

Detailed Course Scheme
Masters of Business Administration
(MBA)
**(Finance, Marketing and Human Resource
Management)**

Semester-I
(2018-20)

DOC201807030007



RNB GLOBAL UNIVERSITY

RNB Global City, Ganganagar Road,
Bikaner, Rajasthan 334601

OVERVIEW

RNB Global University follows Semester System along with Choice Based Credit System as per latest guidelines of University Grants Commission (UGC). Accordingly, each academic year is divided into two semesters, **Odd(July-December) and Even (January-June)**. Also, the university follows a system of continuous evaluation along with regular updating in course curricula and teaching pedagogy.

The curriculum for MBA program for (July to December) Odd Semester, 2018 along with examination pattern is as follows:

Semester -I

S. No	Course Code	Course Name	L	T	P	Credits
1.	11007900	Thinking and Communication Skills	3	0	0	3
2.	11008001	Accounting for Decision Making	3	0	0	3
3.	11000901	Principles of Management	3	0	0	3
4.	11008200	Economics for Managers	3	0	0	3
5.	11008300	Managerial Statistics	3	0	0	3
6.	11008401	Business Environment	3	0	0	3
7.	11016600	Organizational Behavior	3	0	0	3
8.	11016700	Information Technology for Managers	3	0	0	3
9.	11018300	Social Interactions & LSWR Skills	3	0	0	3
10.	99002800	Workshops & Seminars	-	-	-	1
11.	99002700	Human Values & Social Service/NCC/NSS	-	-	-	1
Total			27	0	0	29

EVALUATION SCHEME

The evaluation of the MBA program would be based on Internal and External Assessments. Internal Assessment would consist of 50% of the marks (50 marks) and external assessment (in form of End Term Exam) would consist of remaining 50% marks (50 marks). Detailed scheme of Internal and External Assessments as follows:

Internal Assessment

Type	Details	Marks
Mid Term	One Mid-term Sessional (to be held along with the 2 nd Sessional Exams)	15
Marks obtained in various Tests, Assignments, Presentations, Quiz, Tutorials, etc.	Average of marks obtained	30
Attendance	80%+ : 5 marks	5
TOTAL	50	

External Assessment

Type	Marks
Theory	50

EVALUATION SCHEME- WORKSHOPS & SEMINARS AND HUMAN VALUES & SOCIAL SERVICE/NCC/NSS

1. The evaluation of Workshops & Seminar and Human Values & Social Service/NCC/NSS will be completed from Semester I – Semester IV. It will be evaluated internally by the various Forums & Schools Concerned. The credit for this will be given at the end of each Semester.
2. The students have to join club/clubs/Forums with the active participation in different activities of club. The students would be continuously assessed from Semester-I to Semester-IV and credits and marks would be given after the end of each Semester.

CURRICULUM

Course Name: Thinking and Communication Skills

Course Code: 11007900

Objectives

- The objective of the course is to develop the students' ability to think critically, reason through a problem, and develop a cogent argument or explanation for all types of daily communication. Effective communication requires clarity of thought, ability to listen intentionally and deliver messages in the most optimal way. Thus, it will also develop the students' communication skills by a variety of communication activities, from informal discussion to formal presentation and promote communication competence in students through task – based activities, such as group work, task work.

Course Outline

Unit I

Recognizing, analyzing and responding to arguments - supporting and expanding, arguments with explanation and evidence - Applying analytical skills and critically, evaluating - conclusion and inference;

Unit II

Developing problem solving approach using information, processing, data finding and solutions - spatial reasoning using models, hypothesis, reasons and inference

Unit III

Speaking and reading skills - speaking in English - Exercises on common mistakes - understanding one self and one's value, self-introduction-expressing confidently ones ambition, attitude towards society and life - Role Plays and Self-Critic exercises - Newspaper reading and Book reading - reading speed and comprehension exercises - developing rapid reading skills

Unit IV

Listening Skills - body language, developing and reading body language, communicating in a group - role play - developing listening skills - working in a team - Managerial etiquettes - E- mail etiquettes - Telephone skills -Managing Meetings - Effective Group discussions - Interview Skills.

Unit V

Written communication - case analysis – letter writing - Enquiry letter, sales Letter, complaint letter, Job application and Resume Writing – Report writing

Suggested Readings:

1. John Butterworth and Geoff Thwaites, Thinking Skills Cambridge University Press, reprint 2009.
2. Michael Gelb, How to Think like Leonardo Da Vinci, Seven Steps to Genius Every day, Dell 2000
3. Shriley Taylor and V. Chandra - Communication for Business: A Practical Approach-4th edition(Pearson) Publication:2011
4. Dr. K. Alex - Soft Skills: Know Yourself and know the world, S. Chand and Company, 2010

Course Name: Accounting for Decision Making

Course Code: 11008001

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioral finance. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

Course Outline

Unit I: Overview

Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Objectives of Accounting, Matching of Indian Accounting Standards with International Accounting Standards.

Unit II: Mechanics of Accounting

Double entry system of accounting, journalizing of transactions; ledger posting and trial balance ,preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet of Companies, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

Unit III: Analysis of financial statement

Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis

Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

Unit IV: Shares and Share Capital

Shares, Share Capital, Accounting Entries, Under subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Surrender of Shares, Issue of Two Classes of Shares, Right Shares, Re-issue of shares.

Debentures: Classification of Debentures, Issue of Debentures, different Terms of Issue of Debentures, Writing off Loss on Issue of Debentures, Accounting Entries, Redemption of Debentures.

Suggested Readings:

1. Anthony, Merchant and Hawkins, Accounting – Text and Cases, 12th Edition, Tata McGraw hill, 2011
2. William J. Bruns, Jr., Financial Reporting and Management Accounting, Pearson Publication, 6th edition, 2010.
3. S.N. Maheshwari, S.K. Maheshwari, Financial Accounting, Vikas Publication, 4th edition – 2011.
4. I.M. Pandey – Management Accounting – Vikas Publication -3rd edition -2010.
5. S.K. Bhattacharyya; John Dearden – Accounting for Management Text and Cases – Vikas publication , 6th edition– Reprint 2011.
6. Charles H.Gibson –Financial Statement Analysis –Cengage Publication –12th edition -2011.

Course Name: Principles of Management

Course Code: 11000901

Objectives

- This course aims to empower students with knowledge and capacities to understand and analyse consumer behaviour, from a corporate and consumer perspective. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic.
- The basic objective of this course is to provide the knowledge of basic concepts and principles of management.

Course Outline

Unit I: Introduction

Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills, Managerial ethics: need, importance, classification and ethical dilemma. Corporate social responsibility: concept, need, tools and strategies. **Evolution of management thought and Management thinkers**; Scientific Management, Bureaucratic approach, General administrative theories, Behavioral approach – Hawthorne Studies, Quantitative approach, Systems approach – Closed System vs. Open System; Subsystem, System Boundary., Contingency approach.

Unit II: Planning

Importance, types of plans, and process of planning, business forecasting, Concept, importance, benefits, limitations. Process of Managing by Objectives (MBO). **Decision-Making**: Importance, types, steps and approaches, Decision Making in various conditions – under **certainty vs Uncertainty**; **Planned vs, Non-planned** decision; decision tree.

Unit III: Organizing

Concept, types, structure and process of organization, Bases of departmentalization, **Line & Staff** concept; problems of use of staff & ways to avoid line-staff conflict; **Authority & power**:-concept, responsibility and accountability. **Delegation**: concept, importance, factors affecting delegation, Reasons for failure and ways to make delegation effective, Span of Management. **Centralization vs Decentralization**: concept, reasons types and advantages and disadvantages of decentralization. **Coordination**: Co-ordination functions in Organization - Human Factors and Motivation Maslow's Theory, McGregor's Theory. And other Motivational Theories; Leadership - Committees and group Decision Making - Communication - Global Leading. **Directing** - Concept, importance, difficulties and techniques to ensure effective coordination.

Unit IV: Control

Concept, importance, characteristics, planning-control relationship, process of control – setting objectives, establishing standards, measuring performance, correcting deviations, types, process and techniques of control.

Unit V: Comparative study

Comparative study of main features of Japanese Management and Z-culture of American Companies, Chinese Style Management; Modern management techniques: an overview of various latest techniques: Business process Re-engineering, business outsourcing, benchmarking, knowledge management, total quality management process, McKinsey's 7-S Approach, E-Business Management.

Suggested Readings

1. Koontz, Harold; Essentials of Management: An International Perspectives;8thEdition; Tata Mc Graw Hill, New Delhi.
2. Robbins, De Cenzo and Bhattacharya, Agarwal; Fundamentals of Management; 6thEdition; Pearson Education.
3. Prasad, L.M.; Principles and Practice of Management;6thEdition; Sultan Chand & Sons, New Delhi.
4. Stoner, James A.F. and Freeman, Edward R.; Management; 6thEdition; Pearson Education, New Delhi.
5. Griffin, *Management: Principle & Applications*, Cengage Learning.

Course Name: Economics for Managers

Course Code: 11008200

Objectives

- The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

Course Outline

Unit I: The Meaning and importance of Economics

Limitations of economics –The relevance of Economics to other functional areas of management in decision making - Scope of Micro and Macro Economics in decision making process – Circular flow of income, two sector model- to four sector model; Economic Equilibrium situation

Unit II: Individual decision-making Micro and Macro

Introduction to the concept of Market – Managerial decisions being influenced by Forces of Demand and Supply- Relevance of their Elasticity in decision making – Demand forecasting: requirements and methods. Production and Resource procurement decisions -Allocation and utilization in short run and long run and managerial issues involved.

Unit III: Decisions influenced by laws of returns to scale and cost decision making

Different types of analytical costs and economies of scale- Types of Market Competition and pricing- Determination of Price in various degrees of competitions – Why Price discrimination and how it is done - Issues involved in price discrimination- Pricing policies. Break Even Analysis and its usage indecision making process.

Unit IV: The role of Government in business, in different economies

Why should the Government interfere and How it is done- Economic growth, development and their indicators – GDP ,NDP, GNP,NNP , PPP, Employment, Money supply; Inflation ,Price index, Exchange rate , Oil Index, NIFTY, NSE, BSE, Rate of Interest, PCI, PCS,PCC, Industrial Index, FDI, FII.- What are the influences of these indecision the decisions involved in micro and macro level.

Unit V: Different types of Government policies

Macro policies - Fiscal and monetary policy, the influence of the Business cycles in managerial decisions-Understanding the Indian VS Global economic scenario - Critical assessment of LPG, FDI influence on the growth and development of any economy.

Suggested Readings:

1. Karl E. Case, Ray C.Fair; Principles of Economics ; Pearson 2012.
2. H. Kaushal, Managerial Economics – Case Study, MacMillan, 2011.
3. Paul Samuelson William d. Nordhaus, Economics, 19th Edition Mc Graw Hill, New Delhi, 2011
4. Dominick Salvatore, “Managerial Economics in a Global Economy” 4thEdition, Thomson South-Western.2011
5. V.L.Mote et al, “Managerial Economics”, Tata McGraw-Hill Publishing Company Limited, India,2011
6. John Solomon. “Economics”, Pearson Education, India, 2011
7. Joel Dean, “Managerial Economics”, Prentice – Hall of India, 2011

Course Name: Managerial Statistics

Course Code: 11008300

Objectives

- The overarching objective of Statistics in Business is for students to describe data and make evidence-based decisions using inferential statistics that are based on well-reasoned statistical arguments. The specific course objectives are to:
 - describe data with descriptive statistics;
 - perform statistical analyses;
 - interpret the results of statistical analyses;
 - Make inferences about the population from sample data.
- The basic purpose of the course is to provide the knowledge about statistical tools and techniques to assist the participants in better decision making.

Course Outline

Unit I: Measures of central tendency

(Mean, Median, Mode, combined mean, weighted average, Quartiles, Deciles and Percentiles)
– Measures of variation (Range, Quartile Deviation, Standard deviation, variance and Coefficient of variation).

Unit II: Correlation analysis

Scatter diagram method – Karl Pearson’s Coefficient of correlation- Spearman’s Rank correlation. **Regression Analysis** (simple regression) – **Time Series Analysis** (Trend analysis only)- Seasonal, Cyclical and irregular variations only theory – Multiple regression concepts.

Unit III: Hypothesis testing

Parametric tests (t- test, Z- test for testing of single mean and testing of two population means)- One way ANOVA, Two way ANOVA. **Chi-square test** (Goodness of fit and Independence of attributes)- Non- parametric tests (U test, H test and K-S test).

Unit IV: Probability and Probability distributions

Basic probability – Addition theorem – Multiplication theorem – Conditional Probability – Baye’s theorem – **Probability distributions** – Binomial, Poisson and Normal distribution

Unit V: Decision Analysis

Decisions under Uncertainty (Maximax, Maximin, Minimax regret, Laplace and Hurwicz criterion) – Decisions under Risk (EMV, EOL, EPPI and EVPI) – Decision tree analysis;

Suggested Readings:

1. Levine, Stephan, Krehbiel and Berenson, Statistics for Managers using Microsoft excel, PHI Learning Private Limited, 2010.

2. Dr. Deepak Chawla, Dr. Neena Sondhi, Research Methodology Concepts and Cases, Vikas Publishing House Private Limited, 2011.
3. Gerald Keller, Managerial Statistics, Cengage Learning, 2011.
4. P.N. Arora, Managerial Statistics, S.Chand Limited, 2009.
5. Dr. T.N. Srivastava, Statistics for Management, Tata McGraw Hill Publishing Company, 2008.

Course Name: Business Environment

Course Code: 11008401

Objectives

- There is a close and continuous interaction between the business and its environment. This interaction helps in strengthening the business firm and using its resources more effectively.
- The purpose of this course is to acquaint students with various laws, forces and regulatory measures governing business operations in India.

Course Outline

Unit I: An Overview of Business Environment

Type of Environment-internal, external, micro and macro environment; Competitive structure of industries, environmental analysis and strategic management Managing diversity, Scope of business, characteristics of business. Objectives and the uses of study, Process and limitations of environmental analysis

Unit II: Economic Environment

Nature of Economic Environment, Economic factors-growth strategy, basic economic system, economic planning, nature and structure of the economy, Economic policies-industrial policy (1991), FEMA, Monetary and fiscal policies.

Unit III: Socio-Cultural Environment

Nature and impact of culture on business, culture and globalization, social responsibilities of business, Business and society, social audit, business ethics and corporate governance. **Political Environment:** Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention;

Unit IV: Natural and Technological Environment

Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, transfer of technology, time lags in technology introduction, status of technology in India, Management of technology, features and impact of technology, Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure.

Suggested Readings:

1. Dhingra, C.; The Indian Economy Environment and Policy, Sultan Chand and Sons, 17th Edition 2003.
2. Cherunilam, Francis; Business Environment - Text and Cases, Himalaya Publishing House, 2002 12th revised edition.
3. Aswathappa, K.; Essentials of Business Environment, Himalaya Publishing House, 2000 7th edition.
4. Salim, Seikh; Business Environment; Pearson Education.
5. C.A.Rangarajan-"Perspective in Economics"-S. Chand & Sons.

Course Name: Organizational Behavior

Course Code: 11016600

Objectives

- Subject OB prepares students about basic psychology of job. It makes pupil understand about various behavioural aspects when working in an organization at any level.
- To understand the implications of individual and group behaviour in organizational Context. The students will conceptualize the components of individual and group behaviour, understand the practicability of communication and understand the various work, situations and apply behavioural techniques.

Course Outline

Unit I

- **Organizational Behaviour:** Definition of OB, Contributing Disciplines To OB, Challenges and Opportunities for OB. Managing Diversity.
- **Foundations of Individual Behaviour:** Personal and Biographical Characteristics,
- **Learning-** Definition, **Process,** Theories of Learning,
- **Values & Attitudes:** Types of Values, Components of Attitude, Types of Attitude, Cognitive-Dissonance Theory. Emotional Intelligence and its Dimension, Influence of EQ on Managerial Performance.
- **Personality:** Determinants of Personality, Major Personality Traits, Big Five Model, Types of Personality, Job Fit Theory, Measuring Personality.
- **Perception,** Attribution Theory, Person's Perception. Perceptual Errors.

Unit II

- **Motivation:** Definition, Process & Importance of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation, Application of Motivation Concept.
- **Job Satisfaction:** Meaning, Factors Determining Job Satisfaction, Effect of Job Satisfaction on Performance
- **Leadership:** Leadership traits , Skills and styles ,Theories of leadership; Leadership in Indian Culture; Life Position

Unit III

- **Foundations of Group behaviour:** Types of groups, Group Dynamics, Stages of Group Formation, Transactional Analysis, Johari Window Model.
- **Teams:** Difference between Group & Team. Decision Making Styles; Advantages & disadvantages of Decision Making; Techniques of Decision Making;
- **Conflict Management:** Definition of Conflict, transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual & Group Level Conflict; Organization level Conflict; Conflict Management; Negotiations-Meaning & definition; Negotiations Process; Issues in Negotiations.

Unit IV

- **Stress Management:** Meaning and Concept of Stress, Stress in Organization, Management of Stress.
- **Power and Politics in Organization:** Nature & Concepts, Sources & Types of Power, Techniques of Politics.
- **Organizational Change & Development:** Meaning & Definition, Change Agents, Change Models, Resistance to Change.
- **Learning Organization:** Meaning & Definition, Creating a Learning Organization.
- **Organizational Culture:** Meaning, Concept & Levels of OC, Organizational climate.

Suggested Readings

1. Robbins, *Organization Behaviour*, Pearson Education.
2. Luthans, *Organization Behaviour*, Tata McGraw Hill.
3. Newstrom, *Organizational Behaviour: Human Behaviour at work*, Tata McGraw Hill.
4. Kalliath, *Organization Behaviour*, The McGraw –Hill.
5. Griffin& Moorhead, *Introduction to Organisational Behaviour*, Cengage Learning.
6. Hersey, *Management of Organizational Behaviour*, Prentice Hall India.
7. Parikh, Gupta, *Organisational Behaviour*, Tata McGraw Hill.
8. Aswathappa, *Organization Behaviour*, Himalaya Publications.
9. Locum, *Fundamentals of Organisational Behaviour*, Cengage Learning.
10. Saiyadain, M.S. : *Organization Behaviour* , Tata McGraw Hill.

Course Name: Information Technology for Managers

Course Code: 11016700

Objectives

- The course is designed for MBA Students for understanding Basic Framework of Information Technology & its Security. Practical aspect is introduced with MS Excel usage. Using practical of MS Excel students are given hands on experience to use various Functions for reporting purpose.
- The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

Course Outline

Unit I: Computer Hardware and Software

CPU, Computer Memory, Input Technologies, Output Technologies. Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters, Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems), Strategies for deciding H/W & S/W in a Business Organization.

Unit II: Computer Network & Internet

Data Communication Components of Data Communication, Data Flow- Simplex, Half Duplex, Full Duplex, Computer Network- Network topologies, Network Types (LAN, WAN and MAN), Intranet, Extranet, Protocol- Elements of a Protocol, Networking Standards, Reference Models- OSI Model, TCP/IP Model Internet Terminologies: URL, Worldwide Web. Overview of various services on Internet: E-mail, FTP, Telnet, Chat, Instant Messaging.

Unit III: Computers & Network Securities

Introduction to Cryptography: Encryption and Decryption, Symmetric and Asymmetric, Public Key and Private Key, Digital Signatures, System Securities: Intruders, Virus, Firewall and Strategies to develop digital Security in an Business Organizations.

Unit IV: Basics of Excel

The Excel 2007 Ribbon, the Quick Access Toolbar, Worksheets, moving around a Worksheet and Workbook, Printing a Worksheet.

Working with Data: Basic Techniques Cells and Ranges, Selecting Ranges, Filling Series, Copying and Moving Cell Entries, Working with Rows and Columns Basic Cell Formatting, Basic Number Formats / Conditional Formatting / Formatting and Other Options with Paste Special, Setting Up a Worksheet for Printing.

Excel Formulas, Copying Formulas, Entering Formulas, Absolute Addressing Useful Excel Function IF Statements, Text Functions, Basic Date and Time Functions, The SUMPRODUCT Function, COUNTIF, COUNTA, and COUNTBLANK Functions, Sorting in Excel, Filtering Data, Subtotals, Pivot Tables, Conditional Formatting: The Formula Option, Financial functions.

Unit V: Charts

Creating Charts, Resizing and Moving Charts, Basic Formatting of Charts, Formatting Axes and Data Series, Customizing Charts.

Modeling Tools: Data Tables, Two-Way Data Tables, Goal Seek, Mangers Scenario, Using Excel Solver Solving Optimization Problems / Developing a Solver Model / Configuring Solver to Solve the Problem.

Suggested Readings

1. ITL Education Solutions, Introduction to Information Technology, Pearson Education.
2. Anita Goel "Computer Fundamentals", Pearson.
3. Norton Peter, "Introduction to computers", 4th Ed., TMH, 2001.
4. Turban, Rainer and Potter, Introduction to information technology, John Wiley and Sons.
5. Joseph Brady & Ellen F Monk, Problem Solving Cases in Microsoft, Excel Thomson Learning.

Course Name: Social Interactions & LSWR Skills

Course Code: 11018300

Course Outline - Final Assessment - Presentation

Unit I: Ice Breaking Session & Language Skills

Ice Breaking Session, Formation of Sentences, Correction of sentences, structures, Tenses, Common Errors in English Language

Unit II : Social Communication Skills

Social Communication Skills, socializing, ice breakers, Informal conversation Vs Formal expression small talk – dialogue, overcoming shyness, hesitation, understanding cultural codes

Unit III : Reading Skills

Reading for a purpose, making inferences, distinguishing facts and opinions, identifying author's purpose, tone, bias, differentiate between literal & figurative meaning, Reading Comprehension, Reading Articles, Reading Short Stories/Short Fictions.

Unit IV: Writing Skills

Written communication – differences between spoken and written communication – features of effective writing such as clarity brevity, appropriate tone clarity, balance etc, Story Writing (through pictures/videos) Dialogue Writing, Email Writing, News Writing

Unit V: Listening & Speaking Skills

Comprehension of main ideas and important details; understanding of speaker's purpose and attitude; understanding spoken data in order to make inferences, form generalization, and draw conclusion, becoming active listener, listening to Inspirational Movies/Clips, Listening News.

Speaking skills: expressing ideas and opinions clearly; selecting, organizing and presenting information spontaneously; summarizing main ideas from various sources, Introducing Oneself and others, Public Speaking, Extempore, Practicing Short Dialogues (Situational Conversations), Group Discussion.

Note: The review of Syllabus happens on periodic basis for the benefit of the students. In case there are changes in curriculum due to review, students would be intimated in writing.

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