KAZI NAZRUL UNIVERSITY

DEPARTMENT OF

COMMERCE

Syllabus

Semester I to VII

KAZI NAZRUL UNIVERSITY

BCOM 3 / 4 Years (H+R)

W.E.F 2023-24

BCOM HONOURS/HONOURS WITH RESEARCH

KNU BCOM NEP

I	Financial Accounting-I	MAJOR
	Principles of Management *	MINOR
	Microeconomics **	MD
	Accounting for all	
	English/MIL	AEC
	Entrepreneurship Development	SEC
II	Cost Accounting	MAJOR
	Principles of Marketing Management*	MINOR
	Macroeconomic**	MD
	Personal Finance	MD
	Environment Studies	VAC
	Computer Application in Business	SEC
	Internship/Vocational Course	VC
III	Financial Accounting -II	MAJOR
	Direct Tax	MAJOR
	Human Resource Management*	MINOR
	Indian Economy	MD
	English Communication	AE
IV	Indirect Tax	MAJOR
	Business Laws	MAJOR
	Business Mathematics & Statistics*	MINOR
	Filing of Tax Return	SEC
	Summer Internship/Vocational Course	VC

V	Corporate Accounting	MAJOR
	Management Accounting	MAJOR
	Computerized Accounting	MAJOR
	Fundamental of International Business*	MINOR

VI	Financial Management	MAJOR
	Corporate Laws	MAJOR
	Auditing and Assurance	MAJOR
	Fundamental of Banking and Insurance	MAJOR
	Summer Internship	SI
VII(H+R)	Advanced Business Statistics	MAJOR
	Corporate Reporting	MAJOR
	Managerial Economics and Business Environment	MAJOR
	Investment Analysis and Portfolio Management	MAJOR
	Business Ethics and Organisation Behaviour	MINOR

Semester-VII

Course Name- ADVANCED BUSINESS STATISTICS

Course Code: BCOMMJ701

<table>
<tr><td>CourseType:MAJOR (Theoretical)</td><td colspan="3">CourseDetails: MJC-14</td><td colspan="2">L-T-P:4-1-0</td></tr>
<tr><td rowspan="3">Credit:5</td><td rowspan="3">FullMarks: 100</td><td colspan="2">CAMarks</td><td colspan="2">ESEMarks</td></tr>
<tr><td>Practical</td><td>Theoretical</td><td>Practical</td><td>Theoretical</td></tr>
<tr><td>-</td><td>30</td><td>-</td><td>70</td></tr>
</table>

Course Objectives:
Give knowledge about probability, sampling, statistical inference, regression analysis,business forecasting models and AI application in Excel.

Course Outcomes:
After completion of the syllabus the students will be able to-
CO1: Understand Probability and Random variable,
CO2: Understand Probability distributions,
CO3: Understand Sampling and Sampling distributions,
CO4: Understand Statistical Inference,
CO5: Understand Multivariate Regression Analysis,
CO6: Understand Business Forecasting Models
CO7: Learn AI in Statistics specifically in excel

Course Contents:
Unit 1: **Probability and Random variable:** Definition of Probability- Classical definition, Frequency definition and Axiomatic definition; Total probability theorem; Conditional probabilities and independent events; Compound probability theorem, Bayes theorem – Relation between posterior and prior probabilities; Random variable and its distribution; Mathematical Expectations and Variance of a random variable.
Unit 2: Probability distributions: Probability function, Distribution function; Probability mass functions of Binomial and Poisson distribution - Mean, Variance, Skewness and Kurtosis; Probability density function of Normal distribution – Mean, Variance, Skewness and Kurtosis; Standard Normal variate; Properties and uses of different probability distribution; Joint probability distribution function.
Unit 3: Sampling and Sampling distributions: Census and sampling; Bias in sample survey; Sampling fluctuation and sampling distribution; Standard error of statistic; Sampling techniques - Simple random sampling, Stratified sampling, Systematic sampling; Procedure of selecting random sample; Determination of optimal sample size; Sampling distributions – Z, Chi-square, t and F, characteristics and their uses.
Unit 4: Statistical Inference: Theory of estimation and theory of testing of hypothesis; Point and interval estimation of population mean, proportion and variance; Procedure of testing of hypothesis;

Small and large sample test based on_t‘, _Z‘ and _F‘ statistic; Association of attributes and Chi-square test; Analysis of Variance – one way and two way classified data.

Unit 5: Multivariate Regression Analysis: Multiple Regression Analysis – Assumptions, Model specification, Estimation and Testing; Relation between partial regression coefficient and correlation coefficient; Multiple correlation and partial correlation; Some general problems in multiple regression analysis.

Unit 6: Business Forecasting Models: Components of time series; Decomposition methods; Exponential smoothing model; Basic concept of Box-Jenkins methodology (ARIMA models); Important issues related to forecasting.

Unit 7: AI in Statistics: AI in Statistics-Advantages-Microsoft Excel: Using Data Analysis Toolpak, PivotTables, and PowerPivot-AI in Excel-using Copilot- Analyze Data- AI scans data-set- patterns, outliers, and trends-Create charts with Copilot in Excel-

Suggested Readings:

- 1.Gupta, S.C.: *Fundamentals of Statistics*, Himalaya Publishing House.
- 2. Hooda, R.P.: *Statistics for Business and Economics*, MacMillan
- 3. Das, J.K.: *Statistics for Business Decisions*, Academic Publishers, Kolkata.
- 4. Sharma, J.K. *Business Statistics*, Pearson Education.
- 5. Sarkhel. J. And Dutta, S.K.: *An insight into Statistics*, Book Syndicate Pvt. Ltd; Kolkata.
- 6. Johnson, R. A. And Wichern, D.W. *Business Statistics*, John Willy andSons.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

Assessment Methods

Internal Assessment (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable. **Unit VII must be used only for internal assessment purpose .**

Semester End Assessment (70 Marks): End Semester Written Examination, Duration 3 Hours

<table>
<tr><td colspan="6">B.Com Semester- VII
Course Name- CORPORATE REPORTING
Course Code: BCOMMJ703</td></tr>
<tr><td>Course Type: Major</td><td colspan="3">Course Details: MJC-15</td><td colspan="2">L-T-P: 4-1-0</td></tr>
<tr><td rowspan="3">Credit: 05</td><td rowspan="3">Full Marks: 100</td><td colspan="2">CA Marks</td><td colspan="2">ESE Marks</td></tr>
<tr><td>Practical</td><td>Theoretical</td><td>Practical</td><td>Theoretical</td></tr>
<tr><td>-</td><td>30</td><td>-</td><td>70</td></tr>
</table>

Course Objective

It aims to equip students with the skills necessary to handle complex accounting transactions, prepare financial statements, and apply relevant accounting standards in real-world corporate environments. To impart knowledge about international financial reporting standard, Indian accounting standards and to provide the fundamental knowledge about corporate reporting.

Course Learning Outcomes

After completing the course, the student shall be able to:
CO1: gain basic knowledge about accounting standards
CO2: understand about Presentation of General Purpose Financial Statement
CO3: understand about measurement based on Accounting Policies
CO4: understand about Assets of the Financial Statements
CO5: understand about Liabilities of the Financial Statements
CO6: understand about disclosures in Financial Statements
CO7: understand about Business Combination and Financial Instrument

Course Contents

Unit 1: **Introduction to Indian Accounting Standards:** objectives and usefulness of general purpose Financial Reporting, limitations of general purpose Financial Reporting- Emergence of Global Accounting Standards, Need for global Accounting Standards in India, Benefits of Global Accounting Standards, transmission from AS and Indian Accounting Standards,

Unit 2: **Indian Accounting Standards on Presentation of General Purpose Financial Statements**: Ind AS 1 "Presentation of Financial Statements" ; Ind AS 34 "Interim Financial Reporting",Ind AS 7 "Statement of Cash Flow"

Unit 3: **Indian Accounting Standards on Measurement based on Accounting Policies:** Ind AS 8 **"**Accounting Policies**,** changes in accounting Estimates and Errors" ; Ind AS 10 "Events After the Reporting Period" ; Ind AS 113 "fair Value measurement"

Unit 4: **Indian Accounting Standards on Assets of the Financial Statements:** Ind AS 2 "Inventories"; Ind AS 23 "Borrowing Cost"; Ind AS 36 "Impairment of Assets" ; Ind AS 38 "Intangible Assets"; Ind AS 40 "Investment Property";Ind-AS 16"property, plant and Equipment", Ind AS-116 lease"

Unit 5: **Indian Accounting Standards on Liabilities of the Financial Statements:** Ind AS 19 "Employee Benefits" ; Ind AS 37 "Provisions, Contingent Liabilities and Contingent Assets",

Unit 6: **Indian Accounting Standards on disclosures in Financial Statements:** Ind AS 24 "Related Party Disclosures"; Ind AS 33 "Earnings Per Share" ; Ind AS 108 "Operating Segments"

Unit 7: **Indian Accounting Standards on Business Combination and Financial Instrument:** Ind AS-103, Ind As-32 Financial Instrument

Suggested Readings:

1.Chintan Patel, Bhupendra Mantri, *Indian Accounting Standards,* Taxmann Publications.
2.T.P.Ghosh, *Illustrated Guide To Indian Accounting Standards*, Taxmann Publications.
3.B.D,Chatterjee, *Illustrated Guide To Indian Accounting Standards*, Taxmann Publications.
4.Dolphy D'Souza,Vishal Bansal, *Indian Accounting Standards*, Snow White Publications.
5. ICAI, Studymaterial of ICAI–*Financial Reporting (Finallevel)*

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning. It includes theoretical discussion and numerical problems solving.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination, Duration 3 Hours

Semester-VII **Course Name-** MANAGERIAL ECONOMICS AND BUSINESS ENVIRONMENT **Course Code: BCOMMJ703**						
CourseType:MAJOR (Theoretical)	CourseDetails: MJC-16			L-T-P:4-1-0		
Credit:**5**	FullMarks: 100	CAMarks		ESEMarks		
		Practical	Theoretical	Practical	Theoretical	
		-	**30**	**-**	**70**	

Course Objectives:
To help the students in developing a clear idea of Managerial Economics.
To describe the nature and scope of demand analysis, production analysis and growth model of the firm.
To enable the students understand the relevance of Game theory in managerial decision making.
To enable the students understand the Input-output Analysis model and its impact of business forecasting
Course Outcomes:
CO1:Ability to forecast demand in light of changing circumstances and to formulate business plans.
CO2: Understanding of different techniques of demand forecasting.
CO3: Enhancing the skill to apply game theory in business decision making.
CO4: Develop economic way of thinking in dealing with practical business problems and Challenges.
CO5: Understand about business environment
CO6: Political, & Technological Environment of Business,
CO7: Legal Environment of Business

Course Contents:
Unit:1 Nature and Scope of Managerial Economics: Relation of managerial economics with economic theory and fundamental areas of business. Fundamental concepts affecting business decisions:- Incremental principle, opportunity cost principle, discounting principle, equi-marginal principle. Profit Maximization hypothesis and its limitations; Managerial theories of Baumol, Morris and Williamson; Behavioural theory of Cyert and March.
Unit:2 Demand Forecasting: Demand Forecasting-meaning- Purpose and scope of demand forecasting; Opinion Poll Methods of demand forecasting: Consumers‘ Survey, Sales Force Opinion, Experts‘ Opinion; Statistical Methods (including numerical problems): Mechanical, Barometric and Regression methods.
Unit:3 Pricing and Market Structures: Market structure and managerial decision making; Classification of markets – Substitutability of product criterion, Interdependence of sellers criterion, Ease of entry criterion; Methods of price determination in practice – Mark up pricing, Limit pricing, Peak load pricing, Pricing of new products; Price discrimination; International price discrimination and dumping; Transfer pricing.
Unit 4: **Managerial Decision Making:** Make or buy decisions; Own or lease an asset; Retain; Renewal or replacement of asset; Shut down or continue operations
Unit 5: **Introduction to Business Environment:**
Concept, nature and importance of business environment; Types of environments,-socio-cultural, political,legal, economic and technological elements;Environmental analysis- -concept and elements of economic environment; New Industrial Policy: objectives &dimensions;-

liberalizations, privatization and disinvestment; Concept and nature of culture-Impact of culture on business-

Unit 6: Political, & Technological Environment of Business:

Fundamental Rights and Directive Principles of State Policy; Role of the government in creating proper business environment; Technological environment- concept and features; Impact of technology on business;Technological policy in India.

Unit 7: **Legal Environment of Business:** Legal environment of the business: key concepts and features;Intellectual property laws:concepts,features of copy rights,patents, trademark; The RTI Act, 2005: Objectives and main provisions, -The Competition Act, 2002: Objectives and main provisions

Suggested Readings:

1. Atmanand, "Managerial Economics", 2009, Excel Publishing
2. N. Dwivedi, "Managerial Economics", 7th Ed Vikas Publishing.
3. D.M. Mithani, "Managerial Economics" 2008, Himalayan Publishing House.
4. Dominik Salvatore, "Managerial Economics", 2008, 6th Ed. Oxford University Press.
5. Geethika, Piyoli Ghosh, and P.R. Chaudhary "Managerial Economics", 2008, Tata McGraw Hills, New Delhi.
6. Aswathapa, K, Essentials of Business Environment, HPH.
7. Cherunlluam, Francis, Business Environment, HPH.
8. Gupta, C.B, Business Environment, Sultan Chand.
9. Misra and Puri, Economic Environment of Business, HPH.
10. Paul, Justin, Business Environment: Text and Cases, TMH

Note: Latest edition of readings may be used.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning. It includes theoretical discussion and numerical problems solving.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination, Duration 3 Hours

B.Com Semester- VII Course Name- INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT Course Code: BCOMMJ704					
Course Type: Major	Course Details: MJC-17			L-T-P: 4-1-0	
Credit: 05	Full Marks: 100	CA Marks		ESE Marks	
		Practical	Theoretical	Practical	Theoretical
		-	30	-	70

Objectives: The Fundamental of Investment Analysis course aims to equip students with a comprehensive understanding of investment principles, strategies, and decision-making processes. The key objectives of the study are:

- To introduce students to the fundamental concepts of investment, including risk, return, and various asset classes.
- To develop students' ability to assess investment risks and returns using various financial models and analytical tools.
- To familiarize students with different valuation methods for stocks, bonds, and other financial assets.
- To introduce modern portfolio theory and diversification strategies for effective investment planning.
- To explore the role of investor psychology and market behavior in decision-making.
- To train students in using fundamental and technical analysis for evaluating investment opportunities.

Learning Outcomes: Upon successful completion of the **Fundamental of Investment Analysis** course, students will be able to:

- CO1: Demonstrate a thorough understanding of fundamental investment principles, including risk, return, and financial instruments.
- CO2: Assess investment risks and returns using various financial models and quantitative techniques.
- CO3: Use appropriate valuation methods for stocks, bonds, and other investment instruments.
- CO4: Apply modern portfolio theory to create diversified investment portfolios that align with different risk appetites and investment goals.
- CO5: Analyze the impact of investor psychology and market anomalies on investment decision-making.
- CO6: Make informed and strategic investment decisions based on financial data analysis and market trends.
- CO7: understand about portfolio selection and management

Course Contents:

Unit I - Investments: The Investment environment, various investment alternatives and risk return trade off; Investment decision process; Risk aversion; Types of investors; Risk-Return analysis and impact of taxes and inflation; Types and sources of returns and risks and their measurement; Diversification and Hedging; Socially responsible investing; Ethical investing and other contemporary issues in investment management; Investment vs. Speculation; Investment avenues, attributes and process.

Unit II - Analysis of Fixed Income Securities: Bond fundamentals; Types of bonds; Innovations in bond market; Valuation of bonds; Bond yields (Yield to Maturity, Yield to Call, and Realized Annual Yield); Bond price- yield relationship; Bond convexity; Bond Theorems; Risks in bonds- interest rate risk, price risk, reinvestment rate risk, inflation risk, default risk; Analysis of risks in bonds - Bond Duration, Modified duration and their measurement;

Unit III – Security Market Analysis: The concept, characteristics and types of securities; Overview of security market; Security market indicators; Major stock exchanges of India; International stock exchanges; Approaches to security valuation; Financial Derivatives (Concept and advantages only)-Forward-Future-Options-Swaps

Unit IV – Fundamental Analysis & Technical Analysis: Fundamental Analysis, Economy, Industry, and Company Analysis (EIC framework); Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach); Forecasting P/E ratio; Technical Analysis – Basic premise and Dow theory; Types of charts and Chart patterns; Moving average analysis;

Unit V – Efficient Market Hypothesis: Concept of perfect capital, efficient capital markets; Levels of market efficiency; Efficient market hypothesis (EMH); Forms of market efficiency and their implications; Tests of different forms of market efficiency; Assumption of Investor's rationality and its critique; Behavioural finance – concept only
Unit VI - Portfolio Analysis: The concept and significance of portfolio; Portfolio Analysis; Calculation of portfolio return and risk; Portfolio Diversification; Risk aversion and capital allocation to risky assets and risk-free asset; Optimal risky portfolio; Optimal complete portfolio; Minimum Risk Portfolio; Markowitz portfolio selection model; Efficient Frontier; Sharpe's single Index Model and Optimal portfolio construction.

Unit VII - Portfolio Selection and Management: Capital market theory, capital market line (CML) and concept of market portfolio; Capital Asset Pricing Model (CAPM) and its extensions; Stock market anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect); Arbitrage Pricing Theory and Multifactor Asset Pricing Models including Fama French Five factor model; Active and Passive portfolio management; Comparisons between APT and CAPM; Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen‘s alpha,)

Suggested Readings:

1)Bhat, S. Security Analysis and Portfolio Management. Excel Books, New Delhi.
2)Chandra, Prasanna. Security Analysis and Portfolio Management. Tata McGraw Hill Publishing company, New Delhi.
3)Alexander, Shampe and Bailey. Fundamentals of Investments. Prentice Hall of India
4)Fischer, D. E., and Ronald J. J. Security Analysis and Portfolio Management. Prentice-Hall of India, New Delhi.
5)Kevin, S. Security Analysis and Portfolio Management. PHI learning Pvt Ltd. New Delhi
6)Ranganatham, M. and Madhumathi, R. Investment Analysis and Portfolio Management. Pearson Education, New Delhi.

Note: Latest edition of text books may be used.

Teaching Learning Process: The Fundamental of Investment Analysis course follows an interactive and student-centric teaching-learning approach, integrating theoretical knowledge with practical applications to enhance understanding and skill development. The teaching-learning process includes:

Lecture-Based Learning – Engaging classroom lectures to introduce fundamental investment concepts, financial instruments, and valuation techniques.
Case Study Methodology – Analyzing real-world investment scenarios and financial market trends to develop problem-solving and decision-making skills.
Practical Demonstrations – Hands-on experience with investment tools, stock market simulations, and financial software for data analysis.
Group Discussions and Debates – Encouraging critical thinking through discussions on contemporary financial issues, market fluctuations, and investment strategies.
Problem-Solving Exercises – Application-based exercises, numerical problem-solving, and risk-return analysis to reinforce theoretical concepts.
Use of Financial Databases and Market Reports – Exposure to stock exchanges, mutual funds, and economic reports to develop analytical skills.
Industry Expert Sessions – Inviting professionals from the finance and investment sector to provide insights into market dynamics and career opportunities.
Field Visits and Internships – Encouraging participation in finance-related internships, industry visits, and financial market observations to gain practical exposure.

Assessment Methods:

a) Continuous Assessment (30 Marks): For the Fundamental of Investment Analysis course (BCOMMJ-703), continuous assessment (CA) should focus on evaluating students' conceptual understanding, analytical skills, and practical application of investment principles. The following assessment methods can be used:

Class Tests (10 Marks): Periodic short tests covering key investment concepts, financial markets, risk-return analysis, and valuation techniques.
Quizzes (10 Marks): Online or in-class quizzes with multiple-choice questions, case-based questions, or numerical problems.
Portfolio Management Project (10 Marks): Students create a virtual investment portfolio using real stock market data, track performance, and justify their investment decisions. Analysis of risk diversification and returns over a period.

b) End Semester Examination (70 Marks): End semester written examination, duration 3 hours.

<table>
<tr><td colspan="6">B.Com Semester- VII
Course Name- BUSINESS ETHICS AND ORGANISATIO BEHAVIOUR
Course Code: BCOMMN701</td></tr>
<tr><td>Course Type: Minor</td><td colspan="3">Course Details: MNC</td><td colspan="2">L-T-P: 4-1-0</td></tr>
<tr><td rowspan="3">Credit: 05</td><td rowspan="3">Full Marks: 100</td><td colspan="2">CA Marks</td><td colspan="2">ESE Marks</td></tr>
<tr><td>Practical</td><td>Theoretical</td><td>Practical</td><td>Theoretical</td></tr>
<tr><td>-</td><td>30</td><td>-</td><td>70</td></tr>
</table>

Course Objective

It aims to equip students with the skills necessary to handle complex accounting transactions, prepare financial statements, and apply relevant accounting standards in real-world corporate environments.

Course Learning Outcomes

After completing the course, the student shall be able to:

CO1: Explain the fundamental concepts, principles, approaches, and significance of business ethics, corporate social responsibility, and ethical decision-making in contemporary business environments.

CO2: Analyse ethical issues arising in marketing practices, workplace relationships, and stakeholder management, and evaluate appropriate ethical responses to business dilemmas.

CO3: Examine the determinants of individual behaviour in organisations, including personality, attitudes, perception, learning, and values, and assess their impact on workplace effectiveness.

CO4: Apply theories of communication, motivation, group behaviour, and leadership to understand and improve individual and team performance in organisations.

CO5: Evaluate organisational culture, change management, leadership challenges, and stress management practices for enhancing organisational effectiveness and employee well-being.

CO6: understand Group Behaviour and Leadership

CO7: understand Dynamics of Organisational Behavior

Course Contents

Unit 1: Business Ethics - Relevance and Approaches: Concepts and need of ethics in business, Morality-features and principles, relevance of values, attitudes, beliefs, relationship between ethics and business, ethics and values, ethics and globalization, ethics and sustainability; Approaches-Utilitarian approach, Individualism approach, Moral rights, Justice approach, Corporate Social Responsibility-Legal, Ethical, economic and Philanthropic responsibility, Relationship between law and ethics.

Unit 2: Ethics in Marketing & in Work Place: Ethics in Perfect competition, Imperfect competition, Pricing, Price Discrimination, Tacit agreements, Bribery Types of Ethical Issue, Coercion, Deception, Theft, Fair price, Ethics in Advertisement; Work Place-Discrimination, Utility, Rights and Justice, Hiring, Employee promotion, Exploitation of employees, Discipline, Wages.

Unit 3: Ethics towards Shareholders & Ethical Conflict: Co-existence of Profitability and Morality, Social Responsivities of Business towards Shareholders-Employees-Customers-Dealers-Vendors-Government, social audit, Environmental Protection; Ethical Conflict-Fundamental Principles of Ethical behaviour, Situations promoting Unethical behaviour, Creating an ethical accounting, Threats of ethical behaviour, Ethics and Ethical dilemmas.

Unit 4: Individual Behavior: Organisational Behaviour: Concepts and Determinants; Emergence of organizational - behaviour; Contributing disciplines of OB; OB models.-Foundations of Individual Behaviour; Personality- Type A and B, Big five personality types; Attitude - components, job related attitudes; Learning- concept, theories and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values.

Unit 5: Communication and Motivation: Communication – Understanding Communication; Communication styles; Transactional Analysis (TA), Johari Window. Motivation – Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goalsetting Theory, Reinforcement Theory, Self-efficacy Theory).

Unit 6: Group Behaviour and Leadership: Group Behaviour - concept, types- group norms, group roles, and group cohesiveness; Leadership - Concept and theories; Styles of leadership; Leadership continuum; Trait, Behavioural and Situational approach; Contemporary leadership issues.

Unit 7: Dynamics of Organisational Behavior: Organisational culture- concept and determinants; Organisational change- types of change, resistance to change, managing change; Stress- source, prevention and management of stress.

Suggested Readings:

1. Manna, S. and Chakrabarti, S., Values and Ethics in Business and Profession, PHI.
2. Mukti Mishra and Ronald D Francis, Business Ethics, Tata McGraw Hill Education
3. Raj, Rituparna, A Study in Business Ethics, Himalaya Publishing House
Stephen P. Robbins, Timothy A. Judge & Neharika Vohra, *Organizational Behaviour*, Pearson Education, Latest Edition.
4. **Fred Luthans,** *Organizational Behaviour: An Evidence-Based Approach*, McGraw Hill Education.
5. **K. Aswathappa,** *Organizational Behaviour*, Himalaya Publishing House.
6. **Uday Pareek & T.V. Rao,** *Organizational Behaviour*, Oxford University Press.
7. **R.S. Dwivedi,** *Human Relations and Organizational Behaviour*, Macmillan India.
8. **Keith Davis & John W. Newstrom,** *Organizational Behavior: Human Behavior at Work*, McGraw Hill.
9. **ICSI / ICAI Modules –** For practical application and case studies in OB in Indian organizations

Note: Latest edition of readings may be used.

Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning. It includes theoretical discussion and numerical problems solving.

Assessment Methods

Internal Examination (30 Marks): Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

External Examination (70 Marks): End Semester Written Examination, Duration 3 Hours

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