

**MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH
AND STUDIES**

(Deemed to be University under section 3 of the UGC Act 1956)

CENTRE FOR DISTANCE AND ONLINE EDUCATION

**CURRICULUM
AND
SCHEME OF EXAMINATION**

**(BACHELOR OF BUSINESS ADMINISTRATION-GENERAL)
AS PER NEP 2020
(ONLINE DEGREE PROGRAMME)**

BATCH: 2024-27 AND ONWARDS

PREAMBLE

The Centre for Distance and Online Education has adopted the curriculum that has relevance to the local, national, regional and global developmental needs with well-defined Program Educational Objectives (PEOs), Program Objectives (POs) and Program Specific Objectives (PSOs) at the program level and Course Outcomes (COs) at individual course level.

The unique and vibrant curriculum of undergraduate and postgraduate programs offered by the Centre for Distance and Online Education is committed to a liberal education philosophy and promotes quality teaching as well as research on the contemporary demand. The vision of the department is to attain the standard of excellence by imparting knowledge in areas of fundamental importance and pushing frontiers of research to address emerging global challenges through holistic development of students into ethical and socially responsible competent economists. The mission of the department is to offer curriculum which prepares students for acquiring theoretical knowledge and applied skills to deal with the economic enquiries; engage students in research on economic and public-policy issues for attaining development in a sustainable manner and to impart holistic education by producing socially responsible and internationally competitive economists.

The Business Administration & Management PEOs and POs aim to create globally competent economists by extending frontiers to meet the current and future needs, introduce research for addressing the economic challenges to build up a sustainably developed world. It will help inculcate national ethos and values to the ignited minds for serving community on economic or policy issues. The curriculum will enable students to apply analytical framework for economic enquiry and decision-making by appropriate consideration of social and environmental welfare at local, regional, national and global level. The curriculum is regularly reviewed for any revisions or new courses which will help address the need of the academics, industry and society. Regular feedback on the curriculum is taken from all stakeholders' i.e. students, parents, faculties and industry experts. The curriculum is benchmarked with reputed national and international institutions/Universities.

The robust curriculum aims to narrow down the gap between academics and industry to increase employment opportunities and at the same time aims at pushing frontiers of research to meet the local, regional, national and global demand for new forms of knowledge.

INDEX

Contents	Page Nos.
Vision and Mission of the Department	4
About the Department and Programme	4
Programme Educational Objectives	5
Programme Outcomes/Programme Specific Outcomes	6
Mapping of PEOs with POs and PSOs	7
Semester System and Choice Based Credit System	8
Study Scheme – BBA online degree programme	9-14
Course Contents in Detail	15-118

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CENTRE FOR DISTANCE AND ONLINE EDUCATION

VISION

Through online education, Manav Rachna stands tall to bring the most efficacious environment for providing higher quality academic and research oriented education to the aspirants. Manav Rachna Online Education facilitate the goal of increasing access to enduring learning prospects to students and providing opportunities to make efficient use of scarce resources in light of the new economic realities of higher education.

MISSION

To provide an exclusive learning environment to students with flexible and meticulous online learning opportunities that will guide students to acquire the knowledge and skills as per the requirements of society at large. The aim of Manav Rachna Online Education is:

- To develop emerging skills through online learning methodologies to pursue their Academic and Professional goals.
- To impart profound knowledge and understanding of conceptual aspects of multidisciplinary learning.

ABOUT THE DEPARTMENT:

The ultimate touchstone of quality education is the quality culture permeating in any education Institution. In today's world of digitization, technical education stands at the crossroads of keeping pace with the emerging needs of humankind along with fast changing trends in governance and scientific development. The global transformation, trend of learning by doing, relevance to people and nation development – Manav Rachna International Institute of Research and Studies is the right place to gear up with a world class competitive edge. We are trusted to nurture juvenile minds and prepare them to deal with challenges of their future endeavours. Continuing the Legacy of our Founder Dr. O.P Bhalla, Manav Rachna has launched "Manav Rachna Centre for Distance and Online Education" to provide quality programmes to those students who are not able to draw benefits from conventional systems of Education. Seven programmes in different streams namely Computer Applications, Management, Commerce, Business Administration and Economics will be offered by University in online mode with specialization in different domains.

In Today's opportunistic world specialized education is essential for successful professional life. Manav Rachna Centre for Distance and Online Education has collaboration with prominent industry partners to provide global career opportunities to the students and prepare the students to acquire the increased technology intensive needs of today. In addition, Manav Rachna Centre for Distance and Online Education provides a multidisciplinary approach for the students to shape their career inside and outside their domain of education and to meet the evolving needs of the society. The commitment of multidisciplinary education is to broaden the participation of students in higher education and leads to a more diverse community. In a multidisciplinary approach, students are inspired to select diverged courses from different disciplines to

expand their knowledge, discover themselves through creative thinking and learn the skills of collaboration. The online programmes will help the students to achieve an academic degree along with flexibility and relaxation. These online programs hold equal academic value to as on-campus degree and help students in developing themselves into an industry ready as equivalent to a conventional degree. Students can perfectly reshape their career and future through impeccably designed online programmes. The renowned faculty, cutting –edge advanced curriculum, technology driven and a remarkable content delivery will be helpful in the successfully implementation of online programs.

ABOUT THE BBA PROGRAMME:

Bachelor of Business Administration Online Degree Programme is the specialized course in business administration, a 3-year programme. It is accepted & recognized worldwide because of its general as well as specific orientation. MRIIRS gets an overwhelming response to the programme from the students who plan to excel in the corporate world in the areas of Human Resource Management, Marketing, Financial Management, Entrepreneurship and Computer-based solutions.

In the past, many students have gone to pursue higher education in management domain and are excelling in their professional fields. The course is rigorously designed to provide evolving practices and knowledge in the field of Business Administration and Entrepreneurship. The students of BBA Online Degree Programme course are given immense opportunity to grow horizontally in the upcoming contemporary field.

Programme Educational Objectives – BBA Online Degree Programme

The graduates of BBA Online Degree Programme are expected to attain the following Programme Educational Objectives:

- PEO 1:** The graduates will pursue higher education in management and other related fields of Digital Marketing.
- PEO 2:** The graduates will have successful professional careers in industry, government, academia and their other chosen professions. Some will become entrepreneurs.
- PEO 3:** The graduates will be active members ready to serve the society locally and internationally.
- PEO 4:** Over a period, the graduates will acquire positions of leadership in reputed organisations.

Programme Outcomes and Programme Specific Outcomes - BBA Online Degree Programme

Programme Outcomes

After completing BBA Online Degree Programme, the students will be able to achieve the following Programme Outcomes (POs).

- PO 1:** **Critical Thinking:** Take informed actions after identifying the assumptions that frame their thinking and actions, checking out the degree to which these assumptions are accurate and valid, and looking at their ideas and decisions (intellectual, organizational, and personal) from different perspectives.
- PO 2:** **Effective Communication:** Speak, read, write and listen clearly in person and through electronic media in English and in one Indian language, and make meaning of the world by connecting with people, ideas, books, media and technology.

- PO 3:** **Social Interaction:** Elicit views of others, mediate disagreements and help reach conclusions in group settings.
- PO 4:** **Effective Citizenship:** Demonstrate empathetic social concern and equity-centred national development, and the ability to act with informed awareness of issues and participate in civic life through volunteering.
- PO 5:** **Ethics:** Recognize different value systems including their own, understand the moral dimensions of their decisions, and accept responsibility for them.
- PO 6:** **Environment and Sustainability:** Understand the issues of environmental contexts and sustainable development.
- PO 7:** **Self-directed and Life-long Learning:** Acquire the ability to engage in independent and life-long learning in the broadest context of socio-technological changes.

Programme Specific Outcomes (PSOs)

- PSO 1:** Gain knowledge about the business practices in the country and become ready to take up the entry level management positions.
- PSO2:** Analyse business situations and recommend managerial responses.
- PSO3:** Develop effective oral and written communication and produce professional quality presentations.

MAPPING OF PEOs WITH POs and PSOs

Programme Outcome(PO)/ Programme Specific Outcome (PSO)		PEOs that are attained through concerned PO
PO1	Critical Thinking: Take informed actions after identifying the assumptions that frame their thinking and actions, checking out the degree to which these assumptions are accurate and valid, and looking at their ideas and decisions (intellectual, organizational, and personal) from different perspectives.	2,4
PO2	Effective Communication: Speak, read, write and listen clearly in person and through electronic media in English and in one Indian language, and make meaning of the world by connecting with people, ideas, books, media and technology.	1,3
PO3	Social Interaction: Elicit views of others, mediate disagreements and help reach conclusions in group settings.	1,3
PO4	Effective Citizenship: Demonstrate empathetic social concern and equity-centred national development, and the ability to act with informed awareness of issues and participate in civic life through volunteering.	3,4
PO5	Ethics: Recognize different value systems including their own, understand the moral dimensions of their decisions, and accept responsibility for them.	2, 4
PO6	Environment and Sustainability: Understand the issues of environmental contexts and sustainable development.	4
PO7	Self-directed and Life-long Learning: Acquire the ability to engage in independent and life-long learning in the broadest context of socio-technological changes.	3
PSO1	Gain knowledge about global business practices and be ready for successful careers in management in global economy.	1,3
PSO2	Get exposure to different cultures which will help students understand the global context for business operations.	1
PSO3	Develop understanding of the social responsibility and business ethics necessarily needed to succeed in international business.	2, 4

Semester and Choice Based Credit System

Credit based system of study and student's performance/progress is measured by the number of credits that he/she has earned, i.e. completed satisfactorily. Based on the course credits and grade obtained by the student, grade point average is calculated.

a) Course credits assignment

Each course has a certain number of credits assigned to it depending upon its duration in periods for lecture, tutorial, and laboratory practice in a week. A few courses/activities are without credit (s) and are referred to as Audit Pass Courses (APC) but are mandatory to pass as a partial fulfilment of award of degree.

b) Earning of credits

At the end of every course, a letter "Grade" shall be awarded in each course for which a student has registered. On obtaining a minimum Pass Grade, student shall accumulate the course credits as Earned Credits. A student's performance shall be measured by the number of credits that he/she has earned and by the weighted grade point average. Grades obtained in the audit courses shall not be counted for computation of grade point average, however, it shall be mandatory to pass as a partial fulfilment of award of degree.

For Award of Degree of BBA Online Degree Programme, he/she has to earn minimum 122 credits during the three-year duration of the programme in 6 semesters.

The total credits required to be earned have been further classified under two baskets of courses: "Compulsory Courses Basket", and "Elective Courses Basket".

The total 98 credits required to be earned under "Compulsory Courses Basket" and remaining 24 credits under "Elective Courses Basket, Open Electives/MOOCs's.

All courses under "Compulsory Courses Basket", are required to be qualified and cleared/passed by each student enrolled under the programme and are semester-wise listed in the study scheme along with credits assigned to each course.

Under Elective Courses Basket, there will be three types of courses:

- Semester-wise courses offered by the department itself
- Open/Inter-disciplinary courses offered at the Institute/University level notified from the office of Dean-Academics.
- Massive Open Online Courses (MOOCs) available on SWAYAM Platform or any other platform as recommended by UGC/AICTE and notified from the office of Dean-Academics.

Each course shall have credits assigned to it. Student shall be required to register courses every semester for as many courses/credits specified under "Elective Courses Basket" depending upon his/her interest, capability/pace of learning and availability of time slot (without any clash in time table) so as to earn all required total credits under the "Elective Courses Basket" during the entire programme duration. However, for registration of courses [including courses under "Compulsory Courses Basket", "Elective Courses Basket" and Previous Semester Courses (wherein he/she was declared in-eligible on the basis of attendance or he/she could not clear the course within permissible given chances)], if any, **the maximum limit in a semester shall be 32 credits.**

STUDY SCHEME OF BBA Online Degree Programme (BATCH 2024 onwards)

SEMESTER- I

Course Type	Course Code	Title of Course	Marks			Duration of Exam	Credits
			Internal Assessment	End Term External	Total		
Foundation	O4.5LMU100C00	Business Information System	30	70	100	3 hrs	3
	O4.5LMU101C00	Business Mathematics	30	70	100	3 hrs	3
	O4.5LMU102C00	Business Organization and Management	30	70	100	3 hrs	3
	O4.5QA100C04	Introduction to Sustainable Development Goals	30	70	100	3 hrs	2
	O4.5LMU103C01	Business Economics	30	70	100	2 hrs	3
Core	O4.5LMU104C01	Financial Accounting	30	70	100	3 hrs	3
	O4.5LMU105C01	Fundamentals of Financial Planning	30	70	100	3 hrs	3
	O4.5LMU106C05	Business Communication	30	70	100	3 hrs	3
Knowledge System	O4.5SBSS100C04	Indian Knowledge System	30	70	100	3 hrs	2
Total							25

SEMESTER- II

Course Type	Course Code	Title of Course	Marks			Duration of Exam	Credits
			Internal Assessment	End Term External	Total		
Foundation	O4.5LMU200C00	Business Statistics	30	70	100	3 hrs	3
	O4.5LMU201C00	Database Management System	30	70	100	3 hrs	3
	O4.5LMU202C01	Company Accounts	30	70	100	3 hrs	3
	O4.5LMU203C01	Organisational Behaviour and Development	30	70	100	2 hrs	3
Core	O4.5LMU204C01	Business Laws	30	70	100	3 hrs	3
	O4.5LMU205C04	Environmental Studies	30	70	100	3 hrs	4
TOTAL							19
ELECTIVE COURSES							
Domain Specific Elective	O4.5LMU200E03	Business Content Writing	30	70	100	3hrs	3
	O4.5LMU201E03	Excel for Decision Making	30	70	100	3hrs	

SEMESTER- III							
Course Type	Course Code	Title of Course	Marks			Duration of Exam	Credits
			Internal Assessment	End Term External	Total		
Foundation	O5.0LMU100C00	Operations Management	30	70	100	3 hrs	3
Core	O5.0LMU101C01	Cost and Management Accounting	30	70	100	3 hrs	4
	O5.0LMU102C01	Marketing Management	30	70	100	3 hrs	3
	O5.0LMU103C01	Human Resource Management	30	70	100	3 hrs	3
	O5.0LMU104C01	Indian Business Environment	30	70	100	3 hrs	3
	O5.0SAHS100C09	Sports and Yoga	-	-	-	-	0
Total							16
ELECTIVE COURSES							
Domain Specific Elective	O5.0LMU100E03	Indian Financial Systems	30	70	100	3 hrs	3
	O5.0LMU101E03	Principles of Banking	30	70	100	3 hrs	
Discipline Elective	O5.0LMU102E02	Entrepreneurship Development and Practices	30	70	100	3 hrs	4

SEMESTER- IV

Course Type	Course Code	Title of Course	Marks			Duration of Exam	Credits
			Internal Assessment	End Term External	Total		
Core	O5.0LMU200C00	Business Research Method	30	70	100	3 hrs	3
	O5.0LMU201C00	Financial Management	30	70	100	3 hrs	3
	O5.0LMU202C01	Customers Relationship Management	30	70	100	3 hrs	3
	O5.0LMU203C01	Retail Management	30	70	100	3 hrs	3
	O5.0SBSS100C04	Universal Human Values	30	70	100	3 hrs	2
TOTAL							14
Domain Specific Elective	O5.0LMU200E02	Sales & Distribution Management	30	70	100	3 hrs	3
	O5.0LMU201E03	Business Negotiation Skills	30	70	100	3 hrs	3
	O5.0LMU202E02	Social Media for Promotion	30	70	100	3 hrs	4

SEMESTER- V							
Course Type	Course Code	Title of Course	Marks			Duration of Exam	Credits
			Internal Assessment	End Term External	Total		
CORE	O5.5LMU100C01	Strategic Management	30	70	100	3 hrs	3
	O5.5LMU101C01	Taxation Laws and Practices	30	70	100	3 hrs	3
CORE	O5.5LMU102C01	Supply Chain Management	30	70	100	3 hrs	3
<i>Internship</i>	O5.5LMU103C06	Summer Training Project	30	70	100	3 hrs	3
TOTAL							12
ELECTIVE COURSES							
Domain Specific Electives	O5.5LMU100E02	Basics of Consumer Buying Behaviour	30	70	100	3 hrs	3
	O5.5LMU101E03	Data Visualization	30	70	100	3 hrs	
	O5.5LMU102E02	Digital Entrepreneurship	30	70	100	3 hrs	4
	O5.5LMU103E02	E-Commerce	30	70	100	3 hrs	

SEMESTER- VI

Course Type	Course Code	Title of Course	Marks			Duration of Exam	Credits
			Internal Assessment	End Term External	Total		
CORE	O5.5LMU200C01	Corporate Governance and Ethics	30	70	100	3 hrs	3
	O5.5LMU201C01	Service Marketing	30	70	100	3 hrs	3
Skill Enhancement	O5.5LMU202C05	Business Analytics for Managerial Decisions	30	70	100	3 hrs	3
Dissertation	O5.5LMU203C07	Project Report & Presentation	30	70	100	3 hrs	3
TOTAL							12
Domain Specific Electives	O5.5LMU200E03	Money and Banking	30	70	100	3 hrs	3
	O5.5LMU201E03	Leadership & Team Building	30	70	100	3 hrs	
	O5.5LMU202E02	Social Entrepreneurship Development	30	70	100	3 hrs	4

Curriculum

BBA Online Degree Programme 2026-30

Semester I

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O4.5LMU100C00: BUSINESS INFORMATION SYSTEMS

Periods/week	Credits	Max. Marks: 100
	3	Internal/Continuous Assessment: 30
Duration of Examination: 3 Hrs		End Semester: 70

Course Outcomes: By the end of this course, a student will be able to:

O4.5LMU100C00.1: Describe the use and function of Information Technology and Information Systems in Business

O4.5LMU100C00.2: Identify and describe the different roles of people in information systems.

O4.5LMU100C00.3: Explain the strategic value of information systems in the organization.

O4.5LMU100C00.4: Describe the impact of information systems in the larger context of ethics and globalization.

PART – A

Unit 1: Introduction to IT and IS

- 1.1 An overview of information technology and information systems
- 1.2 Hardware – Information systems hardware and its function.
- 1.3 Software – Understand software and the role it plays in an organization.
- 1.4 Data and Databases – Using information systems to turn data into information that can then be used for competitive advantage.

Unit 2: Networking, Communication and Information Systems Security

- 2.1 Overview of Networking and Communication
- 2.2 The function of the Internet work, and the use of networks in organizations today.
- 2.3 Information Systems Security – The information security triad of confidentiality, integrity, and availability. Explore the different security technologies.

Unit 3: Role of IT in Organization

- 3.1 The impact of information systems on an organization.
- 3.2 Role of IT in the company in gaining competitive advantage.
- 3.3 Different functional technologies for different industries and how they support delivering results.
- 3.4 Examples and benefits of Information Systems: CRM, SCM, ERP, MIS

PART – B

Unit 4: Using MS Office with Artificial Intelligence add-ins

- 4.1 MS Word: Interface, Document views, Creating and editing documents, formatting text and documents, performing a mail merge, printing documents, Exploring some popular AI add-ins for MS Word.
- 4.2 MS Excel: Creating and editing worksheets, working with formulas and functions, printing Worksheets, Exploring some popular AI add-ins for MS Excel.

4.3 MS PowerPoint: Creating and formatting a presentation, using templates, Inserting charts and tables, printing presentation, Exploring some popular AI add-ins for MS PowerPoint.

Unit 5: Business Processes and People in Information Systems

- 5.1 Business Processes
- 5.2 Business Process Management
- 5.3 Business Process Reengineering
- 5.4 The People in Information Systems – An overview of the different types of people involved in information systems.

Unit 6: Globalization, Digital Divide, Ethical, Legal Implications and Future Trends in Information Systems

- 6.1 Globalization and the Digital Divide –Investigate the impact of the Internet on the globalization of business and the issues that firms must face because of it.
- 6.2 Explore the concept of the digital divide and some of the steps being taken to alleviate it.
- 6.2 The Ethical and Legal Implications of Information Systems
- 6.3 Future Trends in Information Systems – An overview of some of the modern technologies that are on the horizon. From the Internet of Things (IoT), Virtual Reality and Augmented Reality, Artificial Intelligence (AI), 3-D printing and Digital twins.

Text Books / Reference Books:

1. David T. Bourgeois, Biola University, James L. Smith, Shouhong Wang, Joseph Mortati, Information Systems for Business & Beyond, Saylor Foundation
2. P. K. Sinha, Computer Fundamentals, BPB Publications.
3. Alexis Leon, Introduction to Computers, Vikas Publishing House Pvt Ltd.
4. Turban Efraim, Ephraim McLean, James Wetherbe, Information Technology for Management– Transforming organizations in the digital economy, Wiley India.

Course Articulation Matrix

CO STATEMENT	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O4.5LMU100C00.1	1		2			3	3	1		2
O4.5LMU100C00.2	1	1		3	2			2	3	1
O4.5LMU100C00.3						2		1	3	
O4.5LMU100C00.4	1		2	3	1		3		1	3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:
1 – Low
2 – Medium
3 – High

04.5LMU101C00: BUSINESS MATHEMATICS

Periods/week	Credits	Max. Marks: 100
Duration of Examination: 3 Hrs	3	Internal/Continuous Assessment: 30 End Semester: 70

- Course Outcomes:** By the end of the course, a student will be able to:
- 04.5LMU101C00.1:** Apply the basic mathematical tools and concepts of proportion and variation.
- 04.5LMU101C00.2:** Acquire practical knowledge of calculations of EMIs of different types of loans.
- 04.5LMU101C00.3:** Use the transportation and assignment models in minimizing costs of distribution and effective utilization of resources.
- 04.5LMU101C00.4:** Evaluate problem-solving strategies and use various mathematical tools in business scenarios for developing scientific solutions.

PART – A

Unit 1: Set theory

- 1.1 Defining Sets
- 1.2 Set operations
- 1.3 Venn diagram
- 1.4 Properties of sets
- 1.5 Cartesian product

Unit 2: Mathematics for Finance

- 2.1 Interest Calculation: Simple Interest
- 2.2 Compound Interest: Compounded annually
- 2.3 Compound Interest: Compounded semi-annually
- 2.4 Loan Calculation: Different types of Bank Loans
- 2.5 Present value of annuity
- 2.6 Future Value of annuity

Unit 3: Permutation and Combination

- 3.1 Overview of factorial calculation
- 3.2 Introduction to Permutation
- 3.3 Permutation of "Things all different" and "All not different"
- 3.4 Introduction to Combination
- 3.5 Problems based on combination

PART - B

Unit 4: Arithmetical and Geometrical Progression

- 4.1 Calculation of nth term and sum of n terms of A.P.
- 4.2 Three and Four numbers in A.P.
- 4.3 Insertion of Arithmetic means
- 4.4 Calculation of nth term and sum of n terms of G.P.
- 4.5 Sum of infinite terms of G.P.
- 4.6 Three numbers in G.P.

Unit 5: Theory of Equations

- 5.1 Introduction
- 5.2 Degree of an Equation
- 5.3 Solution of an Equation
- 5.4 Linear Equation in Two Variables
- 5.5 Quadratic Equations

5.6 Solution of General Quadratic Equation

Unit 6: Indices and logarithms

- 6.1 Introduction to indices
- 6.2 Laws of Indices
- 6.3 Introduction logarithms
- 6.4 Properties of logarithms
- 6.5 Common logarithms

Recommended Readings:

1. Anthony, M. and N. Biggs. Mathematics for Economics and Finance. Cambridge University Press New Delhi.
2. Vohra N. D., Quantitative Management, Tata McGraw Hill.
3. Sharma J. K., Operations Research Theory & Applications, Macmillan India Ltd.
Only latest available books are recommended.

Instructions for paper setting: Seven questions are to be set in total. First question will be multiple choice covering entire syllabus and will be compulsory to attempt and will be of 18 marks. Three questions will be set from each Part A and Part B (one from each unit). Student needs to attempt two questions out of three from each part. Each question will be of 13 marks.

Evaluation Policy:

The evaluation will include two types of assessments:

- i. Continuous or formative assessments (in the form of end semester examination or term examination).
Weightage of assessments are as follows:

For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

- ii. For Summative assessment (End Semester Examination or End-Term Examination):

Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Course Articulation Matrix

CO STATEMENT	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O4.5LMU101C00.1	1		2			3	3	1		2
O4.5LMU101C00.2	1	1		3	2			2	3	1
O4.5LMU101C00.3						2		1	3	
O4.5LMU101C00.4	1		2	3	1		3		1	3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:
1 – Low
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3 – High

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O4.5LMU102C00: BUSINESS ORGANIZATION AND MANAGEMENT

Periods/week	Credits	Max. Marks: 100
Duration of Examination: 3 Hrs	3	Internal/Continuous Assessment: 30 End Semester: 70

Course Outcomes:

By the end of this course, a student should be able to:

- O4.5LMU102C00.1** Understand the evolution of the business organization and management thoughts;
- O4.5LMU102C00.2** Identify the interconnections between various developments in these areas;
- O4.5LMU102C00.3** Evaluate the significance of contemporary issues in business and management;
- O4.5LMU102C00.4** Discuss the multidisciplinary nature of business and management studies.

PART - A

Unit 1

- 1.1 Concept, Nature and Scope of business
- 1.2 Definition, characteristics and objectives of business organization
- 1.3 Business and Environment interface, Business Objectives
- 1.4 Social Responsibility of Business and Ethics

Unit 2

- 2.1 Forms of Business Organizations: Sole Proprietorship, Joint Hindu Family Firm, Partnership firm, Joint Stock Company, Cooperative society.
- 2.2 Multinational Corporations
- 2.3 Factors Influencing the Choice of Suitable form of Organization
- 2.4 Entrepreneurial Process- Idea generation, Feasibility study. Basic considerations in setting up a Business Enterprise.
- 2.5 Differences between Private Limited and Public Limited Company

Unit 3

- 3.1 Meaning of Business combinations
- 3.2 Chambers of commerce and Industry in India
- 3.3 Types and forms of Mergers
- 3.4 SEBI

PART - B

Unit 4

- 4.1 Concept, Nature and Significance of Management
- 4.2 Functions and Role
- 4.3 Management Vs Administration
- 4.4 Administrative and Modern Principles of Management

Unit 5

- 5.1 Definition, importance and steps of planning
- 5.2 Decision Making Process and its techniques
- 5.3 Concept, nature, process and significance of Organizing
- 5.4 Principles of an Organization
- 5.5 Span of Control

Unit 6

- 6.1 Concept, Nature and Importance of Staffing
- 6.2 Definition, Meaning, Types and The Need Hierarchy Theory
- 6.3 Nature, Scope, Process and the Essentials of Good Control system

6.4 Definition - Leadership styles: Autocratic, Democratic, Free Reign – Managerial Grid

6.5 Definition – Importance – Process – Barriers to effective communication.

Recommended Books:

1. Thelma. J.Tallo, Business Organisation and Management, Tata Mcgraw- Hill Publishing Company Limited
2. Basu, C. R., Business Organization and Management, McGraw Hill Education
3. Gupta, C.B., Modern Business Organization and Management, Dhanpat Rai & Sons.
4. Agarwal, N. P., Tailor, R. K., Business Organisation And Management, Dhanpat Rai & Sons

Only latest available books are recommended.

Instructions for paper setting: Seven questions are to be set in total. First question will be multiple choice covering entire syllabus and will be compulsory to attempt and will be of 18 marks. Three questions will be set from each Part A and Part B (one from each unit). Student needs to attempt two questions out of three from each part. Each question will be of 13 marks.

Evaluation Policy:

The evaluation will include two types of assessments:

Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:

For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

For Summative assessment (End Semester Examination or End-Term Examination):

Minimum: 70 percent. Categorization for the same is:	
Objective Type Questions:	30%
Short/Long Questions:	70%

Course Articulation Matrix

CO STATEMENT	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O4.5LMU102C00.1	1	1					3		2	
O4.5LMU102C00.2	1								3	2
O4.5LMU102C00.3	1	2	2	2		2	3	1	3	
O4.5LMU102C00.4	1	2	2	2		2	3	1		2

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:
1 – Low
2 – Medium
3 – High

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
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O4.5LMU103C01: BUSINESS ECONOMICS

Periods/week	Credits	Max. Marks: 100
Duration of Examination: 3 Hrs	3	Internal/Continuous Assessment: 30 End Semester: 70

Course Outcomes: By the end of this course, a student will be able to:

O4.5LMU103C01.1: Analyze the economic environment and its influence on business operations and strategy.

O4.5LMU103C01.2: Apply microeconomic and macroeconomic concepts to solve business problems.

O4.5LMU103C01.3: Evaluate market structures and their implications for competitive strategy and Pricing.

O4.5LMU103C01.4: Understand the role of government policies and their impact on the business economy.

PART A

Unit 1: Introduction to Economics

- 1.1 Definition, nature, and scope of economics
- 1.2 Microeconomics vs. Macroeconomics
- 1.3 Basic economic problems: scarcity and choice
- 1.4 Economic systems: capitalism, socialism, and mixed economy
- 1.5 Role of economic policies in business decisions

Unit 2: Demand and Supply Analysis

- 2.1 Determinants of demand and supply
- 2.2 Elasticity of demand and supply
- 2.3 Consumer behavior and utility maximization
- 2.4 Market equilibrium and price mechanism
- 2.5 Applications of demand and supply in business scenarios

Unit 3: Production and Costs

- 3.1 Production function and returns to scale
- 3.2 Short-run and long-run Cost analysis
- 3.3 Cost-output relationships
- 3.4 Economies and diseconomies of scale
- 3.5 Cost minimization strategies for businesses

PART B

Unit 4: Market Structures and Pricing

- 4.1 Characteristics of different market structures: perfect competition, monopoly, monopolistic competition, and oligopoly
- 4.2 Price determination and output decisions in various markets
- 4.3 Pricing strategies and tactics
- 4.4 Role of non-price competition in product differentiation

Unit 5: Macroeconomic Environment and Policies

- 5.1 National income accounting and economic indicators
- 5.2 Aggregate demand and aggregate supply analysis
- 5.3 Fiscal and monetary policies and their effects on business
- 5.4 Inflation, unemployment, and economic growth
- 5.5 International trade and exchange rates

Unit 6: Contemporary Economic Issues and Trends

- 6.1 Impact of globalization on business economics
- 6.2 Environmental economics and sustainable development
- 6.3 Digital economy and e-commerce
- 6.4 Role of innovation and technology in economic growth
- 6.5 Emerging market dynamics and challenges

Evaluation Policy:

The evaluation will include two types of assessments:

Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:

For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

For Summative assessment (End Semester Examination or End-Term Examination):

Minimum: 70 percent. Categorization for the same is:	
Objective Type Questions:	30%
Short/Long Questions:	70%

Course Articulation Matrix

CO STATEMENT	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O4.5LMU103C01.1	1	1					3		2	
O4.5LMU103C01.2	1								3	2
O4.5LMU103C01.3	1	2	2	2		2	3	1	3	
O4.5LMU103C01.4	1	2	2	2		2	3	1		2

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:
1 – Low
2 – Medium
3 – High

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
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O4.5LMU104C01: FINANCIAL ACCOUNTING

Periods/week	Credits	Max. Marks: 100
Duration of Examination: 3 Hrs	3	Internal/Continuous Assessment: 30 End Semester: 70

Course Outcomes: By the end of this course, students will be able to:

O4.5LMU104C01.1: Demonstrate good comprehension of financial accounting and its different applications.

O4.5LMU104C01.2: Apply data analysis and interpretation to take decisions under the conditions of risk and uncertainty in business using accounting methods.

O4.5LMU104C01.3: Ascertain problem solving strategies in the prevailing business environment.

O4.5LMU104C01.4: Evaluate appropriate information from various sources and implement the theoretical, analytical and applied knowledge based on accountancy.

PART - A

Unit 1: Introduction to financial accounting

- 1.1 Accounting principles, process
- 1.2 Accounting Equation
- 1.3 Users of accounting information
- 1.4 Double entry system

Unit 2: Recording classification and summarization of transaction

- 2.1 Accounting Transactions
- 2.2 Steps in the Recording Process (Journals and Ledger Postings)
- 2.3 Bank reconciliations, Trade payables account reconciliations
- 2.4 Preparation of trial balance

Unit 3: Rectification of errors

- 3.1 Classification of errors
- 3.2 Methods of rectifying errors

PART- B

Unit 4: Capital and revenue

- 4.1 Capital and Revenue: Expenditure
- 4.2 Capital and Revenue: Receipts
- 4.3 Deferred Revenue Expenditure

Unit 5: Depreciation

- 5.1 Concept of Depreciation
- 5.2 Accounting treatment for depreciation: Written down value method and straight line method

Unit 6: Final Statements:

- 6.1 Concept of Financial Statements
- 6.2 Final accounts with adjustments
- 6.3 Importance and purpose of analysis statements; Ratios analysis
- 6.4 Application of Fund flow statement

Recommended books:

1. Monga J.R., Advanced, Mayoor Paperbacks, Noida.
2. Gupta. R.L., Advanced Financial Accounting, S.Chand and Co. New Delhi.
3. Maheshwari, S.N., Advanced Accounting- Vol. II, Vikas Publishing Housing, New Delhi.
4. Shukla, M.C, and T.S.Grewal, Advanced Accountancy, Sultan Chand Co. New Delhi.

Only latest available books are recommended

Instructions for paper setting: Seven questions are to be set in total. First question will be multiple choice covering entire syllabus and will be compulsory to attempt and will be of 18 marks. Three questions will be set from each Part A and Part B (one from each unit). Student needs to attempt two questions out of three from each part. Each question will be of 13 marks.

Evaluation Policy:

The evaluation will include two types of assessments:

Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:

For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

For Summative assessment (End Semester Examination or End-Term Examination):

Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Course Articulation Matrix:

CO STATEMENT	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O4.5LMU104C01.1			2			3		1	2	
O4.5LMU104C01.2	1			3	2					2
O4.5LMU104C01.3	1					2		1	3	
O4.5LMU104C01.4		2		3	1		3			3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

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MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
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04.5LMU106C05: BUSINESS COMMUNICATION

Periods/week	Credits	Max. Marks: 100
Duration of Examination: 3 Hrs	3	Internal/Continuous Assessment: 30 End Semester: 70

Course Outcomes:

By the end of course, the students should be able to:

- 04.5LMU106C05.1:** Gain an in-depth knowledge of how formal communication is done at the workplace;
- 04.5LMU106C05.2:** Understand the impact of communication skills in a professional scenario;
- 04.5LMU106C05.3:** Hone their formal writing skills;
- 04.5LMU106C05.4:** Deliver effective presentations;
- 04.5LMU106C05.5:** Create impressive first impressions at the workplace by writing good business reports.

PART-A

Unit 1: Introduction: Business Communication

- 1.1 Nature, process and types of communication
- 1.2 Role of communication skills in business
- 1.3 Communication networks
- 1.4 Barriers to communication
- 1.5 Strategies for making communication effective

Unit 2: Listening Skills

- 2.1 Listening skills –process;
- 2.2 Types of listening
- 2.3 Barriers to listening
- 2.4 Strategies for effective listening

Unit 3: Speaking Skills

- 3.1. Voice modulation
- 3.2 Body language
- 3.3 Oral presentation
- 3.4 Seven Cs of effective communication

PART-B

Unit 4: Writing Skills

- 4.1 Notices and circulars
- 4.2 Agenda and minutes of a meeting
- 4.3 Memo
- 4.4 business correspondence
- 4.5 E mail etiquettes

Unit 5: Reading Skills

- 5.1 Importance of reading proficiency in various contexts
- 5.2 Techniques for increasing reading speed without sacrificing comprehension
- 5.3 Strategies for learning and retaining new vocabulary
- 5.4 Vocabulary-building exercises and activities

Unit 6: Report Writing

- 6.1 Format of a business report
- 6.2 Types of business reports
- 6.3 Long reports
- 6.4 Short reports

Recommended Books:

1. Koneru, Arun, Professional Communication, Tata McGraw Hill, New Delhi
2. Monipally, M.M., Business Communication Strategies, Tata McGraw Hill, New Delhi
3. McGrath, E.H., Basic Managerial Skills for All, Prentice Hall of India, New Delhi
4. Rai, Urmila and S.M. Rai, Business Communication, Himalaya Publishing House

Only latest available editions of the books are recommended

Instructions for paper setting: Seven questions are to be set in total. First question will be multiple choice covering entire syllabus and will be compulsory to attempt and will be of 18 marks. Three questions will be set from each Part A and Part B (one from each unit). Student needs to attempt two questions out of three from each part. Each question will be of 13 marks.

Evaluation Policy:

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Continuous or formative assessments (in the form of end semester examination or term examination).
Weightage of assessments are as follows:

For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

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Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

For Summative assessment (End Semester Examination or End-Term Examination):

Minimum: 70 percent. Categorization for the same is:	
Objective Type Questions:	30%
Short/Long Questions:	70%

Course Articulation Matrix:

CO-STATEMENT	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O4.5LMU106C05.1	2	3	3	2	2	1	2	2	2	3
O4.5LMU106C05.2	2	3	3	2	1	1	2	2	2	3
O4.5LMU106C05.3	2	3	3	2	1	1	2	2	2	3
O4.5LMU106C05.4	2	3	2	1	-	-	-	1	1	2
O4.5LMU106C05.5	2	3	2	1	-	-	-	1	1	2

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

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O4.5LMU105C01: FUNDAMENTALS OF FINANCIAL PLANNING

Periods/week	Credits	Max. Marks: 100
Duration of Examination: 3 Hrs	3	Internal/Continuous Assessment: 30 End Semester: 70

Course Outcomes: By the end of this course, a student will be able to:

O4.5LMU105C01.1: Develop proficiency in conducting comprehensive data gathering for effective financial planning.

O4.5LMU105C01.2: Learn to prioritize financial goals based on importance and timelines for efficient planning.

O4.5LMU105C01.3: Gain insight into various financial instruments and market structures to understand their impact on trading activities.

O4.5LMU105C01.4: Understand the regulatory compliance requirements in banking, insurance, and consumer protection laws for financial institutions.

PART – A

Unit 1: Financial Planning process

- 1.1 Data Gathering
- 1.2 Goal Setting.
- 1.3 Prioritizing goals based on timelines.
- 1.4 Reviewing and Monitoring
- 1.5 Key performance indicators for monitoring

Unit 2: Overview of Financial Markets

- 2.1 Types of Financial Markets
- 2.2 Market Participants
- 2.3 Financial Instruments
- 2.4 Market Structures

Unit 3: Debt Management

- 3.1 Types of Debt
- 3.2 Debt-to-Income Ratio
- 3.3 Strategies for Debt Reduction
- 3.4 Credit Score Management
- 3.5 Debt Consolidation Options

PART – B

Unit 4: Financial Mathematics

- 4.1 Time Value of Money
- 4.2 Compound Interest
- 4.3 Present Value and Future Value
- 4.4 Annuities and Perpetuities
- 4.5 Loan Amortization

Unit 5: Economic Environment and Behavioural Finance

- 5.1 Macroeconomic Indicators
- 5.2 Market Sentiment and Investor Behaviour
- 5.3 Behavioural Biases in Decision Making
- 5.4 Economic Policy and its Impact on Financial Markets
- 5.5 Socioeconomic Factors and Financial Decision Making

Text Books / Reference Books:

1. L. J. Gitman, M.D. Joehnk, R. Billingsley R. Personal Financial Planning. Cengage Learning.
2. J. Alexander J. Financial Planning & Analysis and Performance Management. Wiley.
3. De Bondt Werner. Introduction to Financial Planning. Cengage Learning
4. Frank Cruz. Financial Planning Handbook. Wiley.
5. Shallu Garg. Personal Financial Planning. Sultan Chand & Sons

Only latest available editions of the books are recommended

Instructions for paper setting: Seven questions are to be set in total. First question will be multiple choice covering entire syllabus and will be compulsory to attempt and will be of 18 marks. Three questions will be set from each Part A and Part B (one from each unit). Student needs to attempt two questions out of three from each part. Each question will be of 13 marks.

Evaluation Policy:

The evaluation will include two types of assessments:

Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:

For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:

MCQs	30%
Subjective (Short/Long)	40%
Discussion/Presentation	15%
Projects/Group Activities etc	15%

For Summative assessment (End Semester Examination or End-Term Examination):

Minimum: 70 percent. Categorization for the same is:

Objective Type Questions:	30%
Short/Long Questions:	70%

Course Articulation Matrix:

CO-STATEMENT	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O4.5LMU105C01.1	2	3	3	2	2	1	2	2	2	3
O4.5LMU105C01.2	2	3	3	2	1	1	2	2	2	3
O4.5LMU105C01.3	2	3	3	2	1	1	2	2	2	3
O4.5LMU105C01.4	2	3	2	1	-	-	-	1	1	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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04.5QA100C04: INTRODUCTION TO SUSTAINABLE DEVELOPMENT GOALS

Periods/week	Credits	Max. Marks: 100
Duration of Examination: 3 Hrs	2	Internal/Continuous Assessment: 30 End Semester: 70

Course Outcomes:

The student will be able to:

- CO1:** Describe the UNESCOs 17 Sustainable Development Goals (SDGs) and their importance.
- CO2:** Identify major Sustainability Challenges by understanding the Environmental, Social and Economic dimensions of SDGs.
- CO3:** Demonstrate an ability to participate in building Sustainable Communities by applying the concepts of Sustainable Development.
- CO4:** Recognize the global implications of their actions by understanding their social, environmental, and economic responsibility as future professionals and citizens.

Unit 1: Introduction to Sustainable Development

- 1.1** Introduction to sustainable development, aspects of sustainability, developments vs sustainable development
- 1.2** Transition from Millenium Development Goals (MDPs) to Sustainable Development Goals (SDGs), Development and adoption of SDGs by the United Nations, India and SDGs: A vision for 2030
- 1.3** SDGs overview: Goals and targets, Status (Global and Indian), overview of key global sustainability challenges (inequality, climate change, poverty) including modern world social, environmental and economic structures and crises.

Sample Assignment/Case Study Topics:

Short essay on the significance of sustainable development. Summary of each of the 17 SDGs and their importance.

Unit 2: Overview of Goal 1: No Poverty, Goal 2: Zero Hunger and Goal 3: Good Health & Well Being

- 2.1** Understanding SDG 1 and its targets, understanding poverty: absolute, relative and multidimensional, Causes of poverty, Key indicators of poverty, global and local perspectives: rural and urban poverty, eradication of poverty for access to basic services, role of community anti-poverty programmes and strategies for inclusive economic growth.
- 2.2** Understanding SDG 2 and its targets, types of hunger and malnutrition: global and local perspectives, the global hunger index, components of food security, food insecurity: barriers to food security, solutions to improve food access and support local farmers, emerging trends in sustainable agriculture and food security.
- 2.3** Understanding SDG 3 and its targets, means of implementation for the targets, sustainable health and lifestyle practices, global health trends, threats and challenges, public health strategies and systems for controlling communicable and non-communicable diseases, maternal and child health: reducing maternal and child mortality rates, mental health: awareness and access to care, occupational health: safety and work- life balance, reproductive health and rights, environmental

health and protection, health education and promotion, policies for inclusive and equitable health access.

Sample Assignment/Case Study Topics:

Case study analysis on a successful poverty or hunger alleviation initiative.

Campus Rally on Zero Food Wastage

Analysis of Food Wastage across Campus: All Cafeterias,

Hostels Analysis of Current Health Initiatives in India

Awareness programmes on Mental Health

Unit 3: Overview of Goal 4: Quality Education, Goal 5: Gender Equality and Goal 6: Clean Water & Sanitation

3.1 Understanding SDG 4 and its targets, importance of quality education for sustainable development, strategies for inclusive and equitable education, role of digital education and e-learning in today's scenario, importance of vocational training and skills development, research and innovation in quality education.

3.2 Understanding SDG 5 and its targets, gender equality and its impact on sustainable development, basic concepts of gender, gender identity and gender roles, international conventions and frameworks supporting gender equality, indicators and metrics for measuring gender equality progress, role of community engagement and awareness training for gender equality.

3.3 Understanding SDG 6 and its targets, importance of water and sanitation for sustainable development, strategies to improve access to safe drinking water, factors affecting water quality, importance of sanitation and hygiene for health, water conservation: wastewater management & water resource management, sustainable agriculture practices to conserve water, role of digital tools for water management.

Sample Assignment/Case Study Topics:

Research paper on impact of quality education initiatives in India

Essay on the challenges and strategies for achieving gender equality or reducing inequality Case studies on sustainable water and energy projects

Institution wide Pledge on Water Conservation

Unit 4: Overview of Goal 7: Affordable & Clean Energy, Goal 8: Decent Work & Economic Growth, Goal 9: Industry, Innovation & Infrastructure and Goal 11: Sustainable Cities & Communities

4.1 Understanding SDG 7 and its targets, types of energy sources & technologies, importance of clean energy and energy efficient technologies for sustainable development, sustainable energy management policies.

4.2 Understanding SDG 8 and its targets, economic growth & job creation for sustainable development, factors influencing economic growth, strategies for inclusive growth, global employment trends and challenges.

4.3 Understanding SDG 9 and its targets, role of innovation & infrastructure in sustainable development, strategies for sustainable industrialization, concept of industry 4.0, best practices for fostering innovation and technological advancements.

4.4 Understanding SDG 11 and its targets, trends & patterns of urbanization & sustainable city planning, social, economic & environmental challenges of urbanization, impact of rapid urbanization on infrastructure & services, importance of green & public spaces for urban quality of life.

Sample Assignment/Case Study Topics:

- Analysis of ILO Reports on global employment trends
- Examples of successful infrastructure and sustainable projects
- Case study analysis on lessons learnt from successful urban initiatives
- Campus wide Awareness on Energy conservation

Unit 5: Overview of Goal 12: Responsible Consumption & Production, Goal 13: Climate Action, Goal 14: Life Below Water and Goal 15: Life on Land

- 5.1** Understanding SDG 12 and its targets, importance of sustainable consumption & production for overall sustainability, strategies to promote sustainable consumption, challenges & importance of effective waste management practices (reduce, reuse, recycle), concept of green procurement practices and its benefits, strategies for raising awareness in promoting sustainable consumption.
- 5.2** Understanding SDG 13 and its targets, importance of combating climate change for sustainable development, evidence & indicators of climate change, impact of climate change in public health, strategies for climate resilient agriculture, importance of education in promoting climate action.
- 5.3** Understanding SDG 14 and its targets, importance of oceans, seas & marine resources/ diversity for global sustainability, sources & types of marine pollution, its Impact on ecosystems & human health, strategies for reducing & managing marine pollution, balancing economic development with marine conservation, importance of education & awareness in marine conservation.
- 5.4** Understanding SDG 15 and its targets, importance of terrestrial ecosystems & biodiversity for sustainable development, sustainable forest management & biodiversity conservation practices, combating desertification, strategies for wildlife conservation, role of technology in monitoring & conserving terrestrial ecosystems.

Sample Assignment/Case Study Topics:

- Examples of successful sustainable consumption and production initiatives
- Best practices followed by successful action initiatives
- Examples of successful marine conservation and sustainable use initiatives
- Case study analysis on successful conservation and sustainable land management initiatives

Unit 6: Overview of Goal 10: Reduced Inequalities, Goal 16: Peace, Justice & Strong Institutions, Goal 17: Partnership for the Goals

- 6.1** Understanding SDG 10 and its targets, importance of reducing inequality for sustainable development, types of inequality (Economics, Social, Political), role of education in reducing inequality, best practices for implementing & scaling effective inequality reduction strategies.
- 6.2** Understanding SDG 16 and its targets, importance of peace, justice & strong institutions for sustainable development, strategies for conflict prevention, resolution & peace building, strategies for promoting fair & effective justice systems, strategies for strengthening democratic & inclusive institutions.
- 6.3** Understanding SDG 17 and its targets, importance of global partnerships for sustainable development, strategies for building and maintain effective partnerships, strategies for integrating the SDGs into national & local development plans. Role of governments, NGOs, and private sector in achieving SDGs.

Sample Assignment/Case Study Topics:

- Case study analysis on successful policies and programs for reducing inequality
- Examples of successful initiatives promoting peace, justice and strong institutions

Examples of successful global partnerships, successful initiatives & best practices in global partnerships Group project on developing a partnership strategy for achieving a specific SDG

Assessment of Outcomes:

Continuous Evaluation
End Semester Exam

Suggested Readings:

1. The Sustainable Development Goals in Higher Education: A Transformative Agenda? 1st ed. 2021 Edition, by Wendy Steele (Author), Lauren Rickards (Author)
2. SDGs, Transformation, and Quality Growth: Insights from International Cooperation (Sustainable Development Goals Series) 1st ed. 2022 Edition, by Akio Hosono (Author)
3. United Nations document on the 2030 Agenda for Sustainable Development.
4. NPTEL course link: Education for Sustainable Development: https://onlinecourses.nptel.ac.in/noc22_hs61/preview
5. Coursera Course: The Sustainable Development Goals – A global, transdisciplinary vision for the future: <https://www.coursera.org/learn/global-sustainable-development>
6. Coursera Course: The Age of Sustainable Development: <https://www.coursera.org/learn/sustainable-development>
7. Coursera Course: The Great Sustainability Transition: Global challenges, Local actions: <https://www.coursera.org/learn/sustainability-global-challenges-and-local-actions>
8. Coursera Course: Sustainable Development - Ideas and Imaginaries: <https://www.coursera.org/learn/sustainable-development-ideas-and-imaginaries>

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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04.5SBSS100C04--: INDIAN KNOWLEDGE SYSTEM

Periods/week	Credits	Max. Marks: 100
Duration of Examination: 3 Hrs	2	Internal/Continuous Assessment: 30 End Semester: 70

Course Outcomes

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

04.5SBSS100C04.1: This course will provide the scientific value of the traditional knowledge of Bhārata.

04.5SBSS100C04.2: To sensitize the students to the contributions made by ancient Indians schools.

04.5SBSS100C04.3: The course will promote the youths to do research in the various fields of Bhāratīya knowledge system.

04.5SBSS100C04.4: It will introduce the relevance of the Indian Knowledge System to the world.

04.5SBSS100C04.5: Know the contribution of the Indian Knowledge system in science, engineering, and technology.

Module 1: Introduction to IKS

- 1.1. What is Indian Knowledge System
- 1.2. Indian Culture & Civilization
- 1.3. Indian Architecture
- 1.4. Indian Philosophical System

Module 2: Kalas and Vidyas of Ancient India

- 2.1. 64 Kalas
- 2.2. 14 Vidyas (Vedas, UpaVedas, Vedangas)

Module 3: Introduction to Health Regimen

- 3.1. Understanding Swastha vritta
- 3.2. Healthy regimen to maintain state of wellbeing Dinacharya
- 3.3. Daily regimen including Daily detoxification, exercise, Intake of Food, Water, Air and Sunlight, work and ergonomics, Rest and sleep hygiene
- 3.4. Ritu charya, the seasonal regimen
- 3.5. Sadvritta and the concept of social wellbeing
- 3.6. Concept of Shadrassa in choosing appropriate nourishment to the body and mind.

Module 4: Introduction to Indian Psychology

- 4.1. Concept of Manas in Ayurveda and understanding Mind Body harmony
- 4.2. Triguna based Psychology in Ayurveda and Yoga
- 4.3. Influence of Tri dosha on Mind, Mind body intellect and consciousness complex
- 4.4. Understanding Consciousness and solution to issues within Human Mind

Module 5: Engineering, Technology and Architecture

- 5.1. Pre-Harappan and Sindhu Valley Civilization
- 5.2. Laboratory and Apparatus, Juices, Dyes
- 5.3. Paints and Cements
- 5.4. Glass and Pottery

Module 6: Regulations of Financial Institutions

- 6.1 Overview of Financial Regulation Bodies
- 6.2 Regulatory Compliance in Banking
- 6.3 Regulatory Compliance in Insurance
- 6.4 Consumer Protection Laws and Regulations
- 6.5 Anti-Money Laundering (AML) Regulations

Recommended Readings:

1. Computer Fundamentals: P. K. Sinha, BPB Publications.
2. Introduction to Computers: Alexis Leon, Vikas Publishing House Pvt Ltd.
3. Fundamentals of Computer: by Rajaraman and Neeharika.

Only latest available edition books are recommended.

Assessment Tools:

Assignment/Tutorials

Sessional tests

Surprise questions during live lectures

Term end examination

SEMESTER-II

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES
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04.5LMU200C00: BUSINESS STATISTICS

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	70
Duration of Examination: 3 Hrs		End Semester Examination	30

Course Outcomes: By the end of the course, a student will be able to:

04.5LMU200C00.1: Enhance the knowledge of statistics in business management;

04.5LMU200C00.2: Get familiarized with various statistical tools and the software;

04.5LMU200C00.3: Impart the practicality of statistics in order to suffice business objectives;

04.5LMU200C00.4: Develop analytical and logical thinking in various aspects of business.

PART-A

Unit I: Introduction

- 1.1 Definition, Nature, Scope and Objectives of Statistics
- 1.2 Implication of Statistics
- 1.3 Collection of data: Primary and secondary data
- 1.4 Classification: Geographical, chronological and quantitative classification
- 1.5 Tabulation: Parts of a table, Types of tables
- 1.6 Formation of Bivariate Table

Unit II: Statistical Data and Descriptive Statistics I

- 2.1 Presentation of data: Diagrams; One dimensional, two dimensional and Pie diagrams
- 2.2 Graphs: Histogram, Frequency curve, Frequency polygon and Ogive curves
- 2.3 Hands on Excel for Graph and Presentations
- 2.4 Measures of Central Tendency-Mean, Median (Including Percentile, Decile, Quartiles) and Mode
- 2.5 Mathematical averages including arithmetic mean, geometric mean and harmonic mean.
- 2.6 Properties and applications

Unit III: Descriptive Statistics II – Measure of Dispersion & Skewness

- 3.1 Range and Coefficient of Range
- 3.2 Quartile Deviation and Its Coefficient
- 3.3 Mean Deviations and Its Coefficient
- 3.4 Standard Deviation and Its Properties
- 3.5 Coefficient of Variations and its Concept, Symmetrical vs Asymmetrical Distribution
- 3.6 Skewness and Measure Skewness by Karl Pearson.

PART - B

UNIT IV: Correlation and Regression

- 4.1 Meaning of Correlation: simple, multiple and partial; linear and non-linear
- 4.2 Methods of Correlation: Scatter diagram, Pearson's co-efficient of correlation and Concept of R Square, Application on Excel and Data Analysis
- 4.3 Spearman Rank Correlation
- 4.4 Regression Analysis; Principle of least squares and regression lines
- 4.5 Regression equations and estimation

4.6 Properties of regression coefficients; Relationship between Correlation and Regression coefficients

Unit V: Index Numbers and Time Series

- 5.1 Meaning and uses of index numbers –n Construction of index numbers: fixed and chain base
- 5.2 Weighted vs Unweighted Price Index – Methods and Applications
- 5.3 Tests of adequacy of index numbers – Unit Test, Time Reversal Test and Factor Reversal Test
- 5.4 Time Series Data: Components of time series-Additive and multiplicative models (proof not required)
- 5.5 Trend analysis-Graphical method, Semi-average method and Moving average method
- 5.6 Fitting of trend line using principle of least squares(Linear Method)

Unit VI: Introduction to Probability and Bayes Theorem

- 6.1 Definitions of probability, sample space, and events.
- 6.2 The axioms of probability and basic properties.
- 6.3 Calculation of probabilities using classical, relative frequency, and subjective approaches
- 6.4 Definition and calculation of conditional probability
- 6.5 The concept of independence between events
- 6.6 Bayes' theorem and its applications.

Text Books / Reference Books:

1. Levin, Richard; David S. Rubin, Rastogi, and Siddiqui. "Statistics for Management". "Pearson Education".
2. Thukral J. K., "Business Statistics"; "Taxmann's Publications"
3. Sharma J. K., "Operations Research", "Macmillan India Ltd."
4. Sharma, Ishwar; Garg, Manju. "Statistical Analysis" "Mahavir Publications"

Only latest available editions of the books are recommended.

Instructions for paper setting: Seven questions are to be set in total. First question will be multiple choice covering entire syllabus and will be compulsory to attempt and will be of 18 marks. Three questions will be set from each Part A and Part B (one from each unit). Student needs to attempt two questions out of three from each part. Each question will be of 13 marks.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is: Objective Type Questions: 30%
Short/Long Questions: 70%

COS	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O4.5LMU200C00.1	1	1					3		2	
O4.5LMU200C00.2	1								3	2
O4.5LMU200C00.3	1	2	2	2		2	3	1	3	
O4.5LMU200C00.4	1	2	2	2		2	2	1		2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under section 3 of the UGC Act 1956)

04.5LMU201C00: DATABASE MANAGEMENT SYSTEM

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	70
Duration of Examination: 3 Hrs		End Semester Examination	30

Course Outcomes: By the end of the course, a student should be able to:

04.5LMU201C00.1: Have knowledge of DBMS, both in terms of use and implementation/design;

04.5LMU201C00.2: Get experience with SQL;

04.5LMU201C00.3: Work with increased proficiency of higher programming languages;

04.5LMU201C00.4: Gain experience with analysis and design of (DB) software;

04.5LMU201C00.5: Describe how to manage data for the use of managerial functions.

PART - A

Unit 1: Introduction to Database Systems

- 1.1 Data versus information
- 1.2 Database
- 1.3 DBMS: Components, Advantages, Limitations
- 1.4 File-oriented system versus database system
- 1.5 Data Dictionary

Unit 2: Database Design and Languages

- 2.1 Schemas, sub schemas and instances
- 2.2 Roles and responsibilities of database administrator
- 2.3 Database architecture
- 2.4 Data Definition Language
- 2.5 Data Manipulation Language
- 2.6 4-GL: Fourth Generation Language

Unit 3: Data Model

- 3.1 Data model concepts
- 3.2 Types of Data Model: Record, Object and Physical Model
- 3.3 Record Base: Hierarchical, Network and Relational

PART - B

Unit 4: ER Model

- 4.1 Introduction and Concepts
- 4.2 Types of Attributes
- 4.3 Types of Entity
- 4.4 Relationship Sets and Mapping Constraints
- 4.5 Keys
- 4.6 ER Diagram

Unit 5: Data Warehouse and Data Mining

- 5.1 Difference between database and data warehouse
- 5.2 Characteristics of data warehouse
- 5.3 Advantages and Limitations
- 5.4 Knowledge Discovery Process and Data mining
- 5.5 Goals and Elements of Data Mining
- 5.6 Applications of Data Mining

5.7 Advantages, Disadvantages and Scope of Improvement

Unit 6: Database Security and Recovery

- 6.1 Security Violations
- 6.2 Views and Granting of Privileges
- 6.3 Audit Trails
- 6.4 Backup and recovery techniques

Recommended Books:

1. Elmasri, Shamkant B. Navathe, "Data Base System Concepts", McGraw Hill New Delhi.
2. Korth, "Data Base Management System", New Delhi.
3. Dr. Satinder Bal Gupta, "Introduction to Database Management System", University of Science Press, New Delhi.

Only latest available editions of the books are recommended.

Instructions for paper setting: Seven questions are to be set in total. First question will be multiple choice covering entire syllabus and will be compulsory to attempt and will be of 18 marks. Three questions will be set from each Part A and Part B (one from each unit). Student needs to attempt two questions out of three from each part. Each question will be of 13 marks.

Evaluation Policy:

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Course Articulation Matrix

CO STATEMENT	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O4.5LMU201C00.1	1	1	1				1		1	
O4.5LMU201C00.2	1	1	1				1		1	
O4.5LMU201C00.3	2	2	2				2	1	3	
O4.5LMU201C00.4	2	2	2				2	1	2	1
O4.5LMU201C00.5	3	2	2				2	2	2	2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under section 3 of the UGC Act 1956)

04.5LMU203C01: ORGANIZATION BEHAVIOUR AND DEVELOPMENT

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	70
Duration of Examination: 3 Hrs		End Semester Examination	30

Course Outcomes: Students who successfully complete the course will be able to:

04.5LMU203C01.1: Understand use of a managerial framework for studying behaviour including cultural and workforce diversity and other significant forces in contemporary environment.

04.5LMU203C01.2: Demonstrate an understanding of the individual performance which is affected by individual differences in values, attitudes, levels of motivation and commitment.

04.5LMU203C01.3: Analyse group behaviour and identify effective methods for resolving intra-group and inter-group conflict to invoke organisational change and development.

04.5LMU203C01.4: Explain the importance of good leadership in organisations and approaches to leadership in organisations.

PART – A

Unit 1: Overview of Organizational Behaviour

- 1.1 Introduction to OB, Nature and Scope, Need for OB
- 1.2 Elements of OB
- 1.3 Contributing Disciplines to OB
- 1.4 Challenges and opportunities in OB
- 1.5 Models of OB

Unit 2 The Individual

- 2.1 Individual behaviour (Causes, Factor effecting individual Behaviour)
- 2.2 Attitude and Values (Features, types)
- 2.3 Personality (Determinants, Approaches, Types, theories)
- 2.4 Perception (Importance, Process, Factors affecting, Perceptual disorders)

Unit 3: Motivation and Stress Management

- 3.1 Motivation in the workplace (Types, Theories- Theory X,Y, Maslow's, ERG, Herzberg)
- 3.2 Work related stress (Types, Causes, symptoms, consequences of stress)
- 3.3 Stress management
- 3.4 learning in organizations (Components of learning process)

PART – B

Unit 4: Group Theory

- 4.1 Foundation of group behaviour (Types of groups, Characteristics, Stages of group formation, Group Dynamics, Group Behaviour)
- 4.2 Foundation of team dynamics (Types, Team formation, team work)
- 4.3 Communication in organizations (Process, Types, forms, barriers)

Unit 5: Power, Conflict and Leadership

- 5.1 Power and influence in the workplace (Sources of power, types and Managing organizational politics)
- 5.2 Conflict (Types of conflicts, Conflict Management)
- 5.3 Negotiation in the workplace (Negotiation process)
- 5.4 Leadership in organizational settings (Styles, functions, theories- Trait, behavioural, situational)

Unit 6: The Organization System

- 6.1 Organization change (Types of change, managing resistance to change)
- 6.2 Organization structure (Elements, Types, Departmentation)
- 6.3 Organization culture

Text Books / Reference Books:

1. Elkin, G., Jackson, B., and Inkson, K, Organisational Behaviour in New Zealand, Auckland: Pearson Education.
2. Luthans, F., Organizational Behavior, N.Y.: McGraw-Hill/Irwin.
3. Wood, J., Zeffane, R. M., Fromhotz, M., and Fitzgerald, J., . Organisational Behaviour: Core Concepts and Applications. Milton: John Wiley and Sons.
4. Robbins S P, Organizational Behavior, Pearson Education.

Only latest available editions of the books are recommended

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
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 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PS 0 1	PS 0 2	PS 0 3
O4.5LMU203C01.1			2			3		1		2
O4.5LMU203C01.2		1			2				2	
O4.5LMU203C01.3	1					2		1		
O4.5LMU203C01.4		2		3	1		3		3	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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04.5LMU202C01: COMPANY ACCOUNTS

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	70
Duration of Examination: 3 Hrs		End Semester Examination	30

Course Outcomes: By the end of this course, a student should be able to:

04.5LMU202C01.1: Develop a conceptual understanding of the fundamentals of Corporate Accounts;

04.5LMU202C01.2: Understand and apply the techniques of valuation of assets and shares;

04.5LMU202C01.3: Develop critical thinking and problem-solving skills relating to financial decisions.

04.5LMU202C01.4: Prepare annual reports for companies and analyze the voluntary and mandatory information contained in them.

PART-A

UNIT 1: Introduction to the Company

- 1.1 Meaning and Forms of Company
- 1.2 Types of Companies
- 1.3 Formation of Company
- 1.4 Prospectus
- 1.5 Memorandum of Association
- 1.6 Articles of Association

UNIT 2: Issue of Shares and Debentures

- 2.1 Meaning and Types of Shares
- 2.2 Issue of shares at Par, Premium, and discount
- 2.3 Meaning and Types of Debentures
- 2.4 Provisions Relating to the Issues of Debentures
- 2.5 Methods of Redemption of Shares and Debentures
- 2.6 Book-building

UNIT 3: Issue of Bonus Shares & Buyback of Shares

- 3.1 Sources and Guidelines for the issue of Bonus Shares
- 3.2 Accounting treatment for the issue of bonus shares
- 3.3 Meaning, Legal provisions for buyback of shares
- 3.4 Redemption of Preference Shares
- 3.5 Accounting treatment for the redemption of Preference shares

PART-B

UNIT 4: Valuation of Intangible Assets and Shares

- 4.1 Valuation of Goodwill: Factors Influencing Goodwill Valuation of Shares
- 4.2 Methods of Valuation of Goodwill: Average Profit Method, Capitalization of Average Profit Method, Super Profit Method, Capitalization of Super Profit Method - Problems.
- 4.3 Methods of Valuation of Shares: Intrinsic Value Method, Yield Method, and Earning Capacity Method
- 4.4 Intellectual Property Rights (IPR) - Theory

- 4.5 Profit Prior to Incorporation: calculation of sales ratio, time ratio, weighted ratio, treatment of capital and revenue expenditure
- 4.6 Ascertainment of pre-incorporation and post-incorporation profits

UNIT 5: Amalgamation of Companies and Internal Reconstruction

- 5.1 Types of amalgamation: merger, absorption, consolidation
- 5.2 Rationale and motives for amalgamation and internal reconstruction
- 5.3 Accounting for Amalgamation of Companies (excluding inter-company holdings)
- 5.4 Accounting for Different Forms of Internal Reconstruction (excluding drafting of Internal Reconstruction Scheme)
- 5.5 Consolidation of financial statements

UNIT 6: Corporate Financial Reporting

- 6.1 Meaning, need, and objectives
- 6.2 Constituents of Annual Report and How it is Different from Financial Statements
- 6.3 Contents of the report of the Board of Directors; XBRL Reporting.
- 6.4 Segment Reporting as per AS - 17
- 6.5 Sustainability Reporting, Triple Bottom Line Reporting, CSR Reporting.

Text Books / Reference Books:

1. R.L. Gupta, Advanced Accounting Vol. II, S. Chand and Sons, New Delhi.
2. T.S. Grewal and M.C. Shukla, Advanced Accounting, Kalyani Publishers, New Delhi.
3. S.P. Jain and K.L. Narang, Advanced Accounting, Kalyani Publishers, New Delhi.
4. S. N. Maheshwari, Advanced Accounting, Vikas Publications.
5. J. R Monga & R. Bahadur, Fundamentals of Corporate Accounting, New Delhi: Scholar Tech Press

Only latest available editions of the books are recommended.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
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Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
04.5LMU202C01.1	1	1					3	1	2	
04.5LMU202C01.2	1	2	1	1	1	1	3	1		2
04.5LMU202C01.3	1	2	2			2		1	3	
04.5LMU202C01.4	2	2	2	2	2	2	3	1	2	3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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O4.5LMU204C01: BUSINESS LAWS

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	70
Duration of Examination: 3 Hrs		End Semester Examination	30

Course Outcomes: By the end of this course, students should be able to:

O4.5LMU204C01.1: Understand the fundamental principles of business law and their application in various business scenarios.

O4.5LMU204C01.2: Analyze legal issues related to company formation, operations, and dissolution.

O4.5LMU204C01.3: Evaluate the legal aspects of contracts, sales, and negotiable instruments in business transactions.

O4.5LMU204C01.4: Apply legal knowledge to solve business-related legal problems and make informed decisions.

PART - A

Unit 1: Introduction to Business Law

- 1.1 Nature and sources of business law
- 1.2 Legal environment of business
- 1.3 Classification of laws: substantive law and procedural law
- 1.4 Role and functions of judiciary in business law
- 1.5 Legal rights and duties of businesses

Unit 2: Company Law

- 2.1 Characteristics and types of companies
- 2.2 Formation of a company: steps and legal requirements
- 2.3 Memorandum of Association and Articles of Association
- 2.4 Share capital: types of shares and share allotment
- 2.5 Corporate governance and management

Unit 3: Contract Law

- 3.1 Essentials of a valid contract
- 3.2 Offer, acceptance, and consideration
- 3.3 Capacity to contract and free consent
- 3.4 Void and voidable contracts
- 3.5 Discharge of contracts and remedies for breach

PART - B

Unit 4: Sale of Goods and Consumer Protection

- 4.1 Contract of sale: formation and terms
- 4.2 Conditions and warranties
- 4.3 Transfer of ownership and delivery of goods
- 4.4 Consumer rights and consumer protection laws
- 4.5 Redressal mechanisms for consumer grievances

Unit 5: Negotiable Instruments

- 5.1 Characteristics and types of negotiable instruments
- 5.2 Negotiation and endorsement
- 5.3 Dishonour of negotiable instruments
- 5.4 Liability of parties and discharge from liability
- 5.5 Recent amendments in the Negotiable Instruments Act

Unit 6: Emerging Trends in Business Law

- 6.1 E-commerce and digital contracts
- 6.2 Intellectual property rights in the business context
- 6.3 Competition law and its impact on businesses
- 6.4 Corporate social responsibility and legal compliance
- 6.5 International business law and cross-border transactions

Text Books / Reference Books:

1. Kapoor, N.D. (Latest Edition). Elements of Mercantile Law. Sultan Chand & Sons.
2. Singh, Avtar. (Latest Edition). Company Law. Eastern Book Company.
3. M.C. Kuchhal, Business Law, Vikas Publishing House
4. N.D. Kapoor, Business Law, Sultan Chand & Sons

Only latest available editions of the books are recommended.

Instructions for paper setting: Seven questions are to be set in total. First question will be multiple choice covering entire syllabus and will be compulsory to attempt and will be of 18 marks. Three questions will be set from each Part A and Part B (one from each unit). Student needs to attempt two questions out of three from each part. Each question will be of 13 marks.

Evaluation Policy:

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Objective Type Questions: 30%
Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PS O 1	PS O 2	PS O 3
04.5LMU204C01.1			2			3		1		2
04.5LMU204C01.2		1			2				2	
04.5LMU204C01.3	1					2		1		
04.5LMU204C01.4		2		3	1		3		3	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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04.5LMU205C04: Environmental Studies

Periods/week	Credits	Max. Marks	100
	4	Continuous Evaluation	70
Duration of Examination: 3 Hrs		End Semester Examination	30

Course Outcomes: Students who successfully complete the course will be able to:

04.5LMU205C04.1: The students will be able to understand the significance of equitable use of natural resources and will be able to utilize the knowledge of biodiversity conservation and protection of environment;

04.5LMU205C04.2: The students will learn about atmospheric pollution and global issues related to environment like natural disasters and will be able to understand the different acts for pollution control;

04.5LMU205C04.3: The students will be able to develop an understanding to major health issues of women and children will gain knowledge of Mortality and Mortality rate;

04.5LMU205C04.4: The students will have the knowledge of different ecosystems and energy flow in ecosystem;

04.5LMU205C04.5: The students will gain knowledge of disaster management.

PART- A

Unit 1: Multidisciplinary Nature of Environmental Studies

- 1.1 Definition, scope and importance.
- 1.2 Need for Public awareness.

Unit 2: Natural Resources -Renewable and non-renewable resources:

- 2.1. Natural resources and associated problems.
- 2.2. Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people.
- 2.3. Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
- 2.4. Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
- 2.5. Food resources: World food problems, changes caused by agriculture and over-grazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
- 2.6. Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, Case studies.
- 2.7. Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.
- 2.8. Role of an individual in conservation of natural resources. Equitable use of resources for sustainable lifestyles.

Unit 3: Ecosystems

- 3.1. Concept of an ecosystem, Structure and function of an ecosystem
- 3.2. Producers, consumers and decomposers, Energy flow in the ecosystem
- 3.3. Ecological succession
- 3.4. Food chains, food webs and ecological pyramids

- 3.5. Introduction, types, characteristic features, structure and function of the following eco-system:
- 3.6. Forest ecosystem, Grassland ecosystem, Desert ecosystem, Aquatic ecosystems (ponds, streams, 5.7 Lakes, rivers, oceans, estuaries).

Unit 4: Biodiversity and its Conservation

- 4.1. Introduction – Definition: Genetic, species and ecosystem diversity
- 4.2. Biogeographical classification of India,
- 4.3. Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values
- 4.4. Biodiversity at global, National and local levels
- 4.5. India as a mega-diversity nation, Hot-spots of biodiversity
- 4.6. Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts, Endangered an endemic species of India
- 4.7. Conservation of biodiversity: In- situ and Ex-situ conservation of biodiversity.

PART-B

Unit 5: Environmental Pollution

- 5.1. Definition, causes, effects and control, measures of Air pollution, Water pollution, Soil pollution,
- 5.2. Marine pollution, Noise pollution, Thermal Pollution
- 5.3. Nuclear hazards
- 5.4. Solid waste management: Causes effects and control measures of urban and industrial wastes.
- 5.5. Role of an individual in prevention of pollution.
- 5.6. Pollution case studies.
- 5.7. Disaster management: Floods, earthquake, cyclone and landslides.

Unit 6: Social Issues and the Environment

- 6.1. From unsustainable to sustainable development, Urban problems related to energy, Water
- 6.2. conservation, rain water harvesting, watershed management
- 6.3. Resettlement and rehabilitation of people; its problems and concerns, Case Studies.
- 6.4. Environmental ethics: Issues and possible solutions.
- 6.5. Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust, Case studies.
- 6.6. Wasteland reclamation.
- 6.7. Consumerism and waste products.
- 6.8. Environment Protection Act. Air (Prevention and Control of Pollution) Act. Water (Prevention and Control of Pollution) Act. Wildlife Protection Act. Forest Conservation Act.
- 6.9. Issues involved in enforcement of environmental legislation, Public awareness.

Unit 7: Human Population and the Environment

- 7.1. Population growth, variation among nations
- 7.2. Population explosion – Family Welfare Programme
- 7.3. Environment and human health. Human Rights
- 7.4. Value Education. HIV/ AIDS, Woman and Child Welfare
- 7.5. Role of Information Technology in Environment and human health, Case Studies.

Unit 8: Chemistry for peaceful purposes

- 8.1. The duality of chemistry: Chemistry for peaceful purposes versus Chemical Weapons
- 8.2. Dual – use nature of toxic and precursor chemicals
- 8.3. Weapons of mass destructions, disarmament

Unit 9: Field work*

- 9.1. Visit to a local area to document environmental assets river/ Forest/grassland/hill/mountain
- 9.2. Visit to a local polluted site-Urban/Rural/Industrial/Agricultural
- 9.3. Study of common plants, insects, birds
- 9.4. Study of simple ecosystems-pond, river, hill slopes, etc.

Text Books / Reference Books:

1. Sarita Sachdeva, Text book of Environmental Studies, Manav Rachna Publishing House Pvt. Ltd.
2. Erach Bharucha, Textbook of Environmental Studies for Undergraduate Courses, University Grants Commission Publication.
3. R. Rajagopalan Environmental Studies, Oxford University Press.
4. A K De, Environmental Chemistry, Wiley Eastern Ltd.

Only latest available editions of the books are recommended

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Course Articulation Matrix

COS	PO	PSO	PSO	PSO						
	1	2	3	4	5	6	7	1	2	3
04.5LMU205C04.1	1	1					3		2	
04.5LMU205C04.2	1								3	2
04.5LMU205C04.3	1	2	2	2		2	3	1	3	
04.5LMU205C04.4	1	2	2	2		2	2	1		2

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under section 3 of the UGC Act 1956)

04.5LMU200E03: BUSINESS CONTENT WRITING

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	70
Duration of Examination: 3 Hrs		End Semester Examination	30

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

04.5LMU200E03.1: Understand the impact of the business objectives and promotional messages

04.5LMU200E03.2: To Adopt tested techniques for effective content writing

04.5LMU200E03.3: To understand the impact of mass media promotion

04.5LMU200E03.4: To differentiate content development for different media purposes

PART – A

Unit 1: Introduction to Content Writing

- 1.1 What is Content Writing? Essentials of Content Writing
- 1.2 Role and Functions of Content Writers
- 1.3 Breaking the Ice and Building the Blocks
- 1.4 Content Writing Life Cycle, Process of Information Collection
- 1.5 Need and Scope of Content Writing

Unit 2: Types of Content Writing and Ideology

- 2.1 Types-Web Content, Technical, Creative, Research, Scientific, Travel, Media etc.
- 2.2 Portraying Business Objectives through Content
- 2.3 Branding and its impact on writing and Content Requirement

Unit 3: Tools of content writing

- 2.1 Plagiarism laws in Content Writing
- 2.2 What is plagiarism, rules on plagiarism
- 2.3 How to write plagiarism-free copies
- 2.4 Use of Grammarly

PART- B

Unit 4: SEO Content Writing

- 4.1 Introduction to Common Terms for SEO Based Writing
- 4.2 Searching Relevant Keywords with Google Ad Words Tool
- 4.3 Incorporating Keywords in Content and Writing SEO Optimized Content
- 4.4 Selecting a Topic and Outline -Undertaking related Research -Writing Headlines –
- 4.5 Blog Draft-Witing- Rewriting/Editing the Blog Post- Optimizing the Blog Post

Unit 5: PR Writing and Social Media

- 5.1 Introduction to Public Relations -Importance of Writing for Public Relations - Writing Media Briefs - Writing Press Notes /Press Releases - Writing Content for Media, newsletters – focus on language, jargon, writing style, target audience, formal and informal language
- 5.2 Introduction to Social Media Posts -Writing for Facebook Posts, forWhatsApp, Twitter, Instagram and LinkedIn Pages,
- 5.3 Infographics- Importance and relevance, Images, Videos, Memes, GIFs, 30 degree videos

Unit 6: Content Marketing and Project work

- 6.1 Introduction to Content Marketing Online and its Promotion
- 6.2 Project Work and its real-life application
- 6.3 Interactive Content- Quizzes, Polls, Interactive white papers

Text Books / Reference Books:

1. VaibhavKakkar,Word Castle-BUILDING A CONTENT MARKETING COMPANY, Kindle edition, Amazon Asia-Pacific Holdings Private Limited
2. Rory Sutherland, Alchemy: The Dark Art and Curious Science of Creating Magic in Brands, Business, and Life by Rory Sutherland, William Morrow, 2021
3. Chris Carter , Become a Content Brand: Build a Team, Own Your Audience, & Create Video Your Customers Will Love, INFINITE BOOKS
4. Cal Newport , by Digital Minimalism: Choosing a Focused Life in a Noisy World by Cal Newport, Penguin Books Ltd
5. Randy Frisch , F#ck Content Marketing: Focus on Content Experience to Drive Demand, Revenue & Relationships , GIFTOPATHY

Only latest available editions of the books are recommended

Instructions for paper setting: Seven questions are to be set in total. First question will be multiple choice covering entire syllabus and will be compulsory to attempt and will be of 18 marks. Three questions will be set from each Part A and Part B (one from each unit). Student needs to attempt two questions out of three from each part. Each question will be of 13 marks.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is: Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	1 PSO	2 PSO	3 PSO
O4.5LMU200E03.1	3	2	3			1	2	2		
O4.5LMU200E03.2	1		3	2	2				2	
O4.5LMU200E03.3	1			2			1			3
O4.5LMU200E03.4		2	3	1	1		3			3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under section 3 of the UGC Act 1956)

04.5LMU201E03: EXCEL FOR DECISION MAKING

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	70
Duration of Examination: 3 Hrs		End Semester Examination	30

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

04.5LMU201E03.1: Apply fundamental Excel functions and formulas.

04.5LMU201E03.2: Utilize advanced Excel techniques and visualization.

04.5LMU201E03.3: Automate repetitive tasks and create efficient workflows using Excel macros and VBA.

04.5LMU201E03.4: Collaborate effectively and integrate data from various sources.

PART – A

Unit 1: Basics of Microsoft Excel

- 1.1 Introduction to Microsoft Excel
- 1.2 Understanding the Excel Interface
- 1.3 Data Entry and Formatting
- 1.4 Basic Formulas and Functions
- 1.5 Cell Referencing
- 1.6 Working with Rows, Columns, and Cells
- 1.7 Data Validation and Sorting

Unit 2: Advanced Functions in Excel

- 2.1 Advanced Formulas: IF, VLOOKUP, HLOOKUP, INDEX, MATCH etc.
- 2.2 Conditional Formatting
- 2.3 Data Filtering and Advanced Sorting
- 2.4 PivotTables and Pivot Charts
- 2.5 Data Tables and What-If Analysis
- 2.6 Statistical Functions: COUNT, COUNTIF, SUMIF, AVERAGEIF etc.
- 2.7 Error Handling and Troubleshooting in Excel: Debugging #DIV/0! , #VALUE!, and #REF!

Unit 3: Dashboards in Excel

- 3.1 Creating Charts
- 3.2 Customizing Charts and Graphs
- 3.3 Sparklines and Data Bars
- 3.4 Introduction to Dashboards
- 3.5 Designing Interactive Dashboards
- 3.6 Dynamic Charts and Linked Data

PART-B

Unit 4: Advanced Data Analysis Techniques

- 4.1 Advanced PivotTable Techniques
- 4.2 Power Query and Data Cleaning
- 4.3 What-If Analysis using Scenario Manager
- 4.4 Solver Tool for Optimization Problems
- 4.5 Data Analysis with Excel's Regression Tool
- 4.6 Introduction to Monte Carlo Simulation

4.7 Using Excel for Forecasting and Trend Analysis

Unit 5: Automation and Macros

- 5.1 Introduction to Macros and VBA (Visual Basic for Applications)
- 5.2 Working with Macro Security
- 5.3 Creating Custom Functions with VBA
- 5.4 Automating Routine Tasks

Unit 6: Collaboration and Data Integration

- 6.1 Data Import and Export Techniques
- 6.2 Linking and Embedding Data from External Sources
- 6.3 Working with Multiple Worksheets and Workbooks
- 6.4 Protecting Data and Workbook Structure
- 6.5 Integration with Applications (Word, PowerPoint, ChatGPT)

Text Books / Reference Books:

1. 'Michael Alexander and Richard Kusleika', Excel 2019 Bible, Wiley publication.
2. 'Michael Alexander and John Walkenbach', Excel Dashboards and Reports, Wiley publication.
3. 'Michael Alexander, Harvey, and Geiselbrecht', Excel Power Pivot and Power Query for Dummies, Wiley publication
4. 'Michael Alexander and John Walkenbach', Excel VBA Programming for Dummies, For Dummies publication
5. 'DR. K. ARUNACHALAM, Dr R. VARALAKSHMI', Microsoft Excel and access for beginners, Sakthi publication
6. Lokesh Lalwani', Excel 2019 All-In-One: Master the new features of Excel 2019, BPB

Only latest available edition books are recommended.

Instructions for paper setting: Seven questions are to be set in total. First question will be multiple choice covering entire syllabus and will be compulsory to attempt and will be of 18 marks. Three questions will be set from each Part A and Part B (one from each unit). Student needs to attempt two questions out of three from each part. Each question will be of 13 marks.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O4.5LMU201E02.1	1		2			3		1		
O4.5LMU201E02.2		1		3		2			2	
O4.5LMU201E02.3		2			2		3			3
O4.5LMU201E02.4	2	2			2		3	1	2	2

SEMESTER-III

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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05.0LMU100C00: OPERATIONS MANAGEMENT

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	70
Duration of Examination: 3 Hrs		End Semester Examination	30

Course Outcomes: By the end of this course, a student should be able to:

05.0LMU100C00.1: Understand how the operations have strategic importance and provide competitive advantage.

05.0LMU100C00.2: Examine the types of transformation processes occurring within operations.

5.0LMU100C00.3: Evaluate techniques used in operations management for decision-making.

5.0LMU100C00.4: Understand relationship between operations and other business functions.

PART-A

Unit 1 – Introduction to Operations Management and Linear Programming

- 1.1 Introduction to Operations Management
- 1.2 Introduction to Linear Programming: Meaning, assumptions, advantages, scope, and its Limitations
- 1.3 Types of Fields/Verticals in Operations Managed
- 1.4 Formulation of Linear Programming Problems
- 1.5 Graphical Method of Solving Linear Programming Problem
- 1.6 LPP Graphical Cases – Multiple Optimal, Unbounded, Infeasible and Redundant Constraints

Unit 2 – Transportation Model

- 2.1 Transportation Problems and Their Formulation
- 2.2 Minimization Case of Transportation – LCM, VAM and NWCR
- 2.3 Unbalanced Problems, and Multiple Optimal Solutions
- 2.4 Maximization Case in Transportation
- 2.5 Optimal Solution of Transportation – Concept
- 2.6 Modified Distribution Method(MODI Method)

Unit 3 – Assignment Model

- 3.1 Concept of Assignment Problem – Hungarian Method
- 3.2 Minimization Cases
- 3.3 Unbalanced Assignment Problem, Multiple Optimal Assignment Problem
- 3.4 Maximization Cases
- 3.5 Travelling Salesman Case (Infinity Problem)

PART-B

Unit 4 – Game and Queuing Theories

- 4.1 Game Theory: Concept of Game and Principles
- 4.2 Pure Strategy(Saddle Point) and Mixed Strategy Games(Dominance Strategy)
- 4.3 Two Person Zero Sum Game
- 4.4 Queuing Theory: Concept, Assumptions and Applications
- 4.5 Single Server Model
- 4.6 Application of Queuing Theory – Real Life(Conceptual)

Unit 5 – Network Diagram – PERT/CPM Model

- 5.1 Concept of Network Diagram
- 5.2 Nodes and Activities – Types
- 5.3 Concept of CPM and PERT
- 5.4 Network Construction, Calculating EST, EFT, LST, LFT and Floats
- 5.5 Application of PERT/CPM – Critical Path Methods

Unit 6 – Decision Theory

- 6.2 Decision Theory: Decision Making Under Uncertainty and Risk
- 6.2 Construction of Payoff table and Matrix
- 6.3 Application of Decision Making – EMV, EOL, Maximin, Minimax, Minimin and Laplace
- 6.4 Inventory Management Concept – Economic Order Quantity
- 6.5 Application of EOQ
- 6.6 Discounting Model in EOQ

Text Books / Reference Books:

- 1. Krajewski and Srivastava, Operations Management, Pearson Education India.
- 2. Mahadevan, B. Operations Management: Theory and Practice, Pearson Education India.
- 3. Sharma, J.K, Operations Research: Theory and Applications, Laxmi Publications.
- 4. P. Gaither and G. Frazier, Operations Management, Cengage Learning India

Only latest available editions of the books are recommended.

Guidelines for the End Semester Question Paper:

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
05.0LMU100C00.1	1		2			3		1		2
05.0LMU100C00.2		1		3	2				2	1
05.0LMU100C00.3	1		2			2	3	1	3	
05.0LMU100C00.4	1	2		3	1		3			3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES

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05.0LMU101C01: COST AND MANAGEMENT ACCOUNTING

Periods/week	Credits	Max. Marks	100
	4	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of this course, a student will be able to:

05.0LMU101C01.1: Identify different types of costs and principles of cost accounting.

05.0LMU101C01.2: Describe the role of cost accounting in business decision-making.

05.0LMU101C01.3: Apply management accounting methods to analyse and interpret financial data.

05.0LMU101C01.4: Evaluate the effectiveness of Cost and management accounting systems in providing relevant information for decision-making.

PART – A

Unit 1: Introduction to Cost Accounting

- 1.1 Meaning and Concept of Cost Accounting
- 1.2 Classification and Elements of Cost
- 1.3 Difference between Cost accounting and financial accounting
- 1.4 Limitations of Cost Accounting
- 1.5 Installation of a Costing system
- 1.6 Role of a Cost accountant in an organization

Unit 2: Material Cost Control

- 2.1 Concept of Material Cost and Material Management
- 2.2 Stock level: Maximum, Minimum, Average, Reorder
- 2.3 Economic Order Quantity
- 2.4 Perpetual and Periodic Inventory System
- 2.5 Methods of pricing of materials issues – FIFO, LIFO, Weighted average
- 2.6 ABC analysis, JIT, VED analysis

Unit 3: Labour and Overhead Cost Control

- 3.1 Concept of Labour and Overhead Cost
- 3.2 Time keeping vs. time Booking, Idle Time
- 3.3 Classification of Overheads
- 3.4 Allocation, Apportionment, and Absorption of Overhead
- 3.5 Under and over absorption of Overheads
- 3.6 Methods of Unit Costing

PART – B

Unit 4: Introduction to Management Accounting

- 4.1 Concept of Management Accounting
- 4.2 Objectives and Scope of Management Accounting
- 4.3 Functions of Management Accounting
- 4.4 Difference between Cost Accounting and Management Accounting
- 4.5 Role of Management Accounting in an Organisation
- 4.6 Techniques of Management Accounting

Unit 5: Budgeting and Marginal Costing

- 5.0 Concept, Objectives, and Essentials of Budgeting
- 5.1 Classification of Budgets
- 5.2 Problems: Cash Budget, Flexible Budget

- 5.3 Cost volume profit analysis
- 5.4 Break-even analysis: Numerical Problem
- 5.5 Costs for decision making

Unit 6: Standard Costing

- 6.1 Concept of standard Costing
- 6.2 Types of Standards
- 6.3 Process of Standard Costing
- 6.4 Standard Costing applications or advantages
- 6.5 Classification of Variance
- 6.6 Variance Analysis: Material, Labour, Overhead

Text Books / Reference Books:

1. B.M. Nigam and I.C. Jain, Cost Accounting: Principles and Practice. Prentice Hall of India, New Delhi.
2. M.N. Arora, Cost Accounting – Principles and Practice. Vikas Publishing House, New Delhi.
3. M. C. Shukla, T. S. Grewal and M. P. Gupta, Cost Accounting: Text and Problems. S. Chand, New Delhi.
4. S.N. Maheshwari and S. N. Mittal, Cost Accounting: Theory and Problems. Shri Mahabir Book Depot, New Delhi.
5. Charles T. Horngren and George Foster, Cost Accounting: A Managerial Emphasis, Pearson Publication

Only latest available edition books are recommended.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
05.0LMU101C01.1	1	2	2			3		1		2
05.0LMU101C01.2	1	1		3	2		3		2	1
05.0LMU101C01.3	1	2	2			2	3	1	3	
05.0LMU101C01.4	1	2		2	1		3	1	3	3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

05.0LMU102C01: Marketing Management

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of the course, the students should be able to:

05.0LMU102C01.1: Understand the conceptual framework of marketing and its applications in decision making.

05.0LMU102C01.2: Understand the dynamic nature of marketing environment.

05.0LMU102C01.3: Understand the distribution network and promotional aspects in marketing.

05.0LMU102C01.4: Understand the latest marketing approaches to develop a better orientation of marketplace.

PART-A

Unit 1: Introduction Marketing Management

- 1.1 Nature, scope, and importance of marketing
- 1.2 Marketing mix elements
- 1.3 Marketing Environment: Internal & External Environment
- 1.4 Market research: Introduction and Process

Unit 2: Consumer and Business Markets

- 2.1 Consumer behaviour; Introduction, Nature, Scope and Characteristics
- 2.2 Consumer behaviour process; Factors influencing consumer buying behaviour
- 2.3 Business buying behaviour: Introduction and Types
- 2.4 Process and Factors influencing business buying behaviour

Unit 3: Market Segmentation, Targeting and Positioning

- 3.1 Market segmentation
- 3.2 Market targeting
- 3.3 Market Positioning strategies
- 3.4 Product lifecycle (PLC); stages of PLC, marketing strategies at various stages of PLC

PART-B

Unit 4: Product and Pricing

- 4.1 New product development
- 4.2 Product line and product mix decisions
- 4.3 Pricing; objectives of pricing, factors influencing pricing of a product, pricing strategies
- 4.4 Branding, Packaging, and labeling

Unit 5: Distribution and Promotion

- 5.1 Channel of distribution; definition, types and role of distribution channel
- 5.2 Factors affecting choice of distribution channel
- 5.3 Wholesaling and retailing
- 5.4 Promotion mix; Advertising, personal selling, sales promotion, direct marketing and public relation

Unit 6: Recent Issues and Developments

- 6.0 Social marketing, sustainable marketing
- 6.1 Digital marketing, green marketing
- 6.2 Customer relationship management
- 6.3 Ethical issues in marketing

Text Books / Reference Books:

1. Philip Kotler, Keller Kevin Lane, Koshy Abraham and JhaMithileswar, Marketing Management: A South Asian Perspective, Pearson Education, New Delhi.
2. Etzel J Michael, Bruce J Walker and W. J. Stanton. Marketing. 13th edition. McGraw Hill, New York.
3. Jerome E McCarthy and William D. Perreault. Basic Marketing. Richard D. Irwin.
4. Dr. Amit Kumar, Dr. B. Jagdish Rao. Marketing Management. Sahitya Bhawan Publications

Only latest available editions of the books are recommended.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
05.0LMU102C01.1	1						2			2
05.0LMU102C01.2	1									2
05.0LMU102C01.3	1	2	2	3	3	3	3		3	2
05.0LMU102C01.4	1	2	2		3				3	2

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:

- 1 – Low**
- 2 – Medium**
- 3 – High**

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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05.0LMU103C01: HUMAN RESOURCE MANAGEMENT

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of this course, students should be able to:

05.0LMU103C01.1: Read and demonstrate the fundamental aspects of human resource management and understand its functions in contemporary organizations;

05.0LMU103C01.2: Apply and examine the contextual issues of various policies, practices and problem-solving techniques of human resource management;

05.0LMU103C01.3: Identify the challenges of right sizing, training need assessment, performance appraisal and develop scientific solutions for human resource development;

05.0LMU103C01.4: Evaluate, integrate and comprehend the wage system, employee issues and trends in human resource management and industrial relations.

PART-A

Unit 1: Human Resource Management

- 1.1 Introduction: Nature; scope, objectives and functions of HRM
- 1.2 HRM policies
- 1.3 HRM in globally competitive environment
- 1.4 Strategic human resource management

Unit 2: Acquisition of Human Resource

- 2.1 Human resource planning
- 2.2 Job analysis and job design
- 2.3 Recruitment and selection
- 2.4 Placement and induction, right sizing

Unit 3: Human Resource Development

- 3.1 Concept, scope and significance of HRD
- 3.2 Employee training: Training need assessment, training methods and evaluation, cross-cultural training
- 3.3 Executive development programmes
- 3.4 Career planning and development

PART-B

Unit 4: Performance Appraisal

- 4.1 Performance Appraisal: Process and importance
- 4.2 Methods of performance appraisal
- 4.3 Tools of performance appraisal
- 4.4 Setting SMART goals and performance expectations

Unit 5: Employee Issues

- 5.0 Wages and salary administration: Necessity and importance
- 5.1 Wage payment systems
- 5.2 Promoting a positive workplace culture
- 5.3 Employee engagement strategies

Unit 6: Industrial Relation

- 6.1 Industrial relations: Meaning, nature, scope, importance and functions
- 6.2 Trade unions
- 6.3 National trade unions

Reference Readings:

- 1. K Aswathappa, Human Resource and Personnel Management, Tata McGraw Hill, New Delhi
- 2. G Dessler and B Varkkey., Human Resource Management, Pearson Education, Delhi
- 3. C B Gupta, Human Resource Management, Sultan Chand & Sons, Delhi
- 4. Mamoria&Mamoria, Dynamics of Industrial Relations in India, Himalaya Publishing House

Only latest available editions of the books are recommended

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O5.0LMU103C01.1	1	1	1				1			1
O5.0LMU103C01.2	2	2	2				2		1	2
O5.0LMU103C01.3	2	2	2				2		3	
O5.0LMU103C01.4	2	2	2				2		3	3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:
1 – Low
2 – Medium
3 – High

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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05.0LMU104C01: INDIAN BUSINESS ENVIRONMENT

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Objectives: This course intends the students to: -

05.0LMU104C01.1: To understand different Business Environmental concepts and their scope

05.0LMU104C01.2: To know the different Industrial Policies and their impact on the Indian Business Environment

05.0LMU104C01.3: To analyze the monetary and fiscal policies in India and their impact on business.

05.0LMU104C01.4: To know the regulations and actions of corporate governance

PART A

Unit 1: Business Environment

- 1.1 Nature, scope, and objectives of Business
- 1.2 Business Environment -internal environment and external environment
- 1.3 PESTLE Environmental- Political environment, Economic environment, Social Environment, Technological environment, Ecological & Legal environment
- 1.4 Macro environment and Microenvironment

Unit 2: Economic Planning and Industrial Policy

- 2.1 Economic Planning impact on the business environment
- 2.2 Meaning and Objectives of Industrial Policies
- 2.3 Closed economy and open economy
- 2.4 Liberalization, Privatization, and Globalization
- 2.5 NITI AAYOG and its Objectives
- 2.6 Ease of doing business- FERA- FEMA- Competition Act.

Unit 3: Business Policy Formation

- 3.1 Business policy and corporate strategy: Policies, strategies, and tactics
- 3.2 Alternatives of Corporate Strategy
- 3.3 Variations in corporate strategy
- 3.4 Strategic choice and implementation

PART B

Unit 4: Monetary and Fiscal Policy

- 3.1 Monetary Policy and its Objectives
- 3.2 CRR and SLR-Money Supply, Instruments of money supply
- 3.3 Monetary Policy Measures
- 3.4 Fiscal Policy and its Objectives- Techniques of Fiscal Policy- Impact of Monetary and Fiscal Policy on Business Environment
- 3.5 Central and State Budget- finances of the central and state budgets.

Unit 5: Business and Social Environment

- 5.1 Business and Society- objectives- importance of Business
- 5.2 Professionalization of Business
- 5.3 Ethics in Business
- 5.4 Impact of cultural factors on business
- 5.5 Social Responsibility of Business
- 5.6 Social Audit Companies Act 2013, and CSR.

Unit 6: Corporate Governance

- 6.0 Corporate Governance- Meaning and Significance
- 6.1 Reasons for the Growing Demand for Corporate Governance
- 6.2 Importance of corporate governance- prerequisites
- 6.3 Regulatory and voluntary actions
- 6.4 Recommendations of the Birla Committee
- 6.5 Legal environment of corporate governance in India

Text Books / Reference Books:

1. Francis Cheruunilam, Business Environment, Himalaya Publishing House.
2. P K Ghosh, Business Environment, Sultan Chand and Sons.
3. K Aswathappa, Business Environment. Himalaya Publishing House.
4. Ruddar Datt and K P M Sundharam, Indian Economy, Sultan Chand.

Only latest available edition books are recommended.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
Objective Type Questions: 30%
Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O5.0LMU104C01.1	1						2			2
O5.0LMU104C01.2	1									2
O5.0LMU104C01.3	1	2	2	3	3	3	3		3	2
O5.0LMU104C01.4	1	2	2		3				3	2

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:
1 – Low
2 – Medium
3 – High

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under section 3 of the UGC Act 1956)

05.0SAHS100C09: Sports and Yoga

Periods/week	Credits	Max. Marks	100
	0	Continuous Evaluation	30
Duration of Examination: 1 Hrs		End Semester Examination	70

Course Type: Audit pass

Course Outcomes: The course will enable the student to-

CO1: Understand the importance of sound health and fitness principles as they relate to better health.

CO2: Participate in variety of physical and yogic activities aimed at stimulating their continued inquiry about Yoga, physical education, health and fitness.

Unit 1: Introduction to Physical Education, Wellness & Lifestyle (2 Lectures)

Meaning & definition of Physical Education, Aims & Objectives of Physical Education, changing trends in Physical Education, Meaning & Importance of Physical Fitness & Wellness, Components of Physical fitness, Health related fitness and wellness, Preventing Health Threats through Lifestyle Change, Concept of Positive Lifestyle.

Unit 2: Fundamentals of Anatomy & Physiology in Physical Education, Sports & Yoga(2+5 labs)

Define Anatomy, Physiology & Its Importance, Effect of exercise on the functioning of Various Body Systems (Circulatory System, Respiratory System, Neuro-Muscular System etc.), Meaning and Concept of Postures, Causes of Bad Posture, Advantages & disadvantages of weight training., Concept & advantages of Correct Posture, Common Postural Deformities–KnockKnee; FlatFoot; Round Shoulders; Lordosis, Kyphosis, BowLegs and Scoliosis, Corrective Measures for Postural Deformities.

Unit 3: Yoga & Lifestyle (1+6 labs)

Elements of Yoga, Introduction-Asanas, Pranayama, Meditation & Yogic Kriyas, Yoga for concentration & related Asanas, Relaxation Techniques for improving concentration -Yog-nidra, Asanas as preventive measures.

Unit 4: On the Ground(Sports Activities) 14 Hrs

Text Books / Reference Books:

1. Ajmer Singh and Rachhpal Singh Brar, 2019, Essentials of Physical Education, Kalyani Publishers.
2. B.K.S.Iyengar, 2015, Yoga for Sports, Westland publications.

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under section 3 of the UGC Act 1956)

05.0LMU100E03: INDIAN FINANCIAL SYSTEMS

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of this course, a student will be able to:

05.0LMU100E03.1: To understand the structure and components of the Indian financial system;

05.0LMU100E03.2: To analyze the functioning of financial markets and institutions in India.;

05.0LMU100E03.3: To evaluate the role of regulatory bodies in maintaining stability and efficiency in the financial system.

05.0LMU100E03.4: To discuss recent developments and emerging trends in the Indian financial sector.

PART-A

Unit 1: Introduction to Indian Financial System

- 1.1 Overview of financial system: Components and Functions, Structure, Importance
- 1.2 Recent Developments in the Indian Financial System
- 1.3 Financial Inclusion Initiatives
- 1.4 Role of Financial System in Economic Development
- 1.5 Regulatory authorities and their roles (RBI, PFRDA, SEBI, IRDAI, etc.)

Unit 2: Financial Markets: Indian Money Market and Capital Market

- 2.1 Financial Markets in India: Functions & Classification
- 2.2 Money market: Features, instruments, and participants
- 2.3 Capital market: Primary and secondary markets, features, and functions
- 2.4 Stock exchanges in India: NSE, BSE, regional stock exchanges
- 2.5 Commodity Market: Overview and Significance
- 2.6 Foreign Exchange Market: Structure and operations, Exchange Rate Regimes: Fixed, Floating, Managed Float

Unit 3: Financial Institutions in India

- 3.1 Financial Institutions in India: Role and Importance
- 3.2 Commercial banks: Functions, types, and role in the economy
- 3.3 Non-Banking Financial Companies (NBFCs): Types and functions
- 3.4 Development banks: Role and contribution to industrial development
- 3.5 Insurance companies: Types, products, and regulations
- 3.6 Pension funds: Overview and regulatory framework
- 3.7 Recent reforms and challenges faced by financial institutions

PART-B

Unit 4: Financial Instruments in India

- 4.1 Financial Instruments: Classification and features.
- 4.2 Money market instruments
- 4.3 Capital market instruments
- 4.4 Mutual funds: Structure, types, and operations

- 4.5 Derivative instruments: Futures, options, swaps
- 4.6 Commodity market instruments
- 4.7 Foreign exchange market instruments
- 4.8 Risk associated with financial instruments and risk management techniques

Unit 5: Financial Services

- 5.0 Overview of the financial services industry
- 5.1 Funds-based financial services
- 5.2 Fee-based financial services
- 5.3 Role of technology in financial services delivery
- 5.4 Recent trends and challenges in the financial services sector

Unit 6: Financial Inclusion and Financial Stability

- 6.1 Financial inclusion initiatives, their impact, and government schemes assessment
- 6.2 Financial stability and its indicators
- 6.3 Recent regulatory changes and their impact on the financial system
- 6.4 Compliance and governance practices in the financial sector
- 6.5 Ethics and professionalism in financial services

Text Books / Reference Books:

1. Bharti V Pathak, "The Indian Financial System", Dorling Kindersley.
2. Rama C Gopal, "Management Of Financial Services", Vikas Publishing House.
3. M Y Khan, "Indian Financial System", McGraw Hill Education.
4. H R Machiraju, "Indian Financial System", Vikas Publishing House

Only latest available editions of the books are recommended

Evaluation Policy:

The evaluation will include two types of assessments:

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 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
05.0LMU100E03.1	1	2			3	3		1		2
05.0LMU100E03.2	1	2	1		2		1		2	1
05.0LMU100E03.3	1		2	3		2	3	1		
05.0LMU100E03.4	1	2	1	3	3		3	1	2	3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under section 3 of the UGC Act 1956)

05.OLMU101E03: PRINCIPLES OF BANKING

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of the course, a student should be able to:

05.OLMU101E03.1: Analyze the strategic aspects of banking operations and their economic impact.

05.OLMU101E03.2: Evaluate the effectiveness of banking products, services, and risk management strategies.

05.OLMU101E03.3: Synthesize regulatory requirements and compliance practices in the banking sector.

05.OLMU101E03.4: Critically assess emerging trends and challenges in the banking industry.

PART-A

Unit 1: Introduction to Banking Operations

- 1.1 Introduction to Banking: Definition, Evolution, Functions and Objectives.
- 1.2 Indian Banking System: Features, Classification, Banking Vs. Branch Banking. Money Lenders, Nationalization of Commercial Banks and its Effects
- 1.3 Reserve Bank of India: Functions, Credit Control, Monetary Policy, Credit Creation
- 1.4 Regulatory framework for banks: Banking Regulation Act-provisions, SEBI

Unit 2: Banking Products and Services

- 2.1 Retail banking, Corporate banking, Investment banking
- 2.2 Management of Deposits Accounts: Classification, Types of Advances.
- 2.3 Payment systems and clearing mechanisms, Bank intermediation process, KYC Operation.
- 2.4 Electronic Funds Transfer- RTGS, NEFT and SWIFT, E-Banking

Unit 3: Banking Instruments and Lending Principles

- 3.1 Negotiable Instruments: Promissory note , Bill of Exchange, Cheque, Certificate of Deposit, Treasury Bills
- 3.2 Investment Management: Nature of Bank Investment, Liquidity and Profitability
- 3.3 Lending principles of Banks: Safety, Liquidity, Profitability
- 3.4 Principles of Sound lending , Priority sector lending - Basel Norms I, II & III-, Ombudsman Scheme 2021, Non-Performing Assets – SARFAESI Act.

PART-B

Unit 4: Banking Operations and Institutions

- 4.1 Co-operative banking in India - Functions and limitations.
- 4.2 Development banking
- 4.3 Non-banking Financial Companies: Types and Functions
- 4.4 Merchant banking: Pre and Post Issue Management, Underwriting

Unit 5: Risk Management and Investor Protection

- 5.0 Risk Management in Banking: Types of Risks, Credit Risk Assessment, Diversification of risks
- 5.1 Investor Protection, Banking Frauds and Consumer Protection Laws
- 5.2 Restrictions on Advances, Privatization of Banks, Narasimhan Committee Report
- 5.3 Banking Sector Reforms in India.
- 5.4 Role of Banks in Economic Development

Unit 6: Emerging Technology in Banking

- 6.1 Emerging Technology in Banking: Need and Importance
- 6.2 Fintech and Digital Disruption
- 6.3 Blockchain Technology in Banking
- 6.4 Artificial Intelligence in Banking Operations
- 6.5 Cybersecurity Challenges and Solutions
- 6.6 Future of Banking: Trends and Opportunities

Text Books / Reference Books:

1. A K Basu, Fundamentals of Banking-Theory and Practice, A. Mukherjee and Co., Calcutta.
2. R S Sayers, Modern Banking, Oxford University Press.
3. S G Panandikar and D M Mithani, Banking in India, Orient Longman.
4. Moorad Choudhry, "The Principles of Banking", Wiley Finance.

Only latest available editions of the books are recommended.

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Objective Type Questions: 30%
Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O5.0LMU101E03.1	1	2			3	3		1		2
O5.0LMU101E03.2	1	2	1		2		1		2	1
O5.0LMU101E03.3	1		2	3		2	3	1		
O5.0LMU101E03.4	2	2		2		2				

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under section 3 of the UGC Act 1956)

05.0LMU102E02: ENTREPRENEURSHIP DEVELOPMENT AND PRACTICES

Periods/week	Credits	Max. Marks	100
	4	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of this course, students should be able to:

05.0LMU102E02.1: Identify and assess entrepreneurial opportunities in various industries.

05.0LMU102E02.2: Develop and evaluate innovative business ideas using modern frameworks and tools.

05.0LMU102E02.3: Understand the importance of customer-centric approaches in building a successful venture.

05.0LMU102E02.4: Create effective business models and strategies for sustainable growth and competitiveness.

PART-A

Unit 1: Entrepreneurial Mindset and Self-Discovery

- 1.1 Understanding the entrepreneurial mindset
- 1.2 Role models and inspirations
- 1.3 Self-assessment for entrepreneurial traits
- 1.4 Developing an entrepreneurial CV
- 1.5 Crafting a personal action plan for entrepreneurial success

Unit 2: Idea Generation and Validation

- 2.1 Techniques for creative idea generation
- 2.2 Building and managing an idea bank
- 2.3 Evaluating ideas using the 5Q framework and decision matrix
- 2.4 Market feasibility and validation techniques
- 2.5 Intellectual property considerations for startups

Unit 3: Market Analysis and Customer Insights

- 3.1 Market segmentation and targeting strategies
- 3.2 Analyzing market trends and consumer behavior
- 3.3 Techniques for gathering and interpreting customer insights
- 3.4 Developing a unique value proposition
- 3.5 Competitive analysis and market positioning

Unit 4: Business Model Development

- 4.1 Introduction to business models and their components
- 4.2 Lean start-up methodology and the Business Model Canvas
- 4.3 Revenue models and pricing strategies
- 4.4 Financial forecasting and break-even analysis
- 4.5 Risk assessment and mitigation strategies

Unit 5: Startup Financing and Resource Management

- 5.1 Sources of start-up financing (bootstrapping, angel investors, venture capital)
- 5.2 Crafting a compelling pitch for investors
- 5.3 Budgeting and financial management for startups
- 5.4 Managing human resources and building effective teams
- 5.5 Legal and regulatory considerations for new ventures

Unit 6: Scaling and Growth Strategies

- 6.1 Growth hacking techniques for startups
- 6.2 Scaling operations and managing growth
- 6.3 Building strategic partnerships and alliances
- 6.4 Innovation and continuous improvement
- 6.5 Exit strategies and succession planning

Recommended Readings:

1. Blank, Steve and Bob Dorf. *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company.*
2. Ries, Eric. *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses.*
3. Osterwalder, Alexander, and Yves Pigneur. *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers.*

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Evaluation Policy:

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O5.0LMU102E02.1	1	1					3	1	2	
O5.0LMU102E02.2	1	2	1	1	1	1	3	1		2
O5.0LMU102E02.3	1	2	2			2		1	3	
O5.0LMU102E02.4	2	2	2	2	2	2	3	1	2	3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:
1 – Low
2 – Medium
3 – High

SEMESTER-IV

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under section 3 of the UGC Act 1956)

05.0LMU200C00: BUSINESS RESEARCH METHODS

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of the course, a student will be able to:

05.0LMU200C00.1: Understand the basic concepts of business research methods;

05.0LMU200C00.2: Collect, analyze, present and interpret data;

05.0LMU200C00.3: Identify the research problem;

05.0LMU200C00.4: Collect relevant literature and data for analysis.

PART - A

Unit 1: Introduction

- 1.1 Scope of research in business
- 1.2 Purpose of research
- 1.3 Components ,concepts, constructs, definition, variables ,proposition and hypothesis
- 1.4 Unit of Analysis-Individual ,organization ,groups and data series
- 1.5 Deductive and inductive theory
- 1.6 Types of research

Unit 2: Research Problem and Research Proposal

- 2.1 Problem identification process
- 2.2 Literature review
- 2.3 Types of variables
- 2.4 Meaning of research proposal
- 2.5 Types of research proposal
- 2.6 Ingredients of research proposal

Unit 3: Research Design, Data Collection and Scaling

- 2.1 Classification of research designs
- 2.2 Exploratory Research Design
- 2.3 Descriptive Research Design
- 2.4 Data Collection Methods
- 2.5 Type of Measurement Scale, Classification of Scale

PART – B

Unit 4: Questionnaire Designing and Sampling Considerations

- 4.1 Criteria for questionnaire designing
- 4.2 Questionnaire design procedure
- 4.3 Population and Sampling Concepts
- 4.4 Sampling design and Its Important
- 4.5 Types of Sampling
- 4.6 Determination of Sample size

Unit 5: Hypothesis Testing and Analysis of data

- 5.0 Role of hypothesis in research
- 5.1 Features of good hypothesis

- 5.2 Null hypothesis and alternate hypothesis
- 5.3 Steps in testing of Hypothesis
- 5.4 Statistical test used in research

Unit 6: Report Writing

- 6.1 Importance of report writing
- 6.2 Types of research report
- 6.3 Layout of research report
- 6.4 Steps in organization of research report
- 6.5 Guideline for effective report writing

Text Books / Reference Books:

- 1 C.R. Kothari, Research Methodology, Vishwa Prakashan
- 2 Deepak Chawla ,Neena Sondhi, Research Methodology , Vikas Publishing
- 3 J. K Thukral, Business Statistics. Taxmann’s Publications
- 4 Bordens, Kenneth S. & Abbott, Bruce B., Research and design methods : A process approach, McGraw Hill.

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COS	PO	PSO	PSO	PSO						
	1	2	3	4	5	6	7	1	2	3
05.0LMU200C00.1	1	2			3	3		1		2
05.0LMU200C00.2	1	2	1		2		1		2	1
05.0LMU200C00.3	1		2	3		2	3	1		
05.0LMU200C00.4	1	2	1	3	3		3	1	2	3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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05.0LMU201C00: FINANCIAL MANAGEMENT

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of the course, a student should be able to:

05.0LMU201C00.1: Describe the fundamental principles of financial management.

05.0LMU201C00.2: Apply basic research methods and interpret the application of financial management for decision making.

05.0LMU201C00.3: Analyse today's dynamic business environment with techniques of financial management.

05.0LMU201C00.4: Evaluate appropriate information from various sources to determine knowledge about decisions and its variables in financial management and implement it ethically.

PART-A

Unit 1: Introduction

- 1.1 Financial management: Concept, scope and objectives
- 1.2 Process of financial management
- 1.3 Capital Budgeting
- 1.4 Time value of money: Compounding and discounting

Unit 2: Capital Structure and Cost of Capital

- 2.1 Capital Structure: Concept
- 2.2 Theories of Capital Structure, Net Income approach, Net Operating Income approach, Modigliani-Miller approach
- 2.3 Cost of Capital: Concept and classification of Cost
- 2.4 Weighted average Cost of capital

Unit 3: Financing Decisions: Leverage

- 3.1 Concept of Leverage
- 3.2 Operating Leverage
- 3.3 Financial Leverage
- 3.4 Combined Leverage

PART-B

Unit 4: Capital Budgeting

- 4.1 Capital Budgeting: Concept
- 4.2 Process of capital budgeting
- 4.3 Techniques of capital budgeting

Unit 5: Management of Working Capital

- 5.0 Working Capital: Concept, nature and need
- 5.1 Classification of working capital

Unit 6: Dividend Decision

- 6.1 Dividend Decision: Concept and significance
- 6.2 Types of Dividend Policy
- 6.3 Forms of Dividend

Text Books / Reference Books:

- 1 M Y Khan and P K Jain, Financial Management, Tata McGraw Hill Education.
- 2 R P Rustagi, Financial Management: Theory, Concepts and Problems, Galgotia Publishing Company.
- 3 Shashi K Gupta and R K Sharma, Financial Management: Theory, Concepts and Problems, Kalyani Publishers.
- 4 James Van Horne, Financial Management & Policy.
- 5 Prasanna Chandra, Financial Management. Tata McGraw Hill.

Only latest available editions of the books are recommended.

Evaluation Policy:

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Objective Type Questions: 30%

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Course Articulation Matrix

COs	PO	PSO	PSO	PSO						
	1	2	3	4	5	6	7	1	2	3
O5.0LMU201C00.1	1	2		3		3		1	2	3
O5.0LMU201C00.2			2		2				1	2
O5.0LMU201C00.3			3			2		1	3	
O5.0LMU201C00.4	1	2		3	1		3	1		3

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Degree of Correlation:

- 1 Low**
- 2 Medium**
- 3 High**

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under section 3 of the UGC Act 1956)

05.0LMU202C01: CUSTOMER RELATIONSHIP MANAGEMENT

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of the course, a student will be able to:

05.0LMU202C01.1: Apply the concept of CRM and the benefits delivered by CRM.

05.0LMU202C01.2: Implement how CRM practices and technologies enhance the achievement of marketing.

05.0LMU202C01.3: Implement various technological tools for data mining.

05.0LMU202C01.4: Design customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the Organizations.

Part – A

Unit 1: Introduction to Customer Relationship Management

- 1.1 Definition and concepts of CRM
- 1.2 Components of CRM
- 1.3 The changing face of Marketing and Branding
- 1.4 Understanding the goal of CRM and Customer Touch Points
- 1.5 Needs and Benefits of CRM
- 1.6 Transaction vs. Relationship orientation
- 1.7 CRM as a part of Holistic Marketing

Unit 2: Managing Customer Relationship

- 2.1 Understanding Principles of Customer Relationship
- 2.2 Relationship Building Strategies
- 2.3 Building Customer Relationship Management by Customer Retention
- 2.4 Stages of Retention, Sequences in Retention Process,
- 2.5 Understanding Strategies to Prevent Defection and Recover Customers.
- 2.6 Market share vs. Share of customers, Life Time Value of Customers.

Unit 3: CRM Process

- 3.1 Introduction and Objectives of a CRM Process
- 3.2 The CRM cycle i.e. Assessment Phase, Planning Phase and The Executive Phase
- 3.3 4C's (Elements) of CRM Process
- 3.4 CRM Process for Marketing Organization
- 3.5 CRM Affiliation in Retailing Sector.
- 3.6 CRM Process in B2B Market

Part – B

Unit 4: Developing CRM Strategy

- 4.1 Role of CRM in business strategy
- 4.2 Understanding Service Quality
- 4.3 Technical, Functional, and dimensions of service quality
- 4.4 Managing Customer communications.
- 4.5 Marketing Communication
- 4.6 Integrated Marketing Communication

Unit 5: CRM Implementation: Issues and Challenges

- 5.1 Choosing the right CRM solution
- 5.2 Framework for Implementing CRM: A Step-by-Step Process
- 5.3 Five Phases of CRM Projects: Development Customizations
- 5.4 Beta Test and Data Import
- 5.5 Train and Retain
- 5.6 Roll out and System Hand-off
- 5.7 CRM Support

Unit 6: Future trends in CRM

- 6.1 Sales Force Automation
- 6.2 Lead and Knowledge Management
- 6.3 E-Commerce and Customer Relationships on the Internet
- 6.4 Future trends in CRM

Text Books / Reference Books:

1. Jagdish N Sheth, ParvatiyarAtul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, Tata McGraw Hill.
2. Judith W. Kincaid , Customer Relationship Management Getting it Right, Pearson Education
3. H.Peeru Mohamed , A Sagadevan, Customer Relationship Management, A Step by Step Approach, Vikas Publishing House
4. Peter Fader, Wharton, Customer Centricity – Focus on right customer for strategic advantage, Digital Press

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Objective Type Questions: 30%

Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
05.0LMU202C01.1	1	2		3		3		1	2	3
05.0LMU202C01.2			2		2				1	2
05.0LMU202C01.3			3			2		1	3	
05.0LMU202C01.4	1	2		3	1		3	1		3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:
1 – Low
2 – Medium
3 – High

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under section 3 of the UGC Act 1956)

05.0LMU203C01: RETAIL MANAGEMENT

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of this course, students should be able to:

05.0LMU203C01.1. Gain a deep understanding of retailing and the growth of organized retail in India.

05.0LMU203C01.2. Develop proficiency in various aspects of retail operations such as retail formats, consumer behavior studies.

05.0LMU203C01.3. Understand the basics of retail merchandising, displays, and franchising in retailing.

05.0LMU203C01.4. Explore emerging trends in online retailing, retail technology, ethical issues, and the future of retailing to adapt and thrive in a dynamic retail environment.

PART-A

Unit 1: Foundations of Retailing

- 1.1 Introduction to Retailing Scope and Importance of Retailing
- 1.2 Understanding Retail Consumers
- 1.3 Growth of Organized Retail in India
- 1.4 Retail Strategy

Unit 2: Retail Operations and Strategy

- 2.1 Retail Formats
- 2.2 Retail Store Location and Site Selection
- 2.3 Consumer Behavior Studies in Retail
- 2.4 Retail Store Planning, Design, and Layout
- 2.5 Retail Management Information Systems

Unit 3: Merchandising and Visual Display

- 3.1 Basics of Retail Merchandising
- 3.2 Markups and Markdowns in Merchandise Management
- 3.3 Visual Merchandising and Displays
- 3.4 Franchising in Retailing

PART-B

Unit 4: Marketing and Customer Experience

- 4.1 Retail Marketing and Advertising
- 4.2 Role of Personnel Selling in Retailing
- 4.3 Retail Store Operations
- 4.4 Servicing Retail Customers
- 4.5 Supply Chain Management in Retailing

Unit 5: Retail Analysis and Management

- 5.1 Retail Audit
- 5.2 Online Retailing
- 5.3 Retail Human Resource Management
- 5.4 Financial Aspects of Retail Management

Unit 6: Advanced Retail Concepts

- 6.0 Retail Technology and Automation
- 6.1 Customer Relationship Management in Retailing
- 6.2 Ethical Issues in Retailing
- 6.3 Future of Retailing
- 6.4 Global Scenario of Retailing and Trends

Text Books / Reference Books:

1. Pradhan, Swapna; Retail Management; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; Oxford University Press, New Delhi
3. Berman, Barry & Evans, Joel R.; Retail Management – A strategic approach, Pearson Education/Prentice Hall of India; New Delhi
4. Levy, Michael & Weitz, Barton A.; Retailing Management, Tata McGraw Hill
5. Newman, Andrew J. & Cullen, Peter; Retailing – Environment and Operations, Thomson Asia Pvt. Ltd

Only latest available editions of the books are recommended.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
Objective Type Questions: 30%
Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
05.0LMU203C01.1	1		2		2		2		2	
05.0LMU203C01.2	1	2						2		3
05.0LMU203C01.3				3		3	3		2	
05.0LMU203C01.4	1	2	2		3			2		3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

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3 – High

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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05.OSBSS100C04: Universal Human Values

Periods/week	Credits	Max. Marks	100
	2	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Pre-Requisites:NA Course Type: AEC

Course Outcomes: At the end of the course, the students will be able to:

05.OSBSS100C04.1 Understand the usefulness of values in personal and professional lives

05.OSBSS100C04.2 Acknowledge the importance of having harmonious relationships build on mutual respect and trust in both personal and professional lives.

05.OSBSS100C04.3 Understand how human contribute to maintaining peace in both the environment and society.

05.OSBSS100C04.4 Explore ways to integrate human values in happiness and material achievements.

05.OSBSS100C04.5 Help to tackle various day-to-day situations in real life, or at least take a step in that direction.

Module 1: Understanding Human Values

- 1.1 Characteristics of Universal Human Values
- 1.2 Difference between value-based education and skill-based education.
- 1.3 Content of value education
- 1.4 Self-Exploration– Meaning and Process
- 1.5 Basic Human Aspirations – Meaning and Basic Requirements for fulfilling.
- 1.6 Measures to fulfil basic human aspirations in the current scenario.

Module 2: Understanding Harmony: Self and other people

- 2.1 Recognising the human person as a coexistence of the material 'Body' and the conscious 'I'
- 2.2 Understanding the requirements of one's body and oneself or Sukh and Suvidha.
- 2.3 Recognising the body as a tool of 'I' (the performer, observer, and admirer)
- 2.4 Recognising the traits and pursuits of 'I' and harmony within 'I' realising the balance between the body and the self—Sanyam and Swasthya—as well as the proper evaluation of one's physical demands, the precise definition of prosperity, and programmes that uphold Sanyam and Swasthya.

Module 3: Human-Human Relationships and in Families and Society

- 3.1 Understanding harmony in the Family- the basic unit of human interaction.
- 3.2 Understanding values in human-human relationship: 'Respect' is the proper attitude, and 'trust' is the fundamental value.
- 3.3 Justice, trust (Vishwas) and Respect (Samman) as the foundational values of relationship in human-to-human relationships.
- 3.4 Understanding social harmony (because society is a family): Samadhan, Samridhi, Abhay, and Sah-astitva as all-encompassing human goals.
- 3.5 Envisioning an unbroken, peaceful society (Akhand Samadhi), a universal order (Sarvabhaum Vyawastha), and moving from the family to the global family!

Module 4: Harmony in nature and existence—the coexistence of all things

- 4.1 Understanding the harmony in the Nature
- 4.2 Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all-pervasive space
- 4.3 Holistic perception of harmony at all levels of existence

Module 5: Implications of Harmony on Professional Ethics

- 5.1 The universal order of humanism, the constitution, the universal order, the basis for education and the acceptance of human values
- 5.2 Proficiency in Corporate Ethics

Books and Articles

1. Gaur, R R, Asthana, R and Bagaria G P (2019), A Foundation Course in Human Values and Professional Ethic, Excel Books; New Delhi.
2. Gaur, R R, Asthana, R and Bagaria G P (2019), The Teacher's Manual for A Foundation Course in Human Values and Professional Ethics, Excel Books; New Delhi.
3. 4. 5. Nagaraj, A (1999), Jeevan Vidya: Ek Parichaya, Jeevan Vidya Prakashan: Amar kantik.
- Tripathi, A, N (2004), Human Values, New Age International Publishers: New Delhi.
- Donella H. Meadows, Dennis L. Meadows (eds.) 1972, Limits to Growth – Club of Rome's report, Universe Books.
6. 7. P L Dhar, RR Gaur (1990), Science and Humanism, Commonwealth Publishers: New Delhi.
- E G Seebauer & Robert L. Berry (2000), Fundamentals of Ethics for Scientists & Engineers, Oxford University Press: London.
8. 9. Banerjee, B. P(2005), Foundations of Ethics and Management, Excel Books: New Delhi.
- Bajpai, B L(2004), Indian Ethos and Modern Management, New Royal Book Company :Lucknow.

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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05.0LMU200E02: SALES & DISTRIBUTION MANAGEMENT

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of the course, a student will be able to:

05.0LMU200E02.1: Understand & appreciate diverse variables affecting the sales & distribution function.

05.0LMU200E02.2: Develop sales and distribution plans.

05.0LMU200E02.3: Plan and implement an effective sales strategy.

05.0LMU200E02.4: Design and implement distribution channel strategy.

Part – A

Unit 1: Sales Management

- 1.1 Introduction to sales management
- 1.2 Objective and scope of Sales Management
- 1.3 Buyer- Seller Dyad and Personnel selling situations
- 1.4 Personnel selling process and objectives of personal selling
- 1.5 AIDA theory of Personnel Selling and Buying Formula Theory
- 1.6 Prospecting, objection handling and closing

Unit 2: Organising and Directing Sales Effort

- 2.1 Sales planning and budgeting
- 2.2 Estimating market potential and Sales potential
- 2.3 Sales forecasting and its techniques
- 2.4 Concept of sales territory and Setting the sales territories
- 2.5 Objectives in using Sales quotas and its Types

Unit 3: Functions of HR IN Sales Management

- 3.1 Recruiting and Selection Process
- 3.2 Training and Development of Sales Staff
- 3.3 Devising compensating and its types
- 3.4 Theories of motivation,
- 3.5 Leading sales force

PART-B

Unit 4: Channel Management

- 4.1 Need and scope of distribution management
- 4.2 Levels of channels and functions of channel partners
- 4.3 Channel flows and Channel Intensity,
- 4.4 Types of channel intermediaries
- 4.5 Factors affecting the design of marketing channels
- 4.6 Selection of appropriate channel partners

Unit 5: Physical distribution Management

- 5.1 Physical distribution concepts and objectives
- 5.2 Definition and Scope of logistics
- 5.3 Components of Logistics
- 5.4 Inventory and warehouse management
- 5.5 Transportation management
- 5.6 Impact of IT on Physical distribution

Unit 6: Channel Performance Evaluation

- 6.0 Channel management and integration
- 6.1 Channel policies
- 6.2 Channel information systems
- 6.3 Evaluating channel performance
- 6.4 Future trends in sales and distribution management

Text Books / Reference Books:

- 1 Panda, Tapan K&Sunil Sahadev.Sales and Distribution Management. Oxford University Press.
- 2 Havaladar, Krishna K, &Vasant M. Cavale. Sales and Distribution Management.McGraw Hill Education.
- 3 Chopra. S., Mendl P: SALES AND DISTRIBUTIONS MANAGEMENT
- 4 Donald, David and Bixby (2008), SUPPLY CHAIN LOGISTICS MANAGEMENT, Tata McGraw Hill Publications.
- 5 Handfield, R.B., and E.L. Nichols. INTRODUCTION TO SUPPLY CHAIN MANAGEMENT N.J.: Prentice-Hall, 1999
- 6 Kapoor, N . Marketing Management, PHI.

Only latest available editions of the books are recommended.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
The categorization for the same is:
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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
Objective Type Questions: 30%

Short/Long Questions: 70%

Course Articulation Matrix

COs	PO	PSO	PSO	PSO						
	1	2	3	4	5	6	7	1	2	3
05.0LMU200E02.1	1						2			2
05.0LMU200E02.2	1									2
05.0LMU200E02.3	1	2	2	3	3	3	3		3	2
05.0LMU200E02.4	1	2	2		3				3	2

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:
1 – Low
2 – Medium
3 – High

05.0LMU201E03: BUSINESS NEGOTIATION SKILLS

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of the course, students will be able to:

05.0LMU201E03.1: Identify personal negotiation style.

05.0LMU201E03.2: Explore techniques for managing and resolving conflicts that arise during negotiations

05.0LMU201E03.3: Formulate and apply the instruments of negotiation strategy and tactics.

05.0LMU201E03.4: Identify different negotiation scenarios.

PART-A

Unit 1: Introduction

- 1.1 Definition of negotiation
- 1.2 Negotiation versus other social interactions
- 1.3 The negotiation process: Preparation, negotiation, and post-negotiation

Unit 2: Preparing for negotiations and its phases

- 2.1 Goal settings, identifying best alternative and zone of possible agreement
- 2.2 Learning about catalysts and barriers of successful collaboration
- 2.3 Three phases of actual negotiations and tactics for promoting constructive negotiation climate
- 2.4 Instruments of negotiations, reaching agreement and types of agreements

Unit 3: Negotiation strategies and countering manipulation

- 3.1 Principles of negotiations, positioned bargaining, mixed negotiation, etc
- 3.2 Methods and algorithms of revealing and countering manipulation
- 3.3 Transactional analysis in negotiation

PART-B

Unit 4: Post negotiation stage and special negotiation cases

- 4.1 Implementation and compliance
- 4.2 Post negotiation assessment and evaluation
- 4.3 International and cross-cultural negotiations

Unit 5: Communication and Interpersonal Skills

- 5.1 Active listening
- 5.2 Persuasion and influence techniques
- 5.3 Turning adversarial situations into collaborative opportunities

Unit 6: Ethical Considerations in Negotiation

- 6.0 Ethical principles and guidelines
- 6.1 Cultural dimensions and their impact on negotiation
- 6.2 Case studies of real-world negotiation scenarios

Text Books / Reference Books:

- 1 Steven Cohen, Negotiating Skills for Managers. Tata McGraw Hill Education.
- 2 Deepak Malhotra, Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts.
- 3 George J Siedel, Negotiating for Success: Essential Strategies and Skills. Create space Independent Publication

Only latest available editions of the books are recommended.

Evaluation Policy:

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 - For continuous or Formative assessment (in semester): Maximum 30 percent.
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 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COS	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O5.0LMU201E03.1	1						2			2
O5.0LMU201E03.2	1									2
O5.0LMU201E03.3	1	2	2	3	3	3	3		3	2
O5.0LMU201E03.4	1	2	2		3				3	2

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MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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05.0LMU202E02: SOCIAL MEDIA FOR PROMOTION

Periods/week	Credits	Max. Marks	100
	4	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of the course, a student should be able to:

05.0LMU202E02.1: Analyze social media's usefulness for businesses as a vehicle for facilitating customer communication and interactions;

05.0LMU202E02.2: Understand the use of social media marketing and promotional tools in order to effectively communicate tactics ,strategies and decisions related to social media marketing;

05.0LMU202E02.3: Develop an understanding and learn to use various e-Commerce sites and develop basic understanding of conventional marketing over digital marketing;

05.0LMU202E02.4: Integrate knowledge and scholarly approach across social media and its approaches.

PART-A

Unit1: Introduction to Social Media Promotion

- 1.1 Defining Social Media
- 1.2 Importance and role of Social Media
- 1.3 Global and Local Trends in Social Media
- 1.4 Implications for Business and Marketing-B2B and B2C
- 1.5 Emerging Technologies and Innovation in Social Media
- 1.6 Cultural and Societal Influences on Social Media Usage

Unit2: Social Media Tools and Techniques

- 2.1 Social Media Consumers and Digital Consumers
- 2.2 Major channels like Facebook, Instagram, LinkedIn, YouTube, X, Pinterest
- 2.3 Keywords Research and Analysis
- 2.4 Content Creation and Curation
- 2.5 Search Engine Optimization(SEO)
- 2.6 Social Media Engagement Strategies

Unit3: Social Media Promotion Strategy and Tactics

- 3.1 Social Media Promotion Mix
- 3.2 Social Media Market Analysis
- 3.3 Social Media Marketing -Segmentation, Targeting, and Positioning
- 3.4 Organic and Paid Promotion Strategy
- 3.5 Omnichannel Integration for Social Media Marketing
- 3.6 Web marketing and Adwords

PART-B

Unit4: Social Commerce and E-commerce

- 4.1 Introduction to Social Commerce and E-commerce
- 4.2 Types of E-commerce Sites
- 4.3 Popular commerce Sites like Flipkart, Amazon, Myntra, ebay
- 4.4 Marketing Products on E-Commerce Sites
- 4.5 Impact of e-Commerce on Social Media
- 4.6 Integrated Social Media Campaign

Unit5: Social Media Measurement and Metrics

- 5.1 Importance of Social Media Measurement
- 5.2 Role of Social Media in Market Research
- 5.3 Social Media Measurement Techniques
- 5.4 Calculating the value of social media activities (e.g., lead generation, customer lifetime value)
- 5.5 Data mining in social media

Unit6: Ethical and Legal Issues of Social Media

- 6.1 Ethical and Legal Guidelines in Social Media
- 6.2 Copyright and Trademark Implications
- 6.3 Privacy and Data Protection
- 6.4 Cyber security Threats and Mitigation
- 6.5 Online Reputation Management

Recommended Readings

1. T Tuten & M. Solomon, Adapted by R Bikramjeet Social Media Marketing. Boston, MA: Sage Publications.
2. LonSafko, David K. Brake, The Social Media Bible: Tactics, Tools, and Strategies for Business Success, McGraw Hill.
3. K Kamath, Social Media Marketing Essentials You Always Wanted to Know, Vibrant Publications

Only latest available editions of the books are recommended.

Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
5.0LMU202E02.1	1						2			2
5.0LMU202E02.2	1									2
5.0LMU202E02.3	1	2	2	3	3	3	3		3	2
5.0LMU202E02.4	1	2	2		3				3	2

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SEMESTER-V

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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05.5LMU100C01: STRATEGIC MANAGEMENT

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of this course, a student should be able to:

05.5LMU100C01.1: Demonstrate good comprehension of strategy in business management.

05.5LMU100C01.2: Analyze the internal and external environments of organizations using appropriate tools and frameworks.

05.5LMU100C01.3: Formulate and evaluate business, corporate, and functional strategies considering various factors such as industry dynamics, competitive positioning, organizational resources, and market opportunities.

05.5LMU100C01.4: Demonstrate the ability to implement strategies effectively within organizations while considering contemporary challenges such as ethical concerns, corporate social responsibility, and sustainability.

PART – A

Unit 1: Introduction to Strategic Management

- 1.1 Understanding Strategy and Strategic Management
- 1.2 Strategic intent: Vision, mission and objective
- 1.3 Importance Strategic Management in Business
- 1.4 Strategic Management Process

Unit 2: Environmental Scanning

- 2.1 Industry Analysis - Porter's Five Forces Model - Industry life cycle analysis
- 2.2 External Environmental Scanning - PESTEL analysis- Scenario planning
- 2.3 Internal Environmental Analysis - Resource-based view (RBV) - Value chain analysis
- 2.4 SWOT Analysis

Unit 3: Strategic Formulation

- 3.1 Situation Analysis
- 3.2 Business Strategy (Competitive strategies like COst leadership, differentiation, Focus, Blue ocean strategy)
- 3.3 Corporate Strategy(Growth/Expansion strategy- Diversification Strategy- Stability strategy- Retrenchment strategy-combination strategy, BCG matrix,
- 3.4 Functional Strategy
- 3.5 Strategic Choice

PART – B

Unit 4: Strategy Implementation

- 4.1 Activating Strategies
- 4.2 Structural Implementation
- 4.3 Behavioural Implementation
- 4.4 Leadership and Change Management

Unit 5: Strategy Evaluation and Control

- 5.1 Strategic Performance Measurement
- 5.2 Key Performance Indicators(KPIs) for strategic evaluation
- 5.3 Balance Scorecard Approach
- 5.4 Strategic Control
- 5.5 Techniques of Strategic Evaluation and Control

Unit 6: Business Ethics and Corporate Social Responsibility

- 6.1 Ethical Issues in Strategic Management
- 6.2 Corporate Social Responsibility as strategic imperative
- 6.3 Sustainability and Environmental Responsibility

Text Books / Reference Books:

1. T. Milind Phadtare. Strategic Management: Concept and Cases. PHI Learning
2. David, F.R. Strategic Management: Concepts and cases. New Jersey: Pearson Education Inc.
3. R.M Srivasatva, Shubhra Verma, Strategic Management: Concept Skills and Practices. PHI Learning
4. J.A. Pearce,R. Robinson, Strategic Management: Formulation, implementation, and control. New York: McGraw- Hill/Irwin

Only latest available editions of the books are recommended.

Evaluation Policy:

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- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
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 - Minimum: 70 percent. Categorization for the same is:
Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O5.5LMU100C01.1	1		2			2		1	1	
O5.5LMU100C012		2		3	2		3	1	2	
O5.5LMU100C01.3		3				2			3	3
O5.5LMU100C01.4	1			2	3		3	2		3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

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05.5LMU101C01: Taxation Law and Practices

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of this course, a student should be able to:

05.5LMU101C01.1: Demonstrate good comprehension of income tax laws prevailing in India;

05.5LMU101C01.2: Apply basic concepts of ITR Filing, TDS and TCS in the real-life situations;

05.5LMU101C01.3: Develop abilities for income tax planning;

05.5LMU101C01.4: Identify and quote the important income tax laws as per the different heads.

PART – A

Unit 1: Basic of Taxation

- 1.1 Basic Concepts: Income, Gross Total Income, Total Income, Person, Assesses,
- 1.2 Assessment year, previous year and Financial Year, Exception of Previous Years
- 1.3 Importance and need of Income Tax
- 1.4 Residential Status of Individual(ROR,RNOR, NR), HUF and Company, Exempted incomes U/S 10(Including Agricultural Income)
- 1.5 Indian Income vs Foreign Income; Exceptions of Foreign Income and its Taxability
- 1.6 Introduction of Head of Income

UNIT 2: Income under the Head Salary

- 2.1 Salary- Arrear vs Advance with exceptions of due dates
- 2.2 Types of Allowance with exemptions as well as exception(Fully Taxable vs Exempted upto Certain Limits vs Fixed Exemption)
- 2.3 Types of Perquisites with Exemptions and exceptions
- 2.4 HRA vs RFA
- 2.5 Provident Fund and its Deduction under section 80C
- 2.6 Retirement Benefits- Gratuity, Pension, Leave Salary and Super Annuation Funds

UNIT 3: Income Under the Head House Property and Business & Profession

- 3.1 House Property and its exceptions
- 3.2 Taxability of House Property – GAV, NAV, Multiple Houses, Interest on Borrowed Capital and other deduction etc
- 3.3 Self-Occupied House vs Deemed to be Let Out with Cases
- 3.4 Business Income and its Taxability with deduction u/s 30 to 37 and 44AD;
- 3.5 Inadmissible Expenses and Disallowed Income
- 3.6 Professional Income and Taxability of Professional Income (CA, Doctor, Lawyer, CS)

PART – B

UNIT 4: Income Under the Head Capital Gain and Other Sources

- 4.1 Capital Assets and Capital Gain – Concept and Definition with Conditions
- 4.2 Taxability of Capital Gain and its exception – Short Term vs Long Term Capital Gain
- 4.3 Exemption of Section 54, 54B and 54EC

- 4.4 Other Sources and its Types
- 4.5 Gifts, Lottery Income, Betting Income, Dividend Income
- 4.6 Clubbing of Income

UNIT 5: Carry Forward of Losses and Set off Losses, Chapter VIA

- 5.1 Losses under Different Heads
- 5.2 Set-Off of Losses
- 5.3 Inter Head and Intra Head Adjustments
- 5.4 Carry Forward of Losses
- 5.5 Chapter VIA Deductions

UNIT 6: Advance Payment of Tax, TDS and TCS, ITR Types and Filing

- 6.1 Advance Payment of Tax , TDS and TCS - Concept and Applicability
- 6.2 Tax Planning and Management
- 6.3 ITR and Types of ITR
- 6.4 Filing of ITR at Portal
- 6.5 Procedure of Filing ITR and Refund of Income Tax

Text Books / Reference Books:

1. Ahuja, Girish and Gupta, Ravi., "Direct taxes Law and Practises" Bharati Law Houses Pvt Ltd.
2. Mehrotra, H.C. and Goyal, SP., "Fundamental of Income Tax" Sahitya Bhawan Publication
3. Singhania, V.K. and Singhania, Monica "Students Guide to Income Tax" ,Taxmann Publication
4. Agarwal, B.K. and Agarwal, rajeev., "Income Tax Law & Accounts"Nirupam Sahitya Sadan,Agra

Only latest available editions of the books are recommended.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

COURSE ARTICULATION MATRIX

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
05.5LMU101C01.1	1	1	1				1	1		1
05.5LMU101C01.2	1	2	1				2	1	1	1
05.5LMU101C01.3	3	3	3				3	1	2	2
05.5LMU101C01.4	2	2	2				2	1	1	2

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

05.5LMU102C01: SUPPLY CHAIN MANAGEMENT

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of the course, a student should be able to:

05.5LMU102C01.1: Understand the basic aspects of supply chain and also understand the importance of Supply Chain Management

05.5LMU102C01.2: Comprehend Supply Chain Structural Designing

05.5LMU102C01.2: Comprehend the key Components in Supply Chain and Managing the Process of Purchasing in supply chain management

05.5LMU102C01.4: Understand the Importance and the Nature of Transportation in Supply Chain

PART - A

Unit 1: Basic of supply chain

- 1.1 Basics of Supply Chain – Meaning, Definition,
- 1.2 Objectives, Scope, Evolution of Supply Chain Management;
- 1.3 Major Supply Chain Drivers involved in developing SCM Framework;
- 1.4 Participants and their Individual functions in the Supply Chain;
- 1.5 Inter functional Coordination in SCM.

Unit 2: Basic of Distribution

- 2.1 Basic of Distribution
- 2.2 Nature, Functions of Distribution Channel,
- 2.3 Direct and Indirect Channels of Distribution,
- 2.4 Channel Intermediaries.

Unit 3: Supply chain network

- 3.1 Supply Chain Structural Network and
- 3.2 Design-Network Design Framework,
- 3.3 Factors Influencing Network Design Decision,
- 3.4 Retailing Supply Network, Supply Network around Manufacturers / Producers
- 3.5 Integration of SCM with Marketing, Sales Forecasting
- 3.6 Production, Purchasing, Logistics, Information Systems, Finance.

PART – B

Unit 4: Supply chain process

- 4.1 Supply Chain Process- Planning, Sourcing,
- 4.2 Making, Delivering, Returning
- 4.3 Planning Demand and Supply;
- 4.4 managing economies of scale in supply chain,
- 4.5 Inventory Management

Unit 5: Purchasing in supply chain

- 5.1 Purchasing in Supply Management- Importance, Objectives,
- 5.2 Process of Purchasing, difference between procurement and purchasing
- 5.3 Types of Purchasing, Purchasing partnerships,

5.4 Materials sourcing and it's role, In-house or Outsource,

5.5 Just-in-time purchasing

Unit 6: Transportation

6.0 Transportation: Functions; Importance of transportation-

6.1 Economic and Social Advantages ;

6.2 Participants in Transport Decisions,

6.3 Means of transport ;

6.4 Factors considered for selecting suitable means of transport;

6.5 Role of IT in transportations

Text Books / Reference Books :

1. Donald J. Bowersox & David J. Closs, Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi
2. Satish C. Ailawadi & Rakesh Singh, Logistics Management, Prentice-Hall of India Pvt Ltd
3. Sarika Kulkarni , Ashok Sharma, Supply Chain Management, Tata Mc-Graw Hill Publishing Co Ltd.
4. Jr Nachols, Introduction to Supply Chain Management. Prentice Hall

Only latest available editions of the books are recommended.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O5.5LMU102C01.1	2	2		2	1	3		1		2
O5.5LMU102C01.2	2	3			2				2	
O5.5LMU102C01.3			3			2		1		
O5.5LMU102C01.4	3	2			3		3		3	3

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES

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05.5LMU103C06: Summer Training Project

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
		End Semester Examination	70

Course Outcomes: By the end of the course, students will be able to

05.5LMU103C06.1: Know about the area of their interest in industry.

05.5LMU103C06.2: Develop research temperament.

05.5LMU103C06.3: Work in the practical industrial environment.

05.5LMU103C06.4: Develop skills of original writing.

Summer training is offered as a core course to students of fifth semester. Students will write the summer training report under the guidance of supervisor(s). Each student will be allotted at least one supervisor, who will guide the student from beginning till completion of the summer training report.

The training report carries 3 credits, and a total of 200 marks, out of which 100 marks each will be internal and external marks. Internal marks will be awarded by the concerned supervisor(s) on the basis of progress of their student throughout the term.

100 marks of external evaluation will be awarded on the basis of presentation and submission of written report each carrying 50 marks. The committee responsible for awarding external marks will comprise supervisor(s) and one internal faculty member to be appointed by the HOD.

Recommended Readings: To be prescribed by the concerned supervisor.

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
05.5LMU103C06.1	1	1	2			3		1		2
05.5LMU103C06.2		1		3	2				2	1
05.5LMU103C06.3	1		2			2	3	1	3	
05.5LMU103C06.4	1	2		3	1		3	1		3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:
1 – Low
2 – Medium
3 – High

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Guidelines for Summer Training Report

A summer training report is a documentation of a student's work - a record of the original work done by the student. The duration of summer internship is 4-6 weeks. It is based on an industrial training into one of the areas decided with the approval of supervisor.

Course Requirements

There are two main outputs to project: a written report followed by an oral presentation and viva voce examination. The oral presentation will be of 15 minutes.

Operational Guidelines

- i. The student will study a particular business process, function or problem.
- ii. He will interact with concerned industry guide to gain practical understanding of process and issues.
- iii. He will analyze the processes and issues from the point of view of efficiency and effectiveness.
- iv. He will observe and understand how the issues are delegated and the problems dealt within the organization.
- v. He will seek additional information about solving the problem and improving the business process.
- vi. Length of the report should be between 70 to 80 pages.
- vii. 2 spiral copies and 1 soft copy of report will be submitted.
- viii. Plagiarism check: The original matter must be 80% and above.

Format of Project Report

- i. Font: Times New Roman
- ii. Font size: 12 point
- iii. Line spacing: 1.5
- iv. Center justification
- v. Right margin: 1.5 inches
- vi. Left margin: 1.5 inches
- vii. Top margin: 1.5 inches
- viii. Bottom margin: 1.5 inches
- ix. Pagination: do not count the title page; start counting with the table of contents, but only number pages from the introduction on
- x. Use design elements (bold, italic, underline) sparingly
- xi. Footnotes: 10pt, single spacing, center justification. Annotations (full sentences) and references end with a full stop
- xii. Bibliography: Alphabetic order, single-spaced, blank line between entries, end with a full stop

Layout of Project Report

Following is the layout of summer training report:

- Title Page
- Certificate
- Acknowledgement
- Preface
- Contents

- List of Tables
- List of Figures
- List of symbols, abbreviations, and nomenclature
- Chapters
 1. Introduction to company and topic
 2. Literature Review
 3. Methods of Study
 4. Data collection and analysis
 5. Findings of the study
 6. Conclusion and suggestions
- References
- Appendices

Title Page

- i. Name of the University and the Institute
 - ii. Title of the topic
 - iii. Name of student, semester, roll number
- *sample attached

Dates to Remember

The following are deadlines for your project:

Date (Summer Training Project)	Item
1 June to 20 July	Training period
30 August	Report submission
5 September to 10 September	Departmental presentation
Between 25 November and 10 December	Final viva voce examination

Evaluation Procedure

Once the summer training report is submitted, the evaluation procedure shall be as follows:

- i. The supervisor will give internal marks out of 100, on the basis of the progress of the student during internship, timely submission of report and departmental presentation.
- ii. External evaluation will be made out of 100 marks, out of which 50 marks will be for written report and 50 for viva voce examination. The external evaluation will be conducted jointly by the Supervisor and internal examiner appointed for the purpose.

Sample Title Report
Summer Training Report
A Study of Recruitment Process in Escorts



Submitted to
Controller of Examinations

Submitted by
Name of student
Roll number

In partial fulfillment of the requirements for the degree of Bachelor of Business Administration
at

Centre for Distance and Online Education
Manav Rachna International Institute of Research and Studies
Sector 43, Surajkund Badkal Road,
Faridabad, Haryana - 121004

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under Section 3 of the UGC Act 1956)

O5.5LMU100E02: BASICS OF CONSUMER BUYING BEHAVIOUR

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of this course, students should be able to:

O5.5LMU100E02.1: Learn an in-depth understanding of the various stages involved in consumer decision-making.

O5.5LMU100E02.2: Understand and explore the individual determinants that shape consumer behavior.

O5.5LMU100E02.3: Develop skills that how social interactions, cultural norms, and group influences shape consumer perceptions, preferences, and buying patterns.

O5.5LMU100E02.4: Understand the application of consumer behaviour theories in real-world marketing scenarios.

PART-A

Unit-I: Introduction to Consumer Behaviour

- 1.1 Understanding nature of Consumer Behaviour
- 1.2 Scope, and Application of Consumer Behaviour
- 1.3 Types of Buying Behaviour
- 1.4 Buying Decision Process: Problem Recognition
- 1.5 Information Search in buying decision

Unit-II: Evaluation and Selection

- 2.1 Alternative Evaluation: Decision Rules and Selection
- 2.2 Outlet Selection and Purchase
- 2.3 Post-Purchase Behaviour
- 2.4 Customer Satisfaction

Unit-III: Individual Determinants

- 3.1 Motivation in Consumer Behaviour
- 3.2 Perception and Learning in Consumer Behaviour
- 3.3 Consumer Attitudes
- 3.4 Personality, Self-Concept

PART-B

Unit-IV: Social Influences

- 4.1 Social Class and Status
- 4.2 Reference Groups and Family Influences
- 4.3 Different Roles in Buying Behaviour

Unit-V: Cultural Influences

- 5.1 Influence of Culture and Subculture
- 5.2 Communication and Consumer Behaviour
- 5.3 Application of Consumer Behaviour in Marketing

Unit-VI: Market Analysis and Research

- 6.1 Consumer Influence
- 6.2 Diffusion of Innovation
- 6.3 Consumer Research Methods
- 6.4 Understanding Consumer Markets

Text Books / Reference Books

1. Schiffman, Leon G. & Kanuk, Leslie; Consumer Behaviour ; Pearson Education; New Delhi
2. Blackwell, Roger, Miniard, Paul & Engel, James; Consumer Behaviour, Cengage Learning, New Delhi
3. Loudon, David J. & DellaBitta, Albert; Consumer Behaviour; Tata Mcgraw Hill; New Delhi
4. Soloman, Michael R.; Consumer Behaviour- Buying, Having and Being; Pearson Education, New Delhi
5. Nair, Suja R., Consumer Behaviour Indian Perspective; Himalaya Publishing House, New Delhi

Only latest available editions of the books are recommended.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
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 - Projects/Group Activities etc 15%
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 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O5.5LMU100E02.1	1		2		3		2		2	3
O5.5LMU100E02.2		2		3	3	3		1		
O5.5LMU100E02.3	1		2	3		3	3		2	
O5.5LMU100E02.4		2	2		3			1	3	3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:
1 – Low
2 – Medium
3 – High

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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05.5LMU101E03: DATA VISUALIZATION

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of the course, the student should be able to:

05.5LMU101E03.1: Understand best practices in data visualization to develop charts, maps, tables, and other visual representations of data

05.5LMU101E03.2: Evaluate Tableau's visualization tools to conduct data analysis, especially exploration of an unfamiliar dataset

05.5LMU101E03.3: Create compelling, interactive dashboards to combine several visualizations into a cohesive and functional whole

05.5LMU101E03.4: Utilize data visualizations, dashboards and Tableau Stories to support relevant communication for diverse audiences.

PART-A

Unit 1: Basic of Data Visualization

- 1.1 Introduction to the Art and Science of Data Visualization
- 1.2 Overview of Data Visualization
- 1.3 Prepare the data for Visualization, Various visualization techniques

Unit 2: Basic of Tableau

- 2.1 Introduction to Tableau
- 2.2 Interactive Visualization Features
- 2.2 Importing Data / Connecting to External Sources Interface;
- 2.3 Creating Sheets and Dashboard

Unit 3: Tableau Data Source

- 3.1 Connect to Data Source
- 3.2 Prepare data for analysis
- 3.3 Perform data transformation in Tableau
- 3.4 Customize Field
- 3.5 Create Calculated Field
- 3.6 Create quick table for calculation
- 3.7 Create custom table for calculation

PART-B

Unit 4: Tableau Filters

- 4.1 create and use filters
- 4.2 create parameters to enable interactivity
- 4.3 structure the data
- 4.4 Design Fundamentals Design Principles, Colors, and "Chart Junk" Design perspectives
- 4.5 The Shaffer 4 C's of Data Visualization
- 4.6 Creating a good data set for analysis

Unit 5: Basic of Business Intelligence

- 5.1 Business intelligence & Data Warehousing
- 5.2 Predictive modelling
- 5.3 Storytelling using visualization: Importance of context
- 5.4 Choosing an effective visual tool, Focus audience attention

Unit 6: Design Thinking

6.1 Design Thinking, Dissecting model visuals, Prepare Lessons

6.2 Dashboards vs. Storyboards vs. Info graphics - Designing with the user in mind

Text Books / Reference Books

1. Andy Kirk, "Data Visualization: A Handbook for Data Driven Design", Wiley India
2. Claus O. Wilke, "Fundamentals of Data Visualization", CRC Press
3. Scott Murray, Interactive Data Visualization for the Web, Shroff Publishers & Distributors Pvt Ltd
4. Robert Grant, Data Visualization: Charts, Maps, and Interactive Graphics, Pearson India

Only latest available editions of the books are recommended.

Evaluation Policy:

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O5.OLMU101E03.1	3	2		2	2	3		1		2
O5.OLMU101E03.2	2		3		2				2	
O5.OLMU101E03.3			3			2		1		
O5.OLMU101E03.4	3	2			3		2		3	3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

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MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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05.0LMU102E02: DIGITAL ENTREPRENEURSHIP

Periods/week	Credits	Max. Marks	100
	4	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of the course, a student will be able to:

05.0LMU102E02.1: Demonstrate the ability to strategically analyze digital business models, market trends, and competitive landscapes to make decisions regarding digital business.

05.0LMU102E02.2: Develop innovative thinking skills and problem-solving abilities through ideation, validation, and product development processes, in the creation of viable digital entrepreneurial solutions.

05.0LMU102E02.3: Enable to articulate business ideas, value propositions, and strategic plans effectively.

05.0LMU102E02.4: Acquire leadership and management skills necessary for digital entrepreneurship, including team management, resource allocation, and risk mitigation.

Part – A

Unit 1: Introduction to Digital Entrepreneurship

- 1.1 Understanding Entrepreneurship in the Digital Age
- 1.2 Digital Business Models
- 1.3 Digital Disruption
- 1.4 Digital Innovation
- 1.5 Digital Marketing Fundamentals
- 1.6 Funding and Financial Management for Digital Ventures

Unit 2: Ideation and Opportunity Recognition

- 2.1 Identifying Market Needs and Trends
- 2.2 Idea Generation and Validation
- 2.3 Opportunity Assessment and SWOT Analysis
- 2.4 Business Model and Value Proposition Design
- 2.5 Customer Development
- 2.6 Pitching and Presenting Business Ideas

Unit3: Digital Product Development and Management

- 3.1 Product Development Lifecycle in Digital Entrepreneurship
- 3.2 User Experience (UX) Design Principles
- 3.3 Prototyping and MVP Development
- 3.4 Strategies for Achieving Product-Market Fit in Digital Ventures
- 3.5 Planning Product Launches
- 3.6 Executing Product Launches in Digital Markets

PART-B

Unit4: Digital Business Operations and Scalability

- 4.1 Scalable Business Models in Digital Entrepreneurship
- 4.2 Digital Supply Chain Management
- 4.3 Automation and Process Optimization
- 4.4 Outsourcing and Resource Management

Unit5: Marketing and Customer Acquisition in Digital Entrepreneurship

- 5.1 Digital Marketing Strategies and Channels (SEO, SEM, Social Media, Email Marketing, Content Marketing, etc.)
- 5.2 Customer Retention and Loyalty Programs
- 5.3 Expansion Strategies and Market Penetration
- 5.4 Strategic Partnerships and Alliances
- 5.5 Exit Strategies
- 5.6 Business Valuation

Unit6: Legal and Regulatory Aspects of Digital Entrepreneurship

- 6.1 Intellectual Property Protection
- 6.2 Compliance Requirements for E-commerce, Data Privacy, and Consumer Protection
- 6.3 Basics of Contract Law in Digital Entrepreneurship
- 6.4 Ethical Issues in Digital Business
- 6.5 Corporate Social Responsibility (CSR) in Digital Entrepreneurship

Recommended Readings

1. Morabito V, Digital Entrepreneurship: Management, Systems and Practice, (2022) Cambridge University Press
2. Allen J, Digital Entrepreneurship,(2019) Routledge.

Only latest available editions of the books are recommended.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
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 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
05.0LMU102E02.1	1			3		2	2	2		2
05.0LMU102E02.2	1	2		3		2		2		2
05.0LMU102E02.3	1		2		3		3		3	2
05.0LMU102E02.4	1	2	2		3				3	2

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO

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MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES

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05.5LMU103E02: E-COMMERCE

Periods/week	Credits	Max. Marks	100
L:4 T:0 P:0	4	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of the course, a student should be able to:

05.5LMU103E02.1: Understand the foundational concepts, principles, and development of e-commerce, distinguishing between e-commerce and traditional commerce, and evaluating the advantages and disadvantages of conducting transactions online across various sectors.

05.5LMU103E02.2: Analyze and formulate effective e-commerce business models by examining the evolution of internet business models, understanding the components of successful business models, and applying strategic methods for developing and launching online businesses.

05.5LMU103E02.3: Demonstrate proficiency in implementing e-payment systems securely, including methods such as credit cards, debit cards, smart cards, and net banking, while identifying and mitigating risks associated with electronic transactions.

05.5LMU103E02.4: Evaluate the security and legal aspects of e-commerce, including identifying threats, implementing security standards and firewall technologies, understanding cryptography and digital signatures, and complying with relevant provisions of the Information Technology Act 2000.

PART-A

Unit 1: Introduction to E-commerce

- 1.1 E-commerce: Concepts, development and impact
- 1.2 E-business
- 1.3 Categories of E-commerce Applications
- 1.4 Comparison Between E-commerce and Traditional Commerce
- 1.5 Advantages and reasons for transacting online
- 1.6 Disadvantages of E-commerce
- 1.7 Application of e-Commerce: Manufacturing, Wholesaling, Media, Online Education

Unit 2: Electronic Commerce Models

- 2.1 Evolution of Internet Business models
- 2.2 Business models: The six components
- 2.3 Launching Online Business
- 2.4 Pure Online Business vs. Brick and Click business
- 2.5 One to One enterprise
- 2.6 Four C's Model: Convergence, Collaborative Computing, Content Management & Call Center
- 2.7 E-tailing

Unit 3: E-Governance & E-strategy

- 3.1 Introduction to e-governance
- 3.2 Limitations & scope
- 3.3 E-strategy overview
- 3.4 Strategic methods for developing e-commerce

PART-B

Unit 4: E-Payment System

- 4.1 E-payments
- 4.2 Methods of E-payments : CreditCard, DebitCard, Smart Card and Net Banking
- 4.3 PaymentGateways
- 4.4 Online Banking
- 4.5 Risks involved in E-Payments

Unit 5: Security and Legal Aspects of E-commerce

- 5.1 Threats e-Commerce
- 5.2 Security standards and Firewall
- 5.3 Types of Firewall
- 5.4 Cryptography
- 5.5 Digital Signatures
- 5.6 Security of Clients and Service – Provider: Relevant Provisions of ITC Act 2000

Unit 6: New trends in e-Commerce

- 6.1 Introduction to Mobile Commerce
- 6.2 Applications of Mobile Commerce
- 6.3 Introduction to Q-Commerce
- 6.4 Case Studies related to new e-Commerce Models
- 6.5 Future trends in e-Commerce
- 6.6 Growth of e-Commerce in India

Recommended Readings:

1. O'Leary, Enterprise Resource Planning Systems: Systems, Life Cycle, Electronic Commerce, and Risk, Cambridge University Press.
2. S Avraham, Enterprise Resource Planning (ERP): The Dynamics of Operations Management IBM Press.
3. Dr. U.S. Pandey, E-commerce and Mobile Commerce Technologies, S.Chand.
4. CSV Murthy, e-Commerce Concepts, Models Strategies, Himalaya Publishing House
5. Kamlesh K Bajaj, Debjani Nag, E-commerce: The Cutting Edge of Business, Tata McGraw Hill Education Private Limited.

Only latest available editions of the books are recommended.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
05.5LMU103E02.1			2			3		1		2
05.5LMU103E02.2		1			2				2	
05.5LMU103E02.3	1					2		1		
05.5LMU103E02.4		2		3	1		3		3	3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

SEMESTER-VI

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under Section 3 of the UGC Act 1956)

05.5LMU200C01: CORPORATE GOVERNANCE AND ETHICS

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of this course, students should be able to:

05.5LMU200C01.1: Explain the concepts and significance of corporate governance and business ethics in the corporate world.

05.5LMU200C01.2: Analyze the impact of corporate governance mechanisms on organizational performance and accountability.

05.5LMU200C01.3: Evaluate ethical dilemmas in business and apply ethical theories and principles to resolve them.

05.5LMU200C01.4: Understand the role of regulatory bodies and frameworks in promoting corporate governance and ethical practices.

PART - A

Unit 1: Introduction to Corporate Governance

- 1.1 Definition and principles of corporate governance
- 1.2 Historical development and global perspectives
- 1.3 Regulatory framework and governance models
- 1.4 Role and responsibilities of the board of directors
- 1.5 Corporate governance in family-owned businesses and SMEs

Unit 2: Ethical Foundations in Business

- 2.1 Importance of ethics in business
- 2.2 Ethical theories and approaches
- 2.3 Corporate ethical culture and code of conduct
- 2.4 Ethical decision-making process
- 2.5 Whistle blowing and ethical reporting mechanisms

Unit 3: Corporate Social Responsibility (CSR) and Sustainability

- 3.1 Evolution and concepts of CSR
- 3.2 CSR theories and models
- 3.3 Integration of CSR into business strategy
- 3.4 Sustainability reporting and performance measurement
- 3.5 Ethical considerations in environmental and social governance (ESG)

Unit 4: Corporate Governance and Financial Integrity

- 4.1 Role of auditors and audit committees
- 4.2 Financial reporting and disclosure practices
- 4.3 Prevention of fraud and financial irregularities
- 4.4 Corporate governance and risk management
- 4.5 Case studies on corporate financial scandals

Unit 5: Governance and Ethics in Marketing and HRM

- 5.1 Ethical issues in marketing: advertising, product safety, and consumer rights
- 5.2 Human resource management ethics: discrimination, privacy, and fair labor practices
- 5.3 Corporate governance in marketing and HRM decision-making

5.4 Ethical leadership and corporate culture

Unit 6: Emerging Trends and Challenges in Corporate Governance and Ethics

- 6.1 Impact of technology on corporate governance: cybersecurity, data privacy, and AI ethics
- 6.2 Diversity and inclusion in corporate governance
- 6.3 Globalization and cross-cultural ethical considerations
- 6.4 Corporate governance and ethics in the digital age
- 6.5 Case studies on contemporary ethical dilemmas in business

Text Books / Reference Books:

1. Tricker, R. I. (Latest Edition). *Corporate Governance: Principles, Policies, and Practices*. Oxford University Press.
2. Crane, A., & Matten, D. (Latest Edition). *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*. Oxford University Press.

Only latest available editions of the books are recommended.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
 - MCQs 30%
 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
 - Projects/Group Activities etc 15%
- For Summative assessment (End Semester Examination or End-Term Examination):
 - Minimum: 70 percent. Categorization for the same is:
 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
05.5LMU200C01.1			2			3		1		2
05.5LMU200C01.2		1			2				2	
05.5LMU200C01.3	1					2		1		
05.5LMU200C01.4		2		3	1		3		3	3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:

- 1 – Low**
- 2 – Medium**
- 3 – High**

05.5LMU201C01: SERVICE MARKETING

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of this course, students should be able to:

05.5LMU201C01.1. Learn about the services matrix and the various components involved in service marketing.

05.5LMU201C01.2. Understand and appreciate the involvement of people, process, and physical evidence in service industry.

05.5LMU201C01.3. Develop and promote a service-oriented mind-set.

05.5LMU201C01.4. Analyze practical problems which are confronted in delivery of services and suggest broad course of action.

PART-A

Unit 1: Introduction to Service Marketing

- 1.1 Definition and Characteristics of Services
- 1.2 Importance of Service Marketing
- 1.3 Differences Between Goods and Services
- 1.4 Service Marketing Mix (7Ps)

Unit 2: Understanding Customer Behavior in Services

- 2.1 Consumer Behavior in Services
- 2.2 Customer Expectations and Perceptions
- 2.3 Service Quality and Its Dimensions
- 2.4 Customer Relationship Management in Services

Unit 3: Managing Service Processes

- 3.1 Customer Expectations of Services
- 3.2 Measuring Customer Satisfaction
- 3.3 Service Encounter
- 3.4 Service Recovery and Complaint Handling

PART B

Unit 4: Service Pricing and New Service Development

- 4.1 Pricing Strategies for Services
- 4.2 Challenges of Service Design and Development
- 4.3 Types of New Services
- 4.4 Stages in New Service Development

Unit 5: Promotion and Communication in Service Marketing

- 5.1 Integrated Marketing Communication in Services
- 5.2 Advertising in Services
- 5.3 Service Promotion Strategies
- 5.4 Managing Service Branding and Image

Unit 6: Managing Service Channels and People

- 6.1 Distribution Channels for Services
- 6.2 Managing Service Delivery Channels

- 6.3 Role of People in Service Delivery (Service Employees)
 6.4 Service Leadership and Human Resource Management in Services

Text Books / Reference Books:

1. Zeithaml, Valarie A, Bitner, Mary Jo, Service Marketing – Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi
2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi
3. Verma, Harsh, Services Marketing – Text and Cases, Pearson Education
4. Apte, Govind, Services Marketing – OUP, New Delhi
5. Jauhari, Vinnie and KirtiDutta, Services: Marketing, Operations and Management, Oxford University Press, New Delhi

Only latest available editions of the books are recommended

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent.
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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COS	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O5.5LMU201C01.1	1		2		3		2		2	3
O5.5LMU201C01.2		2		3				1		
O5.5LMU201C01.3	1			3		3	3			3
O5.5LMU201C01.4		2	2		3			1	3	3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:
1 – Low
2 – Medium
3 – High

05.5LMU202C05: BUSINESS ANALYTICS FOR MANAGERIAL DECISIONS

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

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

05.5LMU202C05.1: Understand core concepts of business analytics and its application in various business domains.

05.5LMU202C05.2: Develop analytical skills specific to marketing, HR, finance, and supply chain.

05.5LMU202C05.3: Gain proficiency in advanced analytical techniques and tools.

05.5LMU202C05.4: Effectively apply analytical skills in practical business scenarios and decision-making.

PART – A

Unit 1: Introduction to Business Analytics

- 1.1 Overview of Business Analytics
- 1.2 Importance in Decision Making
- 1.3 Types: Descriptive, Predictive, Prescriptive
- 1.4 Analytical Process and Tools
- 1.5 Business Intelligence

Unit 2: Marketing Analytics

- 2.1 Basics of Marketing Analytics
- 2.2 Customer Segmentation and Targeting
- 2.3 Campaign Effectiveness and ROI Measurement
- 2.4 Sentiment Analysis and Social Media Analytics
- 2.5 Pricing Strategies and Demand Forecasting
- 2.6 Digital Marketing & Web Analytics

Unit 3: Human Resource Analytics

- 3.1 Understanding HR Analytics
- 3.2 Talent Acquisition Analysis
- 3.3 Employee Performance and Retention Strategies
- 3.4 Workforce Analytics and Planning
- 3.5 Diversity and Inclusion Metrics
- 3.6 Learning and Development Analysis

PART-B

Unit 4: Financial Analytics

- 4.1 Overview of Financial Analytics
- 4.2 Risk Assessment and Management
- 4.3 Portfolio Management and Optimization
- 4.4 Credit Scoring Models and Investment Decision Analysis
- 4.5 Fraud Detection and Prevention
- 4.6 Financial Forecasting Techniques

Unit 5: Supply Chain Analytics

- 5.1 Introduction to Supply Chain Analytics
- 5.2 Demand Forecasting and Inventory Management

- 5.3 Supplier Performance and Relationship Analysis
- 5.4 Logistics and Distribution Optimization
- 5.5 Supply Chain Risk Management
- 5.6 Sustainable Supply Chain Strategies

Unit 6: Advanced Analytics

- 6.1 Introduction to Advanced Analytical Techniques
- 6.2 Machine Learning Applications in Business
- 6.3 Predictive and Prescriptive Modeling
- 6.4 Text Analytics and Natural Language Processing
- 6.5 Big Data Technologies and Tools
- 6.6 Real-time Analytics and IoT

Reference Books

1. 'Wayne L. Winston', Marketing Analytics: Data-Driven Techniques with Microsoft Excel
2. 'Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig', The Power of People: Learn How Successful
3. Organizations Use Workforce Analytics To Improve Business Performance
4. 'Mark J. Bennett and Dirk L. Hugen', Financial Analytics with R: Building a Laptop Laboratory for Data Science
5. 'Jawad Akhtar', Supply Chain Analytics with SAP NetWeaver Business Warehouse
6. 'Eric Siegel', Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die
7. 'Sandy Ryza, Uri Laserson, Sean Owen, and Josh Wills', Advanced Analytics with Spark: Patterns for Learning from Data at Scale
8. 'Wes McKinney', Python for Data Analysis
9. 'Hadley Wickham and Garrett Golemund', R for Data Science

Only latest available editions of the books are recommended

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
 - For continuous or Formative assessment (in semester): Maximum 30 percent. The categorization for the same is:
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Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
05.5LMU202C05.1	1		2			3		1		
05.5LMU202C05.2		1		3		2			2	
05.5LMU202C05.3		2			2		3			3
05.5LMU202C05.4	2	2			2		3	1	2	2

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

(Deemed to be University under Section 3 of the UGC Act 1956)

05.5LMU203C07: PROJECT REPORT AND PRESENTATION

Periods/week	Credits	Max. Marks : 100
	3	Internal Marks: 30
Duration of Examination: 3 Hrs		External Marks: 70

Operational Guidelines

- i. The student will study a particular business process, function or problem.
- ii. He will interact with concerned industry guide to gain practical understanding of process and issues.
- iii. He will analyze the processes and issues from the point of view of efficiency and effectiveness.
- iv. He will observe and understand how the issues are delegated and the problems dealt within the organization.
- v. He will seek additional information about solving the problem and improving the business process.
- vi. Length of the report should be between 70 to 80 pages.
- vii. 2 spiral copies and 1 soft copy of report will be submitted.
- viii. Plagiarism check: The original matter must be 80% and above.

Format of Project Report

- i. Font: Times New Roman
- ii. Font size: 12 point
- iii. Line spacing: 1.5
- iv. Center justification
- v. Right margin: 1.5 inches
- vi. Left margin: 1.5 inches
- vii. Top margin: 1.5 inches
- viii. Bottom margin: 1.5 inches
- ix. Pagination: do not count the title page; start counting with the table of contents, but only number pages from the introduction on
- x. Use design elements (bold, italic, underline) sparingly
- xi. Footnotes: 10pt, single spacing, center justification. Annotations (full sentences) and references end with a full stop
- xii. Bibliography: Alphabetic order, single-spaced, blank line between entries, end with a full stop

Layout of Project Report

Following is the layout of summer training report:

- Title Page
- Certificate
- Acknowledgement
- Preface

- Contents
- List of Tables
- List of Figures
- List of symbols, abbreviations, and nomenclature
- Chapters
 1. Introduction to company and topic
 2. Literature Review
 3. Methods of Study
 4. Data collection and analysis
 5. Findings of the study
 6. Conclusion and suggestions
- References
- Appendices

Title Page

- i. Name of the University and the Institute
- ii. Title of the topic
- iii. Name of student, semester, roll number
*sample attached

Dates to Remember

The following are deadlines for your project:

Evaluation Procedure

Once the summer training report is submitted, the evaluation procedure shall be as follows:

- iii. The supervisor will give internal marks out of 100, on the basis of the progress of the student during internship, timely submission of report and departmental presentation.
- iv. External evaluation will be made out of 100 marks, out of which 50 marks will be for written report and 50 for viva voce examination. The external evaluation will be conducted jointly by the Supervisor and internal examiner appointed for the purpose.

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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05.5LMU200E03: MONEY AND BANKING

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of this course, students will be able to:

05.5LMU200E03.1: Analyze the role of money and its functions within the economy.

05.5LMU200E03.2: Identify environmental problems and apply both micro and macro theories to real-world situations.

05.5LMU200E03.3: Evaluate the role of regulatory bodies in maintaining stability and efficiency in the financial system

05.5LMU200E03.4: Assess the impact of emerging technologies on banking industry.

PART-A

UNIT 1: Introduction to Money

- 1.1 Introduction to Money: Definition, Evolution of Money
- 1.2 Functions of money and its role in the economy
- 1.3 Types of money: fiat, commodity, digital currencies etc.
- 1.4 Role of money in capitalist, socialist and mixed economies
- 1.5 Monetary standards –Metallic and paper standards, system of note issues in India.

UNIT 2: Money Supply and Monetary Policy

- 2.1 Measurement of money supply and its implications
- 2.2 Factors influencing the demand for money
- 2.3 Money supply management by the Reserve Bank of India (RBI)
- 2.4 Monetary policy: Objectives, tools and their effects on the economy
- 2.5 Conduct of monetary policy and inter-linkages; international monetary regimes

UNIT 3: Monetary theories and Financial system

- 3.1 Essentials and objectives of monetary theory
- 3.2 Monetary theories: Classical; Keynesian; and modern theories
- 3.3 Types of Financial Instruments: Bonds, Stocks, Derivatives
- 3.4 Interest Rate Determination
- 3.5 Financial Intermediaries: Banks, Non-Banking Financial Institutions
- 3.6 Depository institutions: Basic issues and performance

PART-B

UNIT 4: Indian Banking System and Operations

- 4.1 Overview of the Indian banking system
- 4.2 Types of banking institutions and their function
- 4.3 Digital banking platforms and their features
- 4.4 Banking Operations and Financial Institutions
- 4.5 Shadow Banking System: Risks and Regulation

UNIT 5: Banking Reforms and Regulatory Framework

- 5.1 Reforms in the banking sector
- 5.2 Regulatory Framework for Banks
- 5.3 International banking regulations and standards
- 5.4 International Financial Institutions: IMF, World Bank Banking institutions

5.5 Ethical considerations in banking operations.

UNIT 6: Sustainable Banking Practices

- 6.1 Environmental, Social, and Governance (ESG) criteria in banking
- 6.2 Green Banking initiatives and sustainable investment products
- 6.3 Corporate Social Responsibility (CSR) in the banking sector
- 6.4 Role of banks in promoting sustainable development goals (SDGs)
- 6.5 Technological Innovations in Banking

Text Books / Reference Books:

- 1. Stephen G Cecchetti, Money Banking and Financial markets, Tata McGraw Hill Publication.
- 2. Robert E Wright and Vincenzo Quadrini, Money and Banking. Flat World Knowledge, Inc.
- 3. P.N. Hajela. "Money and Banking Theory with Indian Banking". Ane Books Pvt. Ltd
- 4. R K Uppal, Money, Banking and Finance in India: Evolution and present structure, New Century Publication.

Only latest available editions of the books are recommended.

Evaluation Policy:

The evaluation will include two types of assessments:

- Continuous or formative assessments (in the form of end semester examination or term examination. Weightage of assessments are as follows:
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 - Subjective (Short/Long) 40%
 - Discussion/Presentation 15%
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Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
05.5LMU200E03.1	1	2	2			3	3	1	3	2
05.5LMU200E03.2	1	1	3	3	2				2	1
05.5LMU200E03.3	1		2	1		2	3	1	3	
05.5LMU200E03.4	1	2		3	1		3	1		3

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation:
1 – Low
2 – Medium
3 – High

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH AND STUDIES

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05.5LMU201E03: LEADERSHIP & TEAM BUILDING

Periods/week	Credits	Max. Marks	100
	3	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: Students who successfully complete the course will be able to:

05.5LMU201E03.1: Understand the principles and theories of leadership in various organizational contexts.

05.5LMU201E03.1: Apply effective leadership strategies to motivate and guide teams towards achieving common goals.

05.5LMU201E03.1: Analyse the dynamics of teamwork and its impact on organizational performance.

05.5LMU201E03.1: Develop essential communication and interpersonal skills for effective leadership and team building.

PART – A

Unit 1: Introduction to Leadership

- 1.1 Definition and Evolution of Leadership
- 1.2 Theories of Leadership: Trait, Behavioural, Contingency, and Transformational
- 1.3 Leadership Styles and Approaches
- 1.4 Role of Leadership in Organizational Success
- 1.5 Leadership Ethics and Social Responsibility

Unit 2: Leadership Skills and Competencies

- 2.1 Emotional Intelligence and its Role in Leadership
- 2.2 Decision Making and Problem Solving
- 2.3 Effective Communication in Leadership
- 2.4 Conflict Resolution and Negotiation Skills
- 2.5 Building Trust and Credibility as a Leader

Unit 3: Team Dynamics and Development

- 2.1 Understanding Teamwork and its Importance
- 2.2 Stages of Team Development: Forming, Storming, Norming, Performing, Adjourning
- 2.3 Building High-Performing Teams
- 2.4 Managing Diversity and Inclusion in Teams

PART – B

Unit 4: Concept of Training and Development

- 4.1 Definition; Aim and philosophy of training; Trainers,
- 4.2 Component of training;
- 4.3 Conditions for effective learning;
- 4.4 Continuous learning and development,
- 4.5 Principles of learning, Differences between training and development

Unit 5: Leadership in Practice

- 5.1 Leading Change: Strategies for Organizational Change Management
- 5.2 Ethical Leadership and Corporate Governance
- 5.3 Leadership in Crisis and Conflict Situations

Unit 6: Team Building Activities and Exercises

- 6.1 Role Plays and Case Studies on Leadership and Team Dynamics
- 6.2 Group Projects and Collaborative Assignments
- 6.3 Team Building Workshops and Outdoor Activities

Reference Books:

1. Northouse, P. G. (2021). Leadership: Theory and Practice (9th ed.). Sage Publications, Inc.
2. Hackman, M. Z., & Johnson, C. E. (2013). Leadership: A Communication Perspective (6th ed.). Waveland Press, Inc.
3. Yukl, G. (2019). Leadership in Organizations (9th ed.). Pearson Education, Inc.
4. Daft, R. L. (2017). The Leadership Experience (7th ed.). Cengage Learning.
5. Katzenbach, J. R., & Smith, D. K. (2015). The Wisdom of Teams: Creating the High-Performance Organization. Harvard Business Review Press.
6. Tuckman, B. W., & Jensen, M. A. C. (2010). Teamwork and Team Performance: Understanding Team Development and Performance in Organizations. John Wiley & Sons.

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 - Objective Type Questions: 30%
 - Short/Long Questions: 70%

Course Articulation Matrix

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
O5.5LMU201E03.1	3	2	2	2		1		1		
O5.5LMU201E03.2	3		3	3				1	2	
O5.5LMU201E03.3	2					3		1		2
O5.5LMU201E03.4		3			2		2		3	

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO.

Degree of Correlation: **1 – Low**
 2 – Medium
 3 – High

05.5LMU202E02: SOCIAL ENTREPRENEURSHIP DEVELOPMENT

Periods/week	Credits	Max. Marks	100
	4	Continuous Evaluation	30
Duration of Examination: 3 Hrs		End Semester Examination	70

Course Outcomes: By the end of the course, a student will be able to:

05.5LMU202E02.1: To equip themselves with basic knowledge of theory of social entrepreneurship development and how it has formed creative solutions to address social problems to deliver social impact.

05.5LMU202E02.2: To enable them to identify different forms of social entrepreneurship and actively pursue a solution to create a fair and sustainable model by understanding the strategies and tools of social entrepreneurship.

05.5LMU202E02.3: To learn to apply the opportunities of social entrepreneurship skills in their future pursuits to address social problems

05.5LMU202E02.4: To design and implement the developmental aspect of social entrepreneurship by understanding the success stories of various social entrepreneurs.

Part – A

Unit 1: Introduction to Social Entrepreneurship Development

- 1.1 Meaning , definition of Social Entrepreneur
- 1.2 Functions and characteristics of Social Entrepreneurship
- 1.3 Need for Social Entrepreneurship
- 1.4 Factors impacting transformation into social entrepreneurs
- 1.5 The four distinctions of Social Entrepreneurship
- 1.6 Social entrepreneurship in developing countries and India

Unit2: Forms of Social Entrepreneurship

- 2.1 Factors governing the selection of suitable form of ownership business organization
- 2.2 Profit and non profit proprietorship
- 2.3 Partnership company
- 2.4 Non government organization
- 2.5 The Limited liability company
- 2.6 Section 25 companies

Unit3: The Social Entrepreneurship Process

- 3.1 The Timmons model of the entrepreneurship process
- 3.2 The PCDO (The people, context, deal and opportunity)framework
- 3.3 The case model
- 3.4 Sources of Social Entrepreneurship – Public/ Private and Voluntary sector
- 3.5 Qualities and skills of Social Entrepreneurship

PART-B

Unit4: Opportunities for Social Entrepreneurs

- 6.1 Methods of sensing opportunities and fields of opportunities
- 6.2 Steps to ensure a successful start
- 6.3 Startups and incubation
- 6.4 Accessing venture capital
- 6.5 4.5 Types of CSR and CSR funds

Unit5: Sustainable Development through Social Entrepreneurship Development

- 5.1 Concept of Sustainable Development
- 5.2 Goals of sustainable development
- 5.3 Environmental costs and its economic value

- 5.4 The Political Challenge and development Issues in India
- 5.5 The Millennium Ecosystem Assessment and its findings

Unit 6: Successful Social Entrepreneurship Initiatives

- 6.1 Factors affecting success of social entrepreneurship
- 6.2 Business model of Aravind Eye Care System
- 6.3 Case Study of Grameen Bank of Bangladesh
- 6.4 Case study of the Self Employment Women’s Association
- 6.5 Creating Business ideas

Recommended Readings

1. Robert A. Philips Margret Bonefiel Ritesh Sharma, Social entrepreneurship, the next big business opportunity Global Vision Publishing House, New Delhi, 2011
2. S.S.Khanka, Entrepreneurship in India, perspective and practice, Akansha publishing house, New Delhi, 2009
3. Jill Kickul and Thomas S.Lyons, Routledge, Understanding social entrepreneurship, the relentless pursuit of mission in an ever changing world, New York, 2012
4. Vasanth Desai, Entrepreneurial development, Himalaya Publishing House, 2008, web resources
5. Bornstein, David, how to change the world: social entrepreneurs and the power of new ideas New York, Ny: oxford university press, 2004
6. Dees, j. Gregory, “the meaning of social entrepreneurship” center for the advancement, 2007. of social entrepreneurship duke university http://www.caseatduke.org/documents/dees_sedef.pdf
7. Martin, roger and Osberg, sally, “social entrepreneurship: the case for definition”, Stanford social innovation review. 2008

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Evaluation Policy:

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Course Articulation Matrix

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05.0LMU202E02.1	1	2			3	3		1		2
05.0LMU202E02.2	1	2	1		2		1		2	1
05.0LMU202E02.3	1		2		3		3		3	2
05.0LMU202E02.4	1	2	2		3				3	2

Notes: The numbers 1, 2 and 3 in the Course Articulation Matrix above shows the Degree of Correlation between a CO and a PO/PSO

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2 – Medium
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