

Bachelor of Business Administration (Honours)
Scheme of Examination (w.e.f. the Session 2021-22)

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Notes regarding paper code:

- (a). CC = Core Course; SEC = Skill Enhancement Course; AEC = Ability Enhancement Course; DSE = Discipline Specific Elective  
 (b). The first digit represents the Semester; the second digit differentiates among the Subjects in a semester

**Semester I (Marks: 600; Credits: 27)**

| Code   | Nomenclature                         | Credits | Maximum Marks<br>(Internal + End-Term) | Minimum Pass Marks<br>(Internal + End-Term) | Time for End-Term<br>Examination |
|--------|--------------------------------------|---------|----------------------------------------|---------------------------------------------|----------------------------------|
| CC-11  | Conceptual Foundations of Management | 5       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| CC-12  | Business Economics                   | 5       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| CC-13  | Fundamentals of Accounting           | 5       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| SEC-11 | Business Mathematics                 | 4       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| SEC-12 | Essential Computer Skills            | 4       | 100 (30+30 <sup>Practical</sup> +40)   | 40 (12+12 <sup>Practical</sup> +16)         | 2 Hours                          |
| AEC-11 | Vyavharik Hindi                      | 4       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
|        | OR                                   |         |                                        |                                             |                                  |
| AEC-12 | Fundamentals of English *            | 4       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |

\* for foreign students only.

**Semester II (Marks: 600; Credits: 27)**

| Code       | Nomenclature                          | Credits | Maximum Marks<br>(Internal + End-Term) | Minimum Pass Marks<br>(Internal + End-Term) | Time for End-Term<br>Examination |
|------------|---------------------------------------|---------|----------------------------------------|---------------------------------------------|----------------------------------|
| CC-21      | Organization Behavior                 | 5       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| CC-22      | Principles of Marketing               | 5       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| CC-23      | Entrepreneurial Development           | 5       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| SEC-21     | Soft Skills & Personality Development | 4       | 100 <sup>Internal</sup>                | 40                                          | -NA-                             |
| AEC-21     | Proficiency in English                | 4       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| B-EVS-N100 | Environment Studies                   | 2       | 50 (25+25)                             | 20 (10+10)                                  | 3 Hours                          |
| AEC-23     | Viva-Voce <sup>a</sup>                | 2       | 50                                     | 20                                          | -NA-                             |

<sup>a</sup> based on the learning in the first two semesters.

**Semester III (Marks: 600; Credits: 27)**

| <b>Code</b> | <b>Nomenclature</b>               | <b>Credits</b> | <b>Maximum Marks<br/>(Internal + End-Term)</b> | <b>Minimum Pass Marks<br/>(Internal + End-Term)</b> | <b>Time for End-Term<br/>Examination</b> |
|-------------|-----------------------------------|----------------|------------------------------------------------|-----------------------------------------------------|------------------------------------------|
| CC-31       | Business Laws                     | 5              | 100 (30+70)                                    | 40 (12+28)                                          | 3 Hours                                  |
| CC-32       | Financial Accounting and Auditing | 5              | 100 (30+70)                                    | 40 (12+28)                                          | 3 Hours                                  |
| CC-33       | Human Resource Management         | 5              | 100 (30+70)                                    | 40 (12+28)                                          | 3 Hours                                  |
| CC-34       | Digital & Social Media Marketing  | 4              | 100 (30+70)                                    | 40 (12+28)                                          | 3 Hours                                  |
| SEC-31      | Business Communication            | 4              | 100 (30+70)                                    | 40 (12+28)                                          | 3 Hours                                  |
| SEC-32      | Statistics for Managers           | 4              | 100 (30+70)                                    | 40 (12+28)                                          | 3 Hours                                  |

**Semester IV (Marks: 650; Credits: 29)**

| <b>Code</b> | <b>Nomenclature</b>                    | <b>Credits</b> | <b>Maximum Marks<br/>(Internal + End-Term)</b> | <b>Minimum Pass Marks<br/>(Internal + End-Term)</b> | <b>Time for End-Term<br/>Examination</b> |
|-------------|----------------------------------------|----------------|------------------------------------------------|-----------------------------------------------------|------------------------------------------|
| CC-41       | Financial Management                   | 5              | 100 (30+70)                                    | 40 (12+28)                                          | 3 Hours                                  |
| CC-42       | Production & Operations Management     | 5              | 100 (30+70)                                    | 40 (12+28)                                          | 3 Hours                                  |
| CC-43       | E-Commerce                             | 5              | 100 (30+70)                                    | 40 (12+28)                                          | 3 Hours                                  |
| CC-44       | Business Ethics                        | 4              | 100 (30+70)                                    | 40 (12+28)                                          | 3 Hours                                  |
| CC-45       | Quantitative Techniques for Management | 4              | 100 (30+70)                                    | 40 (12+28)                                          | 3 Hours                                  |
| SEC-41      | Employability Skills                   | 4              | 100 (30+70)                                    | 40 (12+28)                                          | 3 Hours                                  |
| AEC-41      | Viva-Voce <sup>b</sup>                 | 2              | 50                                             | 20                                                  | -NA-                                     |

<sup>b</sup> based on the learning in the first two years.

**Semester V (Marks: 600; Credits: 25)**

| Code                                            | Nomenclature              | Credits | Maximum Marks<br>(Internal + End-Term) | Minimum Pass Marks<br>(Internal + End-Term) | Time for End-Term<br>Examination |
|-------------------------------------------------|---------------------------|---------|----------------------------------------|---------------------------------------------|----------------------------------|
| CC-51                                           | Cost Accounting           | 4       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| CC-52                                           | International Business    | 4       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| CC-53                                           | Taxation Laws             | 4       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| CC-54                                           | Labor Laws                | 4       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| SEC-51                                          | Business Research Methods | 4       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| The students will opt any one of the following: |                           |         |                                        |                                             |                                  |
| DSE-51                                          | Principles of Insurance   | 5       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| DSE-52                                          | Sales Management          | 5       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| DSE-53                                          | Business Analytics-I      | 5       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |

**Semester VI (Marks: 450; Credits: 22)**

| Code                                                                                                                                            | Nomenclature            | Credits | Maximum Marks<br>(Internal + End-Term) | Minimum Pass Marks<br>(Internal + End-Term) | Time for End-Term<br>Examination |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------|----------------------------------------|---------------------------------------------|----------------------------------|
| CC-61                                                                                                                                           | Internship <sup>†</sup> | 15      | 300 (150+150)                          | 120 (60+60)                                 | -NA-                             |
| AEC-61                                                                                                                                          | Viva-Voce <sup>c</sup>  | 2       | 50                                     | 20                                          | -NA-                             |
| The students will (based on his/her choice in Semester V; e.g., a student who opt DSE-51, will opt DSE-61, and so on) opt one of the following: |                         |         |                                        |                                             |                                  |
| DSE-61                                                                                                                                          | Principles of Banking   | 5       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| DSE-62                                                                                                                                          | Retail Management       | 5       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |
| DSE-63                                                                                                                                          | Business Analytics-II   | 5       | 100 (30+70)                            | 40 (12+28)                                  | 3 Hours                          |

<sup>c</sup> based on the learning in the whole program.

<sup>†</sup> **Note:** During the 6<sup>th</sup> Semester, every student shall be required to undergo 14-16 weeks' internship (during the months from January to April) in an Industrial/Commercial/Service Organization in Private/Public/Co-operative/Joint Sector as approved by the Director. After completion of the training, every student shall be required to prepare and submit a report, and present the same before a panel of two experts as approved by the Director. The report and its presentation will carry 150 marks, in total. Besides, the supervisor/ mentor of the apprentice student will make evaluation out of 150 marks.

**Semesters I to VI (Total Marks: 3500; Total Credits: 157)**

## CC-11: Conceptual Foundations of Management

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To make the students understand of basic concepts, principles, functions and process of management.

### Course Content:

- Unit-I: Nature, Scope and Significance of Management; Process of Management; Role of Managers; Principles of Management; Levels of Management; Evolution of Management Thought: Classical, Neoclassical and Contingency
- Unit-II: Planning: Meaning, Importance, and Process; Effective Planning; Types of Plans; Decision Making: Concept, Nature, Types of Decision, Process, and Techniques; Management by Objectives: Concept & Applications
- Unit-III: Organizing: Nature, Importance, Principles and Process; Departmentalization; Decentralization; Centralization; Delegation; Authority and Responsibility Relationship: Line, Staff and Functional; Formal vs. Informal Organizations
- Unit-IV: Leadership: Meaning and Nature; Motivation: Meaning and Nature; Process and Content Theory of Motivation
- Unit-V: Control: Nature, Process and Significance; Control Methods: Pre-action Control, Steering Control and Post-action Control; Control Techniques

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

### Suggested Readings:

1. Koontz, H. & Weihrich, H. (2012). *Essentials of Management: An International Perspective* (8th ed.). McGraw Hill.
2. Robbins S. P., & Coulter, M. (2020). *Management* (15th ed.). Pearson.
3. Kreitner, R., & Mohapatra, M. (2008). *Management*. Dreamtech Press.
4. Stoner, J. A. F., Gilbert, D. R., & Freeman, R. E. (2003). *Management* (6th ed.). Pearson.
5. Rao, V. S. P. (2006). *Human Resource Management: Text and Cases*. Excel Books.

**CC-12: Business Economics**

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To familiarize the students about basic concepts and theories of business economics.

**Course Content:**

- Unit-I: Economics: Meaning, Nature and Scope; Micro & Macro Economics; Central Problems of an Economy, Economic Systems: Types and Features
- Unit-II: Business Economics: Nature and Scope; Basic Tools in Economic Analysis; Objectives of a Firm; Theory of Demand: Meaning, Types of Demand, Law of Demand, Factors Affecting Demand; Marginal Utility Analysis and Consumer Behaviour Analysis: Cardinal and Ordinal Utility Approach
- Unit-III: Elasticity of Demand; Measurement, Implications for Decision Making; Demand Forecasting: Meaning, Types, and Methods; Production and Cost Analysis: Production Function, Least Cost Combination of Inputs; Factor Productivity and Returns to Scale.
- Unit-IV: Cost Concepts; Traditional and Modern Theory of Cost; Economies of Scale, Market Structures and Firm's Equilibrium.
- Unit-V: Concepts of Revenue; National Income, Consumption Function, Multiplier & Investment Analysis; Keynesian Approach

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Jole, D: *Managerial Economics*, Prentice Hall.
2. V. Mote, Paul, S., & G. Gupta (2017): *Managerial Economics: Concepts and Cases*. McGraw Hill.
3. Truett, C. J., & D. B. Truett (1984): *Managerial Economics* (2nd ed.). Cincinnati, South Western Publication.
4. Dwivedi, D. N. (2015): *Managerial Economics* (8th ed.). Vikas Publication
5. Koutsoyiannis, A. (2003): *Modern Microeconomics* (Indian 2nd ed.). Palgrave Macmillan

**CC-13: Fundamentals of Accounting**

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To develop conceptual understanding of the fundamentals of financial accounting process and software.

**Course Content:**

- Unit-I: Accounting: Nature, Scope, Functions and Limitations; Types of Accounting and Accounting System; Accounting Concepts and Conventions; Accounting Equation
- Unit-II: Accounting Process: Journal and Ledger, Trial Balance, Subsidiary Books
- Unit-III: Capital and Revenue; Classification of Income, Expenditure, and Receipts; Preparation of Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet (with adjustments)
- Unit-IV: Depreciation: Concept, Causes, Features, Objectives, and Methods; Valuation of Stock, Bank Reconciliation Statement; Introduction of IASB & IFRS
- Unit-V: Role of Computer in Accounting; Flow Chart, Software Packages for Accounting, Accounting for Non-Profit Organizations

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Bhattacharya, K., & Dearden J.: *Accounting for Management - Text and Cases*. Vikas Publishing House
2. Gupta, A. (2004): *Financial Accounting for Management*. Pearson, Delhi, 2004.
3. Hingorani, N. L., & Ramanathan, A. R. (1992): *Management Accounting* (5th ed.). Sultan Chand and Sons.
4. Jelsy Joseph Kuppapally, J. J. (2010): *Accounting for Managers*. Prentice Hall.
5. Narayanaswamy R. (2011): *Financial Accounting*. Prentice Hall.
6. Paresh Shah, P. (2007): *Basic Accounting for Managers*. Oxford.

**SEC-11: Business Mathematics**

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To familiarize the students with basic mathematical concepts and their business applications

**Course Content:**

- Unit-I: Arithmetic Progression; Geometric Progression; Harmonic Progression; Permutations and Combinations; Binomial Theorem
- Unit-II: Set Theory: Introduction, Types, and Set Operations (Compliment, Union, Intersection, and Difference); Cartesian Product of Two Sets
- Unit-III: Matrices: Concept, Types, and Operations (Addition, Multiplication, Transpose, and Inverse); Determinants; Solution of Simultaneous Linear Equations
- Unit-IV: Functions: Concept, Types, and Graphical Representation; Basics of Differential Calculus: Rules, Maxima and Minima; Point of Inflexion; Higher Order Derivatives; Integral Calculus: Rules, Definite Integral

**Note:** The external (end-term) question paper will comprised of two parts. In Part-A, there will be *two* questions from each unit (total *eight* questions, carrying five marks each).

In Part-B, the questions will relate to business and economic applications of the mathematical concepts; there will be *one* question from each unit (total *four* questions, carrying fifteen marks each).

The students will be required to attempt *eight* questions in all, by selecting *five* question from Part-A, and *three* questions from Part-B.

**Suggested Readings:**

1. Khan, S.M. (2012). *A Textbook of Business Mathematics*. Viva Books.
2. Raghavachari, M. (2008). *Mathematics for Management: An Introduction* (33rd reprint). Tata McGraw Hills.
3. Rangaraj, G., Mallieswari, R., & Rema, V. (2020). *Business Mathematics*. Cengage.
4. Sancheti, D.C., & Kapoor, V.K. (2015). *Business Mathematics* (11th ed.). Sultan Chand & Sons.
5. Soper, J. (2004). *Mathematics for Economics and Business: An Interactive Introduction* (2nd ed.). Wiley-Blackwell.

**SEC-12: Essential Computer Skills**

Credits: 4; Maximum Marks: 100 (30/Int. + 30/Practical + 40/End-Term);

Minimum Pass Marks: 40 (12/Int. +12/Practical + 16/End-Term);

Time for End-Term Exam: 2 Hours

**Course Objectives:** To make the students understand the basics of computer and its applications and inculcate essential computer skills particularly related to MS Office.

**Course Content:**

- Unit-I: Introduction to Computer, Characteristics of Computers; Evolution of Computers; Basic Components of a Computer, Their Functions, and Inter-relation; Computer Languages; Types of Computer Systems: Personal-Micro, Mini, Mainframe, and Super Computer.
- Unit-II: Data Storage: Primary Storage, Secondary Storage; Input and Output Devices; Concept of Data Communication and Network Topology
- Unit-III: Operating System: Introduction to Operating System; Types of Operating Systems; Word Processor: Meaning and Applications
- Unit-IV: Windows: Basic Functionality; MS Office: Basic functions and Commands in MS Word and MS PowerPoint
- Unit-V: MS Office: MS Excel-Working with Excel, Basic Functions and Formulae; Internet: Usage and Applications,

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *two* marks each (one part from each unit). Further, *two* questions of *six* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Practical:** The practical will be based on the applications of MS Office: MS Word, MS Excel & MS PowerPoint

**Suggested Readings:**

1. Sinha, P. K.: *Computer Fundamentals* (3rd ed.). BPB Publications.
2. Raja, R. (2007): *Fundamentals of Computer*, Prentice Hall.
3. Dhunna, M., & Dixit J.B. (2010): *Information Technology in Business Management*, University Science Press New Delhi (An imprint of Laxmi Publications, New Delhi).
4. Gill N.S.: *Computer Network*. Krishna Publishing House, New Delhi
5. Douglas, E. Comer: *Computer Network and Internet*. Pearson.



**AEC-11: Vyavharik Hindi**

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**उद्देश्य:** इस विषय का उद्देश्य वाणिज्य एवं प्रबंधन से जुड़े विद्यार्थियों को राजभाषा/ राष्ट्रभाषा हिंदी का व्यावहारिक ज्ञान प्रदान करना है, ताकि वे जनसामान्य तक अपनी बात, उनकी अपनी भाषा में, पहुंचा सकें।

**Course Content:**

- खंड – क राजभाषा अधिनियम, राष्ट्रपति के अध्यादेश तथा केंद्रीय सरकार की हिंदी शिक्षण-योजना
- खंड – ख पत्राचार के विविध रूप (मूल पत्र, पत्रोत्तर, पावती, अनुस्मारक, अर्द्धसरकारी पत्र, ज्ञापन, परिपत्र, आदेश, पृष्ठांकन, अंतःविभागीय टिप्पण, निविदा सूचना, विज्ञापन, प्रेस विज्ञप्ति, प्रेस नोट, प्रतिवेदन)
- खंड – ग (1). अनुवाद: स्वरूप, प्रकृति, प्रक्रिया, वर्गीकरण, व्यावहारिक अनुवाद (प्रदत्त अंग्रेजी/हिंदी अनुच्छेद का अनुवाद), अनुभाषण (आशु अनुवाद)  
(2). पल्लवन: परिभाषा, प्रक्रिया, और गुण  
(3). संक्षेपण: परिभाषा, विधि, और गुण
- खंड – घ पारिभाषिक शब्दावली (मंत्रालयों, उपकर्मों, निगमों, बैंकों, रेलवे-क्षेत्रों, रेडियो तथा दूरदर्शन में प्रयुक्त पारिभाषिक शब्दों और वाक्यांशों का अध्ययन)  
**नोट:** इस खंड के अंतर्गत विकल्प-रहित 14 पारिभाषिक शब्द अथवा 07 पारिभाषिक वाक्यांश दिए जाएंगे, जिनमें से सभी का स्वीकृत पारिभाषिक अर्थ लिखना होगा।
- खंड – ङ निबंध-लेखन (निम्नलिखित विषयों में से चार-पांच विषय दिए जाएंगे, जिनमें से किसी एक विषय पर लगभग 300 शब्दों में निबंध लिखना होगा)  
(1) वाणिज्य अध्ययन में हिंदी की उपयोगिता, (2) उपभोक्ता, बाजार, और वाणिज्य, (3) बैंक और वाणिज्य, (4) कुशल प्रबंधन और वाणिज्य, (5) विज्ञापन और वाणिज्य, (6) वाणिज्य विकास में कंप्यूटर की भूमिका, (7) श्रमिक असंतोष का उद्योग जगत पर प्रभाव, (8) जनसंख्या वृद्धि का राष्ट्र समृद्धि पर प्रभाव, (9) अंतर्राष्ट्रीय व्यापार और अंतर्राष्ट्रीय मुद्रा-कोष, (10) निजीकरण का भारतीय अर्थव्यवस्था पर प्रभाव, (11) वैश्वीकरण और भारतीय उद्योग, (12) कोविड-19 का उद्योग जगत पर प्रभाव, (13) लघु उद्योगों का भविष्य, (14) महंगाई, (15) काला धन, (16) ऊर्जा संकट,

**Note:** The examiner is required to set *ten* questions in all, two questions of *fourteen* marks each from each unit. The students will be required to attempt *five* questions in all, selecting one question from each unit.

**संदर्भ ग्रंथ:**

1. राजनाथ भट्ट (2004): प्रयोजनमूलक हिंदी, हरियाणा साहित्य अकादमी पंचकूला
2. राजमणि शर्मा (2004): अनुवाद विज्ञान हरियाणा साहित्य अकादमी, पंचकूला
3. विराज (2005): प्रमाणिक आलेखन और टिप्पण, राजपाल एंड संज, दिल्ली
4. दर्शन कुमार जैन (1996): प्रयोजनमूलक हिंदी के छः अध्याय, लिपि प्रकाशन, अंबाला छावनी

**AEC-12: Fundamentals of English**

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** The objective of the course is make the students aware about the basics of English language and make them proficient in reading, writing, comprehension and speaking skills.

**Course Content:**Unit-I: **Grammar and Usage**

A Detailed Study of Nouns, Pronouns, Adjectives, Articles, Verbs, Adverbs, Prepositions, Conjunctions, and their Correct Usage

Unit-II: **Grammar and Usage**

Tenses: Active and Passive Voice; Transformation of Sentences from Simple to Compound/Complex Sentences; Narration/Reported Speech

Unit-III: **Vocabulary**

Antonyms and Synonyms; Words Often Confused; Important Latin and English Prefixes and Affixes; Common Legal Terms (Their Meaning and Usage)

Unit-IV: **Composition Skills**

Formal Letter Writing; Writing of Business Letters; Official Letters and CVs; Paragraph Writing; Punctuation

**Note:** The examiner is required to set *nine* questions in all. The question number one will be compulsory, and would contain *four* parts from the whole syllabus. Further, two questions are to be set from each unit of the syllabus. The students will be required to attempt *five* questions—the compulsory question, and one question from each of the four units. Each question shall carry *fourteen* Marks.

**Suggested Readings:**

1. Wren & Martin: *High School English Grammar and Composition*
2. Tickoo & Subramaniam: *A Functional Grammar with Usage and Composition*
3. Murphy, Raymond: *Essential English Grammar*. Cambridge University Press
4. Maison, Margaret M.: *Examine Your English*
5. Allen W.S.: *Living English Structure*
6. Hewings, Hartin: *Advanced English Grammar*. Cambridge University Press

**CC-21: Organization Behavior**

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To make the understand behavior at individual, group and organizational levels.

**Course Content:**

- Unit-I: Organizational Behavior (OB): Meaning, Need, and Scope; Contributing Disciplines to the OB field; Challenges and Opportunities for OB
- Unit-II: Understanding Individual Behavior: Attitudes and Job Satisfaction, Emotions and Moods, Emotional Labor, Emotional Intelligence, Personality and Values
- Unit-III: Perception and Individual Decision-making, Motivation Concepts and Applications
- Unit-IV: Foundations of Group Behavior: Meaning and Nature, Stages of Group Development, Types of Groups, Group properties; Work Teams
- Unit-V: Power and Politics; Conflict and Negotiation; Organizational Culture; Organizational Change and Development

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2008). *Organizational Behavior and Management* (1st reprint). Tata McGraw-Hill.
2. Kreitner, R., & Kinicki, A. (2008). *Organizational Behavior* (8th ed.). McGraw Hill
3. Luthans, F. (2011). *Organizational Behavior: An Evidence-Based Approach* (12th ed.) McGraw-Hill/Irwin.
4. Newstrom, J. W. (2017), *Organizational Behavior: Human Behavior at Work* (12th ed.). McGraw Hill.
5. Parikh, M., & Gupta, R. (2010). *Organizational Behaviour*. McGraw Hill.
6. Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior* (15th ed.). Pearson.

## CC-22: Principles of Marketing

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** The objective of this course is to familiarize the students with the basic concepts, functions, and processes of marketing.

### Course Content:

- Unit-I: Marketing: Definition, Nature & Scope, Core Marketing Concepts; Evolution of Marketing; Marketing Mix; STP (Segmenting, Targeting & Positioning); Approach to Marketing; Marketing Environment; Recent Trends in Marketing Management
- Unit-II: Product: Meaning, Levels, Product Mix; New Product Development Process; Product Life Cycle: Concept & Applications; Branding & Packaging
- Unit-III: Promotion Mix: Advertising, Sales Promotion, Personal Selling, Direct Marketing & Public Relations; Pricing: Objectives, Methods & Policies
- Unit-IV: Distribution Channels: Planning & Management; Retailing; Wholesaling; Physical Distribution & Logistics Decisions
- Unit-V: Selected Applications: Marketing Research & Information System; Internet Marketing; Social Media Marketing; Content Marketing; Green Marketing; Network Marketing

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

### Suggested Readings:

1. Kotler, P., & Keller, K. L. (2006). *Marketing Management* (12th ed.). Prentice Hall.
2. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2013). *Marketing Management: A South Asian Perspective*. (14th ed.). Pearson Education.
3. Ramaswamy, V.S., & Kumari, S. Nama (2009). *Marketing Management-Global Perspective Indian Context* (4th ed). Macmillan India.
4. Kumar, A., & Meenakshi, N. *Marketing Management*. Vikas Publishing House.
5. Stanton, W.J., & Pandit, Ajay. (2008). *Marketing Concept & Cases* (3rd ed.). Tata McGraw.

### CC-23: Entrepreneurial Development

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);

Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** The objective of this course is to acquaint the students with concepts of small businesses & entrepreneurship, focus areas in the development of an entrepreneur.

#### Course Content:

- Unit-I: Entrepreneurship: Meaning and Significance; Relationship between Entrepreneurship Development and Economic Development; Types of Entrepreneurs; Entrepreneurial Competencies; Influences on Entrepreneurial Development: Socio-Cultural, Political, Economic, and Psychological; Problems Associated with Entrepreneurship in India
- Unit-II: New Venture Development: Methods, Procedures & Problems; Feasibility study: Preparation of Feasibility Reports, Selection of Factory Location, Market Potential, Demand Analysis; Working Capital Requirement & Financing
- Unit-III: Role of Innovation and Creativity in Entrepreneurship; Grass Root Innovation; Frugal Innovation; Entrepreneurship Ecosystem
- Unit-IV: Role of Government, Promotional Agencies and Institutions in Entrepreneurship Development; Incentives and Various Financial Schemes Available for Entrepreneurs
- Unit-V: MSME: Definition, Role, and Problems; Govt. schemes for MSME; Industrial Sickness: Causes, Consequences and Remedial Measures; Role of Women SHG's in Micro Enterprises, SIDBI and its functions.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

#### Suggested Readings:

1. Desai, Vasant: Dynamics of Entrepreneurship Development; Himalaya Publications.
2. Drucker, Peter: Innovation & Entrepreneurship; Heinemann, London.
3. Dollinger, Marc J.: Entrepreneurship: Strategies & Resources, Pearson.
4. McClelland, D. C. & Winter, W. G.: Motivating economic achievement, Free Press, New York.
5. Monk, Ellen & Bert: Concept in Enterprise Resource Planning, Thompson, UK

## **SEC-21: Soft Skills and Personality Development**

Credits: 4; Maximum Marks: 100; Minimum Pass Marks: 40

**Course Objectives:** The objective of this course is to develop budding managers with idealistic, practical, and moral values and soft skills to enhance holistic development of students and improve their employability skills.

### **Course Content:**

- Unit 1: Self-Analysis and Assessment: Perception, Attitude and Attributes; Importance of Self Confidence, Self Esteem; Goal-Setting: Wish List, Smart Goals, Blue Print for Success, Short Term, Long Term, Life Time Goals; Vision; Etiquette: Social Etiquette, Business Etiquette, Civic Sense and Social Norms
- Unit 2: Communication Skills: Reading, Writing, Speaking and Listening Skills, Time Management: Value of Time, Diagnosing Time Management, Weekly Planner To-Do list, Prioritizing Work
- Unit 3: Motivation: Intrinsic and Extrinsic Motivators; Change: Coping Skills: Critical and Adaptive Mind-Sets; Changes in Career / Life / People
- Unit 4: Creative Thinking: Out of Box Thinking, Lateral Thinking; Problem Solving Skills; Purpose-Driven Decisions; Stress Management; Emotional Intelligence: Coping With Emotions; Interpersonal Conflicts; Emotional Rational Balance
- Unit 5: Personality Development: Its Various Techniques, Role and Importance of 'Ancient Indian Wisdom' in Shaping Personality; Mnemonics, Mediation, and Concentration Techniques, Self-Hypnotism, Self-Acceptance, and Internal Growth

**Note:** Continuous evaluation criteria would be followed to evaluate the performance of the students. The same would be based on practical activities assigned by the teacher concerned.

### **Suggested Readings:**

1. SOFT SKILLS, 2015, Career Development Centre, Green Pearl Publications.
2. Personality Development by Rajiv K. Mishra. Rupa & Co.
3. Youngster's Guide to Personality Development Paperback – 2011, S.P. Sharma
4. Covey Sean, Seven Habits of Highly Effective Teens, New York, Fireside Publishers, 1998.
5. Carnegie Dale, How to win Friends and Influence People, New York: Simon & Schuster, 1998.
6. Thomas A Harris, I am ok, You are ok , New York-Harper and Row, 1972
7. Daniel Coleman, Emotional Intelligence, Bantam Book, 2006
8. Desire2will: Dr Dinesh Kumar.
9. Lateral Thinking : Bono Edward De
10. Daniel Coleman, Emotional Intelligence, Bantam Book, 2006

**AEC-21: Proficiency in English**

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objective:** The objective of the course is to make the students aware about the basics of English language and make them proficient in reading, writing, comprehension and speaking skills.

**Course Content:**

- Unit-I: Basic Grammar: Spotting the errors pertaining to Articles, Nouns, Pronouns, Adjectives, Adverbs, Subject Verb Concord, Active & Passive voice, Reporting Speech
- Unit-II: Reading and Writing Skills: Paragraph Writing, Outline Development, Slogan Writing, Dialogue Writing, Comprehension Passage
- Unit-III: Vocabulary, Antonyms, Synonyms, Idioms and Phrases, Words often Confused, One Word Substitution, Homonyms and Formation of words (Suffixes, Prefixes and Derivatives)
- Unit-IV: Introduction to Principal Components of Spoken English: Transcription, Word Accent and Intonations
- Unit-V: Techniques of Developing Proficiency in English Language: Newspaper, Magazine Reading, Reviewing, and Rewriting; Audio Visual Aids for Language Skill Enhancement; Book Review Writing; Writing for Media and Advertising; Group Discussion; Problem Solving Exercise & Visual Interpretation

**Note:** The examiner is required to set *ten* questions in all, two questions of *fourteen* marks each from each unit. The students will be required to attempt *five* questions in all, selecting one question from each unit.

**Suggested Readings:**

1. Wren and Martin: High School Grammar & Composition: Sultan Chand & Sons, New Delhi
2. S. D. Sharma, Communication Skill in English:, Natraj Publishing House
3. Anjana Neira Dev, Anuradha Marwah & Swati Pal, Creative writing – A Beginner's Manual, Pearson Publishing India. 2009.
4. T Balasubramanian, A Textbook of English Phonetics: For Indian Students, Macmillan Publishers India.
5. Balasubramanian, English Phonetics for Indian Students: A Workbook by, Macmillan India Pvt. Ltd.

**AECC**  
**B-EVS-N100**  
**Environment Studies**

Credits: 2; Maximum Marks: 50 (25/Int. + 25/End-Term);  
Minimum Pass Marks: 20 (10/Int. + 10/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** The aim of this course is to make the students aware about the environmental problems and current global issues related to environment. It provides knowledge about concepts of ecosystem and biodiversity and develops interest in the students about their role in conservation of environment and reducing pollution and waste generation in their surroundings. By understanding the environmental problems, their causes and solutions, the students can apply these to their daily lives.

**Course Outcomes (COs) for Theory:**

- COs On successful completion of the course, the students will be able to:
- CO 1 Understand the concept of environmental studies, its scope, and importance in the conservation of environment. Understand the concept of ecosystem and different types of natural and artificial ecosystems in the world, the biogeochemical cycling and energy flow in an ecosystem.
  - CO 2 Describe the various renewable and non-renewable natural resources and their over-exploitation due to increasing demands of rising population. Become aware about biodiversity, its importance, and the various threats for biodiversity. Have knowledge of the endangered species and their conservation measures that are needed to be adopted at different levels.
  - CO 3 Have understanding about the types of pollution and how to reduce pollution levels in air, soil, water, land and from marine bodies, as to develop interest in reducing the solid waste generation as well as its management at household level. Gain knowledge of various global environmental issues like climate change, global warming, and ozone depletion and also about different environmental laws implemented to conserve the environment.
  - CO 4 Understand the concept of population growth, disaster management, impacts of drug abuse, and various environmental movements.

**Course outcome for practical/field work:**

- CO 1 To get practical knowledge of various environmental issues through project file/assignment with case studies

**Mode of Paper Setting:** Total number of questions set will be nine. Questions no. 1 is compulsory covering the entire syllabus. Two questions will be set from each unit. Students have to attempt five questions in all, one question from each unit including the compulsory question. Each question is of 5 marks. All questions carry equal marks. Final theory exam time allowed will be of 3 hours.



## Unit I

**Introduction to environmental studies:** Multidisciplinary nature of environmental studies; Scope and importance; Concept of sustainability and sustainable development.

**Ecosystems:** What is an ecosystem? Structure and function of ecosystem; Energy flow in an ecosystem: food chains, food webs, and ecological succession. Case studies of the following ecosystems: a) Forest ecosystem, b) Grassland ecosystem, c) Desert ecosystem, d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

(8 lectures)

## Unit II

### **Natural Resources: Renewable and Non-renewable Resources**

- Land resources and land use change; Land degradation, soil erosion and desertification
- Deforestation: Causes and impacts due to mining, dam building on environment, forests, biodiversity and tribal populations
- Water: Use and over-exploitation of surface and ground water, floods, droughts, conflicts over water (international & inter-state)
- Energy resources: Renewable and non-renewable energy sources, use of alternate energy sources, growing energy needs, case studies

### **Biodiversity and Conservation**

- Levels of biological diversity: genetic, species and ecosystem diversity; Biogeographic zones of India; Biodiversity patterns and global biodiversity hot spots
- India as a mega-biodiversity nation; Endangered and endemic species of India
- Threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions; Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity
- Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic, and Informational value

(16 lectures)

## Unit III

### **Environmental Pollution**

- Environmental pollution: types, causes, effects and controls; Air, water, soil and noise pollution
- Nuclear hazards and human health risks
- Solid waste management: Control measures of urban and industrial waste, Pollution case studies

### **Environmental Policies & Practices**

- Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture
- Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act. International agreements: Montreal and Kyoto protocols and Convention on Biological Diversity (CBD)
- Nature reserves, tribal populations and rights, and human wildlife conflicts in Indian context

(15 lectures)

### **Unit IV**

#### **Human Communities and the Environment**

- Human population growth: Impacts on environment, human health and welfare
- Resettlement and rehabilitation of project affected persons; case studies
- Disaster management: floods, earthquake, cyclones and landslides
- Environmental movements: Chipko, Silent valley, Bishnois of Rajasthan
- Environmental ethics: Role of Indian and other religions and cultures in environmental conservation
- Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi)
- Drugs and their effects; Useful and harmful drugs; Use and abuse of drugs; Stimulant and depressant drugs. Concept of drug de-addiction. Legal position on drugs and laws related to drugs

(6 lectures)

#### **Practical/Field work**

- Visit to an area to document environmental assets: river/ forest/ flora/fauna, etc.
- Visit to a local polluted site-Urban/Rural/Industrial/Agricultural
- Study of common plants, insects, birds and basic principles of identification
- Study of simple ecosystems-pond, river, Delhi Ridge, etc.

(Equal to 5 lectures)

#### **Suggested Readings:**

1. Carson, R. 2002. Silent Spring. Houghton Mifflin Harcourt.
2. Gadgil, M., & Guha, R. 1993. This Fissured Land: An Ecological History of India. Univ. of California Press.
3. Gleeson, B. and Low, N. (eds.) 1999. Global Ethics and Environment, London, Routledge.

4. Gleick, P. H. 1993. *Water in Crisis*. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.
5. Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll. *Principles of Conservation Biology*. Sunderland: Sinauer Associates, 2006.
6. Grumbine, R. Edward, and Pandit, M.K. 2013. Threats from India's Himalaya dams. *Science*, 339: 36-37.
7. McCully, P. 1996. *Rivers no more: the environmental effects of dams* (pp. 29-64). Zed Books.
8. McNeill, John R. 2000. *Something New Under the Sun: An Environmental History of the Twentieth Century*.
9. Odum, E.P., Odum, H.T. & Andrews, J. 1971. *Fundamentals of Ecology*. Philadelphia: Saunders.
10. Pepper, I.L., Gerba, C.P. & Brusseau, M.L. 2011. *Environmental and Pollution Science*. Academic Press.
11. Rao, M.N. & Datta, A.K. 1987. *Waste Water Treatment*. Oxford and IBH Publishing Co. Pvt. Ltd.
12. Raven, P.H., Hassenzahl, D.M. & Berg, L.R. 2012. *Environment*. 8th edition. John Wiley & Sons.
13. Rosencranz, A., Divan, S., & Noble, M. L. 2001. *Environmental law and policy in India*. Tripathi 1992.
14. Sengupta, R. 2003. *Ecology and economics: An approach to sustainable development*. OUP.
15. Singh, J.S., Singh, S.P. and Gupta, S.R. 2014. *Ecology, Environmental Science and Conservation*. S. Chand Publishing, New Delhi.
16. Sodhi, N.S., Gibson, L. & Raven, P.H. (eds). 2013. *Conservation Biology: Voices from the Tropics*. John Wiley & Sons.
17. Thapar, V. 1998. *Land of the Tiger: A Natural History of the Indian Subcontinent*.
18. Warren, C. E. 1971. *Biology and Water Pollution Control*. WB Saunders.
19. Wilson, E. O. 2006. *The Creation: An appeal to save life on earth*. New York: Norton.
20. World Commission on Environment and Development. 1987. *Our Common Future*. Oxford University

**AEC-23: Viva-Voce**

Credits: 2; Maximum Marks: 50, Minimum Pass Marks: 20

The Viva-Voce will be based on the courses studied by the students in the first *two* semesters (Semesters I & II). It will be conducted jointly by External and Internal examiners.

**CC-31: Business Laws**

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To make the students understand basic Indian laws and acts governing business.

**Course Content:**

- Unit-I: Indian Contract Act 1872: Meaning and Essentials of a Valid Contract, Performance of Contract, Breach of Contract and its Remedies, relevant cases. Contracts of Indemnity, Guarantee, Bailment, and Pledge.
- Unit-II: Law of Agency: Types of Agents, Rights and Duties of an Agent, Termination of Agency. Sales of Goods Act 1930: Meaning and Essentials of a Contract of Sale, Conditions and Warranties, Transfer of Property, Unpaid Seller and his Rights.
- Unit-III: The Negotiable Instruments Act 1881: Types of Negotiable Instruments, Holder and Holder-in-due-course, Negotiation by Endorsements, Crossing of a Cheque, and Dishonour of Cheque.
- Unit-IV: Major Provisions of Consumer Protection (Amendment) Act 2002, Consumer Protection Bill 2015. The Competition Act 2002. Forms of Intellectual Property Rights and Important Laws regulating IPRs in India.
- Unit-V: Cyber Laws in India. Categories of Cyber Crimes: Unauthorized Access and Hacking of Computers, Trojan Attack, Virus or Worm Attack, Denial of Service attack, Email Spoofing, Spamming, and Bombing etc. Major Provisions of Information Technology Act (ITA) 2000 and Amended (ITAA) 2008. Reasonable Security Practices. Role of the Indian Computer Emergency Response Team (CERT-In)

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Aggarwal, S. K. & Singhal, K. (2006). *Business Laws*. Galgotia Publications.
2. Gulshan, S. S. (2012). *Business Laws* (4th ed.). New Age International Publication.
3. Kapoor, N. D. (2019). *Elements of Mercantile Law*. Sultan Chand & Sons.
4. Kuchhal, M. C., Prakash, D. (2012). *Business Legislation for Management*. Vikas Publishing House.
5. Maheshwari, S. N. & Maheshwari, S. K. (2016). *Manual of Business Law* (6th ed.). Himalaya Publishing House.
6. Tulsian, P. C. (2018). *Business Law* (3rd ed.). Tata McGraw Hill.

### CC-32: Financial Accounting and Auditing

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To make the students understand of basic concepts, principles, and scope of Accounting and Auditing.

#### Course Content:

- Unit-I: Concept of Partnership Firm: Partnership Deed, Accounting for Partnership, Admission of new partner, Valuation of Goodwill, Sacrifice ratio, Retirement and Death of a partner, Dissolution of firm.
- Unit-II: Meaning, formation and Types of companies: Company Accounts- Accounting for issue, forfeiture and Reissue of shares. Debenture: Meaning and types; Issue of debentures, purpose of issue, Accounting for issue and Redemption of Debentures.
- Unit-III: Final Accounts of a company: Profit and Loss Account, Balance Sheet, Managerial Remuneration, Valuation of shares.
- Unit-IV: Amalgamation, Absorption and Reconstruction: Nature of purchase, Purchase Consideration, Accounting in the books of transferor and Transferee Company. Intercompany holdings.
- Unit-V: Auditing- concept, functions of an Auditor, procedure of auditing, internal control and audit, qualifications of company auditor, Auditor's report.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

#### Suggested Readings:

1. Tulsian, P. C. (2017). *Financial Accounting* (2nd ed.). Pearson Education India.
2. Bhattacharyya, Ashish. K. (2020), *Essentials of Financial Accounting* (5<sup>th</sup> ed.) Prentice Hall of India.
3. Arora M. N. (2021). *Cost and Management Accounting* (13th ed.). Himalaya Publishing House.
4. Jayapandian, S. (2011). *Accounting for Managers - Effective Techniques for Decision Making* (2nd ed.). Anne Books Publishers.
5. Kothari, R. (2021). *Accounting and Finance for Bankers* (4th ed.). MacMillan Education.
6. Maheshwari, S.N. & S.K. Maheshwari (2017). *Accounting for Management* (4th ed.). Vikas Publishing House.
7. Sahaf, M. A. (2018). *Management Accounting - Principles and Practice* (3rd ed.). Vikas Publishing House.

### CC-33: Human Resource Management

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);

Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To make the students understand the fundamentals of the managing of human resource in an organization.

#### Course Content:

- Unit-I: HRM: Historical Development, Definition, Objectives, Scope, Significance and Functions of HRM. Human Resource Planning: Significance and Process.
- Unit-II: Recruitment: Process, Sources, Methods and Techniques. Selection: Process, Tests, Interview. Placement and Induction.
- Unit-III: Training: Process, Principles, Methods, Types. Training need Assessment and Process Evaluation. Development: Nature, Process, Methods, Techniques and Evaluation.
- Unit-IV: Compensation Management: Wages, Salaries, Incentives, Fringe Benefits, Bonus. Job Evaluation. Performance Appraisal. Potential Appraisal. Performance Management.
- Unit-V: Career Planning and Development. Industrial Relations: Concept, Trade Unionism; Industrial Disputes. Grievance Handling. Workers Participation in Management. Present and future trends in HRM. Competitive challenges influencing HRM.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

#### Suggested Readings:

1. Aswathappa, K. (2017). *Human Resource & Personnel Management* (17th ed.). McGraw Hill.
2. Cascio, W. F. (2002). *Managing Human Resources* (6th ed.). Tata McGraw Hill.
3. Dessler, G. (2017). *Human Resource Management* (15th ed.). Pearson.
4. Dwivedi, R.S. (2009). *A Textbook of Human Resource Management*. Vikas Publishing House.
5. Gomez, M. & Louis, R. (2006). *Managing Human Resources* (6th ed.). Prentice Hall India.
6. Rao, V. S. P. (2010). *Human Resource Management* (2nd ed.). Taxmann.

### CC-34: Digital & Social Media Marketing

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To familiarize the students with the basic concepts, functions, applications, and process of digital and social media marketing.

#### Course Content:

- Unit-I: Digital Marketing: Concept & Applications. Social Media Marketing: Introduction, Expanding role of Web, Major zones of Social Media, Participation as additional 'P' of marketing, Traditional Media vs. Social Media, Careers in Social Media, Applications of Social Media.
- Unit-II: Social Communities: Concept, Zones and their Characteristics. Consumer Adoption Process and Social Media Marketing, Characteristics of Social Networking Sites, Customer Engagement and Social Media Marketing, Characteristics of Social/Brand fans. Marketing applications of Social Communities.
- Unit-III: Social Publishing: Concept, Zones, Publishing Content, Developing and Organizing Content, Social Publishing Strategies: SEO and SMO in Social Media. Social Entertainment: Social Entertainment Zones, Social Games, Social Music, Social TV and Social Celebrities.
- Unit-IV: Social Commerce: Zones, Strategies and Benefits. Social Media for Consumer Insight, Role of Social Media in Research, Social Media Listening and Monitoring, Sentiment and Content Analysis, Errors in Social Media Research.
- Unit-V: Social Media and Contemporary Trends: Content Marketing, Influencer Marketing, Blog Marketing, Microblogging, Mobile Marketing, Affiliate Marketing, Ethical aspects of Social Media.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

#### Suggested Readings:

1. Berger, J., Simon, & Schuster (2014). *Contagious: How to Build Word of Mouth in the Digital Age*.
2. Dodson, I. (2016). *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*.
3. Guy Kawasaki, G. (2015). *Art of the Start 2.0* (paperback). Penguin Business.
4. Smith, N., Hodder, & Stoughton. (2013). *Social Media Marketing in A Week: Create Your Successful Social Media Strategy in Just Seven Days*.
5. Tuten, T. L. & Solomon, M. R. (2016). *Social Media Marketing* (2nd ed.). Sage Publishing.



**SEC-31: Business Communication**

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);

Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To develop written and oral communication skills.**Course Content:**

- Unit-I: Communication: Meaning, Objectives, Importance, Communication Process, Barriers in Communication and 7C's of Effective communication. Verbal and Non-Verbal Communication. Effective Listening. Formal and Informal Communication.
- Unit-II: Business Messages: Memo Writing, Proposal Writing, Office Orders, Office Circulars. Report Writing: Types and Format. E-mail etiquettes.
- Unit-III: Public Speaking: Strategies for Oral Presentations. Dyadic Communication: Telephonic Conversation Skills, Interview Skills.
- Unit-IV: Communication Outside the Organization: Agenda, Quotations, Tenders, Business Letters, Complaints, and Follow-up Letters. Business and Group Meetings: Purpose, Types, Responsibility in Business Meetings
- Unit-V: Communication for Employment: Resume Writing and Follow Up. Use of Visual Aids in Business Communication. Ethical Issues in Communication

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Chaturvedi & Chaturvedi. (2011). *Business Communication*. Pearson Publishing.
2. Hilderbrandth & Murphy (1997). *Effective Business Communications* (7th ed.). Irwin McGraw Hill.
3. Paul, Rajendra, & Korthalli, J. S. (2012). *Business Communication*. Sultan Chand & Sons.
4. Pradhan, Homai, et. al. (2010). *Business Communication*. Himalaya Publishing House.
5. Sinha, K. K. (2018). *Business Communication* (4th ed.). Galgotia Publishing.

**SEC-32: Statistics for Managers**

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);

Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To make the students understand about the statistical techniques and their application for business decision making.

**Course Content:**

- Unit-I: Statistics: Functions and Limitation. Collection of Data: Types of Data, Methods of Collecting Primary Data, Sources of Secondary Data. Classification and Tabulation of Data. Organizing Numerical Data: Ordered Array, and Frequency Distribution, Cumulative and Percentage Frequency Distributions. Diagrammatic and Graphic Presentation of Data.
- Unit-II: Measures of Central Tendency: Mean Median, Mode, Geometric Mean, and Harmonic Mean. Partition Values: Quartiles, Deciles, and Percentiles. Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Variance, Coefficient of Variation. Measures of Skewness, and Kurtosis.
- Unit-III: Correlation Analysis: Concept, Types and Significance, Karl Pearson's and Spearman's Coefficients of Correlation. Regression Analysis: Concept, and Significance, Two Lines of Regression.
- Unit-IV: Multiple Correlation and Regression Analysis: Estimation of Multiple Regression Equation, Calculation of Multiple Correlation Coefficient. Time Series Analysis: Meaning, Components and Trend Analysis; Seasonal Variations.
- Unit-V: Index Numbers: Meaning, Types, and Uses. Methods of constructing Index Numbers. Tests of Adequacy. Chain Index Numbers. Special Problems: Base Shifting, Splicing, and Deflation of Index Numbers. Problems in Construction of Index Numbers.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Aczel, A. D., Sounderpandian, J., Saravanan, P., & Joshi, R. (2017). *Complete Business Statistics* (7th ed.). McGraw Hill Education.
2. Gupta, S. P., & Gupta M. P. (2017). *Business Statistics*. Sultan Chand & Sons.
3. Hooda, R.P. (2013) *Statistics for Business and Economics* (5th ed.). Vikas Publishing House.
4. Levine, D. M., Stephan, D. F., Szabat, K. A., & Viswanatha, P .K. (2017). *Business Statistics: A First Course* (7th ed.). Pearson Education.

**CC-41: Financial Management**

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To familiarize the students with basics and important aspects of financial management.

**Course Content:**

- Unit-I: Financial Management: Nature, Scope, Functions, Objectives of Financial Management, Organization of Finance Function. Time Value of Money. Source of Finance: Long-term Finance , Short-Term Finance.
- Unit-II: Cost of Capital: Concept, Computation of Cost of Capital. Capital Budgeting: Conventional and Discounting Methods.
- Unit-III: Leverages: Operating, Financial, Combined Leverage. Capital Structure: Theories of Capital Structure, Determinants of Capital Structure, Optimal Capital Structure.
- Unit-IV: Dividend Policy: Introduction, Considerations ,Approaches to Valuation of Stock, Dividend Models.
- Unit-V: Working Capital Management: Management of Cash, Inventories Management, Receivables Management.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Chandra, P. (2017). *Financial Management* (9th ed.).Vikas Publishing House.
2. Gupta, S. K. *Financial Management: Theory and Practice* (9th ed.). Kalyani.
3. James, C. & Horne, V. (2011). *Financial Management and Policy* (12th ed.). Prentice Hall.
4. Khan, M. Y. (2018). *Financial Management* (8th ed.). Tata Mc Graw Hill.
5. Pandey, I. M. (2021). *Financial Management* (12th ed.).Vikas Publishing House.

**CC-42: Production & Operation Management**

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To make the students understand the basics of production and operation management.

**Course Content:**

- Unit-I: Production: Meaning, Nature, Scope and Importance. Production as a Functional Area of Management. Production Systems: Job, Batch and Flow Production, Continuous & Intermittent Production.
- Unit-II: Facility Location, and Layout: Need, Meaning & Types of Plant Layout. Plant Layout and Material Handling. Inventory Management: Techniques of Inventory Control.
- Unit-III: Production Forecasting: Concept, Importance & Methods. Production Planning and Control: Master Production Scheduling using PERT and CPM Techniques.
- Unit-IV: Method Study: Concept, Application, Procedure. Relevance of Forms, Charts, and Reports in Method Study. Work Measurement Time Study: Concept, Application, Procedure, Determination of Standard, Actual and Normal Time. Performance Rating. Work Sampling. Balance Score Card.
- Unit-V: Managing for Quality: Meaning of Quality, Principles, TQM, Six Sigma and Statistical Quality Control.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Aswathappa, K. & Bhat, K. S. (2015). *Production and Operations Management*. Himalaya Publishing House.
2. Chunawalla, K. & Patel, D. R. (2009). *Production and Operations Management* (9th ed.). Himalaya Publishing House.
3. Kachru, U. (2007). *Production and Operations Management*. Excel Books.
4. Panneerselvam, R. (2017). *Production and Operations Management* (3rd ed.). Prentice Hall.
5. Starr, M. K. (2005). *Production and Operations Management*. Biztantra.

**CC-43: E-Commerce**

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To make the students understand the concepts of new-age E-commerce and how it applies in the organization.

**Course Content:**

- Unit 1: Introduction to E-Commerce: Definition, Forces Fueling E-Commerce, Industry framework, types. Internet Service Providers: Internet access providers, Internet Vs. Online Services. WWW: Concepts, Technology, Applications. Electronic Payment Systems: Electronic Payment Technology, Digital Cash, Electronic Check, On-line Credit Card.
- Unit 2: Electronic Commerce and Banking: Changing dynamics in the Banking Industry, Home banking Implementation approaches, Open Vs. Closed model, Management issues in online Banking. Electronic Commerce and Retailing: Changing retail Industry dynamics, Online retailing, Management challenges.
- Unit 3: Electronic Commerce and online publishing: Online publishing Strategies, Approaches, advertising and online publishing, Digital copyrights and Electronic publishing. Intranets and Supply Chain Management: Supply Chain Management, Managing retail supply chains, supply chain application software, Internet and customer asset Management, customer asset management basics.
- Unit 4: Intranets and Corporate Finance: Financial Systems, Financial Intranets, Software modules in Financial Information System, Transaction Accounting Payment Management, Treasury and Cash Management, Human Resource Management Systems, size, structure of Financial Software Markets, The Corporate Digital Library, Intelligent Agents.
- Unit 5: E-Commerce Scenario in Indian Corporates: Usage, Infrastructural and Other Problems, Growth Prospects, Customers Attitude, Legal Aspects Pertaining to E-Commerce in India, Ethical aspects of E-commerce.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Cady, D.H. & Megregor, P. (1996). *Mastering The Internet* (2nd ed.). BPB Publication.
2. Janson, R. (2000). *Starting E-Commerce Business*. IDG Books.
3. Oberi, S. (2001). *Security and You*. Tata McGraw-Hill.
4. Peter, K. & McDonald, M. (2000). *The E-Process Edge*. Tata McGraw-Hill.

### CC-44: Business Ethics

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To make the students understand the ethical issues concerning business.

#### Course Content:

- Unit 1: Business Ethics: Meaning, Nature, Scope & Purpose of Ethics. Ethics and Decision Making. Moral issues in business. Worker's and employee's rights and responsibilities. Profit Maximization vs. Social Responsibility.
- Unit 2: Human Values: Morals, Values & Ethics. Work Ethics: Features, types & Relevance of Values. Variety of Moral Issues. Moral Dilemmas. Models of Professional Roles- Theories about Action, Custom & Religion.
- Unit 3: Corporate social responsibility: Meaning, Evolution of corporate social responsibility. Common indicators for measuring business social performance. Reporting social responsibility measures in annual report.
- Unit 4: Professional Ethics: Ethics & Religion. HRM & Ethics. Creating Work-committed cultures in Organizations. Quality of Work Life.
- Unit 5: Miscellaneous Aspects of Ethics in Management: Management of Mind; Commonsense Management; Respect for Authority; Occupational Crime; Ethics & Environment; Cultivating Talents & Virtues for Excellence.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

#### Suggested Readings:

1. Anubhavananda, S. & Kumar, A. (2008). *Ethics in Management: Insights from Ancient Indian Wisdom*. Anne Books.
2. Bhanumurthy, K. V. (2009). *Ethics and Social Responsibility of Business*. Pearson.
3. Bowie, N. E. (1999). *Business Ethics-A Kantian Prospective*. Blackwell.
4. Fernando, A. C. (2012). *Corporate Governance*. Pearson.
5. Ghosh, B. (2009). *Indian Ethos in Management* (2nd ed.). Vikas Publishing House.

### CC-45: Quantitative Techniques for Management

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To make the students understand & apply quantitative techniques for managerial decision-making.

#### Course Content:

- Unit 1: Quantitative approach to decision-making: Methodology, Models and Modelling. Linear Programming Problems: Basic Concepts and Assumptions, Problem Formulation and Solution by Graphical and Simplex Methods
- Unit 2: Transportation and Assignment Problems: Formulation and Solution
- Unit 3: Decision Theory: Decision-Making Environments, Decision-Making under Risk, and under Uncertainty. Decision Tree Analysis. Game Theory: Two-Person Zero-Sum Games, Pure Strategies, Mixed Strategies, Rule of Dominance.
- Unit 4: Queuing Theory: General Structure, Operating Characteristics and Performance Measures of a Queuing System. Queuing Models (Single Server Models only). Network Analysis in Project Management: PERT/CPM, Determination of Critical Path and Floats.
- Unit 5: Markov Chains: Introduction, Applications, and Characteristics. Simulation: Introduction Types and Steps in Simulation Process. Introduction to Dynamic Programming and Non-Linear Programming.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

#### Suggested Readings:

1. Hillier, F. S. & Hillier, M. S. (2019). *Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets* (5th ed.). McGraw-Hill Education.
2. Sharma, J. K. (2017). *Operations Research: Theory and Applications* (6th ed.). Laxmi Publications.
3. Stevenson, W. J., & Ozgur, C. (2006). *Introduction to Management Science with Spreadsheets*. McGraw-Hill Education.
4. Vohra, N. D. (2017). *Quantitative Techniques in Management* (5th ed.). McGraw Hill Education.
5. Vohra, N. D., & Arora, H. (2021). *Quantitative Techniques in Management* (6th ed.). McGraw Hill Education.

### SEC-41: Employability Skills

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To make the students understand and apply basic employability skills.

#### Course Content:

- Unit 1: Basic Employability Skills: Resume Writing, Email writing, Cover Letter Writing, Group Discussion. Interview skills: Self-Introduction, Appropriate dressing choices for interviews, SWOT analysis. Behavioral Skills: Understanding & dealing with barriers to Employment; Positive Body Language & displaying Professionalism, Corporate Etiquettes, Confidence & Self-Esteem.
- Unit 2: Ethics, Values: Human Values, Integrity and Ethical Orientation of Prospective Employees. Inter-Personal Skills: Characteristics of a responsible Citizen. Inter-Personal Skills for Employees, Acceptance of peers from different Cultures & Social Groups.
- Unit 3: Problem-Solving Skills: Creative Thinking, Critical Thinking, Analytical Skills, Stress management techniques.
- Unit 4: Team-Building & Leadership skills: Setting priorities in work and personal life, Collaboration with team to prioritize the common goal, teamwork approach to completing tasks, Effective Leadership skills.
- Unit 5: Result Orientation: Prioritizing Task, Task Focus, learning from Experience, Positive Attitude, Managing in Crisis. Time Management Skills, Conflict Management, Career Awareness & Career Planning, Balance Between Professional & Personal Life.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

#### Suggested Readings:

1. Cottrell, S. (2010). *Skills for Success: Personal Development and Employability*. Palgrave Macmillan.
2. Hariharan, S., Sundararajan, N., & Shanmugapriya, S. P. (yyyy). *Soft Skills*. Vedams eBooks.
3. Singh, V. P., Subhas, C., & Dev, K. (2014). *Employability Skills* (paperback). Asian.
4. Trought, F. (2011). *Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market*. Prentice Hall.



**AEC-41: Viva-Voce**

Credits: 2; Maximum Marks: 50, Minimum Pass Marks: 20

The Viva-Voce will be based on the courses studied by the students in the first *two* years (Semesters I to IV). It will be conducted jointly by External and Internal examiners.

### CC-51: Cost Accounting

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);

Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To make the students understand the basics of cost accounting.

**Course Content:**

- Unit-I: Cost Accounting: Meaning, Definition, Objectives, Advantages and Limitations; Difference between Cost Accounting and Financial Accounting. Installation of a Costing System. Difficulties in Installing a Costing System. Methods and techniques of Cost Accounting; Cost Units and Cost Centers; Elements and Classification of Cost. Cost Sheet and Components of Total Cost.
- Unit-II: Materials Control: Meaning, Need, Purchasing and Function of Purchase Department. Purchase Procedure. Stores Control: Maximum Level, Minimum Level, Safety Level, EOQ, Material Records, Stores Ledger, Perpetual Inventory System, Continuous Stock-taking.
- Unit-III: Labor Cost, System of Wage Payment, Time Wage System and Piece Rate System. Premium and Bonus Plans. Marginal Costing: Meaning, Characteristics, Merits and Limitations.
- Unit-IV: Overheads: Introduction, Classification, Codification, Source of Collection, Departmentalization, Allocation, and Apportionment. Job and Batch Costing, Process Costing.
- Unit-V: Contract Costing: Reconciliation of Cost and Financial Accounts, Cost Audit and Cost Reduction.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Saxena, V. K.: Basics of Cost Accounting, Excel Books, New Delhi, 2004.
2. Arora, M. N.: Cost Accounting Principles and Practices, Vikas Publishing House, New Delhi, 2009.
3. Pillai: Cost Accountings. Chand, New Delhi, 2005.
4. Thakur, K. S.: Cost Accounting Theory and Practice, Excel Books, 2009.
5. Jain: Cost Accounting, Prentice Hall, New Delhi, 2005.
6. Kishore Ravi: Cost & Management Accounting, Taxman Allied Services, New Delhi, 2005.

**CC-52: International Business**

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To make the students acquaint the students with concepts of international business, focus areas in the international trade and globalization trends.

**Course Content:**

- Unit-I: International Business: Concept, Nature, Importance, and Growth of International Business in India. Recent trends in export and import in India. Top ten Indian trade partners/countries in last decade.
- Unit-II: Foreign investment: Nature, Status and Trends in Foreign Direct Investment (FDI), Foreign Institutional Investment (FII), Overseas Direct Investment (ODI), Overseas Indirect/Portfolio Investment, Salient Features of MNEs, Positive and Negative Impacts of MNE's on home and host countries.
- Unit-III: Environmental impact of factors in international business: Cultural Environment and Cultural Shock, Political Environment- Political Risk and Management, Solution to legal Issues and economic factors/indicators affecting business.
- Unit-IV: Ways to conduct international business, Rationale for Government intervention and control, Trade Barriers and Facilities provided by Govt. to business enterprises operating internationally. Role of WTO in promoting world Trade.
- Unit-V: International economic and business integrations: Reasons for Integration, Types of Integrations, Objectives and impacts of USMCA (earlier NAFTA) and Learnings to India from USMCA, Objectives and impacts of SAARC, SAFTA, BRICS, G-20 and role of India in these economic forums.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Daniels, Johan and Lee H. Rede Baugh: International Business Environment and Operations, Readings.
2. Blackand Sundaram: International Business Environment, Prentice Hall of India, New Delhi.
3. Ashwathappa, International Business
4. P.G. Apte, International Financial Management, TMH.
5. Czinkota Ronkainen Moffett, International Business, Wiley India
6. Vyuptakesh Sharan, International Business, Pearson Education
7. Cullen and Parboteeah, International Business, Routledge

**CC-53: Taxation Laws**

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** This course is aimed at making the students to learn direct tax laws, which in turn would help them in assessing tax liability of different entities.

**Course Content:**

- Unit-I: Income Tax Act 1961: Basic Concepts: Assessment Year, Previous Year, Person, Assesses, Income under Income Tax Act 1961, Agricultural Income, Tax Planning and Tax Management, Residential Status, Incidence of Tax, Income Exempted from Tax. Recent major amendments in Income Tax Act 1961.
- Unit-II: Heads Classification & Computation of Income Tax: Salaries, Income from House Property.
- Unit-III: Heads Classification & Computation of Income Tax: Income from Business or Profession, Capital Gains & Income from Other Sources, Aggregation of Income, Set Off & Carry Forward of Losses, Clubbing of Income.
- Unit-IV: Deductions from Gross Total Income & Tax Liability, Rebates and Relief from Income Tax, Assessment of Individual Income Tax.
- Unit-V: TDS, Advance Tax, An Overview of Income Tax Authorities of India, Types of Returns, Types of assessment, PAN, E-Filing of return, Recovery and refund of tax.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Lal, B. B. & Vashisht Nitin: Income Tax & Central Sales Tax- Law & Practice, (Pearson Education).
2. Singhanian, Vinod K. & Singhanian Monica: Students Guide to Income tax, (Taxman).
3. Mehrotra: Indian Taxation Laws, (Sahitya Bahvan).
4. Ahuja, G. K. & Ravi Gupta: Systematic Approach to Income Tax
5. Lokhotia, R.N.: Corporate Tax Planning, Latest Edition, (Vision Publications, Delhi)
6. Singhanian, V.K.: Direct Tax Planning & Management, (Taxman Publication, Delhi).
7. K.C. Jain & V.K. Gaur: Taxation – Law & Practice (Kalyani Publications).
8. Jagdish Gupta, Mukta Jain and Rakesh Jain- Income tax (V.K. Publication).

**CC-54: Labor Laws**

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);

Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** The course aims at providing students good understanding of such labour laws as have major bearing on the Industrial Relations in India. The laws are to be studied with reference to its Objectives, Major Provisions, and Working.

**Course Content:**

- Unit-I: Labour Legislation: Meaning, Need, Importance, Fundamental Principles  
Labour Policy in India; Growth of Labour Legislation in India
- Unit-II: Salient features and recent amendments in The Industrial Disputes Act, 1947.
- Unit-III: Salient features and recent amendments in Trade Union Act 1923, Industrial Employment (Standing Orders) Act, 1946, and The Maternity Benefits Act, 1961.
- Unit-IV: Salient features and recent amendments in The Factories Act, 1948.
- Unit-V: Salient features and recent amendments in The Workmen's Compensation Act, 1923 and The Employee's State Insurance Act, 1948.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Kapoor, N.D.: Industrial Laws, Sultan Chand & Sons, New Delhi.
2. Malik, P.K.: Industrial Law, Eastern Book Co, Lucknow.
3. Universals Labour Law Reference, Universal Law Publishing Co., Delhi.
4. Mishra S.N. & S.K. Mishra S.K.: An Introduction to Labour & Industrial Laws, Central Law Publications, Allahabad.
5. Pillai, K.M.: Labour & Industrial Laws, Allahabad Law Agency, Faridabad.

**SEC-51: Business Research Methods**

Credits: 4; Maximum Marks: 100 (30/Int. + 70/End-Term);

Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To acquaint the students with the fundamentals of business research methods

**Course Content:**

- Unit-I: Introduction to Business Research: Importance and relevance of research in business administration; Types of business research; An overview of research process. Ethical considerations in business research: Informed consent and data privacy; Avoiding plagiarism and academic misconduct
- Unit-II: Research design and methodology: Formulating research questions and objectives; Experimental, survey, case study, and observational research designs; Sampling techniques and sampling errors
- Unit-III: Data collection methods: Questionnaire design and survey administration; Interviews: structured, semi-structured, and unstructured; Observational research methods; Secondary data sources and archival research; Validity and reliability in research
- Unit-IV: Data preparation: Editing, coding, data entry. Data Analysis: Descriptive statistics and inferential statistics in the business context; Hypothesis testing and statistical significance in business research; Introduction to statistical software (e.g., SPSS, Excel) for business data analysis
- Unit-V: Advanced topics in business research: Factor analysis; Conjoint Analysis, Cluster Analysis, Multidimensional Scaling. Big data analytics and data mining applications in business research. Reporting and Presentation of Business Research Findings

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Cooper and Schindler: Business Research Methods, 8th edition, Tata McGraw Hill.
2. Kothari, C. R.: Research Methodology, New Age International Publishers.
3. Shekharan & Uma: Business Research Methods, A Skill-Building Approach, 7<sup>th</sup> ed., New York, John Willy, 2002.
4. Creswell, John W.: Research Design-Qualitative & Quantitative Methods, New York, John Willy, 2002.

**DSE-51: Principles of Insurance**

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);

Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To acquaint students with the managerial issues in the insurance sector

**Course Content:**

- Unit-I: Insurance-Evolution, Nature, Classification-Life, Non-life and Re-insurance, Principles of Insurance, Rights and Duties of Insurer and Insured, An overview of Laws related to insurance.
- Unit-II: Importance of Insurance, Distribution Channels in insurance and their functions- Individual Agents, Corporate Agents etc.
- Unit-III: Role of Actuaries, Role of IRDAI, Conflict resolution mechanism and protection of rights of insured in India.
- Unit-IV: Life Insurance–Concept; Top performing Life Insurance companies in India sector-wise, Public & Pvt. Sector companies in India – their products, schemes & plans.
- Unit- V: General Insurance–Concept, Types; Top performing General Insurance companies in India sector-wise Public and Pvt. Sector companies in India– their products, schemes & plans.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Nalini Prave Tripathy, Prabir Pal, 'Insurance theory and practice', TMH
- Jyotsna Sethi & Nishevan Bhatia, 'Elements of Banking and Insurance', PHI
2. Neelam C. Gulatik, 'Principles of Insurance Management', Excel Books

## DSE-52: Sales Management

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);

Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** To develop fundamental sales management skills

### Course Content:

- Unit-I: Sales Management: Concept, Objectives, and Functions; Personal Selling: Concept & Importance, Classification of Sales Jobs; Buyer-Seller Dyads; Personal Selling process; Theories of selling. Sales Force Management challenges.
- Unit-II: Sales Planning: Importance, Approaches and Process of Sales Planning; Sales Forecasting; Sales Budgeting, Sales Organization: Purpose, Principles and Process of setting up a Sales Organization; Sales Organization Structures; Organizing for Global Sales, Determining Size of Sales Force.
- Unit-III: Managing the Sales Force: Recruitment, Selection, Training, Compensation, Motivating and Leading the Sales-Force; Sales Meetings and Contests.
- Unit-IV: Territory and Quota Management: Need, Procedure for setting up Sales Territories; Time Management; Sales Quotas: Purpose, Types of Quotas, Administration of Sales Quota.
- Unit-V: Control process: Analysis of Sales Volume, Cost, and Profitability; Management of Sales Expenses, Evaluating Sale-Force Performance; Ethical Issues in Sales Management. Role of IT in Sales Management.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

### Suggested Readings:

1. Spiro, Stanton & Rich: Management of a Sales Force, Tata McGraw-Hill: 11th edition, 2003.
2. Still, Cundiff & Govoni: Sales Management, 5th edition 2007.
3. Tapan K. Panda, Sunil Sahadev: Sales and Distribution Management, Oxford University Press, 2008
4. Tanner, Honeycutt, Erffmeyer: Sales Management, Pearson Education India, 1st edition, 2009
5. Gupta, S. L.: Sales and Distribution Management, Excel Books, 1st Edition, 2005.
6. David Jobber, Geoff Lancaster: Selling and Sales Management, Pearson Education India, 6th edition, 2003.



**DSE-53: Business Analytics-I**

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** to introduce students to the fundamental concepts and principles of business analytics, providing them with a solid foundation in data analysis techniques and tools

**Course Content:**

- Unit-I: Introduction to Business Analytics: Overview and its importance in decision-making; Key concepts and terminology in business analytics; Application areas and industries benefiting from business analytics; Introduction to data-driven decision making; Ethical considerations in business analytics
- Unit-II: Foundations of Data Analysis: Data collection methods and sources; Data cleaning and preprocessing techniques; Exploratory data analysis and visualization; Descriptive statistics and data summarization using MS-Excel
- Unit-III: Data Mining Techniques: Overview of data mining and its applications; Association analysis and market basket analysis; Classification and prediction techniques; Introduction to text mining and sentiment analysis
- Unit-IV: Business Intelligence (BI) and Reporting: Introduction to BI and reporting tools; Data visualization for effective communication; Key performance indicators (KPIs) and metrics; Using BI tools for decision support and reporting
- Unit-V: Business Analytics Applications: Customer analytics and segmentation; Supply chain analytics and optimization; Financial analytics and risk assessment; Marketing analytics and campaign optimization; HR Analytics

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. *Business Analytics: Methods, Models, and Decisions* by James R. Evans
2. *Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking* by Foster Provost and Tom Fawcett
3. *Business Intelligence Guidebook: From Data Integration to Analytics* by Rick Sherman
4. *Business Analytics: The Science of Data - Driven Decision Making* by U Dinesh Kumar

**CC-61: Internship**

Credits: 15; Maximum Marks: 300 (150/Int. + 150/End-Term);  
Minimum Pass Marks: 120 (60/Int. + 60/End-Term)

During the 6th Semester, every student shall be required to undergo 14-16 weeks' internship (during the months from January to April) in an Industrial/Commercial/Service Organization in Private/Public/Co-operative/Joint Sector as approved by the Director. After completion of the training, every student shall be required to prepare and submit a report, and present the same before a panel of two experts as approved by the Director. The report and its presentation will carry 150 marks, in total. Besides, the supervisor/ mentor of the apprentice student will make evaluation out of 150 marks.

**AEC-61: Viva-Voce**

Credits: 2; Maximum Marks: 50, Minimum Pass Marks: 20

The Viva-Voce will be based on the courses studied by the students in the whole program (Semesters I to Semester VI). It will be conducted jointly by External and Internal examiners.

**DSE-61: Principles of Banking**

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);

Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** The objective of this course is to familiarize the students with the basic concepts, functions, and processes of banking.

**Course Content:**

- Unit-I: Bank- Evolution of bank and banking in India, Nature and functions of banks, Classification of Banks and their different objectives. Contribution of banking sector in Indian economy.
- Unit-II: Legal framework for regulation of banks: - Banking Regulation Act 1949: Salient features and main amendments, RBI Act 1934: Salient features and main amendments.
- Unit-III: Main functions of RBI- Reserve requirements, different roles of RBI, FDI in banking sector, Types of banks- Public, private, cooperative and Foreign banks
- Unit-IV: Brief discussion on forms of banking- Cooperative Banking, Corporate Banking, Rural Banking, Retail Banking, International Banking, e-banking, mobile banking, e-wallets, payment banks, small banks.
- Unit-V: Banker-customer relationship, Payment and collection of cheques, special (fee based) services rendered by banks, Reforms in banking after 2008 sub-prime crises, Changing role of banks: from domestic to universal banking.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Justin Paul and Padmalatha Suresh, 'Management of Banking and financial services', TMH 2009.
2. M. Ravathy Sriram and P.K. Bamanan, 'Core banking solution' PHI2008
3. Jyotsna Sethi and Nishevan Bhatia, 'Elements of Banking and Insurance' PHI2008.
4. Vijayaragavan Iyengar, 'Introduction to Banking' Excel Books Pvt.Itd. 2007.
5. Viganim, BML, 'Banking, law and practice' Konak Publication 2005
6. K. C. Shekhar, Lakshmy Shekhar, 'Banking, theory and practice' Pearson publications, 2009.

**DSE-62: Retail Management**

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);  
Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** The objective of this course is to familiarize the students with the basic concepts, functions, and processes of marketing.

**Course Content:**

- Unit-I: Retailing: Concept, functions, Scope & Trends in Retailing, Issues & Challenges in Organized Retailing. Retail Evolution & Growth in Indian Context, Understanding Retail Consumers.
- Unit-II: Retailing strategy: Process & Development, Types of Retailing Formats. Retail Location Strategy, Retail Promotion Strategy, CRM in Retailing.
- Unit-III: Retail Merchandising: Concept, Merchandising Planning Process, Methods of Merchandising Procurement, Retail Pricing & Evaluating Merchandising Performance.
- Unit-IV: Retail Marketing and Branding, Retailing & MIS, Servicing the Retail Customer, Store Management.
- Unit-V: Store Layout, Design & Visual Merchandising, Private Labels, Retail Franchising, Category Management in Retailing. Multi-channel Retailing, Role of Technology in Retailing.

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. Pradhan Swapna : Retailing Management - Text & Cases, 3<sup>rd</sup> edition, 2009
2. Michael Levy & Barton A Weitz: Retailing Management, Tata McGraw-Hill Publication, 5<sup>th</sup> edition.
3. David Gilbert: Retail Marketing Management, Pearson Education India 2<sup>nd</sup> Edition.
4. Barry Berman and Joel R. Evans : Retail Management-A Strategic Approach, PHI 10<sup>th</sup> Edition.
5. Chetan Bajaj, Rajnish Tuli, Nidhi Srivastava : Retail Management ,Oxford Publication,1<sup>st</sup> edition, 2005
6. Roger Cox & Paul Brittain: Retailing- an Introduction, Pearson Education India, 5<sup>th</sup> edition, 2006

**DSE-63: Business Analytics-II**

Credits: 5; Maximum Marks: 100 (30/Int. + 70/End-Term);

Minimum Pass Marks: 40 (12/Int. + 28/End-Term); Time for End-Term Exam: 3 Hours

**Course Objectives:** to enhance students' knowledge and skills in advanced techniques and methodologies of business analytics

**Course Content:**

- Unit-I: Advanced Statistical Analysis using MS-Excel: Advanced statistical modeling techniques; Hypothesis testing and inference; Regression analysis and model interpretation; Time series analysis and forecasting
- Unit-II: Predictive Analytics: Overview of predictive analytics and its applications; Feature selection and dimensionality reduction; Evaluation and validation of predictive models
- Unit-III: Big Data Analytics: Introduction to big data and its characteristics; Distributed computing frameworks; Data processing and analysis in a big data environment; Machine learning on big data; Real-time analytics and streaming data processing
- Unit-IV: Prescriptive Analytics: Optimization modeling and linear programming; Network optimization and graph algorithms; Decision analysis and decision support systems; Prescriptive analytics in supply chain management and operations
- Unit-V: Advanced Business Analytics Applications: Social media analytics and sentiment analysis; Fraud detection and anomaly detection; Web analytics and clickstream analysis; Recommendation systems and personalization

**Note:** The examiner will set *eleven* questions in all. Question number one will be compulsory, and would contain *five* parts of *four* marks each (one part from each unit). Further, *two* questions of *ten* marks each are to be set from each of the five units. The students will be required to attempt *six* questions—the compulsory question, and one question from each of the five units.

**Suggested Readings:**

1. *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die* by Eric Siegel
2. *Big Data: A Revolution that Will Transform how We Live, Work, and Think* by Viktor Mayer-Schönberger and Kenneth Cukier
3. *Prescriptive Analytics: The Final Frontier for Evidence-Based Management and Optimal Decision Making* by Dursun Delen
4. *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity* by Avinash Kaushik
5. *Pattern Recognition and Machine Learning* by Christopher M. Bishop

**Guidelines for Program Outcomes, Program Specific Outcomes,  
Course Outcomes, and their Attainment levels**

**BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)**

**[BBA (Hons.)]**

(Under Choice Based Credit System)

*(w.e.f. the session 2021-22)*

**Guidelines for Program Outcomes, Program Specific Outcomes,  
Course Outcomes, and their Attainment levels**

- 1. Introduction:** As per NAAC Revised Accreditation Framework (RAF), Program Outcomes (POs), Program Specific Outcomes (PSOs) and Course Outcomes (COs) for all the programs offered by the University are to be stated and displayed on the University website.
- 2. Program Outcomes (POs):**

**Program Outcomes for the Faculty of Commerce and Management:** On successful completion of a program under faculty of Commerce and Management, student will be able to develop:

|             |                                                                                                                                                            |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PO1:</b> | <b>Soft skills and working skills:</b> To comprehend, communicate and execute effectively and efficiently in all of their dealings                         |
| <b>PO2:</b> | <b>Leadership:</b> To develop abilities to both lead and respect the views positions and beliefs of others and to plan and manage effectively.             |
| <b>PO3:</b> | <b>Innovativeness and Entrepreneurship:</b> To explore issues and problem that needs solutions with entrepreneurial orientation                            |
| <b>PO4:</b> | <b>Ethics and Values:</b> To recognize, appreciate and follow ethical standards in all walks of life                                                       |
| <b>PO5:</b> | <b>Adaptability and Sociability:</b> Ready to understand and adapt the changing environment                                                                |
| <b>PO6:</b> | <b>Research and Analytical abilities:</b> To explore, analyses and provide solutions on emerging issues concerning various fields including public policy. |
| <b>PO7:</b> | <b>Practical exposure and Employability:</b> Exposure to actual working environment leading to employability                                               |
| <b>PO8:</b> | <b>Environmental Consciousness:</b> In every action, dealing, service, and manifestation                                                                   |

3. **Program Specific Outcomes (PSOs):** PSOs are what the students of BBA (H) program are expected to learn and be able to do after the successful completion of the program.

**Program Specific Outcomes (PSO):** On successful completion of BBA (H) Program from the Institute of Management Studies, the students would be able to:

|       |                                                                                                                  |
|-------|------------------------------------------------------------------------------------------------------------------|
| PSO1: | manifest executive knowledge to handle varied business situations & tasks effectively to solve business problems |
| PSO2: | identify & play effectively executive and supervisory roles in organizations                                     |
| PSO3: | understand & apply ethical principles & make value based decisions as socially responsible citizens              |
| PSO4: | communicate & work in teams towards organizational goals                                                         |

4. **Course Outcomes (COs):** Course outcomes are the statements that describe what the students are expected to know and be able to do after the successful completion of the course.
5. **Mapping:** Mapping is a process of representing the correlation between COs and POs, COs and PSOs in the scale of 1 to 3 as follows:

**Scale of mapping between COs and POs/PSOs**

Scale

- 1 If the contents of course have low correlation (i.e., in agreement with the particular PO/PSO to a small extent) with the particular Program outcome
- 2 If the contents of course have medium correlation ( i.e., in agreement with the particular PO/PSO to a reasonable extent) with the particular Program outcome
- 3 If the contents of course have strong correlation ( i.e., in agreement with the particular PO/PSO to a large extent) with the particular Program outcome



| <b>CC-11: Conceptual Foundations of Management</b> |                                                                                               |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------|
| COs                                                | After completing this course, the students will be able to:                                   |
| CC-11.1                                            | understand the concepts of management and the roles of managers in an organization            |
| CC-11.2                                            | understand the managerial functions of planning, decision making and management by objectives |
| CC-11.3                                            | understand the organizing function of management                                              |
| CC-11.4                                            | understand and apply the basics of leadership and motivation in an organization               |
| CC-11.5                                            | develop and apply various quantitative and qualitative control techniques in organization     |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-11.1        | 2          | 2          | 1          | 1          | 2          | 1          | 1          | 3          | 1          | 2          | 2          | 3          |
| CC-11.2        | 3          | 2          | 1          | 3          | 2          | 3          | 1          | 2          | 2          | 1          | 2          | 2          |
| CC-11.3        | 3          | 3          | 3          | 2          | 2          | 1          | 3          | 3          | 1          | 2          | 3          | 1          |
| CC-11.4        | 3          | 2          | 2          | 2          | 3          | 2          | 2          | 3          | 2          | 2          | 1          | 3          |
| CC-11.5        | 2          | 3          | 2          | 2          | 3          | 3          | 2          | 2          | 3          | 3          | 3          | 3          |
| <b>Average</b> | <b>2.6</b> | <b>2.4</b> | <b>1.8</b> | <b>2.0</b> | <b>2.4</b> | <b>2.0</b> | <b>1.8</b> | <b>2.6</b> | <b>1.8</b> | <b>2.0</b> | <b>2.2</b> | <b>2.4</b> |

| <b>CC-12: Business Economics</b> |                                                                                                                                          |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| COs                              | After completing this course, the students will be able to:                                                                              |
| CC-12.1                          | understand the concepts of micro and macroeconomics along with the framework of economic system                                          |
| CC-12.2                          | develop an understanding of nature and scope of business economics and also recognise its role and relevance in business decision making |
| CC-12.3                          | understand and apply various tools and techniques of business economics                                                                  |
| CC-12.4                          | understand the techniques of cost analysis, and to comprehend various market structures                                                  |
| CC-12.5                          | understand the concepts of national income, investment analysis and multiplier effect                                                    |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-12.1        | 3          | 2          | 3          | 3          | 2          | 2          | 3          | 3          | 3          | 2          | 2          | 2          |
| CC-12.2        | 3          | 3          | 2          | 3          | 2          | 2          | 3          | 2          | 3          | 3          | 2          | 2          |
| CC-12.3        | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 3          | 3          | 3          | 3          |
| CC-12.4        | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 2          |
| CC-12.5        | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 3          | 3          |
| <b>Average</b> | <b>2.8</b> | <b>2.8</b> | <b>2.8</b> | <b>3.0</b> | <b>2.6</b> | <b>2.6</b> | <b>3.0</b> | <b>2.6</b> | <b>3.0</b> | <b>2.6</b> | <b>2.6</b> | <b>2.4</b> |

| <b>CC-13: Fundamentals of Accounting</b> |                                                                                                            |
|------------------------------------------|------------------------------------------------------------------------------------------------------------|
| COs                                      | After completing this course, the students will be able to:                                                |
| CC-13.1                                  | show proficiency in different accounting concepts and conventions and understanding of accounting process  |
| CC-13.2                                  | gain the ability of using accounting information as a tool in applying solutions for managerial problems   |
| CC-13.3                                  | understand the accounting aspects related to assets and liabilities and preparing the financial statements |
| CC-13.4                                  | understand how to calculate depreciation by applying various methods                                       |
| CC-13.5                                  | understand and apply basic accounting software in computers                                                |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-13.1        | 3          | 1          | 3          | 3          | 2          | 3          | 2          | 1          | 2          | 3          | 3          | 2          |
| CC-13.2        | 2          | 3          | 3          | 3          | 3          | 3          | 2          | 3          | 3          | 2          | 2          | 3          |
| CC-13.3        | 2          | 1          | 3          | 2          | 3          | 2          | 2          | 3          | 3          | 1          | 1          | 2          |
| CC-13.4        | 3          | 3          | 2          | 3          | 1          | 3          | 2          | 2          | 1          | 3          | 1          | 1          |
| CC-13.5        | 2          | 1          | 2          | 3          | 3          | 2          | 3          | 2          | 3          | 3          | 3          | 3          |
| <b>Average</b> | <b>2.4</b> | <b>1.8</b> | <b>2.6</b> | <b>2.8</b> | <b>2.4</b> | <b>2.6</b> | <b>2.2</b> | <b>2.2</b> | <b>2.4</b> | <b>2.4</b> | <b>2.0</b> | <b>2.2</b> |

| <b>SEC-11: Business Mathematics</b> |                                                                                                               |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------|
| COs                                 | After completing this course, the students will be able to:                                                   |
| SEC-11.1                            | understand the concept of mathematical progressions and their applications                                    |
| SEC-11.2                            | understand the concepts and applications of permutations, combinations, and binomial theorem                  |
| SEC-11.3                            | understand the set theory and appropriately apply the concepts for comprehending relevant situations/problems |
| SEC-11.4                            | understand the matrix algebra and its application to business situations/problems                             |
| SEC-11.5                            | understand the concepts related to functions, and applications of derivatives and integrals                   |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| SEC-11.1       | 2          | 1          | 2          | 1          | 1          | 3          | 1          | 1          | 2          | 1          | 1          | 2          |
| SEC-11.2       | 2          | 1          | 2          | 1          | 1          | 3          | 2          | 1          | 2          | 1          | 1          | 2          |
| SEC-11.3       | 1          | 1          | 1          | 1          | 1          | 2          | 2          | 1          | 2          | 1          | 1          | 1          |
| SEC-11.4       | 1          | 1          | 1          | 1          | 1          | 2          | 2          | 1          | 2          | 1          | 1          | 1          |
| SEC-11.5       | 2          | 1          | 2          | 1          | 1          | 3          | 1          | 1          | 3          | 2          | 1          | 2          |
| <b>Average</b> | <b>1.6</b> | <b>1.0</b> | <b>1.6</b> | <b>1.0</b> | <b>1.0</b> | <b>2.6</b> | <b>1.6</b> | <b>1.0</b> | <b>2.2</b> | <b>1.2</b> | <b>1.0</b> | <b>1.6</b> |

| <b>SEC-12: Essential Computer Skills</b> |                                                                                                                             |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| COs                                      | After completing this course, the students will be able to:                                                                 |
| SEC-12.1                                 | understand basics of computer, its components, computer software and hardware                                               |
| SEC-12.2                                 | understand numerous types of storage devices used in computer, and various types of network connections                     |
| SEC-12.3                                 | understand the role of operating system and their types in the working of computer, and understand how word processor works |
| SEC-12.4                                 | have theoretical and practical knowledge of MS-Word, MS-PowerPoint                                                          |
| SEC-12.5                                 | have theoretical and practical knowledge of MS-Excel, and internet applications                                             |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| SEC-12.1       | 3          | 2          | 2          | 1          | 2          | 1          | 1          | 2          | 2          | 2          | 2          | 2          |
| SEC-12.2       | 1          | 2          | 1          | 2          | 1          | 1          | 2          | 2          | 2          | 2          | 2          | 3          |
| SEC-12.3       | 3          | 2          | 2          | 3          | 3          | 2          | 1          | 3          | 2          | 2          | 2          | 2          |
| SEC-12.4       | 3          | 3          | 2          | 2          | 3          | 2          | 2          | 3          | 3          | 2          | 3          | 3          |
| SEC-12.5       | 3          | 3          | 2          | 3          | 3          | 2          | 2          | 2          | 3          | 2          | 3          | 3          |
| <b>Average</b> | <b>2.6</b> | <b>2.4</b> | <b>1.8</b> | <b>2.2</b> | <b>2.4</b> | <b>1.6</b> | <b>1.6</b> | <b>2.4</b> | <b>2.4</b> | <b>2.0</b> | <b>2.4</b> | <b>2.6</b> |

| <b>AEC-11: Vyavharik Hindi</b> |                                                                                                         |
|--------------------------------|---------------------------------------------------------------------------------------------------------|
| COs                            | After completing this course, the students will be able to:                                             |
| AEC-11.1                       | learn the official Hindi language, president's bill and Hindi shikshan scheme of central government     |
| AEC-11.2                       | learn different forms of official correspondence including press note, advertisement etc.               |
| AEC-11.3                       | understand the translation (anuvaad), expansion (pallawan) and condensation (sankshepan)                |
| AEC-11.4                       | learn the official dictionary used in ministries, corporations, and different departments of government |
| AEC-11.5                       | learn the art of writing essays on given latest business related topics                                 |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| AEC-11.1       | 3          | 1          | 2          | 1          | 3          | 3          | 3          | 1          | 2          | 1          | 2          | 1          |
| AEC-11.2       | 3          | 1          | 2          | 1          | 3          | 3          | 3          | 1          | 2          | 2          | 2          | 2          |
| AEC-11.3       | 2          | 1          | 1          | 1          | 2          | 2          | 3          | 1          | 2          | 2          | 1          | 2          |
| AEC-11.4       | 3          | 2          | 2          | 1          | 3          | 3          | 3          | 1          | 2          | 2          | 2          | 2          |
| AEC-11.5       | 3          | 2          | 3          | 2          | 2          | 3          | 3          | 2          | 3          | 2          | 2          | 3          |
| <b>Average</b> | <b>2.8</b> | <b>1.4</b> | <b>2.0</b> | <b>1.2</b> | <b>2.6</b> | <b>2.8</b> | <b>3.0</b> | <b>1.2</b> | <b>2.2</b> | <b>1.8</b> | <b>1.8</b> | <b>2.0</b> |

| <b>AEC-12: Fundamentals of English</b> |                                                                                                            |
|----------------------------------------|------------------------------------------------------------------------------------------------------------|
| COs                                    | After completing this course, the students will be able to:                                                |
| AEC-12.1                               | understand the basics of grammar to better communicate in the English language                             |
| AEC-12.2                               | learn tenses, transformation of sentences, active and passive voice                                        |
| AEC-12.3                               | understand and have a reasonable command over vocabulary in English                                        |
| AEC-12.4                               | learn how to write formal letters including business and official letters & writing CVs, punctuation, etc. |

### Mapping Matrix

| CO#            | PO1      | PO2      | PO3      | PO4      | PO5      | PO6      | PO7      | PO8      | PSO1     | PSO2     | PSO3     | PSO4     |
|----------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| AEC-12.1       | 3        | 2        | 1        | 1        | 2        | 1        | 3        | 1        | 2        | 2        | 2        | 3        |
| AEC-12.2       | 3        | 2        | 1        | 1        | 2        | 1        | 3        | 1        | 2        | 2        | 2        | 3        |
| AEC-12.3       | 3        | 2        | 1        | 1        | 2        | 1        | 3        | 1        | 2        | 2        | 2        | 3        |
| AEC-12.4       | 3        | 2        | 1        | 1        | 2        | 1        | 3        | 1        | 2        | 2        | 2        | 3        |
| <b>Average</b> | <b>3</b> | <b>2</b> | <b>1</b> | <b>1</b> | <b>2</b> | <b>1</b> | <b>3</b> | <b>1</b> | <b>2</b> | <b>2</b> | <b>2</b> | <b>3</b> |

| <b>CC-21 : Organisation Behaviour</b> |                                                                                                                                |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| COs                                   | After completing this course, the students will be able to:                                                                    |
| CC-21.1                               | understand the need of systematic study of behaviour                                                                           |
| CC-21.2                               | understand the various dimensions of individual behaviour                                                                      |
| CC-21.3                               | understand the perceptual process and its impact on individual decision making, the motivation concepts and their applications |
| CC-21.4                               | understand the foundations of group behaviour and teams in work places                                                         |
| CC-21.5                               | understand power and politics, conflict management, and the concepts of organizational culture, change, and development        |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-21.1        | 1          | 3          | 1          | 3          | 1          | 1          | 3          | 3          | 1          | 1          | 3          | 1          |
| CC-21.2        | 3          | 2          | 3          | 1          | 3          | 1          | 3          | 1          | 1          | 2          | 2          | 3          |
| CC-21.3        | 1          | 3          | 1          | 3          | 3          | 3          | 3          | 2          | 3          | 1          | 2          | 1          |
| CC-21.4        | 1          | 2          | 3          | 1          | 3          | 1          | 2          | 3          | 1          | 3          | 1          | 2          |
| CC-21.5        | 3          | 2          | 1          | 3          | 1          | 2          | 1          | 2          | 3          | 1          | 3          | 3          |
| <b>Average</b> | <b>1.8</b> | <b>2.4</b> | <b>1.8</b> | <b>2.2</b> | <b>2.2</b> | <b>1.6</b> | <b>2.4</b> | <b>2.2</b> | <b>1.8</b> | <b>1.6</b> | <b>2.2</b> | <b>2.0</b> |



| <b>CC-22: Principles of Marketing</b> |                                                                                                                                                  |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| COs                                   | After completion of this course, the students will be able to:                                                                                   |
| CC-22.1                               | comprehend the concepts of marketing and the marketing environment                                                                               |
| CC-22.2                               | understand the product mix dimensions                                                                                                            |
| CC-22.3                               | understand the promotion & pricing mix perspective                                                                                               |
| CC-22.4                               | comprehend the concepts of logistics and distribution                                                                                            |
| CC-22.5                               | comprehend the research, information systems and basic understanding and logic behind internet marketing, green marketing, and network marketing |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-22.1        | 3          | 2          | 2          | 3          | 2          | 2          | 2          | 2          | 3          | 2          | 2          | 3          |
| CC-22.2        | 3          | 2          | 3          | 3          | 2          | 3          | 3          | 3          | 3          | 3          | 2          | 3          |
| CC-22.3        | 3          | 2          | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 2          | 3          |
| CC-22.4        | 3          | 3          | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 3          |
| CC-22.5        | 3          | 2          | 2          | 3          | 3          | 3          | 3          | 2          | 3          | 3          | 2          | 3          |
| <b>Average</b> | <b>3.0</b> | <b>2.2</b> | <b>2.2</b> | <b>3.0</b> | <b>2.6</b> | <b>2.8</b> | <b>2.8</b> | <b>2.6</b> | <b>3.0</b> | <b>2.6</b> | <b>2.0</b> | <b>3.0</b> |

| <b>CC-23: Entrepreneurial Development</b> |                                                                                              |
|-------------------------------------------|----------------------------------------------------------------------------------------------|
| COs                                       | After completion of this course, the students will be able to:                               |
| CC-23.1                                   | become aware of entrepreneurship opportunities available in the society for the entrepreneur |
| CC-23.2                                   | develop a business plan and carry out feasibility study                                      |
| CC-23.3                                   | understand importance of innovation and creativity in entrepreneurial ventures               |
| CC-23.4                                   | understand governmental framework for entrepreneurial development                            |
| CC-23.5                                   | comprehend the role of SIDBI, MSME, SHGs in entrepreneurial development                      |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-23.1        | 3          | 3          | 2          | 3          | 3          | 3          | 2          | 2          | 2          | 2          | 3          | 2          |
| CC-23.2        | 3          | 3          | 2          | 3          | 2          | 2          | 2          | 2          | 3          | 3          | 3          | 3          |
| CC-23.3        | 2          | 2          | 2          | 2          | 3          | 3          | 2          | 3          | 2          | 2          | 2          | 3          |
| CC-23.4        | 3          | 3          | 2          | 3          | 2          | 2          | 2          | 2          | 2          | 2          | 3          | 2          |
| CC-23.5        | 2          | 2          | 3          | 3          | 2          | 2          | 3          | 3          | 3          | 3          | 2          | 3          |
| <b>Average</b> | <b>2.6</b> | <b>2.6</b> | <b>2.2</b> | <b>2.8</b> | <b>2.4</b> | <b>2.4</b> | <b>2.2</b> | <b>2.4</b> | <b>2.4</b> | <b>2.4</b> | <b>2.6</b> | <b>2.6</b> |

| <b>SEC-21: Soft Skills &amp; Personality Development</b> |                                                                                                                                                |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| COs                                                      | After completion of this course, the students will be able to:                                                                                 |
| SEC-21.1                                                 | apply techniques of effective goal setting, follow basic business etiquettes in corporate setting and enhance their self-esteem and confidence |
| SEC-21.2                                                 | apply effective time management skills and enhance their reading, writing, speaking and listening skills                                       |
| SEC-21.3                                                 | apply techniques of self-motivation and motivation of others and adapt to changes in a better manner                                           |
| SEC-21.4                                                 | enhance their EQ and develop creative thinking                                                                                                 |
| SEC-21.5                                                 | enhance their personality for focused behaviour                                                                                                |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| SEC-21.1       | 3          | 2          | 3          | 3          | 3          | 3          | 1          | 3          | 3          | 3          | 3          | 2          |
| SEC-21.2       | 3          | 3          | 2          | 1          | 2          | 3          | 2          | 3          | 3          | 3          | 2          | 3          |
| SEC-21.3       | 3          | 3          | 2          | 3          | 2          | 2          | 3          | 2          | 1          | 2          | 3          | 1          |
| SEC-21.4       | 1          | 2          | 3          | 3          | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| SEC-21.5       | 2          | 2          | 2          | 3          | 3          | 2          | 3          | 3          | 2          | 2          | 2          | 3          |
| <b>Average</b> | <b>2.4</b> | <b>2.4</b> | <b>2.4</b> | <b>2.6</b> | <b>2.4</b> | <b>2.6</b> | <b>2.4</b> | <b>2.8</b> | <b>2.4</b> | <b>2.6</b> | <b>2.6</b> | <b>2.4</b> |

| <b>AEC-21: Proficiency in English</b> |                                                                                                           |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------|
| COs                                   | After completion of this course, the students will be able to:                                            |
| AEC-21.1                              | understand the basics of grammar to better communicate in the English language                            |
| AEC-21.2                              | read and write in English effectively with gaining experience through practice                            |
| AEC-21.3                              | understand and have a reasonable command over vocabulary in English and intonations                       |
| AEC-21.4                              | speak effective English and then to command through regular practice                                      |
| AEC-21.5                              | develop proficiency through use of various media of English, e.g. magazine, audio visual aids, books etc. |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| AEC-21.1       | 3          | 3          | 1          | 2          | 2          | 1          | 3          | 1          | 3          | 1          | 2          | 3          |
| AEC-21.2       | 3          | 3          | 1          | 2          | 2          | 1          | 3          | 2          | 3          | 1          | 1          | 3          |
| AEC-21.3       | 3          | 3          | 1          | 2          | 2          | 1          | 3          | 2          | 2          | 1          | 1          | 3          |
| AEC-21.4       | 3          | 3          | 1          | 2          | 2          | 1          | 3          | 2          | 1          | 1          | 1          | 3          |
| AEC-21.5       | 3          | 3          | 1          | 2          | 2          | 1          | 3          | 2          | 2          | 1          | 1          | 3          |
| <b>Average</b> | <b>3.0</b> | <b>3.0</b> | <b>1.0</b> | <b>2.0</b> | <b>2.0</b> | <b>1.0</b> | <b>3.0</b> | <b>1.8</b> | <b>2.2</b> | <b>1.0</b> | <b>1.2</b> | <b>3.0</b> |

| <b>AECC<br/>B-EVS-N100<br/>Environment Studies</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| COs                                                | On successful completion of the course, the students will be able to:                                                                                                                                                                                                                                                                                                                                                                                |
| CO 1                                               | Understand the concept of environmental studies, its scope, and importance in the conservation of environment. Understand the concept of ecosystem and different types of natural and artificial ecosystems in the world, the biogeochemical cycling and energy flow in an ecosystem.                                                                                                                                                                |
| CO 2                                               | Describe the various renewable and non-renewable natural resources and their over-exploitation due to increasing demands of rising population. Become aware about biodiversity, its importance, and the various threats for biodiversity. Have knowledge of the endangered species and their conservation measures that are needed to be adopted at different levels.                                                                                |
| CO 3                                               | Have understanding about the types of pollution and how to reduce pollution levels in air, soil, water, land and from marine bodies, as to develop interest in reducing the solid waste generation as well as its management at household level. Gain knowledge of various global environmental issues like climate change, global warming, and ozone depletion and also about different environmental laws implemented to conserve the environment. |
| CO 4                                               | Understand the concept of population growth, disaster management, impacts of drug abuse, and various environmental movements.                                                                                                                                                                                                                                                                                                                        |
| CO 5                                               | To get practical knowledge of various environmental issues through project file/assignment with case studies                                                                                                                                                                                                                                                                                                                                         |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CO 1           | 1          | 2          | 3          | 2          | 3          | 2          | 2          | 3          | 1          | 1          | 3          | 1          |
| CO 2           | 1          | 2          | 3          | 3          | 3          | 2          | 3          | 3          | 1          | 2          | 3          | 1          |
| CO 3           | 1          | 2          | 3          | 3          | 3          | 2          | 2          | 3          | 1          | 3          | 3          | 2          |
| CO 4           | 1          | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 2          | 3          | 2          |
| CO 5           | 1          | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 2          | 3          | 3          |
| <b>Average</b> | <b>1.0</b> | <b>2.0</b> | <b>3.0</b> | <b>2.8</b> | <b>3.0</b> | <b>2.4</b> | <b>2.6</b> | <b>3.0</b> | <b>1.4</b> | <b>2.0</b> | <b>3.0</b> | <b>1.8</b> |

| <b>AEC-23: Viva-Voce</b> |                                                                                                                                                                                           |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| COs                      | The students will be able to:                                                                                                                                                             |
| AEC-23                   | exhibit their communication skills, recalling abilities, and understanding of all the subjects/ courses studied during last two semesters. The students become able to analyse their SWOT |

### Mapping Matrix

| CO#    | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PSO1 | PSO2 | PSO3 | PSO4 |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| AEC-23 | 2   | 3   | 2   | 2   | 3   | 3   | 3   | 2   | 3    | 3    | 3    | 3    |

| <b>CC-31: Business Laws</b> |                                                                     |
|-----------------------------|---------------------------------------------------------------------|
| COs                         | After completing this course, the students will be able to:         |
| CC-31.1                     | understand the essentials of Indian Contract Act                    |
| CC-31.2                     | understand the Law of Agency and Sales of Goods Act.                |
| CC-31.3                     | understand the legal aspects of Negotiable Instrument Act           |
| CC-31.4                     | comprehend the consumer protection and Intellectual Property rights |
| CC-31.5                     | understand about cybercrimes and legal framework                    |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-31.1        | 3          | 2          | 3          | 3          | 2          | 2          | 3          | 3          | 2          | 2          | 2          | 2          |
| CC-31.2        | 2          | 3          | 2          | 2          | 2          | 2          | 2          | 2          | 3          | 3          | 2          | 3          |
| CC-31.3        | 3          | 2          | 3          | 3          | 2          | 3          | 3          | 2          | 3          | 2          | 3          | 3          |
| CC-31.4        | 3          | 3          | 2          | 3          | 3          | 2          | 3          | 2          | 3          | 3          | 3          | 3          |
| CC-31.5        | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 2          | 2          | 2          |
| <b>Average</b> | <b>2.6</b> | <b>2.6</b> | <b>2.6</b> | <b>2.8</b> | <b>2.4</b> | <b>2.4</b> | <b>2.8</b> | <b>2.4</b> | <b>2.6</b> | <b>2.4</b> | <b>2.4</b> | <b>2.6</b> |

| <b>CC-32: Financial Accounting and Auditing</b> |                                                                                  |
|-------------------------------------------------|----------------------------------------------------------------------------------|
| COs                                             | After completing this course, the students will be able to:                      |
| CC-32.1                                         | understand the accounting aspects of a partnership                               |
| CC-32.2                                         | understand the accounting aspects related to company                             |
| CC-32.3                                         | understand practical accounting calculations on final accounts                   |
| CC-32.4                                         | understand the accounting aspects of amalgamation, absorption and reconstruction |
| CC-32.5                                         | understanding the auditing aspects of a company                                  |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-32.1        | 1          | 2          | 3          | 2          | 2          | 2          | 1          | 3          | 3          | 3          | 1          | 1          |
| CC-32.2        | 2          | 3          | 2          | 1          | 2          | 3          | 3          | 3          | 3          | 1          | 1          | 2          |
| CC-32.3        | 3          | 1          | 3          | 3          | 1          | 3          | 2          | 3          | 2          | 1          | 3          | 3          |
| CC-32.4        | 3          | 3          | 2          | 1          | 3          | 2          | 3          | 2          | 1          | 3          | 2          | 3          |
| CC-32.5        | 1          | 1          | 3          | 3          | 2          | 1          | 2          | 3          | 3          | 3          | 1          | 2          |
| <b>Average</b> | <b>2.0</b> | <b>2.0</b> | <b>2.6</b> | <b>2.0</b> | <b>2.0</b> | <b>2.2</b> | <b>2.2</b> | <b>2.8</b> | <b>2.4</b> | <b>2.2</b> | <b>1.6</b> | <b>2.2</b> |



| <b>CC-33: Human Resource Management</b> |                                                                                              |
|-----------------------------------------|----------------------------------------------------------------------------------------------|
| COs                                     | After completing this course, the students will be able to:                                  |
| CC-33.1                                 | understand the basic concepts and functions of human resource management                     |
| CC-33.2                                 | understand of the recruitment and selection process                                          |
| CC-33.3                                 | understand the training process, methods and evaluation of training programme                |
| CC-33.4                                 | understand the basics of compensation management and performance management                  |
| CC-33.5                                 | have an understanding of career planning and development; to understand future trends in HRM |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-33.1        | 1          | 2          | 2          | 3          | 2          | 2          | 2          | 2          | 3          | 2          | 2          | 2          |
| CC-33.2        | 3          | 3          | 3          | 3          | 2          | 3          | 2          | 1          | 3          | 3          | 3          | 2          |
| CC-33.3        | 1          | 3          | 2          | 3          | 3          | 3          | 2          | 1          | 2          | 3          | 3          | 3          |
| CC-33.4        | 3          | 3          | 2          | 3          | 2          | 3          | 2          | 1          | 2          | 2          | 3          | 3          |
| CC-33.5        | 2          | 2          | 3          | 3          | 2          | 2          | 2          | 2          | 2          | 2          | 3          | 3          |
| <b>Average</b> | <b>2.0</b> | <b>2.6</b> | <b>2.4</b> | <b>3.0</b> | <b>2.2</b> | <b>2.6</b> | <b>2.0</b> | <b>1.4</b> | <b>2.4</b> | <b>2.4</b> | <b>2.8</b> | <b>2.6</b> |

| <b>CC-34: Digital &amp; Social Media Marketing</b> |                                                                                                             |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| COs                                                | After completing this course, the students will be able to:                                                 |
| CC-34.1                                            | comprehend the nature of digital & Social Media Marketing (SMM), career options in SMM and its applications |
| CC-34.2                                            | understand the social communities and their role in SMM                                                     |
| CC-34.3                                            | understand social publishing zones and social entertainment perspective in SMM                              |
| CC-34.4                                            | understand social commerce zones and research in SMM                                                        |
| CC-34.5                                            | understand the contemporary trends in SMM                                                                   |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-34.1        | 2          | 2          | 3          | 2          | 2          | 2          | 2          | 1          | 2          | 2          | 2          | 2          |
| CC-34.2        | 3          | 3          | 3          | 3          | 2          | 3          | 3          | 2          | 3          | 2          | 3          | 2          |
| CC-34.3        | 3          | 3          | 3          | 3          | 2          | 3          | 3          | 2          | 3          | 3          | 3          | 3          |
| CC-34.4        | 3          | 2          | 3          | 3          | 3          | 3          | 3          | 2          | 3          | 3          | 3          | 3          |
| CC-34.5        | 3          | 3          | 3          | 2          | 3          | 3          | 3          | 2          | 3          | 2          | 3          | 3          |
| <b>Average</b> | <b>2.8</b> | <b>2.6</b> | <b>3.0</b> | <b>2.6</b> | <b>2.4</b> | <b>2.8</b> | <b>2.8</b> | <b>1.8</b> | <b>2.8</b> | <b>2.4</b> | <b>2.8</b> | <b>2.6</b> |

| <b>SEC-31: Business Communication</b> |                                                                            |
|---------------------------------------|----------------------------------------------------------------------------|
| COs                                   | After completing this course, the students will be able to:                |
| SEC-31.1                              | understand the concepts and basics of business communication               |
| SEC-31.2                              | understand the basics of internal business correspondence                  |
| SEC-31.3                              | develop public speaking and interview skills                               |
| SEC-31.4                              | understand the basics of commercial correspondence with external parties   |
| SEC-31.5                              | learn job application skills and ethics involved in business communication |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| SEC-31.1       | 3          | 3          | 2          | 2          | 2          | 2          | 3          | 1          | 3          | 2          | 2          | 2          |
| SEC-31.2       | 2          | 3          | 3          | 3          | 2          | 2          | 3          | 1          | 2          | 2          | 2          | 2          |
| SEC-31.3       | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 2          | 3          | 3          | 3          | 3          |
| SEC-31.4       | 3          | 2          | 3          | 3          | 2          | 3          | 3          | 1          | 2          | 3          | 3          | 1          |
| SEC-31.5       | 3          | 3          | 2          | 2          | 3          | 3          | 3          | 1          | 3          | 3          | 2          | 3          |
| <b>Average</b> | <b>2.8</b> | <b>2.8</b> | <b>2.6</b> | <b>2.6</b> | <b>2.4</b> | <b>2.6</b> | <b>2.8</b> | <b>1.2</b> | <b>2.6</b> | <b>2.6</b> | <b>2.4</b> | <b>2.2</b> |

| <b>SEC-32: Statistics for Managers</b> |                                                                                                              |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------|
| COs                                    | After completing this course, the students will be able to:                                                  |
| SEC-32.1                               | understand the potential role of statistics, needs and different ways of collection and organisation of data |
| SEC-32.2                               | do univariate analysis of data                                                                               |
| SEC-32.3                               | do bivariate analysis of data                                                                                |
| SEC-32.4                               | do multivariate analysis of data and time series analysis                                                    |
| SEC-32.5                               | construct and comprehend index numbers                                                                       |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| SEC-32.1       | 2          | 1          | 3          | 1          | 2          | 3          | 1          | 1          | 2          | 2          | 1          | 2          |
| SEC-32.2       | 2          | 1          | 2          | 1          | 1          | 3          | 1          | 1          | 3          | 2          | 1          | 2          |
| SEC-32.3       | 2          | 1          | 2          | 1          | 1          | 3          | 1          | 1          | 3          | 2          | 1          | 2          |
| SEC-32.4       | 3          | 1          | 3          | 1          | 2          | 3          | 1          | 1          | 3          | 2          | 1          | 2          |
| SEC-32.5       | 2          | 1          | 2          | 1          | 1          | 2          | 1          | 1          | 2          | 1          | 1          | 1          |
| <b>Average</b> | <b>2.2</b> | <b>1.0</b> | <b>2.4</b> | <b>1.0</b> | <b>1.4</b> | <b>2.8</b> | <b>1.0</b> | <b>1.0</b> | <b>2.6</b> | <b>1.8</b> | <b>1.0</b> | <b>1.8</b> |

| <b>CC-41: Financial Management</b> |                                                                 |
|------------------------------------|-----------------------------------------------------------------|
| COs                                | After completing this course, the students will be able to:     |
| CC-41.1                            | understand the basics of finance function in an organisation    |
| CC-41.2                            | understand the concept of cost of capital and capital budgeting |
| CC-41.3                            | understand the concept of leverages and capital structure       |
| CC-41.4                            | develop an understanding of dividend policy                     |
| CC-41.5                            | understand the concept of working capital management            |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-41.1        | 2          | 3          | 3          | 2          | 3          | 3          | 3          | 2          | 3          | 2          | 2          | 3          |
| CC-41.2        | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 1          | 3          | 3          | 2          | 2          |
| CC-41.3        | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 1          | 3          | 3          | 2          | 2          |
| CC-41.4        | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 1          | 3          | 2          | 3          | 2          |
| CC-41.5        | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 1          | 3          | 3          | 2          | 2          |
| <b>Average</b> | <b>2.0</b> | <b>3.0</b> | <b>3.0</b> | <b>2.8</b> | <b>3.0</b> | <b>3.0</b> | <b>3.0</b> | <b>1.2</b> | <b>3.0</b> | <b>2.6</b> | <b>2.2</b> | <b>2.2</b> |

| <b>CC-42: Production &amp; Operations Management</b> |                                                                                                      |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| COs                                                  | After completing this course, the students will be able to:                                          |
| CC-42.1                                              | understand the fundamentals of production and get an insight on prominent production systems         |
| CC-42.2                                              | comprehend factors governing plant location and layout and understand basics of inventory management |
| CC-42.3                                              | get an awareness of concepts of production forecasting and planning and control                      |
| CC-42.4                                              | gain an in-depth knowledge of the concepts of work and time study                                    |
| CC-42.5                                              | to gain insights on the concept of quality management                                                |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-42.1        | 2          | 2          | 2          | 2          | 3          | 2          | 2          | 1          | 3          | 2          | 2          | 2          |
| CC-42.2        | 3          | 2          | 3          | 3          | 3          | 3          | 2          | 3          | 3          | 3          | 3          | 2          |
| CC-42.3        | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 3          | 3          | 3          | 1          | 3          |
| CC-42.4        | 3          | 3          | 3          | 2          | 3          | 3          | 2          | 2          | 3          | 3          | 2          | 2          |
| CC-42.5        | 3          | 3          | 3          | 3          | 2          | 3          | 3          | 2          | 3          | 3          | 3          | 3          |
| <b>Average</b> | <b>2.8</b> | <b>2.6</b> | <b>2.8</b> | <b>2.6</b> | <b>2.8</b> | <b>2.8</b> | <b>2.2</b> | <b>2.2</b> | <b>3.0</b> | <b>2.8</b> | <b>2.2</b> | <b>2.4</b> |

| <b>CC-43: E-Commerce</b> |                                                                                                                                        |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| COs                      | After completing this course, the students will be able to:                                                                            |
| CC-43.1                  | understand the basic concepts of E-commerce                                                                                            |
| CC-43.2                  | understand the anatomy of e-commerce applications                                                                                      |
| CC-43.3                  | understand the use of e-commerce advertising and marketing. Understand business documents and digital library                          |
| CC-43.4                  | understand the integrated use of e-commerce with different management softwares                                                        |
| CC-43.5                  | make themselves aware about ensuring compliance with the general corporate laws, local and international laws applicable to e-commerce |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-43.1        | 2          | 2          | 3          | 2          | 2          | 2          | 3          | 3          | 3          | 3          | 2          | 3          |
| CC-43.2        | 1          | 3          | 2          | 3          | 2          | 2          | 3          | 2          | 3          | 2          | 3          | 3          |
| CC-43.3        | 3          | 3          | 1          | 3          | 3          | 1          | 3          | 2          | 3          | 3          | 2          | 2          |
| CC-43.4        | 3          | 2          | 3          | 1          | 3          | 3          | 1          | 3          | 2          | 3          | 3          | 3          |
| CC-43.5        | 1          | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 2          | 3          | 3          | 2          |
| <b>Average</b> | <b>2.0</b> | <b>2.6</b> | <b>2.4</b> | <b>2.4</b> | <b>2.6</b> | <b>2.2</b> | <b>2.6</b> | <b>2.4</b> | <b>2.6</b> | <b>2.8</b> | <b>2.6</b> | <b>2.6</b> |

| <b>CC-44: Business Ethics</b> |                                                                                                                |
|-------------------------------|----------------------------------------------------------------------------------------------------------------|
| COs                           | After completing this course, the students will be able to:                                                    |
| CC-44.1                       | be conversant with the basics of Business ethics                                                               |
| CC-44.2                       | develop an understanding of Human values, morals and ethics as well as the professional roles of an individual |
| CC-44.3                       | assimilate the knowledge of corporate social responsibility and various social performance indicators          |
| CC-44.4                       | understand the relationship of ethics and religion and importance of Quality of work life                      |
| CC-44.5                       | comprehend the various facets of ethics in management                                                          |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-44.1        | 3          | 3          | 2          | 3          | 3          | 1          | 2          | 2          | 2          | 2          | 3          | 3          |
| CC-44.2        | 3          | 3          | 2          | 3          | 3          | 2          | 2          | 2          | 3          | 2          | 3          | 3          |
| CC-44.3        | 3          | 3          | 2          | 3          | 3          | 1          | 2          | 3          | 3          | 2          | 3          | 3          |
| CC-44.4        | 2          | 3          | 2          | 3          | 3          | 2          | 1          | 3          | 2          | 2          | 3          | 3          |
| CC-44.5        | 3          | 3          | 3          | 3          | 3          | 2          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>Average</b> | <b>2.8</b> | <b>3.0</b> | <b>2.2</b> | <b>3.0</b> | <b>3.0</b> | <b>1.6</b> | <b>2.0</b> | <b>2.6</b> | <b>2.6</b> | <b>2.2</b> | <b>3.0</b> | <b>3.0</b> |



| <b>CC-45: Quantitative Techniques for Management</b> |                                                                                                                               |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| COs                                                  | After completing this course, the students will be able to:                                                                   |
| CC-45.1                                              | understand management science approach to decision-making. To formulate and solve linear programming problems                 |
| CC-45.2                                              | formulate and solve various special cases ( transportation problems, and assignments problems) of linear programming problems |
| CC-45.3                                              | decide aptly under various decision-making environments                                                                       |
| CC-45.4                                              | understand queuing theory, and to do network analysis using PERT/CPM techniques                                               |
| CC-45.5                                              | understand the applications of markov chains, and to have an overview of simulation, dynamic and non-linear programming       |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-45.1        | 1          | 1          | 2          | 1          | 1          | 2          | 1          | 1          | 2          | 2          | 1          | 1          |
| CC-45.2        | 1          | 1          | 2          | 1          | 1          | 1          | 1          | 1          | 2          | 2          | 1          | 1          |
| CC-45.3        | 1          | 1          | 2          | 1          | 2          | 1          | 1          | 1          | 3          | 3          | 1          | 2          |
| CC-45.4        | 1          | 1          | 2          | 1          | 2          | 2          | 1          | 1          | 2          | 2          | 1          | 1          |
| CC-45.5        | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 2          | 2          | 1          | 1          |
| <b>Average</b> | <b>1.0</b> | <b>1.0</b> | <b>1.8</b> | <b>1.0</b> | <b>1.4</b> | <b>1.4</b> | <b>1.0</b> | <b>1.0</b> | <b>2.2</b> | <b>2.2</b> | <b>1.0</b> | <b>1.2</b> |

| <b>SEC-41: Employability Skills</b> |                                                             |
|-------------------------------------|-------------------------------------------------------------|
| COs                                 | After completing this course, the students will be able to: |
| SEC-41.1                            | learn basic skills & behavioural skills for employment      |
| SEC-41.2                            | learn ethical values and interpersonal skills               |
| SEC-41.3                            | learn problem solving skills                                |
| SEC-41.4                            | learn team-building and leadership skills                   |
| SEC-41.5                            | learn result-orientation skills                             |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| SEC-41.1       | 2          | 1          | 1          | 1          | 3          | 1          | 3          | 2          | 2          | 2          | 2          | 3          |
| SEC-41.2       | 3          | 1          | 2          | 3          | 3          | 1          | 3          | 1          | 2          | 2          | 2          | 3          |
| SEC-41.3       | 3          | 2          | 3          | 2          | 2          | 1          | 3          | 2          | 3          | 3          | 2          | 3          |
| SEC-41.4       | 2          | 3          | 2          | 2          | 3          | 1          | 3          | 1          | 2          | 2          | 2          | 3          |
| SEC-41.5       | 3          | 1          | 3          | 2          | 3          | 1          | 3          | 2          | 2          | 2          | 2          | 3          |
| <b>Average</b> | <b>2.6</b> | <b>1.6</b> | <b>2.2</b> | <b>2.0</b> | <b>2.8</b> | <b>1.0</b> | <b>3.0</b> | <b>1.6</b> | <b>2.2</b> | <b>2.2</b> | <b>2.0</b> | <b>3.0</b> |

| <b>AEC-41: Viva-Voce</b> |                                                                                                                                                                                                           |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| COs                      | The students will be able to:                                                                                                                                                                             |
| AEC-41                   | exhibit their communication skills, recalling abilities, and understanding of all the subjects/ courses studied during last two years (in four semesters). The students become able to analyse their SWOT |

### **Mapping Matrix**

| CO#    | PO1      | PO2      | PO3      | PO4      | PO5      | PO6      | PO7      | PO8      | PSO1     | PSO2     | PSO3     | PSO4     |
|--------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| AEC-41 | <b>2</b> | <b>3</b> | <b>2</b> | <b>2</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>2</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> |

| <b>CC-51: Cost Accounting</b> |                                                                                     |
|-------------------------------|-------------------------------------------------------------------------------------|
| COs                           | After completing this course, the students will be able to:                         |
| CC-51.1                       | understand the basic concept of cost accounting                                     |
| CC-51.2                       | understand the responsibilities of various cost heads to control the cost           |
| CC-51.3                       | understand labour costing and marginal costing                                      |
| CC-51.4                       | understand different components of overheads and different types of costing methods |
| CC-51.5                       | make cost reconciliation and cost reduction                                         |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-51.1        | 3          | 2          | 3          | 3          | 3          | 2          | 3          | 3          | 2          | 2          | 2          | 2          |
| CC-51.2        | 2          | 3          | 2          | 3          | 2          | 3          | 3          | 2          | 3          | 3          | 2          | 3          |
| CC-51.3        | 3          | 2          | 3          | 3          | 2          | 2          | 2          | 3          | 2          | 2          | 3          | 3          |
| CC-51.4        | 2          | 3          | 2          | 2          | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 2          |
| CC-51.5        | 2          | 2          | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 2          | 3          |
| <b>Average</b> | <b>2.4</b> | <b>2.4</b> | <b>2.4</b> | <b>2.8</b> | <b>2.4</b> | <b>2.6</b> | <b>2.8</b> | <b>2.8</b> | <b>2.6</b> | <b>2.4</b> | <b>2.4</b> | <b>2.6</b> |

| <b>CC-52: International Business</b> |                                                                                                                      |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| COs                                  | After completion of this course the students will be able to:                                                        |
| CC-52.1                              | understand the role of international business in economic development                                                |
| CC-52.2                              | comprehend latest technologies being traded, investment invited and made by Indian and foreign investors             |
| CC-52.3                              | understand the environment in the context of internal business                                                       |
| CC-52.4                              | understand the ways of conducting international business, and role of government in international business           |
| CC-52.5                              | understand the formation and functioning of economic blocs and their role in promoting international/ regional trade |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-52.1        | 2          | 3          | 2          | 2          | 3          | 3          | 3          | 2          | 3          | 3          | 2          | 3          |
| CC-52.2        | 2          | 3          | 3          | 2          | 2          | 3          | 3          | 2          | 3          | 3          | 3          | 3          |
| CC-52.3        | 2          | 3          | 3          | 2          | 2          | 3          | 3          | 2          | 3          | 3          | 3          | 3          |
| CC-52.4        | 2          | 2          | 2          | 2          | 2          | 2          | 2          | 2          | 3          | 3          | 2          | 3          |
| CC-52.5        | 2          | 3          | 3          | 2          | 2          | 3          | 3          | 2          | 3          | 2          | 2          | 3          |
| <b>Average</b> | <b>2.0</b> | <b>2.8</b> | <b>2.6</b> | <b>2.0</b> | <b>2.2</b> | <b>2.8</b> | <b>2.8</b> | <b>2.0</b> | <b>3.0</b> | <b>2.8</b> | <b>2.4</b> | <b>3.0</b> |

| <b>CC-53: Taxation Laws</b> |                                                                                      |
|-----------------------------|--------------------------------------------------------------------------------------|
| COs                         | After completion of this course the students will be able:                           |
| CC-53.1                     | to understand the basic concepts of income tax act 1961                              |
| CC-53.2                     | to understand the computation of income from salaries and income from house property |
| CC-53.3                     | to understand the heads classification and computation of income tax                 |
| CC-53.4                     | to understand the deductions from gross total income & tax liability                 |
| CC-53.5                     | to understand the overview of income tax authorities and their role                  |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-53.1        | 3          | 3          | 1          | 2          | 2          | 3          | 3          | 1          | 2          | 1          | 1          | 1          |
| CC-53.2        | 1          | 1          | 3          | 2          | 1          | 1          | 3          | 3          | 1          | 3          | 2          | 1          |
| CC-53.3        | 2          | 1          | 3          | 3          | 2          | 3          | 3          | 2          | 3          | 3          | 3          | 3          |
| CC-53.4        | 2          | 1          | 1          | 3          | 1          | 1          | 2          | 3          | 2          | 2          | 3          | 3          |
| CC-53.5        | 1          | 3          | 3          | 3          | 1          | 1          | 3          | 2          | 1          | 3          | 2          | 1          |
| <b>Average</b> | <b>1.8</b> | <b>1.8</b> | <b>2.2</b> | <b>2.6</b> | <b>1.4</b> | <b>1.8</b> | <b>2.8</b> | <b>2.2</b> | <b>1.8</b> | <b>2.4</b> | <b>2.2</b> | <b>1.8</b> |

| <b>CC-54: Labour Laws</b> |                                                                                                                                                                           |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| COs                       | After completing this course the students will be able to:                                                                                                                |
| CC-54.1                   | understand the need, importance and fundamental principles of labour legislation in India                                                                                 |
| CC-54.2                   | understand salient features and legal framework of The Industrial Dispute Act, 1947                                                                                       |
| CC-54.3                   | develop an understanding of several social security laws like Trade Union Act 1926, Industrial Employment (Standing Orders) Act, 1946 and The Maternity Benefit Act, 1961 |
| CC-54.4                   | Know the features and recent amendments in The Factories Act, 1948                                                                                                        |
| CC-54.5                   | understand a few welfare and wage legislation in India i.e. The Workmen's compensation Act, 1923 and The Employee State Insurance Act, 1948                               |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CC-54.1        | 3          | 3          | 1          | 3          | 2          | 1          | 2          | 2          | 3          | 1          | 3          | 2          |
| CC-54.2        | 3          | 3          | 1          | 3          | 2          | 1          | 2          | 3          | 2          | 2          | 3          | 2          |
| CC-54.3        | 3          | 3          | 1          | 3          | 2          | 1          | 3          | 3          | 3          | 2          | 3          | 2          |
| CC-54.4        | 3          | 3          | 1          | 3          | 2          | 1          | 3          | 3          | 3          | 2          | 3          | 3          |
| CC-54.5        | 3          | 3          | 1          | 3          | 2          | 1          | 3          | 3          | 3          | 2          | 3          | 3          |
| <b>Average</b> | <b>3.0</b> | <b>3.0</b> | <b>1.0</b> | <b>3.0</b> | <b>2.0</b> | <b>1.0</b> | <b>2.6</b> | <b>2.8</b> | <b>2.8</b> | <b>1.8</b> | <b>3.0</b> | <b>2.4</b> |

| <b>SEC-51: Business Research Methods</b> |                                                                                                      |
|------------------------------------------|------------------------------------------------------------------------------------------------------|
| COs                                      | After completion of this course the students will be able:                                           |
| SEC-51.1                                 | To understand the concepts and process of Business research.                                         |
| SEC-51.2                                 | To formulate research problem and develop an understanding of various major research designs.        |
| SEC-51.3                                 | To determine various data sources and to design data collection tools                                |
| SEC-51.4                                 | To develop understanding of data collection field work and to analyse data using various techniques. |
| SEC-51.5                                 | To apprehend various software used for data analysis and presentation of research results.           |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| SEC-51.1       | 3          | 2          | 3          | 3          | 3          | 3          | 2          | 3          | 2          | 2          | 2          | 2          |
| SEC-51.2       | 3          | 3          | 2          | 3          | 3          | 3          | 2          | 2          | 3          | 3          | 2          | 3          |
| SEC-51.3       | 3          | 3          | 2          | 3          | 2          | 3          | 2          | 2          | 3          | 2          | 2          | 2          |
| SEC-51.4       | 2          | 3          | 2          | 3          | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| SEC-51.5       | 2          | 2          | 2          | 3          | 3          | 3          | 3          | 2          | 1          | 2          | 2          | 2          |
| <b>Average</b> | <b>2.6</b> | <b>2.6</b> | <b>2.2</b> | <b>3.0</b> | <b>2.6</b> | <b>3.0</b> | <b>2.4</b> | <b>2.4</b> | <b>2.4</b> | <b>2.4</b> | <b>2.2</b> | <b>2.4</b> |



| <b>DSE-51: Principles of Insurance</b> |                                                                                                                        |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| COs                                    | After completion of this course the students will be able:                                                             |
| DSE-51.1                               | Understand the fundamentals of insurance, rights and duties of parties involved.                                       |
| DSE-51.2                               | Understand the distribution channel and function of agents.                                                            |
| DSE-51.3                               | Understand the role of regulatory authorities for insurance and how to settle claims and working of Actuaries in India |
| DSE-51.4                               | Understand the concept of life insurance business, and type & product of life insurance companies in India.            |
| DSE-51.5                               | Understand the concept of general insurance business, and type & product of life insurance companies in India.         |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| DSE-51.1       | 3          | 3          | 3          | 2          | 3          | 2          | 2          | 2          | 3          | 2          | 2          | 2          |
| DSE-51.2       | 2          | 3          | 2          | 3          | 3          | 2          | 3          | 3          | 2          | 2          | 2          | 2          |
| DSE-51.3       | 3          | 2          | 3          | 2          | 2          | 2          | 2          | 3          | 2          | 2          | 3          | 3          |
| DSE-51.4       | 3          | 3          | 2          | 3          | 2          | 2          | 3          | 3          | 3          | 2          | 2          | 2          |
| DSE-51.5       | 2          | 2          | 3          | 3          | 3          | 2          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>Average</b> | <b>2.6</b> | <b>2.6</b> | <b>2.6</b> | <b>2.6</b> | <b>2.6</b> | <b>2.0</b> | <b>2.6</b> | <b>2.8</b> | <b>2.6</b> | <b>2.2</b> | <b>2.4</b> | <b>2.4</b> |

| <b>DSE-52: Sales Management</b> |                                                                                                        |
|---------------------------------|--------------------------------------------------------------------------------------------------------|
| COs                             | After completion of this course the students will be able:                                             |
| DSE-52.1                        | to understand the fundamentals of sales management and get knowledge of the basics of personal selling |
| DSE-52.2                        | to understand sales planning and organization                                                          |
| DSE-52.3                        | to gain an understanding of managing the salesforce                                                    |
| DSE-52.4                        | to understand the essentials of sales territory and sales quota                                        |
| DSE-52.5                        | to understand the essentials of sales control                                                          |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| DSE-52.1       | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 3          | 3          | 2          | 3          |
| DSE-52.2       | 2          | 3          | 3          | 2          | 3          | 3          | 3          | 1          | 3          | 3          | 2          | 3          |
| DSE-52.3       | 3          | 3          | 3          | 3          | 3          | 2          | 3          | 2          | 3          | 3          | 3          | 3          |
| DSE-52.4       | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 3          | 3          | 3          | 3          |
| DSE-52.5       | 3          | 3          | 3          | 3          | 2          | 3          | 2          | 1          | 3          | 2          | 2          | 3          |
| <b>Average</b> | <b>2.6</b> | <b>3.0</b> | <b>3.0</b> | <b>2.8</b> | <b>2.8</b> | <b>2.8</b> | <b>2.8</b> | <b>1.6</b> | <b>3.0</b> | <b>2.8</b> | <b>2.4</b> | <b>3.0</b> |

| <b>DSE-53: Business Analytics-I</b> |                                                                                                                                              |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| COs                                 | After completion of this course the students will be able to:                                                                                |
| DSE-53.1                            | Describe the role of business analytics in improving decision-making processes and gaining a competitive edge in various industries          |
| DSE-53.2                            | Collect and pre-process data using appropriate techniques, ensuring data quality and integrity                                               |
| DSE-53.3                            | Apply data mining techniques such as association analysis and classification to extract meaningful insights from datasets                    |
| DSE-53.4                            | Create interactive dashboards and reports using business intelligence tools for effective data visualization and decision support            |
| DSE-53.5                            | Apply business analytics techniques to solve real-world problems in areas such as customer analytics, supply chain management, and marketing |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| DSE-53.1       | 1          | 1          | 3          | 1          | 1          | 3          | 3          | 1          | 3          | 2          | 1          | 1          |
| DSE-53.2       | 1          | 1          | 3          | 1          | 1          | 3          | 3          | 1          | 3          | 2          | 1          | 1          |
| DSE-53.3       | 1          | 1          | 3          | 1          | 1          | 3          | 3          | 1          | 3          | 2          | 1          | 1          |
| DSE-53.4       | 1          | 1          | 3          | 1          | 1          | 3          | 3          | 1          | 3          | 2          | 1          | 1          |
| DSE-53.5       | 1          | 1          | 3          | 1          | 1          | 3          | 3          | 1          | 3          | 2          | 1          | 1          |
| <b>Average</b> | <b>1.0</b> | <b>1.0</b> | <b>3.0</b> | <b>1.0</b> | <b>1.0</b> | <b>3.0</b> | <b>3.0</b> | <b>1.0</b> | <b>3.0</b> | <b>2.0</b> | <b>1.0</b> | <b>1.0</b> |

| <b>CC-61: Internship</b> |                                                                                                                                                                      |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| COs                      | Upon completion of the course, students will be able to:                                                                                                             |
| CC-61.1                  | Demonstrate a practical understanding of the professional workplace, industry-specific skills, and effective communication and adaptability in a real-world setting. |

### Mapping Matrix

| CO#     | PO1      | PO2      | PO3      | PO4      | PO5      | PO6      | PO7      | PO8      | PSO1     | PSO2     | PSO3     | PSO4     |
|---------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| CC-61.1 | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>2</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> |

| <b>AEC-61: Viva-Voce</b> |                                                                                                                                                                                                                       |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| COs                      | The students will be able to:                                                                                                                                                                                         |
| AEC-61.1                 | exhibit their communication skills, recalling abilities, and understanding of all the subjects/ courses studied during the whole program (Semesters I to Semester VI). The students become able to analyse their SWOT |

### Mapping Matrix

| CO#      | PO1      | PO2      | PO3      | PO4      | PO5      | PO6      | PO7      | PO8      | PSO1     | PSO2     | PSO3     | PSO4     |
|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| AEC-61.1 | <b>2</b> | <b>3</b> | <b>2</b> | <b>2</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>2</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> |

| <b>DSE-61: Principles of Banking</b> |                                                                                                                              |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| COs                                  | After completion of this course the students will be able:                                                                   |
| DSE-61.1                             | to understand evolution of banks and banking in India, classification of banks and their contribution to Indian economy      |
| DSE-61.2                             | to know the legal framework for regulation of banks in India                                                                 |
| DSE-61.3                             | to understand the role and functions of RBI and types of banks in India                                                      |
| DSE-61.4                             | to know the different forms of banking in India                                                                              |
| DSE-61.5                             | to understand banker-customer relationship, cheque services, fee based services and reforms in the banking sector after 1991 |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| DSE-61.1       | 3          | 3          | 3          | 2          | 3          | 2          | 2          | 2          | 3          | 2          | 2          | 2          |
| DSE-61.2       | 2          | 3          | 2          | 3          | 3          | 2          | 3          | 3          | 2          | 2          | 2          | 2          |
| DSE-61.3       | 3          | 2          | 3          | 2          | 2          | 2          | 2          | 3          | 2          | 2          | 3          | 3          |
| DSE-61.4       | 3          | 3          | 2          | 3          | 2          | 2          | 3          | 3          | 3          | 2          | 2          | 2          |
| DSE-61.5       | 2          | 2          | 3          | 3          | 3          | 2          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>Average</b> | <b>2.6</b> | <b>2.6</b> | <b>2.6</b> | <b>2.6</b> | <b>2.6</b> | <b>2.0</b> | <b>2.6</b> | <b>2.8</b> | <b>2.6</b> | <b>2.2</b> | <b>2.4</b> | <b>2.4</b> |

| <b>DSE-62: Retail Management</b> |                                                                                                 |
|----------------------------------|-------------------------------------------------------------------------------------------------|
| COs                              | After completion of this course the students will be able:                                      |
| DSE-62.1                         | to understand the conceptual framework of retailing and retail consumers' behaviour             |
| DSE-62.2                         | to understand the essentials of retailing strategy, and basics of CRM in the context of retail  |
| DSE-62.3                         | to understand the essentials of merchandise planning and pricing in retail                      |
| DSE-62.4                         | to understand the role of information system, branding and servicing in retail store management |
| DSE-62.5                         | to understand different options for visual merchandising and technology in retailing            |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| DSE-62.1       | 2          | 2          | 1          | 2          | 1          | 2          | 2          | 2          | 2          | 2          | 2          | 3          |
| DSE-62.2       | 3          | 2          | 3          | 3          | 2          | 3          | 3          | 2          | 2          | 3          | 2          | 3          |
| DSE-62.3       | 3          | 2          | 3          | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| DSE-62.4       | 3          | 2          | 3          | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| DSE-62.5       | 3          | 2          | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>Average</b> | <b>2.8</b> | <b>2.0</b> | <b>2.6</b> | <b>2.4</b> | <b>2.4</b> | <b>2.8</b> | <b>2.8</b> | <b>2.6</b> | <b>2.6</b> | <b>2.8</b> | <b>2.6</b> | <b>3.0</b> |

| <b>DSE-63: Business Analytics-II</b> |                                                                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| COs                                  | After completion of this course the students will be able:                                                                                 |
| DSE-63.1                             | Apply advanced statistical analysis techniques to analyze complex datasets and draw valid inferences                                       |
| DSE-63.2                             | Build and evaluate predictive models using advanced classification and regression algorithms                                               |
| DSE-63.3                             | Process and analyze large-scale datasets using big data analytics techniques and distributed computing frameworks                          |
| DSE-63.4                             | Formulate optimization problems and apply prescriptive analytics techniques for decision support and optimization                          |
| DSE-63.5                             | Apply advanced business analytics techniques in diverse domains such as social media analytics, fraud detection, or recommendation systems |

### Mapping Matrix

| CO#            | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PSO1       | PSO2       | PSO3       | PSO4       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| DSE-63.1       | 1          | 1          | 3          | 1          | 1          | 3          | 3          | 1          | 3          | 2          | 1          | 1          |
| DSE-63.2       | 1          | 1          | 3          | 1          | 1          | 3          | 3          | 1          | 3          | 2          | 1          | 1          |
| DSE-63.3       | 1          | 1          | 3          | 1          | 1          | 3          | 3          | 1          | 3          | 2          | 1          | 1          |
| DSE-63.4       | 1          | 1          | 3          | 1          | 1          | 3          | 3          | 1          | 3          | 2          | 1          | 1          |
| DSE-63.5       | 1          | 1          | 3          | 1          | 1          | 3          | 3          | 1          | 3          | 2          | 1          | 1          |
| <b>Average</b> | <b>1.0</b> | <b>1.0</b> | <b>3.0</b> | <b>1.0</b> | <b>1.0</b> | <b>3.0</b> | <b>3.0</b> | <b>1.0</b> | <b>3.0</b> | <b>2.0</b> | <b>1.0</b> | <b>1.0</b> |