

**Resolution No.: AC/I(21-22).2(II).RUA1**

**S. P. Mandali's**  
**Ramnarin Ruia Autonomous College**  
*(Affiliated to University of Mumbai)*



**Syllabus for**

**Program: B.A.**

**Program Code: (COMMERCE) RUACOM**

**(Choice Based Credit System for the academic  
year 2022-23)**

## PROGRAM OUTCOMES

<b>PO</b>	<b>PO Description</b>
	<b>A student completing Bachelor’s Degree in Arts program will be able to:</b>
<b>PO 1</b>	Demonstrate understanding and skills of application of knowledge of historical and contemporary issues in the social and linguistic settings with a transdisciplinary perspective to make an informed judgement.
<b>PO 2</b>	Analyse and evaluate theories of individual and social behaviour in the familiar contexts and extrapolate to unfamiliar contexts in order to resolve contemporary issues.
<b>PO 3</b>	Effectively and ethically use concepts, vocabularies, methods and modern technologies in human sciences to make meaningful contribution in creation of information and its effective dissemination.
<b>PO 4</b>	Explore critical issues, ideas, phenomena and debates to define problems or to formulate hypotheses; as well as analyze evidences to formulate an opinion, identify strategies, evaluate outcomes, draw conclusions and/or develop and implement solutions.
<b>PO 5</b>	Demonstrate oral and written proficiency to analyse and synthesise information and apply a set of cognitive, affective, and behavioral skills to work individually and with diverse groups to foster personal growth and better appreciate the diverse social world in which we live.
<b>PO 6</b>	Develop a clear understanding of social institutional structures, systems, procedures, and policies existing across cultures, and interpret, compare and contrast ideas in diverse social- cultural contexts, to engage reasonably with diverse groups.
<b>PO 7</b>	React thoughtfully with emotional and moral competence to forms of expressive direct action and apply social strategies toward eradicating threats to a democratic society and a healthy planet.
<b>PO 8</b>	Articulate and apply values, principles, and ideals to the current societal challenges by integrating management and leadership skills to enhance the quality of life in the civic community through actions that enrich individual lives and benefit the community.
<b>PO 9</b>	Recognize and appreciate the diversity of human experience and thought, and apply intellect and creativity to contemporary scenario, to promote individual growth by practicing lifelong learning.

## PROGRAM SPECIFIC OUTCOMES

<b>PSO</b>	<b>Description</b>
	<b>A student completing Bachelor’s Degree in Arts program in the subject of Commerce will be able to:</b>
<b>PSO 1</b>	Acquire and apply conceptual and functional knowledge of business, management, organization, marketing, human resource, finance, services and other allied sectors to solve real world problems of complex business scenario.
<b>PSO 2</b>	Comprehend and research various regulatory, social, political, economic and global factors impacting business practices, and assess and evaluate the challenges, and adapt to the constantly changing business environment.
<b>PSO 3</b>	Gain critical insights and address issues in cross-culture and diversity, social responsibility and ethics and prepare for global excellence.
<b>PSO 4</b>	Ability to identify, synthesize, articulate and apply multidisciplinary knowledge to practical business situations by using modern quantitative and qualitative tools and techniques.
<b>PSO 5</b>	Critically investigate theoretical concepts and practical business problems by using appropriate research methods and analyse, formulate and propose solutions, and contribute to social, environment and sustainability goals.
<b>PSO 6</b>	Develop and sharpen communicative competencies both oral and written, suitable in the modern technology oriented business settings and demonstrate leadership abilities to work independently, conduct team work, manage cross functional teams with diverse background through goal alignment and conflict resolution.
<b>PSO 7</b>	Recognize opportunities for product or service development, and leverage creativity, innovation and entrepreneurial skills for managing new or existing business.
<b>PSO 8</b>	Formulate plans and design strategies in line with the organization structure and resources and take fitting decisions using ethical approach, considering all stakeholders.

## PROGRAM OUTLINE

<b>YEAR</b>	<b>SEMESTER</b>	<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>CREDITS</b>
<b>FYBA</b>	<b>I</b>	<b>RUACOM101 Core Course</b>	<b>Introduction to Business Organisation</b>	<b>3</b>
<b>FYBA</b>	<b>II</b>	<b>RUACOM201 Core Course</b>	<b>Introduction to Business Sector</b>	<b>3</b>
<b>SYBA</b>	<b>III</b>	<b>RUACOM301</b>	<b>Financial Management-I</b>	<b>3</b>
<b>SYBA</b>	<b>III</b>	<b>RUACOM302</b>	<b>Introduction to Marketing-I</b>	<b>3</b>
<b>SYBA</b>	<b>IV</b>	<b>RUACOM401</b>	<b>Financial Management-II</b>	<b>3</b>
<b>SYBA</b>	<b>IV</b>	<b>RUACOM402</b>	<b>Introduction to Marketing-II</b>	<b>3</b>
<b>TYBA</b>	<b>V</b>	<b>RUACOM501</b>	<b>Introduction to Management-I</b>	<b>4</b>
<b>TYBA</b>	<b>V</b>	<b>RUACOM502</b>	<b>Human Resources Management-I</b>	<b>4</b>
<b>TYBA</b>	<b>V</b>	<b>RUACOM503</b>	<b>Export Management-I</b>	<b>3.5</b>
<b>TYBA</b>	<b>VI</b>	<b>RUACOM601</b>	<b>Introduction to Management-II</b>	<b>4</b>
<b>TYBA</b>	<b>VI</b>	<b>RUACOM602</b>	<b>Human Resources Management-II</b>	<b>4</b>
<b>TYBA</b>	<b>VI</b>	<b>RUACOM603</b>	<b>Export Management-II</b>	<b>3.5</b>
<b>TOTAL</b>				<b>41</b>

# SEMESTER I

## Core course

**Course Code: RUACOM101**

**Course Title: Introduction to Business Organisation**

**Academic year 2022-23**

### COURSE OUTCOMES:

<b>COURSE OUTCOME</b>	<b>DESCRIPTION</b> <b>After completing this course a student will be able to:</b>
<b>CO 1</b>	Understand the concepts of commerce, business and industry and gain insights into nature, types, regulatory framework and documents required to form business organisation and appreciate the role of economic and social objectives of business.
<b>CO 2</b>	Identify and distinguish between different types of business organisation prevailing in public and private sector including global business.
<b>CO 3</b>	Examine important laws having a bearing on formation, relative merits and challenges of each form of business organisation, suitability of business organisations by analysing the prevailing new age business scenario.
<b>CO 4</b>	Analyse legal and business situations and demonstrate reasoning skills, make sound judgement and take appropriate decisions suitable for the business.
<b>CO 5</b>	Effectively communicate in the corporate world by using the business terms used in business documents.
<b>CO 6</b>	Demonstrate ability to analyse the role and relevance of each form of business organisation in the contemporary business world.

**DETAILED SYLLABUS**

<b>Course Code</b>	<b>Course Title:</b> <b>Introduction to Business Organization</b>		<b>Credits - 3</b>
<b>RUACOM101</b>	<b>Unit</b>	<b>Unit Title</b>	<b>Lectures (60)</b>
	<b>I</b>	<b>Meaning of Business and Forms of Business organizations</b> <ul style="list-style-type: none"> <li>• Business: Features, Importance, Objectives, classification of business objectives</li> <li>• Trade: Features, Importance, Aids to Trade.</li> <li>• Industry: Features, Importance, Types.</li> <li>• Importance of Commerce.</li> <li>• Meaning, Forms, Factors to be considered to select suitable form of organisation.</li> <li>• International Organisations: Multinational and Transnational Corporations – Features, Merits and Demerits, Multinationals in India, Comparison between Multinational and Transnational Corporations</li> <li>• Departmental Organisations, Statutory Corporations, Government Companies.- Features, Merits and Demerits</li> </ul>	<b>15</b>
	<b>II</b>	<b>Business Organisation– I</b> <ul style="list-style-type: none"> <li>• Sole Proprietorship: Features, Advantages and Limitations, Suitability</li> <li>• Partnership: Features, Types of Partnership, Types of Partners, Partnership Deed, Rights and Duties of a Partner, Reconstitution and Dissolution of a Firm, Advantages and Limitations, Suitability.</li> <li>• Limited Liability Partnership, 2008- Features, Difference between LLP and Company, Conversion to LLP, Winding up.</li> <li>• Co-operative Societies: Formation, Features, Types, Advantages and Limitations, Suitability.</li> </ul>	<b>15</b>
	<b>III</b>	<b>Business Organisation – II</b> <ul style="list-style-type: none"> <li>• Joint Stock Company- Stages in the promotion of joint stock companies.</li> <li>• Classification of Joint stock companies - Public Sector Vs. Private Sector</li> <li>• One person Company – One person company Vs. Private Company</li> <li>• Share Capital- Types of Shares (Shares- Concept, Face Value, Market Value, Dividend, Equity Shares, Preference Shares), Debentures</li> </ul>	<b>15</b>

		–Types of debentures.	
	<b>IV</b>	<b>Business Organisation – III</b> <ul style="list-style-type: none"> <li>• Organisation Structure-Board of Directors, Managing Director, Auditor, Company Secretary, Shareholders</li> <li>• Company Meetings-(Statutory Meeting, Annual General Meeting, Board of Directors Meeting, Extra Ordinary General meeting)</li> <li>• Legal Provisions relating to Company Meetings, Board meetings through Video Conferencing</li> </ul>	<b>15</b>

**References:**

- Maheshwari, Rajendra P., Mahajan. (2011). *Business Organisation Management*. J.P., International Book House, Mumbai.
- Dr. Gupta C. B. (2016). *Business Organization and Management*. Sultan Chand & Co., New Delhi.
- Kapoor N.D. (2014). *Elements of Company Laws (29<sup>th</sup> Edition)*. Sultan Chand & Sons, New Delhi.
- Kapoor G. K., Dharmiia S. (2016). *Company Law: A comprehensive text book on Companies Act 2013 (21<sup>st</sup> Edition)*. Taxmann, New Delhi.
- Kuchal M.C. (2016). *Business Law*. Vikas Publishing House, New Delhi.

## Modality of Assessment

### Theory Examination Pattern:

#### A) Internal Assessment- 40%- 40 Marks

Sr No	Evaluation type	Marks
1	One or more - Assignment / Presentation on Analysis of historical and contemporary business scenario/Case study/Research Project/ Field Visits and Active participation in routine class instructional deliveries (case studies/ seminars/presentation),	20
2	One class Test (multiple choice questions / objective/brief answers)	20
	<b>TOTAL</b>	<b>40</b>

#### B) External Examination- 60%- 60 Marks

##### Semester End Theory Examination:

1. Duration - These examinations shall be of **2 hours** duration.
2. Theory question paper pattern:

**Paper Pattern:** All questions are compulsory

Question	Options	Marks	Questions Based on
Q.1 (A,B,C)	Any 2 out of 3	15	Unit I
Q.2 (A,B,C)	Any 2 out of 3	15	Unit II
Q.3 (A,B,C)	Any 2 out of 3	15	Unit III
Q.4(A,B,C)	Any 2 out of 3	15	Unit IV
	<b>TOTAL</b>	<b>60</b>	

### Overall Examination & Marks Distribution Pattern

#### Semester I

Course	RUACOM101		Grand Total
	Internal	External	
Theory	40	60	100

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# SEMESTER II

## Core course

**Course Code: RUACOM201**

**Course Title: Introduction to Business Sector**

**Academic year 2022-23**

### COURSE OUTCOMES:

<b>COURSE OUTCOME</b>	<b>DESCRIPTION</b>
	<b>After completing this course a student will be able to:</b>
<b>CO 1</b>	Demonstrate knowledge of banking structure, functions and role of banks, and analyse the impact of changes in the bank related policies on business and economy.
<b>CO 2</b>	Describe the terms, principles, policies and sectors in insurance and the role of insurance and evaluate legal and contemporary issues in insurance sector.
<b>CO 3</b>	Understand the trends in Indian and global retail scenario of retail, tourism and hospitality sectors.
<b>CO 4</b>	Identify the opportunities, contemplate the challenges, and design strategies in new age retailing, tourism and hospitality sectors
<b>CO 5</b>	Comprehend the traits of successful entrepreneurs, the nature, significance and barriers of entrepreneurship.
<b>CO 6</b>	Demonstrate ability to identify entrepreneurial opportunities in regional, national or global level and create a business plan for starting a new venture.
<b>CO 7</b>	Examine the role of changing business environment and analyse its impact on business.

**DETAILED SYLLABUS**

<b>Course Code</b>	<b>Course Title:</b> <b>Introduction to Business Sector</b>		<b>Credits-3</b>
<b>RUACOM201</b>	<b>Unit</b>	<b>Unit Title</b>	<b>Lectures (60)</b>
	<b>I</b>	<b>Banking</b> <ul style="list-style-type: none"> <li>• Bank: Banking Structure in India – Types of banks – Commercial Banks -Functions of Commercial banks -Functions of Central bank, Co-operative Banks- Structure</li> <li>• NABARD- Role and Functions.</li> <li>• Financial Systems- Broad overview of Institutions</li> <li>• Bank Accounts: Types, Procedure for opening Account.</li> <li>• Loans &amp; Advances: Types, Procedure for taking loan, Modes of giving security for loans (Bailment, Pledge, Hypothecation, Mortgage)</li> <li>• Technology in Banking: Debit Card, Credit Card, ATMs, Internet Banking, , Electronic Fund Transfer, Electronic Clearing System (ECS), RTGS, Mobile banking, UPI wallets.</li> <li>• Role of technology in banking</li> <li>• Financial inclusion schemes</li> <li>• Challenges for Banking sector</li> </ul>	<b>15</b>
	<b>II</b>	<b>Insurance</b> <ul style="list-style-type: none"> <li>• Insurance: Importance, Principles, Terminologies.</li> <li>• Life Insurance: Types of policy, Procedure for taking a life insurance policy, Procedure of Claim.</li> <li>• General Insurance: Types, Procedure for taking a general insurance policy, Procedure of Claim.</li> <li>• Sectoral Development: Current Status and Future Prospects, FDI in Insurance.</li> <li>• IRDA, Insurance intermediaries (Agents, Surveyors and loss assessors, Brokers, Third Party Administrators), Bancassurance</li> </ul>	<b>15</b>
	<b>III</b>	<b>Retail, Tourism and Hospitality Sector</b> <ul style="list-style-type: none"> <li>• Retailing: Concept of organized and unorganized retailing, Trends in Retailing, Growth of Organised Retailing, Survival</li> </ul>	<b>15</b>

		<p>Strategies for Unorganised Retail Sector FDI in Retailing, Challenges for Retail Industry in India</p> <ul style="list-style-type: none"> <li>• Trends in Tourism sector, Challenges</li> <li>• Trends in Hospitality sector, Challenges</li> </ul>	
	<b>IV</b>	<p><b>Entrepreneurship and Business Environment</b></p> <ul style="list-style-type: none"> <li>• Entrepreneur - Meaning , Traits of entrepreneurs, Types of Entrepreneurs , Barriers to entrepreneurship</li> <li>• Business Plan - Meaning of business plan, Business plan process, Project report for starting a new venture</li> <li>• Business Environment – Meaning - Micro and Macro Environment - SWOT analysis</li> </ul>	<b>15</b>

**References:**

- Aswathappa K. (2014). *Essentials of Business Environment(12<sup>th</sup> Edition)*. Himalaya Publishing House, Mumbai.
- Cherunilam F. (2017). *Business Environment -Text and Cases (25<sup>th</sup> Edition)*. Himalaya Publishing House, Mumbai.
- Mishra M.N. (2016). *Insurance Principles and Practice (22<sup>nd</sup> Edition)*. S. Chand and Co, New Delhi.
- Lusch, Robert F., Dunne, Patrick M., Carver, James R. (2011). *Introduction To Retailing*. Cengage Learning, USA.
- Michael L., Barton W., Pandit A. (2012). *Retailing Management (8<sup>th</sup> Edition)*. Mcgraw Hill.
- Morrison J. (2008). *The International Business Environment*. Palgrave Macmillan, UK.
- Mishra and Puri. (2015). *Indian Economy (33<sup>rd</sup> Edition)*. Himalaya Publishing House, Mumbai.
- Shukla M.B. (2012). *Business Environment Text and Cases*. Taxmann Publications, New Delhi.
- Dutt and Sundaram. (2016). *Indian Economy (72<sup>nd</sup> Edition)*. S. Chand and Company Pvt. Ltd.
- Pathak B. (2014). *Indian Financial System (4<sup>th</sup> edition)*. Pearson.
- Khanka S. S. (2013). *Entrepreneurial Development (2013 Edition)*. S.Chand & Co. Ltd. Ram Nagar New Delhi.
- Desai V. (2017). *Project Management And Entrepreneurship*. Himalaya Publishing House; Revised edition.
- Poornima C. (2018). *Entrepreneurship Development and Small Business Enterprises*. Pearson.
- Gill K. and Bhanu Murthy K. V. (2017). *India's Service Sector - Emerging Perspectives*. Athena Academic.
- Das D. K. and Biswas S. N. (2019). *Tourism: Concepts, Issues and Impacts, Paperback (1<sup>st</sup> edition)*. SAGE Publications India Pvt Ltd.

## Modality of Assessment

### Theory Examination Pattern:

#### A) Internal Assessment- 40%- 40 Marks

Sr No	Evaluation type	Marks
1	One or more - Assignment / Presentation on Analysis of historical and contemporary business scenario/Case study/Research Project/ Field Visits and Active participation in routine class instructional deliveries (case studies/ seminars/presentation),	20
2	One class Test (multiple choice questions / objective/brief answers)	20
	<b>TOTAL</b>	<b>40</b>

#### B) External Examination- 60%- 60 Marks

##### Semester End Theory Examination:

1. Duration - These examinations shall be of **2 hours** duration.
2. Theory question paper pattern:

**Paper Pattern:** *All questions are compulsory*

Question	Options	Marks	Questions Based on
Q.1 (A,B,C)	Any 2 out of 3	15	Unit I
Q.2 (A,B,C)	Any 2 out of 3	15	Unit II
Q.3 (A,B,C)	Any 2 out of 3	15	Unit III
Q.4(A,B,C)	Any 2 out of 3	15	Unit IV
	<b>TOTAL</b>	<b>60</b>	

### Overall Examination & Marks Distribution Pattern

#### Semester II

Course	RUACOM201		Grand Total
	Internal	External	
<b>Theory</b>	<b>40</b>	<b>60</b>	<b>100</b>

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# SEMESTER III

**Course Code: RUACOM301**

**Course Title: Financial Management-I**

**Academic year 2022-23**

## COURSE OUTCOMES:

<b>COURSE OUTCOME</b>	<b>DESCRIPTION</b> <b>After completing this course a student will be able to:</b>
<b>CO 1</b>	Demonstrate knowledge of theoretical concepts of finance, financial decisions, scope and relation with other disciplines of study .
<b>CO 2</b>	Gain insights into financial ratios, sources of capital, capital structure, and techniques of Financial Statement Analysis.
<b>CO 3</b>	Identify new sources of capital suitable for new business ventures and start-ups.
<b>CO 4</b>	Analyse the financial situation and make important financial and investment decisions based on its cost and time value.
<b>CO 5</b>	Assess financial health of the firm by using financial ratios and ascertain operating and financial leverage.
<b>CO 6</b>	Evaluate the impact of business decisions on financial management and apply the concepts of corporate finance to real world situation.

**DETAILED SYLLABUS**

Course Code	Course: Financial Management-I		Credits -3
RUACOM301	Unit	Unit Title	Lectures (45)
	<b>I</b>	<b>Introduction to Financial Management</b> <ul style="list-style-type: none"> <li>• Financial Management – Meaning – Objectives – Functions – Scope – Importance – Finance and related disciplines- Organisational framework of financial management</li> <li>• Financial Planning- Importance – Scope – Objectives – Essentials of Sound Financial Plans – Limitations</li> <li>• Time Value of Money - Present Value - Future Value - Present Value of Annuity - Future Value of annuity</li> </ul>	<b>12</b>
	<b>II</b>	<b>Capital Structure</b> <ul style="list-style-type: none"> <li>• Capitalisation- Theories</li> <li>• Capital Structure– Importance – Determinants of Capital Structure – Approaches</li> <li>• Cost of capital – WACC – Significance- Computation</li> <li>• Operating and Financial Leverages- Capital Gearing – Trading on Equity</li> </ul>	<b>13</b>
	<b>III</b>	<b>Financial Statements and Ratio Analysis</b> <ul style="list-style-type: none"> <li>• Formats of Balance Sheet – Income Statement- Cash flow statement</li> <li>• Comparative Statements - Importance of Comparative Statement - Common Size Statement- Merits and Limitations of Common Size Statement – Trend Analysis</li> <li>• Ratio Analysis - Importance of Ratio Analysis and limitations of Ratio Analysis, Classification of ratios</li> </ul>	<b>10</b>
	<b>IV</b>	<b>Sources of Finance</b> <ul style="list-style-type: none"> <li>• Sources of Capital – Owned Capital – Borrowed Capital – Long term Capital – Short Term Capital – Comparative Study of Sources of Capital</li> <li>• Shares-Equity Instruments-Debt Instruments</li> <li>• Venture Capital – Initial Public offer – Rights</li> </ul>	<b>10</b>

		<p>Issue– Bonus Issues— Ploughing Back of Profits — Financial institutions -Borrowings from Banks – External commercial Borrowings - Foreign Currency loans- Alternate Investment Fund</p> <ul style="list-style-type: none"> <li>• Sources for financing Start-ups – Crowdfunding –Private Equity- Angel Investors</li> </ul>	
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**References:**

- Kishore R. (2017). *Financial Management*. Taxmann Publication.
- Pathak B. (2014). *Indian Financial System (4<sup>th</sup> Edition)*. Pearson Education, New Delhi.
- Khan M. Y. and Jain P. K. (2014). *Financial Management (7<sup>th</sup> Edition)*. Tata McGraw Hill.
- Bose D.C. (2010). *Fundamentals of Financial Management (2<sup>nd</sup> Edition)*. Prentice Hall, New Delhi.
- Banerjee B. (2015). *Fundamentals of Financial Management*. PHI Learning India.
- Sharma V. (2011). *Fundamentals of Financial Management*. Pearson Education India, New Delhi.
- Van Horne J. C. (2007). *Fundamentals of Financial Management*. Prentice Hall of India.
- Chandra P. (2007). *Financial Management :Theory and Practice ( 8<sup>th</sup> Edition )*. Tata McGraw Hill.
- Pandey I. M. (2016). *Financial Management (11<sup>th</sup> edition)*. Vikas Publishing House.

**Course Code: RUACOM302**

**Course Title: Introduction to Marketing-I**

**Academic year 2022-23**

**COURSE OUTCOMES:**

<b>COURSE OUTCOME</b>	<b>DESCRIPTION</b> <b>After completing this course the student will be able to:</b>
<b>CO 1</b>	Gain fundamental knowledge of traditional marketing concepts and contemporary marketing situation in India in particular.
<b>CO 2</b>	Examine and appreciate the vital role of marketing in business sustainability.
<b>CO 3</b>	Comprehend different research tools and techniques used by corporate world and appraise their impact on returns and sales.
<b>CO 4</b>	Understand the green and social issues of environment and examine their impact on business and marketing decisions.
<b>CO 5</b>	Investigate the marketing practices adopted by the business and service firms.
<b>CO 6</b>	Evaluate the current marketing environment and make ethical decisions supporting the marketing, social and environmental concerns of the business and society.
<b>CO 7</b>	Analyse consumer behaviour and accordingly design marketing strategies suitable to urban and rural consumers.
<b>CO 8</b>	Apply the STP (segmentation, targeting, positioning) concepts to marketing of goods and services.



**DETAILED SYLLABUS**

<b>Course Code</b>	<b>Course: Introduction to Marketing-I</b>		<b>Credits -3</b>
<b>RUACOM302</b>	<b>Unit</b>	<b>Unit Title</b>	<b>Lectures (45)</b>
	<b>I</b>	<b>Marketing and Marketing Environment</b> <ul style="list-style-type: none"> <li>Nature, Importance and scope of Marketing- Difference between marketing and selling, Different concepts of Marketing-exchange, production, product, societal, holistic etc, Functions of marketing manager.</li> <li>Marketing Environment – Factors affecting marketing environment</li> </ul>	<b>10</b>
	<b>II</b>	<b>Market Segmentation and Consumer Behaviour</b> <ul style="list-style-type: none"> <li>Consumer Behaviour – Features - Factors influencing consumer behaviour-Buying process- types of buyers-types of buyer behaviour- buying motives</li> <li>Market Segmentation- Importance and bases of market segmentation- Market targeting- effective segmentation</li> </ul>	<b>13</b>
	<b>III</b>	<b>Recent trends in Marketing</b> <ul style="list-style-type: none"> <li>Services marketing – Features - Goods Vs Services Marketing - Recent Trends in Marketing of Services</li> <li>Rural marketing- Drivers of growth in rural marketing</li> <li>Green marketing – Concept – Strategies- Issues</li> <li>Social Marketing- Concept- Strategies - Issues</li> </ul>	<b>12</b>
	<b>IV</b>	<b>Market Research and Digital Marketing</b> <ul style="list-style-type: none"> <li>Marketing Research- Meaning - Importance- Scope - steps in marketing research – Sources of Data –Tools and Techniques of data collection - Limitations</li> <li>Digital Marketing –Strategies - Digital Marketing on various Social Media platforms</li> </ul>	<b>10</b>

**References:**

- Kotler P. and Keller K. (2011). *Marketing Management (14<sup>th</sup> Edition)*. Pearson, UK.
- Kotler, Keller, Koshi, Jha. (2017). *Marketing Management*. Pearson, UK.
- Stanton, Etzel, Walker. (1993). *Fundamentals of Marketing*. Tata-McGraw Hill, New Delhi.

- Saxena, Rajan. (2013). *Marketing Management (4<sup>th</sup> Edition)*. Tata-McGraw Hill, New Delhi.
- McCarthy, E.J. (1960). *Basic Marketing: A managerial approach*. Irwin, New York.
- Pillai R. S., Bagavathi. (2010). *Modern Marketing*. S.Chand and Sons, New Delhi.
- Kumar S. R. (2009). *Consumer Behaviour and Branding – The Indian Context*. Pearson Education India, New Delhi.
- Malhotra N., Dash S. (2008). *Marketing Research – An applied orientation*. Pearson.
- Malhotra N. K., Nunan D., Birks D. F. (2017). Pearson Education, New Delhi.
- Krishnaswami O. R., Ranganathan M. (2014). *Methodology of research in social sciences (2<sup>nd</sup> Edition)*. Himalaya Publishing House.
- Sachdeva J. K. (2009). *Business Research Methodology*. Himalaya publishing House.

## Modality of Assessment

### Theory Examination Pattern:

#### (A) Internal Assessment- 40%- 40 Marks

Sr No	Evaluation type	Marks
1	One or more - Assignment / Presentation on Analysis of historical and contemporary business scenario/Case study/Research Project/ Field Visits and Active participation in routine class instructional deliveries (case studies/ seminars/presentation),	20
2	One class Test (multiple choice questions / objective/brief answers)	20
	<b>TOTAL</b>	<b>40</b>

#### (B) External Examination- 60%- 60 Marks

##### Semester End Theory Examination:

1. Duration - These examinations shall be of **2 hours** duration.
2. Theory question paper pattern:

**Paper Pattern:** All questions are compulsory

Question	Options	Marks	Questions Based on
Q.1 (A,B,C)	Any 2 out of 3	15	Unit I
Q.2 (A,B,C)	Any 2 out of 3	15	Unit II
Q.3 (A,B,C)	Any 2 out of 3	15	Unit III
Q.4(A,B,C)	Any 2 out of 3	15	Unit IV
	<b>TOTAL</b>	<b>60</b>	

### Overall Examination & Marks Distribution Pattern

#### Semester III

Course	RUACOM301			RUACOM302			Grand Total
	Internal	External	Total	Internal	External	Total	
Theory	40	60	100	40	60	100	200

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# SEMESTER IV

**Course Code: RUACOM401**

**Course Title: Financial Management-II**

**Academic year 2022-23**

## COURSE OUTCOMES:

<b>COURSE OUTCOME</b>	<b>DESCRIPTION</b> <b>After completing this course the student will be able to:</b>
<b>CO 1</b>	Demonstrate awareness of role and functioning of capital markets, stock markets and stock exchanges.
<b>CO 2</b>	Understand different types of capital issues and role of various regulatory authorities.
<b>CO 3</b>	Gain inputs on working capital statements, sources of working capital and appraise the working capital financing approaches.
<b>CO 4</b>	Assess the working capital cycle and impact of decisions on working capital financing.
<b>CO 5</b>	Apply capital budgeting concepts in capital investment decisions.
<b>CO 6</b>	Classify types of mutual funds, its working and investment scenario of mutual funds.
<b>CO 7</b>	Articulate the role of FDI and analyse the impact of changes in FDI policies on the economy.

**DETAILED SYLLABUS**

<b>Course Code</b>	<b>Course Title: Financial Management-II</b>		<b>Credits-3</b>
<b>RUACOM401</b>	<b>Unit</b>	<b>Unit Title</b>	<b>Lectures (45)</b>
	<b>I</b>	<b>Fixed capital and Working Capital</b> <ul style="list-style-type: none"> <li>• Fixed Capital - Meaning – Importance – Sources</li> <li>• Working Capital – Meaning – Importance – Classification of Working Capital – Types of Working Capital – Distinguish Between Gross And Net Working Capital – Working Capital Cycle - Factors Affecting Working Capital Requirement –Working Capital Financing Approaches- Sources of Working Capital-Factoring</li> </ul>	<b>12</b>
	<b>II</b>	<b>Capital Markets and Commodity Markets</b> <ul style="list-style-type: none"> <li>• <b>Capital Market</b> -Importance – Functions – Growth</li> <li>• <b>Primary Market</b>– Meaning - Functions- Constituents- Issue of securities- IPO- Private Placement–Book Building-Buyback of shares- Prospectus –Kinds of Offer documents –Anchor Investor-Green Shoe Option - - ASBA- Listing of Shares</li> <li>• <b>Secondary Market</b>- Stock exchanges-NSE, BSE,OTCEI, Interconnected Stock Exchange of India - Stock Market Indices -Functions of secondary market – Demutualization of stock exchange –Nature of transactions in Stock Markets (Cash Market, Carry Forward, Forward Trading, Rolling settlement, Margin trading)</li> <li>• SEBI – (Formation – Objectives – Functions)</li> <li>• Derivatives - Futures, Forwards, Options Swaps.</li> <li>• Commodity Market: Categories, Commodity Exchanges in India</li> </ul>	<b>13</b>
	<b>III</b>	<b>Mutual Funds</b> <ul style="list-style-type: none"> <li>• Mutual Funds - Functions – Advantages – Types of Mutual funds – Net Asset Value – Parties to a Mutual Fund scheme - Growth and Performance of Mutual Funds in India.</li> </ul>	<b>10</b>

		<ul style="list-style-type: none"> <li>• ETFs</li> <li>• Tax implications for mutual funds</li> </ul>	
	<b>IV</b>	<b>Capital Budgeting and Dividend decisions</b> <ul style="list-style-type: none"> <li>• Capital Budgeting – meaning, need, significance, process, methods, kinds of decisions, methods-traditional and modern</li> <li>• Dividend decisions-Types of dividends-Dividend Policy</li> </ul>	<b>10</b>

### References:

- Kishore R. (2017). *Financial Management*. Taxmann Publication.
- Pathak B. (2014). *Indian Financial System (4<sup>th</sup> Edition)*. Pearson Education, New Delhi.
- Khan M. Y. and Jain P. K. (2014). *Financial Management –Text and Cases (7<sup>th</sup> Edition)*. Tata McGraw Hill.
- Bose D. C. (2010). *Fundamentals of Financial Management*. PHI Learning Pvt. Ltd.
- Banerjee B. (2015). *Fundamentals of Financial Management*. PHI Learning Pvt Ltd.
- Sharma V. (2011). *Fundamentals of Financial Management*. Pearson Education India, New Delhi.
- Van Horne J. C. (2007). *Fundamentals of Financial Management*. Prentice Hall of India.
- Pandey I. M. (2016). *Financial Management (11<sup>th</sup> Edition)*. Vikas Publishing House.

**Course Code: RUACOM402**

**Course Title: Introduction to Marketing-II**

**Academic year 2022-23**

**COURSE OUTCOMES:**

<b>COURSE OUTCOME</b>	<b>DESCRIPTION</b> <b>After completing this course a student will be able to:</b>
<b>CO 1</b>	Understand and appreciate the concept of product development, product promotion and marketing strategy formulation and implementation.
<b>CO 2</b>	Comprehend present day marketing practices , challenges and different analytical perspectives in marketing.
<b>CO 3</b>	Analyse the marketing situation and make decisions to enhance the effectiveness of marketing programmes.
<b>CO 4</b>	Plan, design and implement promotion, distribution and marketing strategies for market offerings of goods and services.
<b>CO 5</b>	Assess the impact of business decisions on marketing and apply the concepts of marketing to contemporary market situation.
<b>CO 6</b>	Formulate and develop product plans on the basis of innovation, technology and as per the needs of society.

## DETAILED SYLLABUS

Course Code	Course Title: Introduction to Marketing-II		Credits -3
RUACOM402	Unit	Unit Title	Lectures (45)
	<b>I</b>	<b>Marketing Mix and Product Mix</b> <ul style="list-style-type: none"> <li>• Marketing Mix - Elements of Marketing Mix—4Ps –Product, Price, Place and Promotion</li> <li>• Product Mix-Classification of products</li> <li>• Branding-Importance-Branding Strategies - Brand Equity – Brand Positioning – Brand Extensions</li> </ul>	<b>12</b>
	<b>II</b>	<b>Product Life Cycle</b> <ul style="list-style-type: none"> <li>• New Product Development- Stages</li> <li>• Product Life Cycle –Stages-strategies at various levels of PLC, Strategies of Leader, Challenger, Follower and Nicher.</li> <li>• BCG Matrix</li> </ul>	<b>11</b>
	<b>III</b>	<b>Place and Price Mix</b> <ul style="list-style-type: none"> <li>• Place Mix-Channels of distribution-Participants – types, functions, merits - Factors affecting channels of distribution-Direct and Indirect channels-E-commerce – Advantages-Logistics.</li> <li>• Price Mix- Factors influencing price-pricing strategies-pricing methods.</li> </ul>	<b>12</b>
	<b>IV</b>	<b>Promotion Mix</b> <ul style="list-style-type: none"> <li>• Promotion Mix- Elements of promotion mix-Role of Advertising, publicity. Sales promotion, public relations and personal selling in promotion of goods and services-Importance of promotion-New tools in promotion mix.</li> <li>• Above the line (ATL) and Below the line (BTL) Through The Line (TTL)</li> </ul>	<b>10</b>

### References:

- Kotler P., Leong S. M., Ang S. H., Tan C. T. (2012). *Marketing Management :An Asian Perspective (6<sup>th</sup> Edition)*. Pearson Education, New Delhi.
- Kotler, Keller, Koshi, Jha. (2017). *Marketing Management*. Pearson, UK.



- Dr. Gupta C. B., Dr. Nair N. R. (2016). *Marketing Management (17<sup>th</sup> Edition)*. Sultan Chand and Sons, New Delhi.
- Saxena, Rajan. (2013). *Marketing Management (4<sup>th</sup> Edition)*. Tata-McGraw Hill, New Delhi.
- Kumar S. R. (2009). *Consumer Behaviour and Branding – The Indian Context*. Pearson Education India, New Delhi.
- Ramaswamy V., Namakumari S. (2009). *Marketing Management (4<sup>th</sup> Edition)*. McMillan. New Delhi.
- Shelekar S. A. (2016). *Modern Marketing (2<sup>nd</sup> Edition)*. Himalaya Publications.

## Modality of Assessment

### Theory Examination Pattern:

#### (A) Internal Assessment- 40%- 40 Marks

Sr No	Evaluation type	Marks
1	One or more - Assignment / Presentation on Analysis of historical and contemporary business scenario/Case study/Research Project/ Field Visits and Active participation in routine class instructional deliveries (case studies/ seminars/presentation),	20
2	One class Test (multiple choice questions / objective/brief answers)	20
	<b>TOTAL</b>	<b>40</b>

#### (B) External Examination- 60%- 60 Marks

##### Semester End Theory Examination:

1. Duration - These examinations shall be of **2 hours** duration.
2. Theory question paper pattern:

**Paper Pattern:** All questions are compulsory

Question	Options	Marks	Questions Based on
Q.1 (A,B,C)	Any 2 out of 3	15	Unit I
Q.2 (A,B,C)	Any 2 out of 3	15	Unit II
Q.3 (A,B,C)	Any 2 out of 3	15	Unit III
Q.4(A,B,C)	Any 2 out of 3	15	Unit IV
	<b>TOTAL</b>	<b>60</b>	

### Overall Examination & Marks Distribution Pattern

#### Semester IV

Course	RUACOM401			RUACOM402			Grand Total
	Internal	External	Total	Internal	External	Total	
Theory	40	60	100	40	60	100	200

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# SEMESTER V

**Course Code: RUACOM501**

**Course Title: Introduction to Management-I**

**Academic year 2022-23**

## **COURSE OUTCOMES:**

<b>COURSE OUTCOME</b>	<b>DESCRIPTION</b>
	<b>After completing this course a student will be able to:</b>
<b>CO 1</b>	Exhibit familiarity of theoretical concepts of management and functions of management viz. planning, organizing, decision making, delegating and controlling.
<b>CO 2</b>	Analyse the organisational problems and make optimal managerial decisions
<b>CO 3</b>	Contribute as a manager / member of a team utilizing skills in management and propose solutions to solve organisational problems.
<b>CO 4</b>	Analyse the business environment and its impact on the organisational work culture.
<b>CO 5</b>	Apply the conceptual learning of management functions to the corporate world for effective management of business and service

**DETAILED SYLLABUS**

<b>Course Code/ Unit</b>	<b>Course Title : Introduction to Management-I</b>		<b>Credits-4</b>
<b>RUACOM501</b>	<b>Unit</b>	<b>Unit Title</b>	<b>Lectures (60)</b>
	<b>I</b>	<b>Introduction to Management</b> <ul style="list-style-type: none"> <li>• Introduction - Definition of management – features – need and importance – Administration and Management</li> <li>• Management functions – managerial skills – management levels – Management as an art – management as science – management as a profession.</li> <li>• Approaches - Scientific Management Theory – Administrative Management Theory- Behavioural Management</li> <li>• Management Theory – System Approach – Contingency Approach— Henry Fayol’s Principles of Management</li> </ul>	<b>15</b>
	<b>II</b>	<b>Planning and Decision Making</b> <ul style="list-style-type: none"> <li>• Planning – Features – Need and Importance - Types /components of planning –Planning process –limitations – Problems - Essentials of good plan - objectives (basic /organic, economic, social, human, national) –</li> <li>• Decision making process – importance – techniques – Types Of Decisions – procedure and limitations</li> </ul>	<b>15</b>
	<b>III</b>	<b>Organising</b> <ul style="list-style-type: none"> <li>• Organising – principles – Formal and Informal Organisation, Organisational Charts – and Manuals</li> <li>• Line – Functional – Line and Staff organisation</li> <li>• Committee– matrix –organizational charts , Project Organisation</li> <li>• Delegation —Objectives- Elements – Problems in delegation</li> <li>• Centralisation and Decentralization of Authority</li> </ul>	<b>15</b>
	<b>IV</b>	<b>Controlling</b> <ul style="list-style-type: none"> <li>• Controlling – Meaning, Features, Process of controlling</li> <li>• Span of control –Factors Influencing Span of</li> </ul>	<b>15</b>

		<p>Control- Graicuna's theory – Tall span and wide span</p> <ul style="list-style-type: none"><li>• Techniques of controlling –Budgeting, budgeting process , Types of Budget</li><li>• Budgetary Control – Merits and limitations</li></ul>	
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**References:**

- Drucker P. (2008). *The Practice of Management*. Harper Business.
- Durai. (2012). *Principles of Management: Text and Cases*. Pearson.
- Koontz H. (1972). *Principles of Management: An Analysis of Managerial Functions*. Tata McGraw Hill.
- Charles W. L. Hill and McShane S. (2007). *Principles of Management (SIE)*. McGraw Hill Education.
- Ramasamy. (2010). *Principles of Management*. Himalaya Publications.
- Reddy T. (2012). *Principles of Management*. Tata McGraw Hill.

**Course Code: RUACOM502**

**Course Title: Human Resource Management-I**

**Academic year 2022-23**

**COURSE OUTCOMES:**

<b>COURSE OUTCOME</b>	<b>DESCRIPTION</b> <b>After completing this course a student will be able to:</b>
<b>CO 1</b>	Understand the key functions of human resource management and the role of human resource management in effective management of organizations.
<b>CO 2</b>	Identify relevant issues in human resource management and analyse the impact of present day HR practices and challenges.
<b>CO 3</b>	Synthesize information regarding the effectiveness of recruiting methods and the validity of selection procedures and make appropriate staffing decisions.
<b>CO 4</b>	Plan and design HR initiatives and strategies suitable to meet the organisational needs and needs of the society.
<b>CO 5</b>	Evaluate training needs and design training programmes to enhance the effectiveness of human resource.
<b>CO 6</b>	Formulate HR policies considering the organisational objectives.

**DETAILED SYLLABUS**

<b>Course Code/ Unit</b>	<b>Course Title: Human Resource Management-I</b>		<b>Credits-4</b>
<b>RUACOM502</b>	<b>Unit</b>	<b>Unit Title</b>	<b>Lectures (60)</b>
	<b>I</b>	<b>HRM and HRP</b> <ul style="list-style-type: none"> <li>• Human Resource Management – Meaning, Features, Significance, Scope, Functions, Challenges – Difference between HRM and Personnel Management -Evolution of Human Resource Management</li> <li>• Human Resource Planning –Meaning, Need, Process, Factors, Benefits.</li> <li>• Job Analysis – Meaning, Contents, Uses, Process, Techniques.</li> <li>• Job Evaluation – Process and Meaning</li> </ul>	<b>15</b>
	<b>II</b>	<b>Recruitment and Selection</b> <ul style="list-style-type: none"> <li>• Recruitment – Meaning, Sources, Factors, Policy.</li> <li>• Selection – Meaning, Process, Selection Tests, Induction.</li> <li>• Psychological Testing – Purpose, Features, Classification, Guidelines and Advantages.</li> <li>• Interview – Meaning, Types, Limitations, Effective Interview, Guidelines for Interviewer and Interviewee.</li> </ul>	<b>15</b>
	<b>III</b>	<b>Training and Development</b> <ul style="list-style-type: none"> <li>• Training – Meaning, Importance, Methods, Effective Training. - Need for Training , Training Process/Steps , Methods of Training, Designing a Training and Development Programme, Improving effectiveness of training (Impediment to Effective Training)</li> <li>• Management Development – Meaning, Objectives, Concepts, Importance, Components, Techniques.</li> <li>• Performance Appraisal – Meaning, Uses, Methods, Limitations, Process</li> </ul>	<b>15</b>
	<b>IV</b>	<b>HR policies</b> <ul style="list-style-type: none"> <li>• Components of Cost-to-Company</li> <li>• Compensation- Monetary and Non Monetary</li> <li>• Promotion, Transfers , Demotion - Meaning,</li> </ul>	<b>15</b>

		<p>Objectives, Policy.</p> <ul style="list-style-type: none"> <li>• Separation- Forms (Downsizing, Termination, VRS, Retrenchment, Pink Slip, Lay-off) , Managing Separations.</li> <li>• Exit Interviews.</li> </ul>	
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**References:**

- Ashwathappa K. (2016). *Organisation Behaviour (12<sup>th</sup> Edition)*. Himalaya Publishing House, Mumbai.
- Sheikh A. M. (2010). *Human Resource Management and Development (3<sup>rd</sup> Edition)*. S.Chand& Co. Ltd., New Delhi.
- Mamoria C.B., Gankar S.V. (2006). *A Textbook of Human Resource Management*. Himalaya Publishing House, New Delhi.
- Dr. Khanka S. S. (2013). *Human Resources Management –Text and Cases (5<sup>th</sup> Edition)*. S.Chand&Co., New Delhi.
- Agarwala T. (2007). *Strategic Human Resource Management (1<sup>st</sup> Edition)*. Oxford Publications.
- Mamoria C. B., Mamoria S. & Gankar S.V. (2015). *Dynamics of Industrial Relations in India (16<sup>th</sup> Edition)*. Himalaya Publishing House, Mumbai.



**Course Code: RUACOM503**

**Course Title: Export Management-I**

**Academic year 2022-23**

**COURSE OUTCOMES:**

<b>COURSE OUTCOME</b>	<b>DESCRIPTION</b> <b>After completing this course a student will be able to:</b>
<b>CO 1</b>	Gain knowledge of the trends and composition of India's exports of goods and services and policies of international trade.
<b>CO 2</b>	Examine the role of export trade in Indian economy and the challenges faced by export firms.
<b>CO 3</b>	Evaluate the change in the regulatory framework of international trade, analyse its impact on exports .
<b>CO 4</b>	Summarise the role of export promotion organisations and their functioning.
<b>CO 5</b>	Analyse the foreign trade policies and its impact on export trade situation.
<b>CO 6</b>	Review the incentives offered for export promotion.

**DETAILED SYLLABUS**

<b>Course Code</b>		<b>Course Title: Export Management-I</b>	<b>Credits-3.5</b>
<b>RUACOM503</b>	<b>Unit</b>	<b>Unit Title</b>	<b>Lectures (45)</b>
	<b>I</b>	<b>Introduction to Export Management</b> <ul style="list-style-type: none"> <li>• Definition of Export Management-Need for Export for country and the firm-Features – Functions of Export manager-Distinction between domestic marketing and export marketing-Challenges in Export Marketing</li> <li>• India's Export Trade-Composition and Direction of India's export trade-Export of services from India-Reasons of India's poor share in the world trade</li> </ul>	<b>12</b>
	<b>II</b>	<b>International Trade</b> <ul style="list-style-type: none"> <li>• Definition of International Trade-Problems in International Trade-Trade Barriers-Tariff and Non –tariff barriers-Distinction between Tariff and Non-tariff barriers.</li> <li>• Regional Economic groups ( PTA, FTA, Customs Union and Common Market)-Working of EU( European Union), ASEAN( Association of South East Asian Nations),NAFTA( North American Free Trade Association) and SAARC-Effects of Trade blocs on International Trade.</li> <li>• WTO –World Trade Organisation-Objectives –Agreements-Role of WTO in International trade.</li> </ul>	<b>13</b>
	<b>III</b>	<b>Export Marketing and Promotional Organisations in India</b> <ul style="list-style-type: none"> <li>• Export Marketing Organisations in India-Export houses.</li> <li>• Export Promotion Organisations in India-Features-Export Promotion Council-Commodity Boards-Federation of Indian Exporters' Organisation( FIEO),Indian Institute of Foreign Trade(IIFT),Indian Institute of Packaging(IIP),Export Inspection Council(EIC),Director General of Foreign Trade (DGFT)</li> <li>• Special Economic Zones(SEZ),100 % Export Oriented units(EOU),Software Technology Parks( STP), Electronic Hardware Technology Parks(EHTP)</li> </ul>	<b>10</b>

	<b>IV</b>	<p><b>Foreign Trade Policy and Export incentives</b></p> <ul style="list-style-type: none"> <li>• Objectives and main highlights of FTP-2015-2020.-Implications of FTP on India's export trade.</li> <li>• Export Assistance and Incentives-Main export incentives extended to Indian exporters by Government of India—Duty Drawback, EPCG ( Export Promotion Capital Goods Scheme),MDA (Marketing Development Assistance),MAI( Market Access Initiative)Deemed export, ASIDE(Assistance to States for Infrastructure Development of Exports),Tax holidays</li> <li>• Production Linked Incentives schemes</li> </ul>	<b>10</b>
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### References:

- Cherunilam F. (2015). *International trade and Export Management (14<sup>th</sup> revised edition)*. Himalaya Publishing House, Mumbai.
- Paul J., Aserkar R. (2013). *Export Import Management Paperback (2<sup>nd</sup> edition)*. Oxford University Press, Oxford.
- Balagopal T. A. S. (2016). *Export Management (22<sup>nd</sup> Edition)*. Himalaya Publishing House, Mumbai.
- Varshney R. L. and Bhattacharya B. (2012). *International Marketing (24<sup>th</sup> Edition)*. Sultan Chand & Sons, New Delhi.
- Rathod B. S., Rathod J. S. (2016). *Export Marketing (3<sup>rd</sup> edition)*. Himalaya Publishing House, Mumbai.
- Cherunilam F. (2017). *International Marketing- Text and Cases (15<sup>th</sup> Edition)*. Himalaya Publishing House, Mumbai.
- Cherunilam F. (2017). *International trade and Export Management (20<sup>th</sup> Edition)*. Himalaya Publishing House, Mumbai.

## Modality of Assessment

### Theory Examination Pattern:

#### (A) Internal Assessment- 40%- 40 Marks

Sr No	Evaluation type	Marks
1	One or more - Assignment / Presentation on Analysis of historical and contemporary business scenario/Case study/Research Project/ Field Visits and Active participation in routine class instructional deliveries (case studies/ seminars/presentation),	20
2	One class Test (multiple choice questions / objective/brief answers)	20
	<b>TOTAL</b>	<b>40</b>

#### (B) External Examination- 60%- 60 Marks

##### Semester End Theory Examination:

1. Duration - These examinations shall be of **2 hours** duration.
2. Theory question paper pattern:

**Paper Pattern:** All questions are compulsory

Question	Options	Marks	Questions Based on
Q.1 (A,B,C)	Any 2 out of 3	15	Unit I
Q.2 (A,B,C)	Any 2 out of 3	15	Unit II
Q.3 (A,B,C)	Any 2 out of 3	15	Unit III
Q.4(A,B,C)	Any 2 out of 3	15	Unit IV
	<b>TOTAL</b>	<b>60</b>	

### Overall Examination & Marks Distribution Pattern

#### Semester V

Course	RUACOM501			RUACOM502		RUACOM503		Grand Total
	Internal	External	Total	Internal	External	Internal	External	
Theory	40	60	100	40	60	40	60	300

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# SEMESTER VI

Course Code: RUACOM601

Course Title: Introduction to Management-II

Academic year 2022-23

## COURSE OUTCOMES:

<b>COURSE OUTCOME</b>	<b>DESCRIPTION</b>  <b>After completing this course a student will be able to:</b>
<b>CO 1</b>	Understand key skills of communication and coordination, and apply them for effective communication and management of organisational activities.
<b>CO 2</b>	Identify the areas for corporate social responsibility and propose initiatives for betterment of society.
<b>CO 3</b>	Analyse the role of business ethics, corporate governance and major challenges for change management.
<b>CO 4</b>	Summarise the procedure of production planning and production control and review the methods of inventory management.
<b>CO 5</b>	Outline the techniques of quality control and apply the concepts of production planning and inventory management to production management decision making.

**DETAILED SYLLABUS**

<b>Course Code</b>	<b>Course Title: Introduction to Management-II</b>		<b>Credits -4</b>
<b>RUACOM601</b>	<b>Unit</b>	<b>Unit Title</b>	<b>Lectures (60)</b>
	<b>I</b>	<b>Communication and Coordination</b> <ul style="list-style-type: none"> <li>• Communication-Types of communication – Techniques of communication, Importance of communication , Barriers- Overcoming the Barriers, Communication Networks - Communication Flows - Negotiation Skills with stakeholders</li> <li>• Co-ordination-Importance in Management – Principles of Coordination</li> </ul>	<b>15</b>
	<b>II</b>	<b>Management Issues and Practices</b> <ul style="list-style-type: none"> <li>• Corporate Social Responsibility</li> <li>• Management of Change – Resistance to Change – Steps</li> <li>• Corporate Governance</li> <li>• Stress Management at work</li> <li>• Business Ethics – need and importance</li> </ul>	<b>15</b>
	<b>III</b>	<b>Production Management</b> <ul style="list-style-type: none"> <li>• Production management –Objectives- Functions- Importance - Scope – Production planning and control – Objectives - Steps</li> <li>• Productivity- Need - Factors affecting productivity, Measuring and Improving - difficulties in measuring productivity</li> <li>• Plant location-factors</li> </ul>	<b>15</b>
	<b>IV</b>	<b>Materials Management</b> <ul style="list-style-type: none"> <li>• Materials Management - Scientific Purchasing- Purchase Procedures - Inventory Control</li> <li>• Centralised and Decentralised purchasing, Store- keeping</li> <li>• Quality control and quality circles –Objectives - Functions -Steps In Quality Control – Inspection - Statistical Quality Control - Quality Circles</li> </ul>	<b>15</b>

**References:**

- Drucker P. (2008). *Management Challenges*. Harper Business.
- Durai. (2012). *Principles of Management: Text and Cases*. Pearson.
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- Chary S. (2006). *Production and Operations Management Paperback*. McGraw Hill Education, 2006
- Ramasamy. (2010). *Principles of Management*. Himalaya Publications.
- Reddy T. (2012). *Principles of Management*. Tata McGraw Hill.
- Murugan, Sakthive M. (2016). *Management Principles and Practices (2<sup>nd</sup> Edition)*. New Age Publishers, New Delhi.

**Course Code: RUACOM602**

**Course Title: Human Resource Management-II**

**Academic year 2022-23**

**COURSE OUTCOMES:**

<b>COURSE OUTCOME</b>	<b>DESCRIPTION</b>
	<b>After completing this course a student will be able to:</b>
<b>CO 1</b>	Demonstrate knowledge of fundamental concepts of human needs, human relations and labour laws.
<b>CO 2</b>	Appreciate motivation and leadership theories and apply them in the context of current human resource management practices and human resource related issues.
<b>CO 3</b>	Analyse the problems and conflicts of human resource and propose solutions to resolve them for effective labour management.
<b>CO 4</b>	Assess the impact of cross-cultural changes in organisation with respect to human resource management.
<b>CO 5</b>	Review the changes in the labour legislations and its impact on labour.
<b>CO 6</b>	Identify the key aspects of gender related regulations and examine the issues concerning women employees in the organisation.



**DETAILED SYLLABUS**

<b>Course Code</b>	<b>Course Title: Human Resource Management-II</b>		<b>Credits -4</b>
<b>RUACOM602</b>	<b>Unit</b>	<b>Unit Title</b>	<b>Lectures (60)</b>
	<b>I</b>	<b>Human Needs and Group Dynamics</b> <ul style="list-style-type: none"> <li>• Human Needs – Meaning, Concept of Needs, Changing Nature of Needs, Need Satisfaction Process, Behavioral Effect of Unsatisfied Needs, manager’s Role in Need Fulfillment.</li> <li>• Group Dynamics – Meaning, Characteristics, Types of Group, Objectives of Group Formation, Process of Group Formation, Conflict (Causes, Stages, Resolution)</li> </ul>	<b>15</b>
	<b>II</b>	<b>Motivation and Leadership</b> <ul style="list-style-type: none"> <li>• Motivation – Meaning, Features, Factors, Importance, Theories ( Maslow, Herzberg, McGregor, Expectancy Theory, McClelland Achievement Theory), Adams Equity theory, Goal setting theory</li> <li>• Leadership – Meaning, Styles of Leadership- Rensis Likerts’s Theory, Behavioural Theories (Trait, Ohio State University Studies, The Michigan Studies, LMX , The Managerial Grid)- Contingency Theories (Path-Goal Model, Situational Leadership)- Selection of Leadership Style, Transformational leadership and Charismatic leadership</li> </ul>	<b>15</b>
	<b>III</b>	<b>Industrial Relations</b> <ul style="list-style-type: none"> <li>• Industrial Relations – Meaning, Importance, Industrial Disputes Act, 1947 ( Causes, Effects, Settlement Procedure)-Grievance – Meaning, Features, Causes, Redressal Procedure.</li> <li>• Employee Safety – Meaning, Importance, Accidents (Causes, Effects, Safety, Settlement Proposal)</li> <li>• Labour Legislations- Payment Of Wages Act, 1936 – Factories Act, 1948- Payment of Wages Act 1936 - Payment of Bonus Act 1965 – The Employee Provident Fund Act &amp; Miscellaneous Act 1952 - Payment of Gratuity Act, 1972 -Maternity Benefit Act 1961 - Maternity Benefit (Amendment) Act, 2017,</li> </ul>	<b>15</b>

		<p>Employees' State Insurance Act, 1948, New Labour Codes</p> <ul style="list-style-type: none"> <li>• New Pension Scheme</li> </ul>	
	<b>IV</b>	<p><b>Current Issues</b></p> <ul style="list-style-type: none"> <li>• Human Resource Research- Meaning, Objectives.</li> <li>• Human Resource Accounting- Meaning, Objectives, Limitations.</li> <li>• Employee Participation-Meaning, Modes of participation</li> <li>• Inclusive practices -Women at Workplace-Coping with Gender Bias and Sexual Harassment.</li> <li>• Strategic HRM- Tools</li> </ul>	<b>15</b>

**References:**

- Dr. Khanka S. S. (2013). *Human Resources Management –Text and Cases (5<sup>th</sup> Edition)*. S.Chand & Co., New Delhi.
- Ashwathappa K. (2016). *Organisation Behaviour (12<sup>th</sup> Edition)*. Himalaya Publishing House, Mumbai.
- Sheikh A. M. (2010). *Human Resource Management and Development (3<sup>rd</sup> Edition)*. S.Chand& Co. Ltd., New Delhi.
- McShane S. L., Glinow M. A., Sharma R. R. (2010). *Organisational behavior (4<sup>th</sup> Edition)*. Tata McGraw Hill, New Delhi.
- Pareek U. & Khanna S. (2016). *Understanding Organizational Behavior (1<sup>st</sup> Edition)*. Oxford University Press.
- Sharma S. (2008). *Organisational behavior (4<sup>th</sup> Edition)*. Tata McGraw Hill.
- Sharma A. M. (2015). *Industrial Relations and Labour Laws (2<sup>nd</sup> Edition)*. Himalaya Publishing House , Mumbai.
- Mamoria C. B., Mamoria S. & Gankar S. V. (2015). *Dynamics of Industrial Relations in India (16<sup>th</sup> Edition)*. Himalaya Publishing House, Mumbai.
- Ratnam V. (2014). *C. S. Industrial Relations*. Oxford University Press.
- Sinha N., Sinha I. B., Shekhar S. P. (2013). *Industrial Relations Trade Unions and P.R. Labour Legislation (2<sup>nd</sup> Edition)*. Pearson Publications.

**Course Code: RUACOM603**

**Course Title: Export Management-II**

**Academic year 2022-23**

**COURSE OUTCOMES:**

<b>COURSE OUTCOME</b>	<b>DESCRIPTION</b>
	<b>After completing this course a student will be able to:</b>
<b>CO 1</b>	Understand the export units' registration procedures and documentation process in export trade.
<b>CO 2</b>	Gain insights into export product planning and export marketing essentials.
<b>CO 3</b>	Identify products for exports and export markets accessibility and analyse the export markets for carrying out export trade.
<b>CO 4</b>	Classify various sources of financing for export business.
<b>CO 5</b>	Evaluate the types of pricing strategies and quotations used in export trade.

**DETAILED SYLLABUS**

<b>Course Code</b>	<b>Course Title: Export Management-II</b>		<b>Credits-3.5</b>
<b>RUACOM603</b>	<b>Unit</b>	<b>Unit Title</b>	<b>Lectures (45)</b>
	<b>I</b>	<b>Preliminaries for starting export business</b> <ul style="list-style-type: none"> <li>• Overseas Marketing Research-Identifying foreign markets-Factors affecting selection of product in foreign market-</li> <li>• Product Planning-International Product Life cycle-New product development process-Product branding, labelling and packaging.</li> <li>• Methods of entry in foreign market-Channels of distribution in export market-Export marketing plan</li> </ul>	<b>11</b>
	<b>II</b>	<b>Export Pricing</b> <ul style="list-style-type: none"> <li>• Factors affecting export price-Pricing methods-Marginal costing and Breakeven pricing-Export pricing strategies</li> <li>• Export pricing quotations-INCO terms-Major export price quotations-FOB price-CIF price-C&amp; F price-Distinction between FOB price and CIF price</li> <li>• Methods of payment in export marketing-Letter of credit-types-process of opening letter of credit.</li> </ul>	<b>11</b>
	<b>III</b>	<b>Export Finance</b> <ul style="list-style-type: none"> <li>• Types of Export Finance-Pre-shipment (Packing) credit-Post- shipment credit-Features, process of obtaining credit-Distinction between pre-shipment and Post-shipment finance-Deferred payment.</li> <li>• Role of EXIM bank, Commercial bank, SIDBI in export finance-Role of ECGC in export finance</li> </ul>	<b>12</b>
	<b>IV</b>	<b>Export Documentation and Procedure</b> <ul style="list-style-type: none"> <li>• Main documents used in export and their importance-Commercial Invoice , Consular Invoice, Shipping bill, Certificate of Origin ,Consular Invoice, Shipping bill, Mate's receipt, Bill of Lading and G.R. form.</li> <li>• Stages in export procedure-Registration stage-Pre-shipment stage-Shipment stage-Post-</li> </ul>	<b>11</b>

		shipment stage-Role of CHA in export procedure	
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**References:**

- Cherunilam F. (2017). *International trade and Export Management (20<sup>th</sup> Edition)*. Himalaya Publishing House, Mumbai.
- Paul J., Aserkar R. (2013). *Export Import Management (2<sup>nd</sup> Edition)*. Oxford Press, Oxford.
- Balagopal T. A. S. (2016). *Export Management (22<sup>nd</sup> Edition)*. Himalaya Publishing House, Mumbai.
- Varshney R. L. and Bhattacharya B. (2012). *International Marketing (24<sup>th</sup> Edition)*. Sultan Chand & Sons, New Delhi.
- Rathod B. S., Rathod J. S. (2016). *Export Marketing (3<sup>rd</sup> edition)*. Himalaya Publishing House, Mumbai.
- Cherunilam F. (2017). *International Marketing- Text and Cases (15<sup>th</sup> Edition)*. Himalaya Publishing House, Mumbai.
- Joshi R. M. (2011). *International Business*. Oxford University Press, New Delhi.

## Modality of Assessment

### Theory Examination Pattern:

#### (A) Internal Assessment- 40%- 40 Marks

Sr No	Evaluation type	Marks
1	One or more - Assignment / Presentation on Analysis of historical and contemporary business scenario/Case study/Research Project/ Field Visits and Active participation in routine class instructional deliveries (case studies/ seminars/presentation),	20
2	One class Test (multiple choice questions / objective/brief answers)	20
	<b>TOTAL</b>	<b>40</b>

#### (B) External Examination- 60%- 60 Marks

##### Semester End Theory Examination:

1. Duration - These examinations shall be of **2 hours** duration.
2. Theory question paper pattern:

**Paper Pattern:** All questions are compulsory

Question	Options	Marks	Questions Based on
Q.1 (A,B,C)	Any 2 out of 3	15	Unit I
Q.2 (A,B,C)	Any 2 out of 3	15	Unit II
Q.3 (A,B,C)	Any 2 out of 3	15	Unit III
Q.4(A,B,C)	Any 2 out of 3	15	Unit IV
	<b>TOTAL</b>	<b>60</b>	

### Overall Examination & Marks Distribution Pattern

#### Semester VI

Course	RUACOM601			RUACOM602		RUACOM603		Grand Total
	Internal	External	Total	Internal	External	Internal	External	
Theory	40	60	100	40	60	40	60	300

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