

**CURRICULUM AND SCHEME OF EXAMINATION OF
BBA INDUSTRY INTEGRATED FINANCIAL SERVICES AND BANKING
SECOND YEAR**

| | Semester Wise Credits Distribution | | | | | | | | |
|---------------------|------------------------------------|-----|-----|-----|-----|-----|------------|-----------------------------------|-----------------|
| | DSC | MIC | MDC | AEC | SEC | VAC | Internship | Research Project/ Dissertation | Total Credit |
| Semester III | 8 | 4 | 3 | 2 | 3 | 2 | - | - | 22 |
| Semester IV | 16 | 4 | 0 | 2 | 0 | 2 | - | - | 24 |

THIRD SEMESTER

| Paper Code | Title of Paper | Credits | Marks | | | Type of Course |
|--------------|---|-----------|------------|-----------|------------|-------------------|
| | | | Internal | Practical | External | |
| BBA/FSBN/301 | Human Resource Management | 4 | 25 | - | 75 | DSC |
| BBA/FSBN/302 | Marketing Management | 4 | 25 | - | 75 | DSC |
| BBA/FSBN/303 | Indian Financial System | 4 | 25 | - | 75 | MIC |
| BBA/FSBN/304 | Management Information System | 3 | 25 | - | 75 | MDC |
| BBA/FSBN/305 | Managerial Skill Development | 3 | 25 | 75 | - | SEC |
| AEC-102-N1 | Communication, Mediation and Resolution (CMR) | 2 | 25 | | 75 | AEC |
| VAC-101-N1 | Environmental Science-I | 2 | 25 | - | 75 | VAC |
| | TOTAL | 22 | 175 | 75 | 450 | |

FOURTH SEMESTER

| Paper Code | Title of Paper | Credits | Marks | | | Type of Course |
|--------------|---|-----------|------------|-----------|------------|-------------------|
| | | | Internal | Practical | External | |
| BBA/FSBN/401 | Business Research Methods | 4 | 25 | - | 75 | DSC |
| BBA/FSBN/402 | Cost and Management Accounting | 4 | 25 | - | 75 | DSC |
| BBA/FSBN/403 | Contemporary Issues in BFSI | 4 | 25 | - | 75 | DSC |
| BBA/FSBN/404 | Organizational Behaviour | 4 | 25 | - | 75 | DSC |
| BBA/FSBN/405 | Strategic Management | 4 | 25 | - | 75 | MIC |
| AEC-103-N3 | Effective Corporate Communication (ECC) | 2 | 25 | | 75 | AEC |
| VAC-102-N1 | Environmental Science-II | 2 | 25 | - | 75 | VAC |
| | TOTAL | 24 | 175 | | 525 | |

Exit Option: Students who opt to exit after completion of the 2nd year and have secured 90 credits will be awarded UG diploma in the relevant discipline/ subject. If, in addition they complete 4 credits of internship/ training (100 External Marks) based on summer training of 4-6 weeks undertaken in Industry/ University. Thus, he/she will be eligible to exit the course with the said 94 Credits.

| Course code | Nomenclature of the course | Category | Internal Marks | External Marks | Practical | Total Marks | Credits |
|--------------|----------------------------|------------|----------------|----------------|-----------|-------------|---------|
| BBA/FSBN/406 | Internship | Internship | - | - | 100* | 100 | 4 |

* The summer internship report would be evaluated by external expert from panel approved by Department of Management Studies, J C Bose University of Science and Technology, YMCA, Faridabad.

* These students are allowed to re-enter the degree programme within three years and complete the degree programme within the stipulated maximum periods of 7 years.

Note: The student seeking admission in fifth semester would have to undergo a compulsory 4-6 weeks summer internship in Industry/ University after fourth semester and credits for the same will be included in fifth semester.

HUMAN RESOURCE MANAGEMENT
PAPER CODE: BBA/FBSN/301

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcome: After completing the course, the student will be able to:

1. Understand the basics of human resource management.
2. Analyse the human resource challenges in present scenario.
3. Know the essentials of employing, maintaining, and promoting a motivated workforce.
4. Develop critical understanding of contemporary issues of human resource management.

UNIT I

Introduction – nature and scope of human resource management, HRM objectives and functions, HRM policies, HRM in a globally competitive environment; strategic human resource management, HR outsourcing.

UNIT II

Acquisition of Human Resource -Human Resource Planning; Job analysis and job design; Recruitment – Concept and sources; Selection – Concept and process; placement and induction; job evaluation - concept & methods; Employee welfare; social security; grievance-handling.

UNIT III

Training and Development -Concept and Importance; Identifying Training and Development Needs; training methods and evaluation, Designing Training Programmes; Role-Specific and Competency Based Training; Training Process Outsourcing; Management Development; Career Development and Succession planning. Brief overview of HRIS.

UNIT IV

Performance Appraisal - Nature, objectives and importance; techniques of performance appraisal; potential appraisal and employee counselling; Compensation: concept and policies; job evaluation; fringe benefits; performance linked compensation. Balance Scorecard, Competency based HRM. Industrial Disputes: causes and settlement machinery.

SUGGESTED READINGS:

1. Gary Dessler. A Framework for Human Resource Management. Pearson Education.
2. DeCenzo, D.A. and S.P. Robbins, Personnel/Human Resource Management, Pearson Education.
3. Aswathapa, K. Human resource management: Text and cases, Tata McGraw Hill Education.
4. Haldar, U. and Sarkar Juthika, Human Resource Management, Oxford University Press.
5. Rao, V.S.P., Human Resource Management, Cengage Learning India
6. TN Chhabra, Human Resource Management, Dhanpat Rai& Co., Delhi
7. Biswajeet Patttanayak, Human Resource Management, PHI Learning.

Note: Only latest available edition books are recommended.

MARKETING MANAGEMENT
PAPER CODE: BBA/FSBN/ 302

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completion of the course, the student will be able to:

1. Understand the process of marketing by which companies create value for customers and capture value from customers in return.
2. Understand the significance of consumer behaviour, segmentation, targeting and positioning.
3. Make the product and pricing strategies.
4. Make the distribution strategies, promotion strategies.

UNIT I

Introduction to Marketing; difference between marketing and selling; core concepts of marketing; marketing mix; marketing process; marketing environment.

UNIT II

Determinants of consumer behaviour; consumer's purchase decision process (exclude industrial purchase decision process); market segmentation; target marketing; differentiation and positioning; marketing research; marketing information system.

UNIT III

Product and product line decisions; branding decisions; packaging and labelling decisions; product life cycle concept; new product development; pricing decisions.

UNIT IV

Distribution channels: - retailing, wholesaling, warehousing and physical distribution, promotion mix - personal selling, advertising, sales promotion, publicity, conceptual introduction to customer relationship marketing;

SUGGESTED READINGS:

1. Kotler, Philip, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha. Marketing Management, Pearson Education, New Delhi.
2. Dhunna, Mukesh, Marketing Management, Text and Cases. Wisdom Publications.
3. Sakena, Rajan, Marketing Management, McGraw Hill, New Delhi.
4. Zikmund, William G. Marketing, Cengage Learning, New Delhi.

Note: Only latest available edition books are recommended.

INDIAN FINANCIAL SYSTEM
PAPER CODE: BBA/FSBN/303

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcome: After completion of the course, the student will be able to:

1. Understand the workings of various components of financial system in India.
2. Analyze the importance of a sound financial system for economic development of a country.
3. Evaluate the workings of different financial institutions.
4. Analyze the instruments available in money market and capital market.

UNIT I

Indian Financial System: Nature, structure, role and functions. Structure of Indian banking system, RBI-functions and working, Integrated ombudsman scheme, 2021 by RBI. Financial Institutions: Commercial banks, Banking and non-banking intermediaries, NABARD, Regional Rural Banks and Cooperative Banks, SIDBI.

UNIT II

Banking Concepts –credit creation, E-Banking; NEFT, RTGS, SWIFT mechanism. Universal Banking, payment banks. Emergence of electronic payment system in India, NPCI. Money Market; Money market instruments; Call money, Treasury Bills, Commercial Bills, Certificate of deposit, Commercial Papers, Reforms and recent developments in money market.

UNIT III

Capital Market: Capital Market instruments, Role of SEBI, Secondary market; trading and settlement; Primary market v/s Secondary Market. Mutual Funds; meaning and types. Reforms and recent developments in capital market.

UNIT IV

Non-banking finance companies, Housing finance companies. Overview of financial Services: Merchant Banking, Leasing and Hire purchase, Factoring, Housing Finance, Venture Capital, Credit Rating. An overview of Fintech; Suptech.

SUGGESTED READINGS:

1. Bhole L. M 'Financial institutions and Markets', Tata McGraw Hills.
2. Varshney and Mittal. Indian Financial System, Sultan Chand & Sons.
3. Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education.
4. John C. Hull, 'Risk Management and Financial Institutions", Tata McGraw Hills.
5. S. Gurusamy, 'Financial Markets and Institutions' 3rd edition, Tata McGraw Hills.
6. Khan M. Y. ' Indian Financial System', Tata McGraw Hills.
7. Gurusamy, —Financial Services and System]], McGraw Hill Education, March.

Note: Only latest available edition books are recommended.

MANAGEMENT INFORMATION SYSTEM
PAPER CODE: BBA/FSBN/304

Total credits: 3
Internal marks: 25
External marks: 75

Course Outcomes: After completing the course, the student will be able to:

1. Demonstrate knowledge of technical and business issues related to development of information system.
2. Understand the role of information system manager.
3. Design the information system implementation strategies.
4. Conceptualize re-engineered decision support systems.

UNIT I

The meaning and use of MIS, System Process of MIS, Development of MIS within the organisation, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS. Types of Information Systems; System Development Life Cycle; System Analyst – Role, Responsibility, Analytical Skills.

UNIT II

Managerial Decision Making: System design consideration, input/output design, forms design, file organisation and database, data management, file design, program design.

UNIT III

Information Systems Implementation and Maintenance: System Implementation, Software Application Testing, Installation, Documenting the System, Training and Supporting Users, Organisational Issues in Systems Implementation; Maintaining Information systems. Decision support system, components, design Decision making; Decision support system software and hardware, types of decision support system.

UNIT IV

Security, Ethical and Societal Challenges of Information system, Business process reengineering, management information system, decision support system, Overview of Artificial Intelligence technologies in business , expert systems, , data warehousing, data mining.

SUGGESTED READINGS:

1. James O'Brien A., Management Information Systems, Tata McGraw Hill.
2. Laudon Kenneth and Laudon Jane, Management Information System, Pearson Alter, Steven, Information.
3. Muneesh, Kumar Business Information Systems, Vikas Publishing House.

Note: Only latest available edition books are recommended.

MANAGERIAL SKILL DEVELOPMENT
PAPER CODE: BBA/FSBN/305

Total credits: 3
Internal: 25
Practical: 75

Course outcomes:

After the successful completion of the course, the student will be able to:

1. Identify and foster self-capabilities for corporate readiness.
2. Learn the techniques of problem-solving and building positive interpersonal relationships.
3. Build teams and work in teams effectively.
4. Understand leadership styles and develop leadership qualities

Unit I

Understanding oneself (self- evaluation, ethics, values, personality assessment), Johari window, work life balance, stress management, time management, personality development and mindfulness.

Unit II

Problem-solving, creativity, and innovation; steps in analytical problem-solving; building positive interpersonal relationships; Supportive communication; Coaching and counselling; Principles of supportive communication.

Unit III

Team building; types of team; managing conflict and diversity; team effectiveness; leading team for high performance; leading positive change.

Unit IV

Leadership and its types; characteristics of a leader; leadership development; Leadership games to understand leadership roles at various levels of the organization.

Suggested readings:

1. Wadkar, Alka. Life Skills for Success. Sage Publications.
2. Whetten, D.A, Cameron, K.S. Developing Management Skills. Prentice Hall
3. Hughes, R., Ginnett, R. and Curphy, G., Leadership: Enhancing the Lessons of Experience, McGraw Hill Education,
4. A. Chandramohan, Leadership and management, Himalaya Publishing House
5. Bhargava & Bhargava, Team Building & Leadership, Himalaya Publishing House
6. Peter G. Northhouse, Introduction to Leadership, Concepts & practices, Sage Publication

Note: Only latest available edition books are recommended.

Communication, Mediation and Resolution (CMR)

AEC-102-N1

Total Credits: 2

Sessional: 25

Theory: 75

Time Allotted: 3 hours

Course Objectives:

CO I: To familiarize the students with the process and barriers of communication.

CO II: To enable the students develop critical thinking and identify logical fallacies.

CO III: To help students in recognising factors and applying strategies in conflict resolution.

CO IV: To inspire students in appreciating the role of mediation and find creative solutions.

Unit-I: Communication and Barriers to Communication: 7C's of Communication, Win-Win Communication, Strategies for Effective Communication, Zero-Sum; Reasons for Conflict; Communication Barriers.

Unit-II: Critical Thinking and Cognitive Skills: reason; analysis, synthesis, divide and rule; root-cause analysis; logic and logical fallacies.

Reasoning; Logic; Inductive and Deductive Reasoning; Logical fallacies: *Ad hominem*, straw man fallacy; bandwagon fallacy; hasty generalization; false dilemma; false dichotomy; *Tu Quoque*; circular reasoning and hasty generalization; Recognizing fallacies.

Unit-III: Mediation and Conflict-Resolution: Cognitive Skills and Critical thinking; Listening for key words, phrases and hints, Creative Communicating, Managing and celebrating Diversity, Adaptability and Negotiation; Dispute-resolution; arbitration; mediator's role; caucuses, third party, objectivity, impartiality, neutrality, offers, counter offers, questions, demands, and proposals, impasse, settlement. Brainstorming, Problem solving strategies, Stress management, Significance of Collaboration, Confronting challenges.

Unit-IV: Mediation in Practice: Exercises in role-playing and mediation and one case study assignment as directed by the teacher

Course Outcomes:

CO I: The students will be familiarized with the process and barriers of communication.

CO II: The students will be enabled to develop critical thinking and identify logical fallacies.

CO III: The students will be able to recognise factors and apply strategies in conflict resolution.

CO IV: The students will be able to appreciate the role of mediation and find creative solutions.

Suggested Readings:

1. Basics of Communication, Mediation and Resolution by Dr. Rajesh Kumar Mangla
2. Effective Communication Skills by Meenakshi Raman and Sangeeta Sharma
3. Conflict, Conflict Resolution and Mediation: Theory, Process and Practice by Clay Conrad Phillips.

ENVIRONMENTAL SCIENCE-I
SUBJECT CODE: VAC-101-N1

Total credits: 2
Internal marks: 25
External marks: 75

NOTE: Question paper will have two parts. Part-1 will be compulsory and have 10 questions of equal marks covering the entire syllabus. Attempt any four questions out of six from Part-2.

COURSE OUTCOMES: At the completion of this course, the learner will be able to:

CO1: Understand human interaction with the environment and efforts taken for emergence of environmentalism at international level.

CO2: Understand concept of natural resources, their distribution, conservation, management and sustainable utilization.

CO3: Develop critical thinking towards local, regional and global environmental issue.

CO4: Describe the concept of ecosystem, biodiversity and their conservation at national and international levels.

Unit I: Humans and the Environment (4 hrs)

The man-environment interaction: Humans as hunter-gatherers; Mastery of fire; Origin of agriculture; Emergence of city-states; Great ancient civilizations and the environment, Indic Knowledge and Culture of sustainability; Middle Ages and Renaissance; Industrial revolution and its impact on the environment; Population growth and natural resource exploitation; Global environmental change. *Environmental Ethics and emergence of environmentalism:* Anthropocentric and eco-centric perspectives (Major thinkers); The Club of Rome- Limits to Growth; UN Conference on Human Environment 1972; World Commission on Environment and Development and the concept of sustainable development; Rio Summit and subsequent international efforts.

Unit II: Natural Resources and Sustainable Development (6 hrs)

Overview of natural resources: Definition of resource; Classification of natural resources- biotic and abiotic, renewable and non-renewable.

Biotic resources: Major type of biotic resources- forests, grasslands, wetlands, wildlife and aquatic (fresh water and marine); Microbes as a resource; Status and challenges.

Water resources: Types of water resources- fresh water and marine resources; Availability and use of water resources; Environmental impact of over-exploitation, issues and challenges; Water scarcity and stress; Conflicts over water.

Soil and mineral resources: Important minerals; Mineral exploitation; Environmental problems due to extraction of minerals and use; Soil as a resource and its degradation.

Energy resources: Sources of energy and their classification, renewable and non-renewable sources of energy; Conventional energy sources- coal, oil, natural gas, nuclear energy; non-conventional energy sources- solar, wind, tidal, hydro, wave, ocean thermal, geothermal, biomass, hydrogen and fuel cells; Implications of energy use on the environment.

Introduction to sustainable development: Sustainable Development Goals (SDGs)- targets and indicators, challenges and strategies for SDGs.

Unit III: Environmental Issues: Local, Regional and Global (6 hrs)

Environmental issues and scales: Concepts of micro-, meso-, synoptic and planetary scales; Temporal and spatial extents of local, regional, and global phenomena.

Pollution: Impact of sectoral processes on Environment; Types of Pollution- air, noise, water, soil, thermal, radioactive; municipal solid waste, hazardous waste; transboundary air pollution; acid rain; smog. Land use and Land cover change: land degradation, deforestation, desertification, urbanization. Biodiversity loss: past and current trends, impact. Global change: Ozone layer depletion; Climate change. Disasters – Natural and Man-made (Anthropogenic)

Unit IV: Conservation of Biodiversity and Ecosystems (8 hrs)

Biodiversity and its distribution: Biodiversity as a natural resource; Levels and types; Biodiversity in India and the world; Biodiversity hotspots. Ecosystems and ecosystem services: Major ecosystem types in India and their basic characteristics forests, wetlands, grasslands, agriculture, coastal and marine; Ecosystem services- classification and significance. Threats to biodiversity and ecosystems: Land use and land cover change; Commercial exploitation of species; Invasive species; Fire, disasters and climate change. Major conservation policies: in-situ and ex-situ conservation; Major protected areas; Biosphere reserves; Ecologically Sensitive Areas; Coastal Regulation Zone; the role of traditional knowledge for biodiversity conservation, community-based conservation; Gender and conservation. Overview of the following conventions and protocols- Convention on Biological Diversity (CBD); Cartagena Protocol on Biosafety; Nagoya Protocol on Access and Benefit-sharing; Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES); Ramsar Convention on Wetlands of International Importance; Ramsar sites; United Nations Convention to Combat Desertification (UNCCD).

Unit V: Case studies/ Field Work (6 hrs)

The students are expected to be engaged in some of the following or similar identified activities:

- a) Field visits to identify local/regional environmental issues, make observations including data collection and prepare a brief report.
- b) Discussion on one national and one international case study related to the environment and sustainable development.
- c) Participation in plantation drive and nature camps.
- d) Documentation of campus flora and fauna.

Suggested Readings:

1. Baskar, R & Baskar, S. (2010). Natural Disasters: Earth's Processes & Geological Hazards, Unicorn Books
2. Bawa, K.S., Oomen, M.A. and Primack, R. (2011) Conservation Biology: A Primer for South Asia. Universities Press.
3. Bhagwat, Shonil (Editor) (2018) Conservation and Development in India: Reimagining Wilderness, Earthscan Conservation and Development, Routledge.

4. Chiras, D. D and Reganold, J. P. (2010). Natural Resource Conservation: Management for a Sustainable Future. 10th edition, Upper Saddle River, N. J. Benjamin/Cummins/Pearson.
5. De Anil, K. (2003). Environmental chemistry. New Age International.
6. Fisher, Michael H. (2018) An Environmental History of India- From Earliest Times to the Twenty-First Century, Cambridge University Press.
7. Gilbert M. Masters and W. P. (2008). An Introduction to Environmental Engineering and Science, Ela Publisher (Pearson)
8. Harper, Charles L. (2017) Environment and Society, Human Perspectives on Environmental Issues 6th Edition. Routledge.
9. Harris, Frances (2012) Global Environmental Issues, 2nd Edition. Wiley- Blackwell.
10. Headrick, Daniel R. (2020) Humans versus Nature- A Global Environmental History, Oxford University Press.
11. Hughes, J. Donald (2009) An Environmental History of the World- Humankind's Changing Role in the Community of Life, 2nd Edition. Routledge.
12. John W. Twidell and Anthony D. (2015). Renewable Energy Sources, 3rd Edition, Weir Publisher (ELBS)
13. Kaushik, A., & Kaushik, C. P. (2006). Perspectives in environmental studies. New Age International.
14. Krishnamurthy, K.V. (2003) Textbook of Biodiversity, Science Publishers, Plymouth, UK
15. Manahan, S.E. (2022). Environmental Chemistry (11th ed.). CRC Press. <https://doi.org/10.1201/9781003096238>
16. Perman, R., Ma, Y., McGilvray, J., and Common, M. (2003) Natural Resource and Environmental Economics. Pearson Education.
17. Rajagopalan, R. (2011). Environmental Studies: From Crisis to Cure. India: Oxford University Press.
18. Sharma, P. D., & Sharma, P. D. (2012). Ecology and environment. Rastogi Publications.
19. Simmons, I. G. (2008). Global Environmental History: 10,000 BC to AD 2000. Edinburgh University Press
20. Singh, J.S., Singh, S.P. & Gupta, S.R. 2006. Ecology, Environment and Resource Conservation. Anamaya Publications <https://sdgs.un.org/goals>
21. Sinha, N. (2020) Wild and Wilful. Harper Collins, India.
22. Varghese, Anita, Oommen, Meera Anna, Paul, Mridula Mary, Nath, Snehlata (Editors) (2022) Conservation through Sustainable Use: Lessons from India. Routledge.
23. William P. Cunningham and Mary A. (2015). Cunningham Environmental Science: A global concern, Publisher (Mc-Graw Hill, USA)

BUSINESS RESEARCH METHODS

PAPER CODE: BBA/FSBN/401

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completing the course, the student will be able to:

1. Outline the significance of research and research methodology and to analyze the problems in conducting social science research in India.
2. Formulate research problem and research design.
3. Determine the sample size in consonance with the research problem and research design.
4. Collect and tabulate required primary and secondary data for analysis.
5. Prepare a report based on collected data.

UNIT I

Concept, objectives, and significance of Research; Approaches and types of Research; Research Methodology; Research Process; Criteria of Good Research; Challenges in conducting social science research in India.

UNIT II

Defining the Research Problem and Research Design; Components, selection and formulation of Research Problem; meaning and need of Literature Review; Meaning of Research Design, Features of a good research design; types of Research Design.

UNIT III

Meaning of Census and Sample; Meaning, need, significance and principle of sampling; Essentials of a good sampling; Methods of sampling; Determination of sample size.

UNIT IV

Types of data; Methods of collection of primary data: Collection of Secondary Data; Use of computer and internet in collection of data; limitation of primary and secondary data. Tabulation of data for analysis, Research Proposal, Research Report: Qualities of good report, steps in report writing.

SUGGESTED READINGS:

1. Madan, P., Paliwal, V., & Bhardwaj, R.. Research Methodology-Methods & Techniques. New Delhi: New Age International Publishers.
2. Kothari, B. L. Research Methodology: Tools and Techniques. Jaipur: ABD Publishers.
3. Borse, M. N. Research Methodology—Modern, Methods & New Techniques. Jaipur: Shree Niwas Publishers.
4. Rao, K. V. Research Methodology in Commerce and Management. Noida, Uttar Pradesh: Sterling Publishers Private Limited.
5. Sharma, R. D., & Chahal, H. Research Methodology in Commerce and Management. New Delhi: Anmol Publications.

Note: Only latest available edition books are recommended.

COST AND MANAGEMENT ACCOUNTING
PAPER CODE: BBA/FSBN/402

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcome: After completing the course, the student will be able to:

1. Determine various types of cost of production.
2. Demonstrate the material and labour cost control techniques.
3. Develop critical understanding about application of marginal costing and budgeting.
4. Understand the various management accounting techniques.

UNIT I

Introduction: - Objective, elements of cost, cost sheet, importance of cost accounting, types of costing, difference between cost accounting and financial accounting. Material Control: - Meaning and objectives of material control, material purchase procedure, fixation of inventory levels – Reorder level, EOQ, Minimum level, Maximum level, Danger level and Methods of Valuing Material Issues.

UNIT II

Labor Cost Control: - its importance, methods of Time Keeping and Time Booking; Treatment and Control of Labor Turnover, Idle Time, Overtime, Systems of Wage Payment – Time Wage System, Piece Wage System and Balance or Debt Method; Overhead – classification, allocation and apportionment of overhead including machine hour rate. Methods of Costing – Job, Batch and Contract Costing.

UNIT III

Management Accounting: - Meaning, nature, scope, objective and functions; marginal costing and profit planning, practical application of marginal costing techniques. Responsibility Accounting: types of responsibility centres, performance evaluation criteria, budgeting – role of budgets and budgeting in organisations, budgeting process.

UNIT IV

Nature and types of Financial Statements; techniques of financial statement analysis, ratio analysis, fund flow and cash flow analysis.

SUGGESTED READINGS:

1. Jain & Narang, Advance Cost Accounting, Kalyani Publishers, New Delhi.
2. Maheshwari & SN Mittal., Elements of Cost Accounting, Shree Mahavir Book Depo.
3. Bhar, B.K., Cost Accounting Methods and Problems, Academic Publishers.
4. Prasad, N.K., Principles and Practice of Cost Accounting, Syndicate Pvt. Ltd.

Note: Only latest available edition books are recommended.

CONTEMPORARY ISSUES IN BFSI
PAPER CODE: BBA/FSBN/403

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After the successful completion of the course, the student will be able to:

1. Critically evaluate the role of banks in the economic.
2. Demonstrate structure of banking industry in India.
3. Discuss the management of risks in banking Global regulation of banks
4. Analyse the causes Competitive issues in banking Bank failures

UNIT I

Overview of the BFSI domain in India, Role & importance of banks in an economy, Structure of Indian banking industry, Reserve Bank of India and its role, Types of banks in India, Overview of basic banking products & services, financial inclusion & exclusion

UNIT II

Diversification of banking activities Management of risks in banking Global regulation of banks, Differences in banking structures in key economies: UK, USA, Japan and EU Structural differences between developed and emerging banking sectors

UNIT III

Competitive issues in banking Bank failures, Causes, consequences, and regulatory responses to recent financial crises

UNIT IV

The eurozone banking union Relevant case studies, Career opportunities in the financial industry and beyond

SUGGESTED READINGS:

1. Arnold, G. (2012), Modern Financial Markets and Institutions: A Practical Perspective. Harlow: FT Prentice Hall. Berger, A., P. Molyneux, and J.O.S. Wilson (2010), The Oxford Handbook of Banking, Oxford: Oxford University Press.
2. Heffernan, S. (2005) Modern Banking Theory and Practice, Chichester: John Wiley. Blinder, A. S. (1998) Central Banking in Theory and Practice. Cambridge: MIT Press.
3. Greenbaum, S. I. and A. V. Thakor (2007) Contemporary Financial Intermediation. London: Academic Press. Kindleberger, C. P. and R. Z. Aliber (2011) Manias, Panics, and Crashes. A History of Financial Crises. Hampshire: Palgrave Macmillan, 6th Edition.

Note: Only latest available edition books are recommended.

ORGANIZATIONAL BEHAVIOUR
PAPER CODE: BBA/FSBN/404

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completion of the course, the student will be able to:

1. Analyze and compare different models used to explain individual behaviour.
2. Develop a critical insight into complexities associated with the group and team behaviour.
3. Identify the processes used in managing change and resolving conflicts.
4. Interpret the influence of organizational development and change in the behaviour of the employees.

UNIT I

Fundamentals of organizational behaviour: concept, evolution, the importance of OB, contributing disciplines to OB, OB model, contemporary challenges of OB; individual processes and behaviour differences.

UNIT II

Dynamics of individual behaviour: personality - concept, determinant, theories, and applications; values, attitudes, and emotions; perception - concept, process and applications; learning and reinforcement; motivation - concept, theories and applications; stress management.

UNIT III

Interpersonal processes: dynamics of groups – characteristics of the group, types, stages of group development, group cohesiveness, group processes and decision making; dynamics of teams – characteristics of the team, forms, team effectiveness; conflict - concept, sources, types, management of conflict; power and political behaviour; leadership: concept, function, and styles.

UNIT IV

Organizational processes and structure: organizational design - various organizational structures and their effect on human behaviour; organisational climate; organisational culture; organisational change - concept, nature, resistance to change, change management, implementing change and organizational development.

SUGGESTED READINGS:

1. Kavita Singh., Organisational Behaviour: Text and cases. New Delhi: Pearson Education.
2. Pareek, Udai. Understanding Organisational Behaviour, Oxford University Press, New Delhi.
3. Robbins,S.P & Judge,T.A. Organisational Behaviour, Prentice Hall of India, New Delhi.
4. Newstorm, J. and Keith Davis, Organisational Behaviour, TMH.

Note: Only latest available edition books are recommended.

STRATEGIC MANAGEMENT
PAPER CODE: BBA/FSBN/405

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcome: After completing the course, the student will be able to:

1. Get a clear understanding of the basic concept of strategy and its relationship with the firm 's vision.
2. Mission and objectives for the organization 's success.
3. Identify different strategic options available and their relation with the dynamic environment.
4. Sketch the strategy to be followed by the organization and to effectively implement the strategy that will help the organization to become successful in the market.
5. Evaluate strategies in an effective manner by applying different techniques.

UNIT I

Strategic Management –meaning, Historical development and significance to Modern Day organisations. Strategic Management Process levels of strategy in organization.

UNIT II

Strategy Formulation- Company's mission, purpose and objectives; corporate strategy - concept, significance and objectives; types of strategies; Environmental and organisational appraisal (Internal & external) techniques of business environment analysis,

UNIT III

Strategic alternatives and choice; Business ethics and corporate strategy Concept of value chain and competitive advantage Strategy implementation - Designing organisational structure and activating strategies

UNIT IV

Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control. Role of IT in strategic Management.

SUGGESTED READINGS

1. Thompson LA. and Stickl and A.J.: Strategic Management - Concept and cases.
2. Michael Potter: Competitive Advantage of Nations.
3. Kenneth, A. Andrews : Concepts of corporate Strategy.
4. John A. Pearce Hand R.B. Robinson Strategic Management.
5. Applegate ,Corporate Information Strategy and Management, McGraw Hill Education.
6. Thompson,Crafting and Executing Strategy, TataMcGraw Hill Education.

Note: Only latest available edition books are recommended.

Effective Corporate Communication (ECC)
AEC-103-N3

Total Credits: 2
Sessional: 25
Theory: 75
Time Allotted: 3 hours

Course Objectives:

CO I: To acquaint students with the appropriate grammatical structures in written forms.

CO II: To enable the students understand the significance of technical writing and formal communication.

CO III: To equip students develop and demonstrate effective writing skills in varied forms.

CO IV: To inspire students to deliver persuasive presentations.

Unit-I: Writing Skills and Basics of Grammar: Subject-verb agreement; sentence correction; tense-verb usage; Composition of a Paragraph; Characteristics of a Good Paragraph; Use of Idioms and Proverbs, Literary Tropes and Use of Figures of Speech.

Unit-II: Technical Writing and Reports: SPSE structure; IMRD structure; Report Writing: Types of Reports and Structure of a Long Report. Hedging, Nominalization; Memos; Agenda and MoM; Case Study Method; Presentations; Business Letters-quotation and placing order.

Unit-III: Drafting proposals: From essays to proposals; Types of Essay Writing: Structure of an essay; Argumentative essays; Expository essays; Narrative essays; and Descriptive essays; Structure of an Essay Reading, Writing and Comprehension. Drafting proposals; Synopsis Writing; Definitions; Comparisons and Contrasts; Hedging; Nominalization, proposal presentations

Unit-IV: Exercises in Proposal Presentations: Drafting and Presenting Proposals.

Course Outcomes:

CO I: The students will be acquainted with the appropriate grammatical structures in written forms.

CO II: The students will be able to understand the significance of technical writing and formal communication.

CO III: The students will be able to develop and demonstrate effective writing skills in varied forms.

CO IV: The students will be able to deliver persuasive presentations.

Suggested Readings:

1. Effective Business Communication by Asha Kaul
2. Professional Communication for Business by Carolyn Bussom
3. Business Communication and Technical Writing by Meenakshi Raman and Sangeeta Sharma.

ENVIRONMENTAL SCIENCE-II
SUBJECT CODE: VAC-102-N1

Total credits: 2
External marks: 75
Internal marks: 25

NOTE: Question paper will have two parts. Part-1 will be compulsory and have 10 questions of equal marks covering the entire syllabus. Attempt any four questions out of six from Part-2.

COURSE OUTCOMES: At the completion of this course, the learner will be able to:

- CO1: Understand about different types of pollution, their sources and their adverse impacts.
- CO2: Develop understanding on the climate change concept, climate change adaptation and mitigation.
- CO3: Understand broad aspects of environmental management systems and various methods followed for assessment of environmental quality and associated risks.
- CO4: Learn about the major environmental conventions/protocols adopted at national and international level to protect and conserve environment.

Unit I: Environment Pollution and Health (6 hrs)

Understanding pollution: Production processes and generation of wastes; Assimilative capacity of the environment; Definition of pollution; Point sources and non-point sources of pollution.

A) Air pollution: Sources of air pollution; Primary and secondary pollutants; Criteria pollutants- carbon monoxide, lead, nitrogen oxides, ground-level ozone, particulate matter, and sulphur dioxide; Other important air pollutants- Volatile Organic compounds (VOCs), Peroxyacetyl Nitrate (PAN), Polycyclic aromatic hydrocarbons (PAHs) and Persistent organic pollutants (POPs); Indoor air pollution; Adverse health impacts of air pollutants; National Ambient Air Quality Standards.

B) Water pollution: Sources of water pollution; River, lake, and marine pollution, groundwater pollution; water quality. Water quality parameters and standards; adverse health impacts of water pollution on human and aquatic life.

C) Soil pollution and solid waste: Soil pollutants and their sources; Solid and hazardous waste; Impact on human health.

D) Noise pollution: Definition of noise; Unit of measurement of noise pollution; Sources of noise pollution; Noise standards; adverse impacts of noise on human health.

E) Thermal and Radioactive pollution: Sources and impact on human health and ecosystems.

Unit II: Climate Change: Impacts, Adaptation and Mitigation (6 hrs)

Understanding climate change: Natural variations in climate; Structure of atmosphere; Anthropogenic climate change from greenhouse gas emissions– past, present and future; Projections of global climate change with special reference to temperature, rainfall, climate variability and extreme

events; Importance of 1.5 °C and 2.0 °C limits to global warming; Climate change projections for the Indian sub-continent.

Impacts, vulnerability and adaptation to climate change: Observed impacts of climate change on ocean and land systems; Sea level rise, changes in marine and coastal ecosystems; Impacts on forests and natural ecosystems; Impacts on animal species, agriculture, health, urban infrastructure; the concept of vulnerability and its assessment; Adaptation vs. resilience; Climate-resilient development; Indigenous knowledge for adaptation to climate change. Mitigation of climate change: Synergies between adaptation and mitigation measures; Green House Gas (GHG) reduction vs. sink enhancement; Concept of carbon intensity, energy intensity, and carbon neutrality; Energy efficiency measures; Renewable energy sources; Carbon capture and storage, National climate action plan and Intended Nationally Determined Contributions (INDCs); Climate justice.

Unit III: Environmental Management (6 hrs)

Introduction to environmental laws and regulation: Constitutional provisions- Article 48A, Article 51A (g) and other derived environmental rights.

Environmental legislations in India: The Wild Life (Protection) Act, 1972; The Water (Prevention and Control of Pollution) Act, 1974; The Forest (Conservation) Act, 1980; The Air (Prevention and Control of Pollution) Act, 1981; The Environment (Protection) Act, 1986; The Biological Diversity Act, 2002; The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006; Noise Pollution (Regulation and Control) Rules, 2000; Industry-specific environmental standards; Waste management rules.

Environmental management system: ISO 14001, Concept of Circular Economy, Life cycle analysis; Cost-benefit analysis, Environmental audit and impact assessment; Environmental risk assessment, Pollution control and management; Waste Management- Concept of 3R (Reduce, Recycle and Reuse) and sustainability; Ecolabeling /Eco mark scheme.

Unit IV: Environmental Treaties and Legislation (6 hrs)

An overview of the following national and international cooperation, agreements, conventions, protocols - adoption, signature, ratification and entry into force; binding and nonbinding measures; Conference of the Parties (COP):

A) Vienna Convention for the Protection of the Ozone Layer; Montreal Protocol on Substances that Deplete the Ozone Layer and the Kigali Amendment; Status phase-out of production and consumption of Ozone Depleting Substances by India.

B) Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal; Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade; Stockholm Convention on Persistent Organic Pollutants; Minamata Convention on Mercury.

C) United Nations Framework Convention on Climate Change (UNFCCC); Kyoto Protocol; Paris Agreement; India's status as a party to major conventions.

D) National Green Tribunal; Some landmark Supreme Court judgements.

E) Major International organisations and initiatives: United Nations Environment Programme (UNEP), International Union for Conservation of Nature (IUCN), World Commission on Environment and Development (WCED), United Nations Educational, Scientific and Cultural Organization (UNESCO), Intergovernmental Panel on Climate Change (IPCC), and Man and the Biosphere (MAB) programme.

Unit V: Case studies/ Field Work (6 hrs)

The students are expected to be engaged in some of the following or similar identified activities:

- a) Field visits to identify local/regional environmental issues, make observations including data collection and prepare a brief report.
- b) Discussion on one national and one international case study related to the environment and sustainable development.
- c) Campus environmental management activities such as solid waste disposal, water management and sanitation and sewage treatment plant

Suggested Readings:

1. Adenle A., Azadi H., Arbiol J. (2015). Global assessment of technological innovation for climate change adaptation and mitigation in developing world, *Journal of Environmental Management*, 161 (15): 261-275.
2. Ahluwalia, V. K. (2015). *Environmental Pollution, and Health*. The Energy and Resources Institute (TERI).
3. Barnett, J. & S. O'Neill (2010). Maladaptation. *Global Environmental Change—Human and Policy Dimensions* 20: 211–213.
4. Barrow, C. J. (1999). *Environmental management: Principles and practice*. Routledge.
5. Berrang-Ford, L., J.D. Ford & J. Paterson (2011). Are we adapting to climate change? *Global Environmental Change—Human and Policy Dimensions* 21: 25-33.
6. Bohra, Saroj, *Judicial Intervention and Evolution of Environmental Principles and Doctrines* (January 7, 2019). Available at SSRN: <https://ssrn.com/abstract=3311406> or <http://dx.doi.org/10.2139/ssrn.3311406>
7. Central Pollution Control Board Web page for various pollution standards. <https://cpcb.nic.in/standards/>
8. India Code – Digital repository of all Central and State Acts: <https://www.indiacode.nic.in/>

9. Jackson, A. R., & Jackson, J. M. (2000). Environmental Science: The Natural Environment and Human Impact. Pearson Education.
10. Jørgensen, Sven Marques, Erik João Carlos and Nielsen, Søren Nors (2016) Integrated Environmental Management, A transdisciplinary Approach. CRC Press.
11. Kanchi Kohli and Manju Menon (2021) Development of Environment Laws in India, Cambridge University Press.
12. Kaushik, A., & Kaushik, C. P. (2006). Perspectives in environmental studies. New Age International.
13. Masters, G. M., & Ela, W. P. (2008). Introduction to environmental engineering and science (No. 60457). Englewood Cliffs, NJ: Prentice Hall.
14. Miller, G. T., & Spoolman, S. (2015) Environmental Science. Cengage Learning.
15. Ministry of Environment, Forest and Climate Change (2019) A Handbook on International Environment Conventions & Programmes. <https://moef.gov.in/wp-content/uploads/2020/02/convention-V-16-CURVE-web.pdf>
16. Pittock, Barrie (2009) Climate Change: The Science, Impacts and Solutions. 2nd Edition. Routledge.
17. Richard A. Marcantonio, Marc Lame (2022). Environmental Management: Concepts and Practical Skills. Cambridge University Press.
18. Theodore, M. K. and Theodore, Louis (2021) Introduction to Environmental Management, 2nd Edition. CRC Press.
19. Tiefenbacher, J (ed.) (2022), Environmental Management - Pollution, Habitat, Ecology, and Sustainability, Intech Open, London. 10.5772/
20. UNEP (2007) Multilateral Environmental Agreement Negotiator's Handbook, University of Joensuu, ISBN 978-952-458-992-5
21. www.ipcc.org; <https://www.ipcc.ch/report/sixth-assessment-report-cycle/>