

St. Philomena's College (Autonomous)

Post Box No 30, Bahnamantap, Mysore-15  
Tel. 0821-2490728.

Proceedings of the Board of Studies Meeting  
Subject : Board of Studies for Management  
Date : 18<sup>th</sup> October 2011  
Time : 10-30 AM  
Place : Chapel Hall - St. Philomena's College.

#### AGENDA :

1. To Approve the syllabus and the scheme of teaching and Examination for three years - six semester course from the academic year 2011 Onwards.
2. To approve the syllabus and the scheme of teaching and Examination for three year - six semester career oriented add on course in from the academic year 2011 onwards.
3. Blue Print of the Question Paper for all the six semesters for the above courses.
4. Any other matter - (with the permission of the Chairperson).

Autonomous  
Proceedings of the Board of Studies (Management) meeting held on 18<sup>th</sup> Oct 2011

#### Members Present

1. Prof. Abraham Somprakash - Chairman
2. Prof. Ayesha M. Sheikh - Chairman U.O. & UG - UOM.
3. Prof. Sumangala
4. Prof. Reena Francis
5. " Sasidharan K.V.
6. " Vijesha Marie
7. " Aijfa Almas
8. " Lohu Singh
9. " Smeetha
10. " Kavya
11. " Dharsan
- 12.

1. The board agreed to introduce continuous assessment to include 50 marks as internal assessment... i.e., C1 + C2 = 50 Marks.
2. The interim exam would be for 50 Marks with the duration of 2 hours.
3. A review of the existing syllabus was made with minor modification with the existing curriculum.
4. The board agreed to adopt the credit / grading system along with continuous assessment to incorporate the







Development and Product life cycle.

10. Financial Management.

11. Human Resource Management.

V Sem 12. Small Business Management and Entrepreneurship.

Chapter IV Remove "Case studies of successful entrepreneurship economies - South east Asian miracle, the new eastern tiger economies".

Include - Case study of Indian Entrepreneurship.

13. Business statistics

Chapter I Include - "Frequency Distribution (including relative frequency and Cumulative frequency)".

Chapter III - Include "Interpolation and Extrapolation - Binomial method and Newton's method".

14. Commercial Law

Chapter I Include - Essentials and Exceptions.

Chapter II Delete Consideration - essentials - exceptions.

(Include Add) Legality of the Object and Consideration.

15. Financial Management I (Advanced company Accounts).

16. Marketing Mix I

Chapter V Include - C.R.M. - Consumer Behaviour.

17. Human Resource Management I (Organisation Behaviour)

Chapter II - Move portion - "Perceptions, belief, values and problems of perceptions" to Chapter III.

Chapter IV and V is to be combined.

Chapter V (New content) - Group Behaviour - Power, Size, Norms, Group Cohesiveness, Group think and Group decision making.

18. Financial Decisions.

19. Marketing Research.

20. HRM II Human Resource Development.



Chapter II - Delete "Perception"  
 Include - Management Development program - Learning and re-inforcement of principles.

Chapter III - New contents only - Delete all old contents  
 → Career planning and development.

Chapter IV - New contents only - Delete all old contents  
 → Organisational Change and Development  
 - Organisational development interventions.

Chapter V - New contents only.  
 → Team Development.

Sem 21. International Business.

22. Financial Services.

23. Company Law.

24. Decision Models.

Chapter I - Include "Simplex method"

Chapter V - Add case study.

25. Financial Management. (Working Capital management).

26. Marketing III Advertising.

27. HRM III - Labour Welfare.

Chapter V - Include Labour Welfare and Labour laws - Factories Act, ESI, Workmen's Compensation Act, EPF, Maternity Benefit Act.

28. Financial Management.

29. Sales Management.

30. Industrial Relations. HRM IV.

Chapter II - Delete Chapter 2.

Chapter V - New Chapter - New contents - Collective Bargaining and negotiations.

NOTE Chapter III is II<sup>nd</sup> chapter, and Chapter IV is Chapter III.

The Chairperson welcomed the members.

The members of the BOS discussed Syllabus, Scheme of Teaching and Examination and the Blue Print of the Question Paper and approved them with modification.



Date:.....

The meeting was concluded by the  
Chairperson thanking all the members.

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Date:.....



Date:.....

St. Philomena's College (Autonomous)  
Post box No. 30, Bannimantap, Mysore - 570015  
Tel. 0821-2490728

### Proceedings of the Board of Studies Meeting

Subject : Board of Studies for Management

Date : 21<sup>st</sup> January, 2013

Time : 10.30 A.M.

Place : Conference Hall - St. Philomena's College.

#### AGENDA:

1. To approve the syllabus & the scheme of teaching & Examination for three year - six semester course from the academic year 2013 onwards.
2. To approve the syllabus & the scheme of teaching & Examination for three year - six semester career oriented Add on course in from the academic year 2013 onwards.
3. Blue print of the question paper for all the six semesters for the above courses
4. Any other matter - (with the permission of the chairperson).

Date:.....

### Proceedings of the Autonomous Board of Studies (Management) Meeting held on 21<sup>st</sup> January, 2013.

#### Member's Present for the meeting:

1. Prof. Reena Francis - Chairman *R. Francis*
2. Prof. Aisha M. Shariff  
BOS in Business Management, - University Did not attend.  
BIMS, Manasagangothri, Nominee  
Mysore
3. Dr. Sumangala C,  
Associate Professor of Manage - Member *Sumangala*  
-ment, Maharaja's College,  
Mysore
4. Prof. Sasidharan. K. V - Member *S. K. V.*
5. Prof. Viveka Marie - Member *V. Marie*
6. Prof. Asifa Almas - Member *A. Almas*
7. Prof. Julie Singh - Member *J. Singh*
8. Prof. Fr. Issac - Member *Fr. Issac*
9. Prof. Shama E Milton - Member *S. E. Milton*
10. Prof. Sadia Tabassum - Member *S. Tabassum*

1. A review of the existing syllabus was made with minor modification with the existing curriculum.
2. The board agreed to include the project work for the final semester. The modalities of which will be worked out by the chairman.
3. Per semester number of hours per week is changed from 28 hours to 30 hours.



4. Further the board agreed to give an option in Part-C of the question paper for all autonomous semesters & to include case study.

Minor changes were made in the following subjects:-

### I SEMESTER:-

1. Indian Business Environment
  - 2<sup>nd</sup> chapter - Retain & ask questions in Exams or stop till 'departmental undertaking'
  - Rearrange 2<sup>nd</sup> chapter to 4<sup>th</sup> chapter.
2. Financial Accounting - I
  - No. of hrs to be revised i.e., 5 hrs/week = -
  - No change in syllabus.

### II SEMESTER:-

1. Business Mathematics
  - Not to include skill development.
  - Include Non-trading concern in 2<sup>nd</sup> chapter.

### III SEMESTER

1. COST ACCOUNTING:
  - Delete 'Various methods of costing' from 1<sup>st</sup> unit.
  - No change in other units.
2. Principles & Practices of Management.
  - Topic name to be changed as "Management as a profession"
3. Financial Accounting - III
  - Include 'Issue of Shares' in Debentures & delete 'Departmental Accounts' in Unit 3.
  - Unit 1 is combined with Unit 2 & made as Unit 3.
  - Delete 'Joint venture'

### IV SEMESTER

1. Management Accounting
  - Total no. of hours - 70 hrs.
  - changes to be made as follows:
    - Unit 1 - 15 hrs
    - Unit 2 - 15 hrs
    - Unit 3 - 14 hrs
    - Unit 4 - 15 hrs
    - Unit 5 - 11 hrs.
2. Marketing Management
  - Topic 'Market Segmentation' to be Unit 3
  - Change in the no. of hrs.



Date:.....

Unit 1 - 18 hrs , Unit 2 - 12 hrs  
Unit 3 - 14 hrs , Unit 4 - 14 hrs  
Unit 5 - 12 hrs

3. Financial Management  
- Include 'Comparative Statements' in Unit 3.

4. Human Resources Management.  
→ Changes to be made in Unit 2:  
HRP - Objectives, Importance, process,  
Job analysis, Job description & Job specification.  
→ Changes in Unit 3: Selection process - types of  
selection tests - Interview process & types.  
→ Changes in Unit 4: Training - Importance, types,  
methods, Training Evaluation - methods.  
↳ Delete Succession planning & Internal mobility.  
→ No changes in Unit 1 & Unit 5.

#### V SEMESTER:

1. Small  
→ Changes in Unit 4: Entrepreneurship - Meaning,  
importance, nature, factors influencing entrepreneur-  
ship. Entrepreneur - Characteristics, types,  
functions, Difference between entrepreneur &  
Intrapreneur, Manager Vs Entrepreneur.  
→ Include case studies in addition to present  
one like On Sudha Murthy, Shehnaaz Hussain,  
Kiran Mazumdar.

Date:.....

NOTE: Include 'ED in 5<sup>th</sup> SEM & Shift 'Financial  
Services' to 6<sup>th</sup> SEM.

2. Business Statistics:  
→ Proposal Accepted.

3. Comr Law:  
→ No changes.

4. ELECTIVES - F.M-1 (Advanced Company Accounts)  
- Rearrange Unit 5 as Unit 2 & vice versa.  
- Rest unchanged.

5. HR-1 (Organizational Behaviour).  
- Include 'Factors affecting perception' in  
unit 3.  
- Rest No change & proposals are accepted.  
- No. of hrs for Unit 4 - 16 hrs. & Unit 5 - 10 hrs.

6. MM-1 (Marketing Mix)  
- Proposal Accepted.

7. MM-2  
Changes to be made in the order given in  
proposal. i.e.  
Unit-1: Marketing research - Definition, nature,  
scope, objectives, Significance. Steps in  
research process, Developing the research  
plan, Marketing Information System.  
- Retain Unit 5 without any changes.



8. F.M 2  
- ~~No~~ changes.

9. HR 2.  
- Proposal Accepted.

## VI SEMESTER

1. International Business.  
- Proposal Accepted.
2. Financial Services  
- No change.
3. Company Law  
- No change.
4. Decision Models.  
- Correct the spelling in Unit 1 i.e. 'Simplex method'
5. F.M 3:  
- No change.
6. F.M 4:  
Proposal Accepted for Unit 2.
7. HR 3:  
Proposal Accepted.

8. HR 4:  
- Changes to be made in Unit 5 i.e.  
Employee Grievance - Meaning & procedure &  
- Retain the rest of the syllabus.

9. MM 3:  
- Changes to be made in Unit 2: Include  
'latest trends in Advertisements' at the end of  
the unit.

10. MM 4:  
- Changes to be made in Unit 2: Original topic  
continued with 'Important aspects of personal  
selling - process - significance & limitations.'  
- Delete 'Direct Marketing' from Unit 2.  
- Delete Unit 4  
- Unit 4 to be 'Customer Relationship Manag-  
ement'  
- Unit 5 to be Direct Marketing - Meaning,  
importance, forms of direct marketing - telep-  
hone - mail - catalogue - television. Marke-  
ting - Ethical issues in direct marketing.



Date:.....

BOS Meeting held on 21/03/14  
at 2.30 P.m.

Department of Management

|                                                                                                     | Signature          |
|-----------------------------------------------------------------------------------------------------|--------------------|
| 1. Prof. Reena Francis - Chairman                                                                   | <i>[Signature]</i> |
| 2. Prof. B.M. Manjula, Asso. Prof of Management, Vidyaardhaka College, Mysore. - University Nominee | <i>[Signature]</i> |
| 3. Dr. Nalini, Asso. Prof of Management, Maharaja's Arts & Comm College, Mysore - Member            | Absent             |
| 4. Dr. Sumangala C, Asst. Prof. of Management, Maharaja's College, Mysore - Member                  | <i>[Signature]</i> |
| 5. Prof. Viveka Marie G                                                                             | <i>[Signature]</i> |
| 6. Prof. Chandan Samuel                                                                             | <i>[Signature]</i> |
| 7. Prof. Deepa V                                                                                    | <i>[Signature]</i> |
| 8. Prof. Priyanka A                                                                                 | <i>[Signature]</i> |

Decided not to revise the syllabus and the syllabus of 2013-14 will continue for another 2 years.

1. Discussion about Internal assessment components. Suggestion of case studies inclusion was given instead of assignments & in problem oriented paper, inclusion of

Date:.....

comprehension (like IAS, KAS) mental ability.

2. Discussion of project work - to take up internships with tie ups with various companies.
3. Guest lectures from Industrialists *[initials]* suggested
4. To include case studies in question papers.
5. To give general topics which are also current issues for assignment.
6. Preparation of charts - Depicting the whole unit which will act as a birds eye view of that particular unit [This also instead of assignment]
7. Open electric discussion was also done.
8. Suggestion of dual specialisation was given
9. Suggestion of Industrial trip was given



Date:.....

BOS MEETING HELD ON  
21/08/14 at 10.00 A.M

Department of Management

1. Prof. Reena Francis - Chairman Signature

2. Prof. B.M. Manjula, Asso. Prof  
of Management, Vidya Vardhaka  
College, Mysore - University  
Nominee 1/1

3. Dr. Nalini, Asso. Prof of  
Management, Maharani's Arts  
& Commerce College, Mysore - Member Not  
attended

4. Dr. Sumangala C, Asst. Prof of  
Management, Yuvraja's College,  
Mysore - Member Sumangala C  
21/8/14

Members:

5. Fr. Issac Rathnakar - HOD

6. Prof. Chandan Samuel.

7. Prof. Divya K.M.

8. Prof. Priyanka A

Fr. Issac

C/S

Priyanka

Date:.....

AGENDA :

- 1 To approve the Syllabus proposed for 3 years 6 Semesters Choice Based Credit System (CBCS) and continuous assessment grading pattern (CAGP) under Graduate Programme under Autonomous Structure from the Academic year - 2013 Onwards atleast for and further 3 years.
- 2 To approve the Syllabus of another Open elective [Banking Theory & Practice]
- 3 B/ To Approve the Blue Print for all the Semesters including Business Mathematics and Decision Model.
4. To Discuss & Approve 6 Small project works for One each for every Semester
5. Per Semester No. of working weeks were increased from 14 hrs to 16 hrs [16 x 5 = 80 Hrs]

Changes In The Syllabus

I Semester

1. Financial Accounting I  
In the 3<sup>rd</sup> unit deleted Annuity method and added Sinking method.

Other Unit Retains the Same



2. a. Indian Business Environment  
Retained the Same

Indian Banking Shifted to V Sem and  
Included  
Banking Theory & Practice

b. BTP:-

In 5<sup>th</sup> unit added Crossing of cheque -  
Endorsements - Types of Endorsements.  
Other units Retained the Same.

## II Semester

1. Business Mathematics  
Retained the Same

2. Financial Accounting II  
Retained the Same.

## III Semester

1. Cost Accounting:-  
In 2<sup>nd</sup> unit added Methods  
of Inventory Control. Other units Retained  
the Same.

2. Financial Accounting III:  
Unit 1, Unit 2 Retained the Same

Unit 3: Added Problems of final A/c's of

Joint Stock Company under Vertical form,  
Deleted manufacturing A/c, Deleted Concept of  
Profit/Loss Appropriation A/c.

Unit 4: Added Problems on Redemption of  
Preference Shares and debentures, Issue of  
Bonus Shares. Right Issue & Stock options  
theory only.

Unit 5: Liquidation of Companies: Remains the  
Same.

3. Principles and Practices of Mgmt  
OR.

Functional Management

Principles & Practice of Auditing Shifted to  
6<sup>th</sup> Sem.

a. Principles and Practices of Mgmt:  
In Second unit added Decision making  
→ meaning, Steps. Forecasting - meaning &  
Techniques.  
Other units Retained the Same.

b. Functional Management.  
Remains the Same.



IV Semester:

1. Financial Management III:  
In the fourth unit added RBI guidelines relating to Bank finance for working Capital.  
In the 5<sup>th</sup> unit added Cash flow Ability to Service debt.  
Other unit Remains the same.
2. Added New Subject: Management Accounting  
OR.  
General Insurance Theory & Practice
3. a Marketing management:  
No changes  
OR.  
Human Resource Management

V Semester:

1. a Indian Banking  
OR.  
b Small Business management Entrepreneurship
- a Indian Banking:  
In unit 3: Added dead Bank Scheme.  
→ In unit 5: Added Banking Reforms - Privatization - Role of foreign Banks in India - Performance evaluation of Banks - Non Performing Assets, Profitability - Prudential

## Norms.

- b. SBME: Retained the Same
2. Business Statistics:  
In unit 5 delete Central limit Theorem.
3. Commercial Law:  
→ In unit 1 added Legality of the Object & Consideration.  
→ In unit 5 added Reasons & Consequences of dishonour.
4. Financial Management I:  
In unit 3 added Problems on Internal Reconstruction.  
OR  
Marketing Management I:  
No changes  
OR  
Human Resource Management  
No changes
5. Financial Management II:  
In unit 2 added MM Position  
OR.  
Marketing Management II:  
No changes  
OR.  
Human Resource magt  
No changes



Date:.....

## VI Semester:

### 1. a. Financial Services:

In Unit 2, added meaning of Open ended & Close ended fund.

OR.

### b. Principles & Practice of Auditing

→ In Unit 1, delete Branches of Auditing

→ In Unit 3, debenture is shifted to liabilities and Investments into Assets.

### 2. International Business:

In Unit 3, added dispute Settlement machinery of WTO.

OR.

International Banking  
No changes

### 3. Company Law

No changes

### 4. Pension Models

No changes

### 5. Financial Mgt OR Marketing Mgt OR Human Resource management

→ No changes

### 6. Financial mgt 40R MKM 7 OR HRM -> No changes

Date:.....

BOS MEETING HELD On  
17/03/15 at 10:30 A.M

Department of Management

1] Fr. Issac Rathnakar - Chairman

Fr. Issac

2] Prof. B.M. Manjula, Asso. Prof of Management, Vidyavardhaka College, Mysore - University Nominee

Manjula

3] Dr. Nalini, Asso. Prof of Management, Maharani's Arts & Commerce College, Mysore - Member

Not attended.

4] Dr. Sumangala C, Asso. Prof of Management, Yuvaraja's College (Autonomous) Mysore - Member

Sumangala  
17/3/15

MEMBERS :-

5] Prof. Chandan S. Nandihal

Chand

6] Prof. Divya K.M

Divya

7] Prof. Priyanka A

Priyanka



## AGENDA

1. In 2014-15 syllabus, for the soft core subjects 5 hours of teaching & 4 credits were allotted. As per the directions of Examination Controller, we reduced the number of teaching hours from 5 to 4 & the number of units also from 5 to 4. Presently all the hard core subjects has 5 teaching hrs, 5 units & 5 credits. And all the soft core subjects has 4 teaching hours, 4 credits & 4 units.

Changes in the Syllabus.

## Semester I

Indian Business Environment - Soft Core  
5<sup>th</sup> unit was deleted

Banking Theory & Practice - Soft Core  
4<sup>th</sup> unit was deleted

## Semester II

Principles & Practices of Management - Soft Core  
5<sup>th</sup> unit was deleted

Functional Management - Soft Core  
5<sup>th</sup> unit was deleted

## IV Semester

General Insurance - Theory & Practice - Soft Core

4<sup>th</sup> unit was deleted

Marketing Management - Soft Core  
4<sup>th</sup> unit was deleted

Human Resource Management - Soft Core  
4<sup>th</sup> unit was deleted

Indian Banking - Soft Core  
5<sup>th</sup> unit was deleted

Small business management & Entrepreneurship  
1<sup>st</sup> & 2<sup>nd</sup> unit were clubbed.

## V Semester

Elective I - Marketing Management - I

Elective II - Human Resource Development  
Unit 1 :- Added significance, Scope, Need, Benefits & Techniques of HRD.

Unit 3 :- Difference b/w Career Planning & Succession Planning were removed. And rest of the topics were added to unit 2. Unit 3 on Stress Management was newly added. It contains the following topics



Date:.....

Stress Management - Meaning of stress, sources of stress (Individual factors & Organisational factors), Consequences of stress - Physiological, Psychological, Behavioural : Symptoms of stress, Types of stress, Coping with stress.

VI Semester

Elective IV - Financial Management - IV  
(Taxation)

Unit 5 :- Computation of Depreciation allowance was added.

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BOS Meeting  
Department of Management [DBM]

Date: 22-3-2016.

Time: 10:00 AM

Place: Teacher's Lounge

Agenda:

- ① To go through the syllabus and suggest what changes can be made in the syllabus which can be incorporated for 2017-18 Batch.
- ② To apprise the panel of examiners of BBA department for the Academic year 2016-17.
- ③ Any other matter with the permission of the Board.

| SLNO | NAME OF THE MEMBER       | DESIGNATION        | SIGNATURE |
|------|--------------------------|--------------------|-----------|
| ①    | Prof Chandan S. Nandihal | Chairperson        | Chandann  |
| ②    | Prof S. J. Manjunath     | University Nominee |           |
| ③    | Dr. Anand K.             | College Nominee    | Anand     |
| ④    | Prof Lokesh. K           | College Nominee    | Lokesh    |
| ⑤    | Prof Deepa. V            | Member SPC.        | Deepa     |



Date: .....

The panel of examiners for the academic year 2016-17 of BBM department was approved.

The Blue print of the question paper and the marks allocation was discussed and Board members made minor changes for Business Mathematics and decision model papers.

The Board members scrutinised the syllabus and suggested few changes for the next batch. (2017-18)

The BOARD RESOLUTION was not to bring in any changes to the syllabus as the 3 years tenure is not yet completed.

The Chairman thanked the Board members for their presence and their valuable suggestions.

End

## BOS Meeting

Department of Management .....

Date: 1/3/2017

Time: 10:30

Place: Teachers Lounge

| SL NO | Name of the Members                                                                                | Designation           | Signature          |
|-------|----------------------------------------------------------------------------------------------------|-----------------------|--------------------|
| 1     | Prof Chandan Samuel<br>St Philomenas Degree<br>College. Mysore                                     | Chairman              | Chandana           |
| 2.    | Prof S. J. Manjunath<br>B.N Bahadur Institute of<br>Management Sciences<br>Manasagangotri, Mysore. | University<br>Nominee | Did not<br>attend. |
| 3.    | Dr Anand K.<br>Maharaja's College, UOM<br>JLB Road Mysore.                                         | College<br>Nominee    | Dr. A.             |
| 4.    | Prof Lokesh. K<br>Government first Grade College<br>Siddarthnagar, Mysore.                         | College<br>Nominee    | L. K.              |
| 5.    | Prof Deepa. V<br>St Philomenas Degree<br>College. Mysore.                                          | Member<br>SPC         | Deepa              |



Date:.....

## Agenda:

1. Renaming the department from BBM [Bachelors in Business Management] to BBA [Bachelors in Business Administration] according to university of Mysore guidelines.
2. To go through the syllabus and suggest changes that can be made in the syllabus which can be incorporated for the next academic batch.
3. To approve the panel of examiners of BBA department for the academic year 2017-2018.
4. Any other matter with the permission of the board.

## Minutes of the meeting:

The panel of examiners for the academic year 2017-2018 of BBA department was approved.

The blueprint of the question paper and the marks allocation was

Date:.....

discussed and board members made changes for business mathematics (II sem). The new pattern was discussed.

The board members scrutinised the syllabus and suggested few changes for the next batch (2018-2019). They are:-

- Instead of GRATT [in International business unit -3] EXIM policy is introduced.
- International Business VI sem + Unit 4: Role of IT & its impact and SEZ is included.

- Permutation & combination [Business Mathematics II sem] is deleted & it is introduced in Business Statistics [VI sem unit -4].

- Integral calculus with limits is introduced in unit 5 of Business Mathematics.

- Decision Models - Case study on decision tree analysis in unit 5 is replaced by application problems on decision tree analysis.

The chairman thanked the board members for their presence & their valuable suggestions.



# BOS Meeting

Department of BBA (Business Administration)

Date: 27/6/18

Time: 10 AM

Place: Teachers Lounge

| SLNO | Names of the Members                                                                  | Designation           | Signature     |
|------|---------------------------------------------------------------------------------------|-----------------------|---------------|
| 1.   | Prof Chandan Nandihal S<br>St Philomena's Degree<br>College Mysore.                   | Chairman              | Chandhan      |
| 2.   | Dr S. J Manjunath<br>DOS in Management<br>BIMS, Manasagangotri<br>Mysore.             | University<br>Nominee | SJ            |
| 3.   | Dr. Manjunath V<br>SBRR Mahajana First Grade<br>College, Jayalakshmiapuram<br>Mysore. | College<br>Nominee    | Manjunath     |
| 4.   | Prof Shailaja KN<br>NFE First Grade College<br>Vishweswara Nagar,                     | College<br>Nominee    | K.N. Shailaja |
| 5.   | Prof Deepa V<br>St Philomena's Degree<br>College, Mysore                              | Member<br>Internal    | Deepa         |
| 6.   | Prof Monica Antonette Moura<br>St Philomena's Degree<br>College, Mysore               | Member<br>Internal    | Monica        |

Date:.....

## Agenda:

- 1) To introduce CBCS pattern for the academic year 2018 onwards.
- 2) To go through the syllabus & suggest changes that can be made in the syllabus which can be incorporated for the next academic batch.
- 3) To approve the panel of examiners of BBA department for the academic year 2018-2019.
- 4) To approve the syllabus of hard core subjects & descriptive specific electives.
- 5) Any other matter with the permission of the board.



## Minutes of the meeting:

- The syllabus was discussed and the following suggestions were given by the board members.

• Discipline specific electives were discussed and the following electives were approved by the board members.

### II sem : Office Administration

1. Principles & practice of Auditing
2. Business Ethics
3. E - Business

### III sem : Functional Management

1. Financial services
2. Service Management
3. Strategic Management

### IV sem : Banking Practices

1. Banking theory & practice
2. Indian Banking
3. International Banking

### V sem : Business Analysis

1. Business research methodology
2. Corporate governance
3. Business environment.

### V sem : Management Skills

1. Accounting for decision making
2. Productions & operations mgt
3. Project management.

### VI sem : Management Tools

1. Management accounting
2. Leadership development
3. Management Information System

• Board members suggested to introduce SPSS software package for Business Research Methodology (DSE)

• Board members suggested to include internship programme for final year students

• Board members opined to include retail management for final year students.

• In FAI → Bills of exchange is replaced with joint venture.

• Board members suggested to replace (marketing elective papers)  
(MM2) Marketing research to retail marketing  
(MM3) Advertising to digital marketing  
(MM4) Sales management to CRM.



- Members suggested to include case studies in marketing & human resource management.
- In FA3 - Types of companies & difference between public & private company to be included in unit : 2.
- Book review to be included as an activity.
- corporate law was renamed as Business Governance.

X — X — X — X — X

## BOS Meeting

Department of Business Administration

Date: 19/3/2020

Time: 10 AM

Place: Conference Hall

| SL NO | Name                                                                | Designation           | Signature               |
|-------|---------------------------------------------------------------------|-----------------------|-------------------------|
| 1.    | Prof Chandan NandihelS<br>St Philomena's Degree<br>College, Mysore. | Chairman              | Chandhan                |
| 2.    | Dr. S. J. Manjunath<br>BIMS, Manasagangothri<br>Mysore.             | University<br>Nominee | ABSENT                  |
| 3.    | Dr Manjunath. V<br>SBRR Mahajana Fibr<br>College, Mysore.           | College<br>Nominee    | Manjunath<br>19/03/2020 |
| 4.    | Prof Shailaja K.N<br>NIE Fibr College<br>Mysore                     | College<br>Nominee    | K.N. Shailaja           |
| 5.    | Prof Deepa. V<br>St Philomena's Degree<br>College, Mysore           | Internal<br>Member    | Deepa                   |
| 6.    | Prof Antonette Monica<br>St Philomena's Degree<br>College, Mysore   | Internal<br>Member    | Antonette               |



7 Prof Raghav Prasad K  
SDM - IMD.  
Mysore

Special  
invitee



### Agenda

- 1 To introduce sports management from the academic year 2020 onwards.
- 2 To go through the syllabus & suggest the changes.
- 3 Any other matter with the permission of the board.

### Minutes of meeting

- A review of existing syllabus was made with minor modification.
- The title sports facilities planning & management was suggested to change as sports facilities planning & construction management.
- The board decided to name as UG diploma in sports management and the duration as 6 months.

- The course will be having 4 papers & the end semester will be for 50 marks rest 50 will go for IA.
- External suggested to make outdoor games as part of IA.
- As logistics is part of syllabus, board decided to have tie ups with concern companies.
- To have at least industrial visit, ask the students to make project on it.
- One of the external member suggested to have a well known sports personality or a celebrity while launching the course.
- To make it more of activity based than theory based.
- To list the objectives & outcome of the course.
- To make indoor games as part of syllabus.
- To make a list of job opportunities, available for 6 Months and 12 Months Course.



**DEPARTMENT OF BUSINESS ADMINISTRATION (BBA)**

| SL NO | NAME OF FACULTY                                                                                                       | DESIGNATION                                    |
|-------|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| 1     | MR. CHANDAN SAMUEL NANDIALAL<br>HOD, St. Philomena's College, Mysore                                                  | Chairperson                                    |
| 2     | PROF. S.J. MANJUNATH,<br>DOS in Management, B.N. Bahadur Institute of<br>Management Sciences, Manasagangothri, Mysore | UNIVERSITY Nominee<br>Relevant Education Field |
| 3     | PROF. MANJUNATH V<br>SBRR Mahajana First Grade College,<br>Jayalakshmi Puram, Mysore                                  | College Nominee<br>Relevant Education Field    |
| 4     | PROF. SHAILAJA K. N<br>Asst. Professor, NIE First Grade College,<br>Vishweswara Nagar, Mysore                         | College Nominee<br>Relevant Education Field    |
| 5     | MR. RAGHAV PRASAD,<br>Asst. Professor, SDM IMD, Mysore                                                                | College Nominee<br>Relevant Education Field    |
| 6     | Ms. DEEPA V                                                                                                           | Member<br>Faculty of the Dept- SPC             |
| 7     | Ms. ANTONETTE MONICA                                                                                                  | Member<br>Faculty of the Dept- SPC             |
| 8     | Ms. ARSHIYA KHANNUM                                                                                                   | Member<br>Faculty of the Dept- SPC             |

Date:.....

**BOS Meeting** Date: 2020-2021  
**Department of Business Administration**  
 Date : 24/11/2021  
 Time : 10:30 AM  
 Place : NAAC ROOM

**Agenda**

- 1) To formally approve the NEP-2020 syllabus.
- 2) To approve the Blue Print of IA and end semester Exam.
- 3) To identify industries to have industrial tie ups.
- 4) Discussion about internships.
- 5) To go through the syllabus and suggest changes that can be made in the syllabus which can be incorporated for the next academic year.
- 6) Any other matters with the permission of the board.



Date:.....

| SL No. | NAME                                                                                            | DESIGNATION           | SIGNATURE     |
|--------|-------------------------------------------------------------------------------------------------|-----------------------|---------------|
| 1)     | Prof. Chandan S Nandihal<br>St. Philomena's Degree<br>College, Mysore                           | Chairperson           | Chandana      |
| 2)     | Prof. R. Mahesh<br>DOS in Business Administration<br>Manipal College, UOM.                      | University<br>Nominee | ABSENT        |
| 3)     | Prof. Nandini P<br>Dept of Commerce & Mgt<br>NIE Fort Grade College<br>Vidyanagarapuram, Mysore | College<br>Nominee    | Nandini P     |
| 4)     | Dr. Nalina KB<br>Faculty of MBA<br>JSS Centre of Management<br>Studies, Mysore                  | College<br>Nominee    | Dr. Nalina KB |
| 5)     | Dr. Raghavendra G S<br>Director, GELOOT<br>Industries PVT. LTD<br>Bangalore.                    | Industry<br>Expert    | ABSENT        |
| 6)     | Prof. Deepa V<br>St. Philomena's Degree<br>College, Mysore                                      | Member                | Deepa         |

Date:.....

|    |                                                                  |        |        |
|----|------------------------------------------------------------------|--------|--------|
| 7) | Prof. Arshya Khanum<br>St. Philomena's Degree<br>College, Mysore | Member | Arshya |
| 8) | Prof. Vidya M.R.<br>St. Philomena's Degree<br>College, Mysore    | Member | Vidya  |

### Minutes of Meeting:

- 1) A review of NEP-2020 syllabus was made.
- 2) As of now the existing NEP syllabus is being implemented.
- 3) The External members suggested to have any 2 Continuous & Comprehensive Evaluation [CCE] i.e. Individual Assignments and Quiz.
- 4) The Blue print of IA and end semester exam was approved.
- 5) In order to have internships, industrial tie ups were suggested.
- 6) The external members expressed their views on subjects and felt that overall syllabus is very good.



# BOS MEETING

Date: 2021-22

Department of Business Administration

Date: 31/10/2022

Time: 10:00 AM to 4:00 PM

Venue: Auditorium

| SL No. | NAME                                                                                             | DESIGNATION           | SIGNATURE |
|--------|--------------------------------------------------------------------------------------------------|-----------------------|-----------|
| 1)     | Prof. Chandan S. Mandihal<br>St. Philomena's Degree<br>College, Mysore                           | Chairperson           | Chandya   |
| 2)     | Prof. R. Mahesh<br>DOS in Business Administration<br>Manipalagangotri, UOM                       | University<br>Nominee | ABSENT    |
| 3)     | Prof. Nandini P<br>Dept of Commerce & Mgt<br>NIE First Grade College<br>Vidyanagarapuram, Mysore | College<br>Nominee    |           |
| 4)     | Dr. Nalina KB<br>Faculty of MBA<br>JSS Centre of Management<br>Studies, Mysore                   | College<br>Nominee    | ABSENT    |
| 5)     | Dr. Raghavendra G S<br>Director GELOOF<br>Industries Pvt Ltd,<br>Bangalore                       | Industry<br>Expert    | ABSENT    |

# BOS MEETING

Date: 2021-22

6) Prof. Dr. Deepa V  
St. Philomena's Degree  
College, Mysore

Member

Deepa

7) Prof. Arshiya Khanum  
St. Philomena's Degree  
College, Mysore

Member

Arshiya

8) Prof. Subeel  
St. Philomena's Degree  
College, Mysore

Member

Subeel

## Minutes of the Meeting:-

1) The board made the changes to the extent of 20% in the first year NEP syllabus of the following subjects:-

- Management Principles and Practice - A New Concept about leadership - Characteristics - Styles is added in the 4th Module and BSR has been removed.
- Fundamentals of Bus Alg - Tally Practical Component is removed
- Marketing Mgt → Service Marketing is removed & Advertising has a new module is replaced in the 5th Module.
- Financial Alg and repdting → In 5th Module Components of Corporate financial repd has been removed.
- In HRM, HR demand forecasting - Accession planning Kirkpatrick Model - Career devt has been removed.
- In BM, Indices and Logarithms has been added. The sig of equation is added in Module 1 instead of Number System.



# BOS MEETING

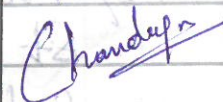
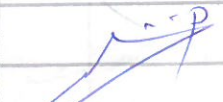
2022-23

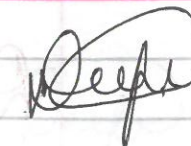
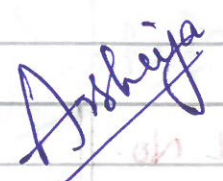
Department of Business Administration

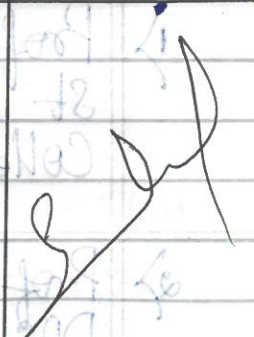
Date: 12/05/2023

Time: 9:30 AM to 4:30 PM

Venue: Room No. 81

| SL No | NAME                                                                                              | DESIGNATION           | SIGNATURE                                                                             |
|-------|---------------------------------------------------------------------------------------------------|-----------------------|---------------------------------------------------------------------------------------|
| 1)    | Prof. Chandan S Nandihal<br>St. Philomena's Degree<br>College Autonomous Mysore                   | Chairperson           |    |
| 2)    | Prof. R. Mahesh<br>DAS in Business Administration<br>Manasagangothri, UOM                         | University<br>Nominee | ABSENT                                                                                |
| 3)    | Prof. Nandini-P.<br>Dept of Commerce & Mgt<br>NIE First Grade College<br>Vidyanarayapuram, Mysore | College<br>Nominee    |  |
| 4)    | Dr. Nalini KB<br>Faculty of MBA<br>JSS Centre of Management<br>Shivdole, Mysore                   | College<br>Nominee    | ABSENT                                                                                |
| 5)    | Dr. Raghavendra GS<br>Director, GELOOF<br>Industries Pvt Ltd<br>Bangalore                         | Industry<br>Expert    | ABSENT                                                                                |

|    |                                                                   |        |                                                                                     |
|----|-------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------|
| 6) | Prof. Dr. Deepa V<br>St. Philomena's Degree<br>College, Mysore    | Member |  |
| 7) | Prof. Arshiya Khanum<br>St. Philomena's Degree<br>College, Mysore | Member |  |

|    |                                                             |        |                                                                                     |
|----|-------------------------------------------------------------|--------|-------------------------------------------------------------------------------------|
| 8) | Prof. Suheel<br>St. Philomena's<br>Degree College<br>Mysore | Member |  |
|----|-------------------------------------------------------------|--------|-------------------------------------------------------------------------------------|

## Minutes:-

- The board made the changes to the content of 80% in the Second Year NEP Syllabus. of  
The following Subjects:-  
A. Cost Accounting → In overheads, Simultaneous equation Method is removed.  
B. Organisational Behaviour → Module 4 and 5 Organisational devt and OD Interventions has been replaced by Morale and Stress Management.  
C. In Statistics for Busi decisions → Bivariate Data & diagrammatic presentation of Bar diagrams have been removed.  
D. In Management Aply - Budgetary Control is replaced by Std Costing.  
E. In Financial Markets - SEBI guidelines for listing of Shares and issue of Commercial Papers has been removed.  
F. For all the above Subjects Course learning outcome is derived.



# BOS MEETING

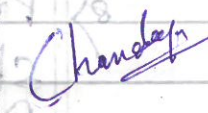
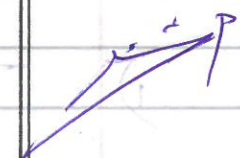
2023 24

Department Of Business Administration

Date : 21/09/2023

Time : 10:00 Am to 12:30 pm

Venue : Room No. 81

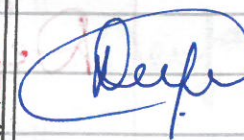
| SL No. | NAME                                                                                              | DESIGNATION           | SIGNATURE                                                                             |
|--------|---------------------------------------------------------------------------------------------------|-----------------------|---------------------------------------------------------------------------------------|
| 1)     | Prof Chandan S Nandihal<br>St. Philomena's Degree<br>College Autonomous Mysore                    | Chairperson           |    |
| 2)     | Prof R. Mahesh<br>DOS in Business Administration<br>Manasagangothri, UOM                          | University<br>Nominee | ABSENT                                                                                |
| 3)     | Prof. Nandini .P.<br>Dept of Commerce & Mgt<br>NIE First Grade College<br>Vidyaranyapuram, Mysore | College<br>Nominee    |  |
| 4)     | Dr. Nalini KB<br>Faculty of MBA<br>JSS Centre of Management<br>Studies, Mysore                    | College<br>Nominee    | ABSENT                                                                                |
| 5)     | Dr. Raghavendra GS<br>Director, GELOOF<br>Industries Pvt. Ltd.,<br>Bangalore.                     | Industry<br>Expert    | ABSENT                                                                                |

# BOS MEETING

Date:.....

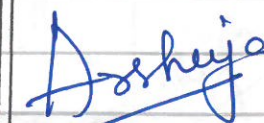
6) Prof. Dr. Deepa V  
St. Philomena's Degree  
College, Mysore

Member



7) Prof. Arshiya Khanum  
St. Philomena's Degree  
College, Mysore

Member



## Minutes

- The board decided to approve the syllabus and pattern of examination of V and VI semester NEP Syllabus.
- The board decided to follow the same Syllabus of V and VI sem without making any changes.
- The board decided to go ahead with the Internship Component in the 6<sup>th</sup> sem, to enhance the Classroom learning. Project report will be of 50 Marks. Presentation and viva will be of 50 Marks. The internship will be valued totally for 100 marks.
- In order to have internships industrial tie ups were suggested. All the members expressed their views about the final Year Syllabus and felt it is good.



# BOS MEETING

2023-24

Department Of Business Administration

Date : 21/09/2023

Time : 10:00 Am to 12:30 pm

Venue : Room No. 81

| SL No. | NAME                                                                                              | DESIGNATION           | SIGNATURE |
|--------|---------------------------------------------------------------------------------------------------|-----------------------|-----------|
| 1)     | Prof. Chandan S. Nandihal<br>St. Philomena's Degree<br>College Autonomous Mysore                  | Chairperson           | Chandhan  |
| 2)     | Prof. R. Mahesh<br>DOS in Business Administration<br>Manasagangothri, UOM                         | University<br>Nominee | ABSENT    |
| 3)     | Prof. Nandini P.<br>Dept of Commerce & Mgt<br>NIE First Grade College<br>Vidyanarayapuram, Mysore | College<br>Nominee    |           |
| 4)     | Dr. Nalini KB<br>Faculty of MBA<br>JSS Centre of Management<br>Studies, Mysore                    | College<br>Nominee    | ABSENT    |
| 5)     | Dr. Raghavendra GS<br>Director, GELOOF<br>Industries Pvt. Ltd.,<br>Bangalore.                     | Industry<br>Expert    | ABSENT    |

# BOS MEETING

Date:.....

6) Prof. Dr. Deepa V  
St. Philomena's Degree  
College, Mysore

Member

Deepa

7) Prof. Arshiya Khanum  
St. Philomena's Degree  
College, Mysore

Member

Arshiya

## Minutes

- The board decided to approve the syllabus and pattern of examination of IV and VI semester NEP Syllabus.
- The board decided to follow the same Syllabus of IV and VI Sem without making any changes.
- The board decided to go ahead with the Internship Component in the 6th sem, to enhance the Classroom learning. Project report will be of 50 Marks. Presentation and viva will be of 50 Marks. The internship will be valued totally for 100 marks.
- In order to have internships industrial tie ups were suggested. All the members expressed their views about the final Year Syllabus and felt it is good.



# BOS MEETING

Department of Business Administration

Date : 13/11/2024

Time : 9:30AM to 8:30pm

Venue : Room No. 81

| SL No. | NAME                                                                                             | DESIGNATION           | SIGNATURE |
|--------|--------------------------------------------------------------------------------------------------|-----------------------|-----------|
| 1)     | Prof. Chandan S. Nandihda<br>St. Philomena's Degree<br>College Autonomous Mysore                 | Chairperson           | Chandana  |
| 2)     | Prof. R. Mahesh<br>DOS in Business Administration<br>Manasagangotri, UOM                         | University<br>Nominee | Absent    |
| 3)     | Prof. Nandini P.<br>Dept of Commerce & Mgt<br>NIE First Grade College<br>Vidyaranyapuram, Mysore | College<br>Nominee    |           |
| 4)     | Dr. Nalini K.B.<br>Faculty of MBA<br>JSS Centre of Management<br>Studies, Mysore                 | College<br>Nominee    | Absent    |
| 5)     | Dr. Raghavendra G.S<br>Director, GELOOF<br>Industries Pvt Ltd,<br>Bangalore                      | Industry<br>Expert    | Absent    |

|    |                                                                     |        |          |
|----|---------------------------------------------------------------------|--------|----------|
| 6) | Prof. Dr. Deepa V<br>St. Philomena's Degree<br>College, Mysore      | Member | Deepa    |
| 7) | Prof. Arshiya Khanum<br>St. Philomena's Degree<br>College, Mysore   | Member | Arshiya  |
| 8) | Prof. Priyanka Olivera<br>St. Philomena's Degree<br>College, Mysore | Member | Priyanka |

## Minutes of Meeting :-

- The board decided to approve the Syllabus and Pattern of Examination of V<sup>th</sup> & VI<sup>th</sup> Semester NEP Syllabus.
- The board decided to follow the Same Syllabus of 1<sup>st</sup> & II<sup>nd</sup> Semester SEP Syllabus, without Making any changes.
- The board made the changes to the extent of 20% in the following Subjects :-
  - IT-1 :- Income from Salary is removed from Module 3. Computation of advance tax is removed from Module 5; instead introduction about Capital Gains & Other Sources have been incorporated. Computation of total income of an individual has been added in Module 1.
  - FM-1 :- Risk analysis in Capital Budgeting is removed from Module 2. Financial evaluation of a merger & Problems on Exchange ratio has been deleted. Purpose & Content of Integrated report is removed.
  - FM-2 :- Module 4 :- charting techniques in technical analysis, technical indicators & technical analysis is removed.



Date:.....

- Module 5:- Portfolio Mgt - Risk & Return Optimization Portfolio Evaluation Measures were Excluded.
- D) IB - Module 5 - International operations Mgt has been replaced by the Concept on Mode of entry into international business.
- E) ES - Module 3 & 4 were clubbed & made as one unit.
- Module 4 - Career Development Concept was removed.
- F) DM - Module 2 - Content Marketing Metrics & Analytics was removed.
- G) RM-1 - Module 3 was named as Retail operations & Business Models in Retailing was removed - Module 4 - Retail distribution & HRM in retailing was removed.
- H) GST - Module 4 - was changed to impact of GST on various sectors. Rates of GST were removed & its impact was added.
- I) RM-2 - Module 5 - Retail consumer behaviour was added. category Mgt Concept was added.
- J) POM - Inventory Mgt is replaced with Material Mgt.
- K) CPM - Unit 1 was divided into 2 units as concept was huge. Module 4 & 5 were combined as unit 5.
- L) HRD - Module 3 - Included the Concept Expatriate & Repatriate Support & development. Module 5 - Employee Counselling Services, Employee wellness & health promotion Program included.
- M) Banking Law & Practice - Excluded customers & account holders. Module 5 - Excluded - Block chain - Meaning & features.
- N) Consumer Behaviour - Unit 3 - Included Customer Socialization, influencing factors of Consumer Socialisation.
- O) Business Law :- Included - Special Contracts - Indemnity & guarantee - Rights & liabilities of Surety - Bailment & Pledge. Duties of bailor & bailee - Bailor's lien, Pledge - Pawnor & Pawnee. Excluded - Remedies to breach of Contract.
- Module 4 - Advertising & Media Management:- Retained the same Syllabus.

Chandras  
13/11/24

## BOS MEETING

Date:.....

### Department of Business Administration

Date : 26/07/2025

Time : 10:00 Am to 12:00 pm

Venue : Conference Hall

| SL No. | NAME                                                                                                             | DESIGNATION                         | SIGNATURE |
|--------|------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------|
| 1)     | Prof. Chandan S. Nandihale<br>St. Philomena's Degree<br>College Autonomous, Mysore                               | Chairperson                         |           |
| 2)     | Dr. M. Anulya<br>Associate Professor<br>BN Bahadur Institute<br>of Management, UOM                               | University<br>Nominee               |           |
| 3)     | Prof. Ragavendra Nagaraj<br>Assistant Professor<br>Dept of BBA, De Paul Fest<br>Grade College, Mandya University | College<br>Nominee                  |           |
| 4)     | Mr. Nagar. K<br>Senior Manager - HR<br>Rare Madras Limited<br>Hoosagalli, Hebbal Industrial<br>Area, Mysuru      | Industry<br>Expert                  |           |
| 5)     | Mr. Zubair Ahmed.<br>Training & Placement Head<br>Parivarthana Business School<br>Hebbal, Mysuru.                | Alumni<br>Student<br>Representative |           |



|    |                                                                                                |        |                |
|----|------------------------------------------------------------------------------------------------|--------|----------------|
| 6) | Dr Sadia Tabakum<br>Associate Professor<br>Department of MBA<br>St. Philomena's College Mysore | Member | <u>all</u>     |
| 7) | Dr Deepa V<br>St. Philomena's Degree<br>College, Mysore                                        | Member | <u>Deep</u>    |
| 8) | Prof. Arshiya Khanum<br>St. Philomena's Degree<br>College, Mysore                              | Member | <u>Arshiya</u> |
| 9) | Prof. Priyanka Oliveira<br>St. Philomena's Degree<br>College, Mysore                           | ABSENT |                |

### Minutes of Meeting :-

- 1) The board decided to follow the same Syllabus of 11th & 12th Semester SEP Syllabus, without making any changes.
- 2) The board made the changes to the extent of 20% in the following Subjects :-
  - A) Business Economics :- Included Scope and its importance, and law of Diminishing Marginal Utility in Module 1.
  - Module 3 :- Included Circular flow of income (Two Three, and Four Sector Models)

B) PPM :- Module 1 :- Excluded Technology - Driven Organisations, Included Sustainable and Ethical Management Practices in the Indian Context.

Module 2 :- Excluded Edward De Bono's 6 Thinking Hats Concept and Application.

Module 3 :- Included formal Organisational Structure :- Meaning, Types - Line Organisation, Line and Staff, Functional, Project, Matrix. Excluded Staffing - Introduction, Objectives, Importance, General Principles and Techniques. Module 4 :- Included PERT & CPM (Meaning and uses only).

C) Fundamentals of Business Accounting & Business Communications :- Units have been rearranged.

### II Semester :-

A) Financial Accounting & Reporting :- Module 2 :- Unit name issue of Shares was changed as Valuation of Goodwill and Shares.

Excluded :- Meaning of Share, Types of Shares - Preference Shares & Equity Share at Premium, at Par & Discount; Journal Entries, Preparation of Ledger Accounts & Balance Sheet.

Include - Valuation of Shares - Meaning, Circumstances for valuation - Methods of valuation. & Valuation of Goodwill.

B) Business Statistics :- It has been retained as it is as all the contents are necessary.

C) MM :- Module 1 :- Included - experiential Marketing, Influencer Marketing.

Module 2 :- SWOT, PESTEL was included.



Module 3 :- Excluded - Buying Decision Process.

Psychological : Included - Psychological factors Motivation, perception, Personal and Social factors.

Module 4 :- Excluded - New Product Pricing  
included :- Role of Product innovation in Competitive advantage.

Module 5 :- Excluded - Additional Marketing Mix - Meaning & Elements - People, Process and Physical Evidence.

Included - Integrated Marketing Communication and its relevance in today's world.

Organisational Behaviour :- Module 4 :-  
organisational development the whole unit has been excluded and replaced by a new module on Morale & Stress Management.

Changes