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to 1. Understand various dimensions of diversity (e.g., race, gender, age, religion, sexual orientation, disability). 2. Realize Benefits ,Challenges along with workplace diversity : Discussing potential obstacles and biases that can arise in diverse environments. 3. Understand Positive and Negative effects of workforce diversity in the workplace.
Content Outline	• Definition and scope of diversity:Demographic diversity (age, gender, race, ethnicity, etc.) Cultural diversity (values, beliefs, customs, etc.) Functional diversity (skills, experience, etc.) • Benefits of diversity: Exploring the advantages of having a diverse workforce (e.g., improved creativity, problem-solving, cultural sensitivity). • Challenges of diversity: Discussing potential obstacles and biases that can arise in diverse environments. • Positive and Negative effects of workforce diversity at workplace.Workplace discrimination.
Module 2 (Credit 1)	
Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to 1. Understand Theoretical Frameworks and Models in Diversity Management 2. Learn about Diversity Management Strategies

	3. Understand Ethical and Legal Issues in Managing Diversity
Content Outline	Theoretical Frameworks and Models • Major theories in diversity management (e.g., Social Identity Theory, Intersectionality) • Models of diversity and inclusion (Diversity Iceberg Model) Diversity Management Strategies- • Diversity Training and Education- Designing effective diversity training programs, Promoting cultural awareness and understanding • Inclusive Policies and Practices- Developing inclusive HR policies (e.g., recruitment, performance evaluation, compensation), Creating flexible work arrangements to accommodate diverse needs • Mentorship and Sponsorship Programs-Supporting the development of diverse talent, Providing opportunities for career advancement Ethical and Legal Issues in Managing Diversity

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Participation in class discussions, roleplays, debates and activities:
2. Assignment :
3. Case Study :
4. Final project :

References

- Mor Barak, M. E. (2017). Managing diversity: Toward a globally inclusive workplace (4th ed.). SAGE Publications.
- Page, S. E. (2017). The diversity bonus: How great teams pay off in the knowledge economy. Princeton University Press.
- Newkirk, P. (2019). Diversity, Inc.: The failed promise of a billion-dollar business. Bold Type Books.
- Nielsen, T. C., & Kepinski, L. (2016). The inclusion nudges guidebook: Practical techniques for shaping an inclusive culture. Inclusion Nudges.
- Sweeney, C., & Bothwick, F. (2016). Inclusive leadership: The definitive guide to developing and executing an impactful diversity and inclusion strategy. Kogan Page.
- Thomas, D. C., & Inkson, K. (2020). Cultural intelligence: Surviving and thriving in the global village (4th ed.). Berrett-Koehler Publishers.
- Ferdman, B. M. (Ed.). (2017). Diversity at work: The practice of inclusion. Wiley.

5. MDE / OEC - Business Statistics

Course Title	Business Statistics
Course Credits	2
Course Outcomes	After going through the course, learners will be able to 1. Collect and analyze data using various methods and measures. 2. Understand and apply measures of central tendency and their significance in data interpretation. 3. Apply probability distribution and statistical techniques in decision-making 4. Perform correlation and regression analysis to interpret relationships between variables.
Module 1(Credit 1)-Data Collection and Measures of Central Tendency	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to 1. Define and differentiate between primary and secondary data. 2. Collect data through interviews, questionnaires, and observations. 3. Calculate measures of central tendency and interpret their significance in data analysis.
Content Outline	• Collection of Data Collection of primary and secondary data through interview and questionnaires, observation method. Different methods of data collection. • Measures of Central Tendency Mean, median, mode, quartile, decile, percentile and graphical presentation of median, mode.
Module 2(Credit 1)-Probability Distribution and Regression Analysis	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to 1. Understand and apply the concept of probability distribution. 2. Use normal distribution for data analysis. 3. Perform and interpret correlation and regression analyses.
Content Outline	• Probability Distribution Introduction to probability distribution with focus on Normal distribution. • Correlation and linear regression Correlation, Scatter diagram, Karl Pearson's correlation, Linear regression.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Module 1:

- **Assignment:** Data collection assignment. Students will be tasked with collecting both primary and secondary data on a business-related topic using interviews, surveys, and observation methods. They will also calculate measures of central tendency for their collected data.

Module 2:

- **Assignment:** Probability distribution assignment. Students will analyze a real-world dataset and apply the concept of normal distribution to interpret and explain the dataset. Additionally, students will perform correlation and regression analyses.

References

- Gupta, S.P (2021), Statistical Methods. Sultan Chand & Sons, Latest Edition
- Levine, David M., et al. (2022), Statistics for Managers Using Microsoft Excel. Pearson Education, Latest Edition.
- Anderson, David R., Dennis J. Sweeney, and Thomas A. Williams. (2021), Statistics for Business and Economics. Cengage Learning, Latest Edition.
- Mann, Prem S (2021), Introductory Statistics. Wiley, Latest Edition.
- Black, Ken (2023) Business Statistics: For Contemporary Decision Making. Wiley, Latest Edition.

6. VAC - Indian Constitution

6. VAC - Health and wellness

Course Title	Health and Wellness
Course Credits	2
Course Outcomes	1. After going through the course, learners will be able to 2. Understand the fundamental concepts of health, wellness, and their importance in daily life. 3. Differentiate between physical, mental, and social dimensions of wellness and recognize strategies for improving overall well-being. 4. Apply wellness practices and lifestyle choices to improve personal health, manage stress, and maintain balance.
Module 1(Credit 1) - Introduction to Health and Wellness	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	1. Define health, wellness, and related concepts such as fitness, lifestyle, and well-being.
	2. Differentiate between the various dimensions of wellness: physical, emotional, social, intellectual, spiritual, and environmental.
	3. Apply basic principles of physical activity, nutrition, and self-care for personal health improvement.
Content Outline	• Introduction to Health and Wellness: Definition of health and wellness, overview of wellness models. • Dimensions of Wellness: Physical, emotional, social, intellectual, spiritual, and environmental wellness. • Physical Health: Importance of regular exercise, types of physical activities (aerobic, strength training, flexibility). • Nutrition for Wellness: Basics of a balanced diet, understanding macronutrients and micronutrients, and the role of hydration. • Lifestyle Diseases: Introduction to lifestyle-related health issues (obesity, diabetes, cardiovascular diseases) and prevention strategies.
Module 2(Credit 1) - Mental, Emotional, and Social Well-being	
Learning Outcomes	After learning the module, learners will be able to

<i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	1. Define and differentiate between mental health, emotional well-being, and social health.
	2. Analyze the impact of positive relationships and community on social wellness.
Content Outline	• Mental and Emotional Health: Importance of mental health, common mental health issues (anxiety, depression), and their impact on overall wellness. • Stress Management: Understanding stress, its effects on the body, and stress reduction techniques (mindfulness, meditation, deep breathing). • Emotional Intelligence: Managing emotions, understanding empathy, and developing self-awareness. • Social Wellness: Importance of relationships, community involvement, and building a support network. • Mind-Body Connection: How mental health affects physical well-being and vice versa, holistic approaches to wellness.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Assignment: Create a personal health and wellness plan, focusing on physical activity, nutrition, and mental well-being.
2. Group Discussion: Group presentation on different dimensions of wellness (physical, emotional, social).

References

1. Donatelle, R. J. (2019). Health: The basics (13th ed.). Pearson.
2. Hales, D. (2020). An invitation to health: Taking charge of your health (19th ed.). Cengage Learning.
3. Greenberg, J. S., Dintiman, G. B., & Oakes, B. M. (2017). Physical fitness and wellness: Changing the way you look, feel, and perform (10th ed.). Human Kinetics.
4. Travis, J. W., & Ryan, R. S. (2004). Wellness workbook: How to achieve enduring health and vitality (3rd ed.). Celestial Arts.
5. World Health Organization. (2006). Constitution of the World Health Organization.

6. VAC - Right to Information

Course Title	Right to Information
Course Credits	2
Course Outcomes	After going through the course, learners will be able to 1. Understand the significance of the Right to Information (RTI) in promoting transparency and accountability in governance. 2. Study the legal framework and key provisions of the RTI Act, 2005. 3. Apply the RTI Act to file requests, assess responses, and follow up with appeals if necessary.
Module 1(Credit 1) - Introduction to Right to Information	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to 1. Define the concept of Right to Information and its importance in democratic governance. 2. Differentiate between public and private domains concerning the right to access information. 3. Explain the legal provisions and structure of the RTI Act, 2005.
Content Outline	• Introduction to the Right to Information • History and Evolution of RTI in India • Objectives and Importance of RTI • Key Provisions of the RTI Act, 2005 • Roles and Responsibilities of Public Authorities • RTI and its relationship with Transparency and Accountability
Module 2(Credit 1): Filing, Exemptions, and Appeal Mechanisms in RTI: Processes and Challenges	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to 1. Identify the procedures for filing RTI applications and tracking their status. 2. Understand the roles of various authorities like Public Information Officers (PIOs), Appellate Authorities, and the Information Commission. 3. Analyze case studies to understand the impact and challenges of RTI implementation.

Content Outline	• Filing RTI Applications: Process, Fees, and Timelines • Exemptions and Exceptions under the RTI Act • Appeal Mechanisms and Role of Information Commissions • Case Studies on RTI Success Stories and Challenges • RTI and Judicial Interpretation
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. **Assignment 1:** Write a critical essay on the importance of the Right to Information in ensuring transparency in governance.
2. **Assignment 2:** File an RTI application on a matter of public interest and document the entire process from filing to response.
3. **Group Activity:** Analyze a landmark RTI case and present its implications on public policy.
4. **Quiz:** A quiz based on key provisions, procedures, and case laws related to RTI.

References

1. The Right to Information Act, 2005
2. Jain, N. K. (2007). Right to Information: Concept, Law, and Practice.
3. Shourie, A. (2006). The Right to Information Act: Analyzing Transparency in India.
4. Sridhar, M. (2010). The Right to Information: Law and Practice in India.

7. AEC - Corporate Communication

Course Title	Corporate communication
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1. Learn the basic elements and importance of corporate communication in the context of organizational communication.
	2. Understand processes, tools, methods and strategies of Corporate Communication
	3. Conduct situational analysis for adapting Corporate Communication Strategies
	4. Obtain the skills required for communication in different sectors in the Modern Era.
Module 1(Credit 1)	
Learning Outcomes (Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)	After learning the module, learners will be able to
	1. Understand the need and importance of corporate communication
	2. Develop an Effective Communication Plan as per the communication event in the organizational setting
	3. Draw effective strategies of corporate communication
Content Outline	• Need and Importance of Corporate Communication Elements and Principles of communication • Developing an Effective Communication Plan • Communication Strategies • Group Dynamics
Module 2(Credit 1)	
Learning Outcomes (Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)	After learning the module, learners will be able to
	1. Learn the application of Corporate communication in the field of Public Relations, Advertising and Promotions etc.
	2. Understand and implement the strategies of: • Crisis Management • Media Management • Event Management

Content Outline	• Corporate Communication in the Industry Public Relations and Advertising, Marketing Communication and Promotional Strategies , Corporate Communication in the Industry, Crisis Management, Social Media Management and Event Management
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Assignment –
Write a report on the role of digital communication in modern corporate strategies.
2. Presentation –
Group presentation on a case study of a major corporate crisis and its communication

References

1. Richard R Dolphin(1998), The Fundamentals of Corporate Communication, Butterworth Heinmann
2. Pitman Jackson (1987) Corporate Communication for Managers, Pitman Publishing
3. Clow E Kenneth(2014) Integrated Advertising, Promotion and Marketing Communication, New York, Prentice Hall , New jersey
4. cutlip Centre & Broom (2012), Effective Public Relations, Prentice Hall, New Delhi
5. Neeru Vashishth & Namita Rajput (2005), Business Organisation and Management, Kitab Mahal, Allahabad, 2005
6. **Argenti, P. A.** (2015). *Corporate communication* (7th ed.). McGraw-Hill Education.
7. **Cornelissen, J.** (2020). *Corporate communication: A guide to theory and practice* (6th ed.). SAGE Publications.

8. AEC - Additional Course - Indian or Foreign Language* (Colleges)