

 <p><b>KALASALINGAM</b> Academy of Research and Education <b>UNIVERSITY</b> Estd.U/S 3 of UGC Act 1956. Accredited by NAAC with "A" Grade www.kalasalingam.ac.in   1800 425 7884   1800 425 9395</p>	<p>Anand Nagar, Krishnankoil - 626 126 Srivilliputtur (via), Virudhunagar (Dt) Tamil Nadu, INDIA. Ph : 04563 289012 / 22 / 32 / 42 / 52 / 72 e-mail : admissions@klu.ac.in</p>
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# **BACHELOR OF BUSINESS ADMINISTRATION (REGULATIONS 2017)**

## **CURRICULUM & SYLLABUS**



**KALASALINGAM UNIVERSITY**  
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## **2VISION & MISSION**

### **VISION**

To be a center of excellence of international repute in education and research

### **MISSION**

To produce technically competent socially committed technocrats and administrators through quality education and research

## **DEPARTMENT OF BUSINESS ADMINISTRATION**

### **VISION**

To be a world class business school providing value based professional excellence

### **MISSION**

To create an excellent teaching and learning environment to impart quality education by focusing on nurturing innovation, entrepreneurship, research and ethics by enhancing their self-confidence, creative skills and professional expertise thereby developing leaders of competence, conscience, and compassion

## **PROGRAMME EDUCATIONAL OBJECTIVES**

<b>PEO1</b>	To equip students with adequate skill and confidence to choose careers in management and entrepreneurship.
<b>PEO2</b>	To develop professional competency among students to do higher studies, research and lifelong learning for continuous growth and development.
<b>PEO3</b>	To transform students into responsible citizens and leaders to create positive impact on business through ethical, value based and environment friendly business solutions.

## **PROGRAM SPECIFIC OUTCOMES**

<b>PSO1</b>	Students should exhibit their knowledge of management principles.
<b>PSO2</b>	Students should demonstrate their critical-thinking, and problem solving skills.
<b>PSO3</b>	Students should manifest their leadership qualities.
<b>PSO4</b>	Students should be able to work in multidisciplinary teams.

### PROGRAMME OUTCOMES

<b>PO1</b>	<b>Business Knowledge:</b> An understanding of management skills in diverse fields of management therefore enabling enriched business impact.
<b>PO2</b>	<b>Critical Thinking and Problem Analysis:</b> Ability to Identify, Formulate and Analyze the contemporary issues in the business process by critical thinking to identify the best strategic alternatives.
<b>PO3</b>	<b>Conduct investigations of complex Problems:</b> Conduct investigation using appropriate research design and analyze the qualitative and quantitative data by suitable research tools and techniques to solve the complex problem with detailed interpretation.
<b>PO4</b>	<b>Leadership Skills:</b> Ability to exhibit the business related behavioral skills including leadership skills.
<b>PO5</b>	<b>Modern tool usage:</b> Ability to utilize the advanced contemporary tools and techniques for predictive analysis and modeling of the complex business issues to sustain and flourish in the dynamic business environment.
<b>PO6</b>	<b>Entrepreneurial Skills</b> Ability to business ideas, develop business plans, understand regulatory requirements, and locate sources of finance to start, manage and sustain new business ventures
<b>PO7</b>	<b>Environment and sustainability:</b> Ability to understand the business environment and develop legal and ethical strategic plan that align with societal and environmental context for the purpose of sustainable development in the business.
<b>PO8</b>	<b>Professional Integrity:</b> Ability to address the social, legal, cultural diversity issues through ethical and value based.
<b>PO9</b>	<b>Team work:</b> Ability to function effectively on multi-disciplinary teams with extensive participation
<b>PO10</b>	<b>Communication:</b> Ability to communicate effectively and clearly, to comprehend, write, prepare and make effective presentations.
<b>PO11</b>	<b>Global Business Opportunities:</b> Ability to demonstrate the management principles and understand the diverse opportunities in the management functions and apply those as an Entrepreneur, Projects, field Work, Consultancy, and work in the Multidisciplinary business environment.
<b>PO12</b>	<b>Life-long learning:</b> Ability to empathize the impact of changing management concepts and thoughts on society and create awareness of contemporary issues through independent and lifelong learning.

**BBA Programme  
Curriculum Structure -2017  
I Semester**

<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BAE17R113	English-I	3	0	0	3
CHY17R103	Environmental Science	2	0	0	2
BBA17R101	Fundamentals of Management & Organizational	6	0	0	6
BBA17R102	Statistics for Business Decisions	5	1	0	6
BBAXXXXXX	Generic Elective Course - I	6	0	0	6
	<b>Total</b>	19	1	0	23
<b>II Semester</b>					
BAE17R112	Tamil	3	0	0	3
BBA17R103	Business Communication	2	0	0	2
BBA17R104	Managerial Economics	6	0	0	6
BBA17R105	Business Accounting	5	1	0	6
BBAXXXXXX	Generic Elective Course - II	6	0	0	6
	<b>Total</b>	19	1	0	23
<b>III Semester</b>					
	<b>Core Discipline</b>				
BBA17R201	Macroeconomics	6	0	0	6
BBA17R202	Principles of Marketing	6	0	0	6
BBA17R203	Management Accounting	5	1	0	6
BBAXXXXXX	Generic Elective - III	6	0	0	6
BBAXXXXXX	Skill Enhancement Elective - I	1	0	2	2
	<b>Total</b>	24	1	2	26
<b>IV Semester</b>					
BBA17R204	Business Research	6	0	0	6
BBA17R205	Human Resource Management	6	0	0	6
BBA17R206	Financial Management	5	1	0	6
BBA XXXXXX	Generic Elective - IV	6	0	0	6
BBA XXXXXX	Skill Enhancement Elective - II	1	0	2	2
	<b>Total</b>	24	1	2	26
<b>V Semester</b>					
BBA17R301	Quantitative Techniques for Management	5	1	0	6
BBA17R302	Legal Aspects of Business	6	0	0	6
BBAXXXXXX	Discipline Specific Elective – I	6	0	0	6
BBAXXXXXX	Discipline Specific Elective – II	6	0	0	6
	<b>Total</b>	23	1	0	24
<b>VI Semester</b>					
BBA17R303	Business Policy & Strategy	6	0	0	6
BBA17R304	Financial Institutions & Markets	6	0	0	6
BBAXXXXXX	Discipline Specific Elective – III	6	0	0	6
BBAXXXXXX	Discipline Specific Elective – IV	6	0	0	6
	<b>Total</b>	24	0	0	24

Semester	Credits
I – Semester	23
II – Semester	23
III – Semester	26
IV – Semester	26
V – Semester	24
VI – Semester	24
Total Credit	146

## TOTAL NUMBER OF CREDITS=146

### SKILL ENHANCEMENT ELECTIVE COURSES

Course Code	Course Name	L	T	P	C
BBA17R191	IT Tools for Business	0	0	4	2
BBA17R192	Personality Development & Communication	0	0	4	2
BBA17R 193	E – Commerce	0	0	4	2
BBA17R 194	Creative Communication Design	0	0	4	2
BBA17R 291	Financial Software Laboratory	0	0	4	2
BBA17R292	Statistical Software Laboratory	0	0	4	2
BBA17R293	Creativity and Innovation	0	0	4	2
BBA17R294	Summer Internship- A student will submit report of Summer Internship of six weeks.	0	0	35	2

### GENERIC ELECTIVE / INTERDISCIPLINARY COURSES

Course Code	Course Name	L	T	P	C
BBA17R107	India's Diversity & Business	6	0	0	6
BBA17R108	Ethics & Corporate Social Responsibility	6	0	0	6
BBA17R109	Human Rights and Values	6	0	0	6
BBA17R110	Management Information System	6	0	0	6
BBA17R111	Entrepreneurship Development	6	0	0	6
BBA17R112	Secretarial Practice	6	0	0	6
BBA17R207	Manufacturing and Materials Management	6	0	0	6
BBA17R208	Tax Planning	6	0	0	6
BBA17R209	Econometrics	6	0	0	6
BBA17R210	Corporate Tax Planning	6	0	0	6
BBA17R211	Total Quality Management	6	0	0	6
BBA17R212	Banking and Insurance	6	0	0	6

### DISCIPLINE SPECIFIC ELECTIVE COURSES

BBA Programme offers FOUR discipline specific elective groups viz. Finance, Marketing, Human Resource and Management of Global Business. A Student would be free to choose any FOUR courses from ONE group.

<b>Marketing</b>						
<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
BBA17R320	Retail Management	6	0	0	6	
BBA17R321	Digital Marketing	6	0	0	6	
BBA17R322	Event Management	6	0	0	6	
BBA17R323	Advertising & Brand Management	6	0	0	6	
BBA17R324	Marketing of Services	6	0	0	6	
BBA17R325	Consumer Behaviour	6	0	0	6	
BBA17R326	Personal Selling & Sales Force Management	6	0	0	6	
BBA17R327	Customer Relationship Management	6	0	0	6	
BBA17R328	Rural Marketing	6	0	0	6	
BBA17R329	Distribution & Supply Chain Management	6	0	0	6	
BBA17R330	Marketing Metrics	6	0	0	6	
BBA17R396	Marketing Research Project	0	0	12	6	
<b>Finance</b>						
<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
BBA17R340	Investment Banking & Financial Services	6	0	0	6	
BBA17R341	International Finance	6	0	0	6	
BBA17R342	Investment Analysis & Portfolio Management	6	0	0	6	
BBA17R343	Business Analysis & Valuation	6	0	0	6	
BBA17R344	Corporate Restructuring	6	0	0	6	
BBA17R345	Business Planning and Project Management	6	0	0	6	
BBA17R346	Strategic Corporate Finance	6	0	0	6	
BBA17R347	Behavioural Finance	6	0	0	6	
BBA17R348	Micro Finance	6	0	0	6	
BBA17R349	Derivatives and Risk Management	6	0	0	6	
BBA17R350	Risk Management	6	0	0	6	
BBA17R397	Finance Research Project	0	0	12	6	
<b>Human Resource</b>						
<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
BBA17R360	HRD : Systems & Strategies	6	0	0	6	
BBA17R361	Training & Development	6	0	0	6	
BBA17R362	Management of Industrial Relations	6	0	0	6	
BBA17R363	Performance & Compensation Management	6	0	0	6	
BBA17R364	Counselling & Negotiation Skills for Managers	6	0	0	6	
BBA17R365	Talent & Knowledge Management	6	0	0	6	
BBA17R366	Cross Cultural HRM	6	0	0	6	
BBA17R367	HR Analytics	6	0	0	6	
BBA17R368	Managerial Behaviour and Effectiveness	6	0	0	6	
BBA17R369	Stress Management	6	0	0	6	

BBA17R370	Change Management	6	0	0	6
BBA17R398	Human Resource Research Project	0	0	12	6
<b>Management of Global Business</b>					
<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BBA17R380	International Joint Ventures, Mergers and	6	0	0	6
BBA17R381	Global Business Environment	6	0	0	6
BBA17R382	Transnational & Cross Cultural Marketing	6	0	0	6
BBA17R383	International Logistics	6	0	0	6
BBA17R384	International Accounting & Reporting System	6	0	0	6
BBA17R385	Multinational Business Finance	6	0	0	6
BBA17R386	International Trade Policy & Strategy	6	0	0	6
BBA17R387	International Business and Strategy	6	0	0	6
BBA17R388	Export Documentation and Procedure	6	0	0	6
BBA17R389	Managing Innovation and Technology Management	6	0	0	6
BBA17R390	Intellectual Property Rights Management	6	0	0	6
BBA17R399	Business Research Project	0	0	12	6

Category of courses -Semester wise

Course Type	Semester						Total Credit	No of Courses
	I	II	III	IV	V	VI		
Languages	3	3	-	-	-	-	6	2
Core Courses Theory & Lab	12	12	18	18	12	12	84	14
Elective Course (Generic /Interdisciplinary)	6	6	6	6	-	-	24	4
Core electives	-	-	-	-	12	12	24	4
Skill Based Courses	-	-	2	2	-	-	4	2
Ability Enhancement - Compulsory	2	2	-	-	-	-	4	2
<b>Total</b>	<b>20</b>	<b>20</b>	<b>26</b>	<b>26</b>	<b>24</b>	<b>24</b>	<b>146</b>	<b>28</b>

<b>SEMESTER-I</b>
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<b>BAE17R113</b>	<b>English-I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Prerequisite:</b> Basic knowledge in English Language		<b>Course Category:</b>			
		<b>Course Type:</b> Theory			

**Course Objective(s):**

The course aims to help the students achieve fluency and accuracy in English.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Aware about the World renowned poets to students.

**CO2:** Understand the nuances of Short stories.

**CO3:** Acquaint with the writings of Nobel laureates.

**CO4:** Excel in Grammar.

**CO5:** Excel in Composition.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>					M							
<b>CO2</b>					M							
<b>CO3</b>					M							
<b>CO4</b>					H							
<b>CO5</b>					H							

**Unit 1: Poetry****18 Hours**

Nissim Ezekiel – Night of the scorpion

Robert Frost – Road Not Taken

Percy Bysshe Shelley – Ode to the West Wind

**Unit 2: Short Stories****18 Hours**

Jesse Owens - My Greatest Olympic Prize

R.K.Narayan – An Astrologer's Day

Stephen Leacock – My Financial Career

**Unit 3: Fiction****18 Hours**

Ernest Hemingway – The Old man and the Sea

**Unit 4: Grammar****18 Hours**

a. Tenses

b. Nouns – Countable and Uncountable

c. Kinds of Sentences

d. Articles

e. Prepositions



**Unit 5: Composition and Vocabulary****18 Hours****1. Composition**

- a. Letter Writing (Formal and Informal)
- b. Curriculum Vitae
- c. Situational Conversation

**2. Vocabulary****One Word Substitutes:**

alimony, amateur, amnesty, anaesthesia, anarchist, anatomy, anonymous, archive, atheist, autobiography, cannibal, carcinogen, cardiologist, carnivorous, centenarian, contemporary, connoisseur, cosmopolitan, crew, detective, (21 – 40) emigrant, epitaph, extempore, fauna, feminist, fleet, flora, forgery, gymnasium, gynaecologist, herbivorous, hypocrisy, incorrigible, kleptomania, lexicographer, manuscript, mercenary, misanthrope, mortuary, novice, (41 – 60) obituary, omniscient, ophthalmologist, optimist, omnipotent, orphan, panacea, parasite, pedestrian, pessimist, philanthropy philatelist, polygamy, posthumous, post-mortem, secular, somnambulist , theology, unanimous, utopia.

**Reference(s):**

1. Sadanand Kamalesh. & Punitha, Susheela. **Spoken English: A Foundation Course**. Part 2 Orient Black Swan, New Delhi, 2011
2. Taylor, Grant. **English Conversational Practice**. New Delhi. Tata McGraw-Hill, 1975

<b>CHY17R103</b>	<b>Environmental Science</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Prerequisite:</b> Basic knowledge in Environmental Science at the school level.					
<b>Course Category:</b> Program Core					
<b>Course Type:</b> Theory					

**Course Objective(s):**

Creating awareness among engineering students about the importance of environment, the effect of technology on the environment and ecological balance is the prime aim of the course.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO6:** Know the importance of environmental studies and methods of conservation of natural resources.
- CO7:** Describe the structure and function of an ecosystem and explain the values and Conservation of bio-diversity.
- CO8:** Explain the sources, environmental effects and control measures of various types of pollutions.
- CO9:** Select the appropriate methods for waste management.
- CO10:** Recall social issues and legal provision and describe the necessities for environmental act.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1							L		H			
CO2							L		H			
CO3							L	M	H			
CO4							M		H			
CO5							M	M	H			

**Unit-I: Natural Resources****18 Hours**

Definition, scope, and importance of environmental sciences -Need for public awareness- Natural resources: Forest resources, Water resources, Land resources, Mineral resources, and Energy resources - Role of an individual in conservation of natural resources.

**Unit-II: Ecosystem and Biodiversity****18 Hours**

Concept of an ecosystem - Structure and function of an ecosystem - Food chains, food webs and ecological pyramids - Biodiversity - Definition, value of biodiversity- Hot spots of biodiversity - Threats to biodiversity - Endangered and endemic species of India - Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

**Unit-III: Environmental Pollution****18 Hours**

Sources, consequences and control measures of Air pollution, Water pollution, Soil pollution, Thermal pollution and nuclear pollution. Environmental threats -, Acid rain, Climate change, Global warming (Greenhouse effect), Ozone layer depletion. Fireworks: current environmental issues.

**Unit-IV: Management of Environmental Pollution****18 Hours**

Causes, effects, treatments methods and control measures of solid waste, municipal waste, biomedical waste - Waste minimization techniques - Cleaner technology-- Disaster management: floods, earthquake, cyclone, landslides and Tsunami.

**Unit-V: Social Issues and the Environment****18 Hours**

Water conservation, rain water harvesting- Environmental impact assessment- Precautionary and polluters pay principle- environment protection act - air (prevention and control of pollution) act - water (prevention and control of pollution) act - Population explosion - Family Welfare Programmes - Environment and human health - Human Rights -Women and Child Welfare.

**Text Book(s):**

1. Dhameja, S. K., Environmental Engineering and Management, S. K. Kataria and sons, New Delhi, 1<sup>st</sup> edition 2015.
2. Anubha Kaushik and Kaushik C.P., Environmental Science & Engineering” New Age international Publishers, New Delhi, 2010.

**Reference(s):**

1. Gilbert M. Masters, Introduction to Environmental Engineering and Science, Pearson Education Pvt., Ltd., 2<sup>nd</sup> edition, 2004.
2. Erach Bharucha, Textbook for Environmental Studies, UGC, New Delhi, 2004.
3. Miller T.G. Jr., “Environmental Science”, Wadsworth Publishing Co. USA, 2<sup>nd</sup> edition 2004.
4. Erach Bharucha, “The Biodiversity of India”, Mapin publishing Pvt. Ltd., Ahmedabad India, 2002.
5. Trivedi R.K., “Handbook of Environmental Laws”, Rules, Guidelines, Compliances and Standards, Vol. I and II, Enviro media, 2003.
6. Cunningham, W.P. Cooper, T.H. Gorhani, “Environmental Encyclopedia”, Jaico Publ., House, Mumbai, 2001.
7. Wager K.D., “Environmental Management”, W.B. Saunders Co., Philadelphia, USA, 1998.
8. Sawyer C. N, McCarty P. L, and Parkin G. F., Chemistry for Environmental Engineering, McGraw-Hill, Inc., New York, 1994.

<b>BBA17R101 Fundamentals of Management &amp; Organisational Behaviour</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in business and management.				
<b>Course Category:</b> Program Core				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To acquaint the students to the basic management concepts and theory to understand how organizations functions and apply those ideas in real world situations. To impart the planning skills to students to formulate long-term and short term objectives of the organisation through tools and processes. To familiarize the students with the complexity and wide variety of issues the managers face in directing and organising today's business.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Analyze the pros and cons in various forms of business organizations in India and describe the functions and levels of management and how the different schools of thoughts are integrated into management principles and practices.
- CO2:** Specify how the managerial tasks of planning, organizing, and controlling are executed in a variety of circumstances.
- CO3:** Analyze the behavior of individuals and apply behavioural theories, leadership and motivation theories for managing employee's behavior.
- CO4:** Demonstrate the formation of groups and develop effective decision-making frameworks
- CO5:** Apply problem solving and critical thinking abilities to initiate, manage and implement changes in organization.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1	M	H										
CO2	H	H										
CO3	H	H			L		M					
CO4					L							
CO5		H			M							

**Unit 1: Forms of Business****18 Hours**

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance. Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

**Unit 2: Planning & Organising****18 Hours**

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

### **Unit 3: Organizational Behaviour**

**18 Hours**

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, reinforcement. Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence

### **Unit 4: Groups and Teams**

**18 Hours**

Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window

### **Unit 5: Organisational Power and Politics**

**18 Hours**

Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos

### **Text Book(s):**

1. Harold Koontz and Heinz Weihrich- Essentials of Management- Tata McGraw Hill publishing company Ltd- New Delhi-8<sup>th</sup> edition- 2016.
2. L. M. Prasad; Principles of Management- 6<sup>th</sup> edition- Sultan Chand and Sons- 2015.

### **Reference(s):**

1. Gilbert- Principles of Management- 6<sup>th</sup> edition- McGraw Hill- 2009.
2. Greenberg Jerald and Baron Robert A.- Behaviour in Organisations: Understanding and Managing The Human Side of Work- Prentice Hall of India- 2010.
3. Kaul Vijay Kumar- Business Organisation & Management - Text and Cases- Pearson- 2012.
4. Kaul. Vijay Kumar- Management- Text & Cases- Vikas Publication- 2012.
5. Kavita Singh- Organisational Behaviour- 3<sup>rd</sup> edition- Vikas Publication- 2015.
6. Luthans Fred- Organisational Behaviour- 11<sup>th</sup> edition- Tata McGraw Hill.
7. Mc Shane L. Steven- Glinow Mary Ann Von & Sharma Radha R. – Organisational Behaviour- 4<sup>th</sup> edition- Tata McGraw Hill- 2008.
8. Newstrom John W.- Organisational Behaviour- Tata McGraw Hill- 12<sup>th</sup> edition.
9. Richard L. Daft- Principles of Management- 9<sup>th</sup> edition- Cengage Learning India- 2010.
10. Robbins Stephen P- Organisational Behaviour- 15<sup>th</sup> edition- Pearson- 2013.

11. Stephen P. Robbins & Mary Coulter- Management- 12<sup>th</sup> edition- Pearson- 2013.
12. Stoner &Wankel- Management- Prentice Hall of India- 2010.
13. Y.K. Bhushan- Fundamentals of Business Organisation & Management- 20<sup>th</sup> edition- Sultan Chand & Sons- 2013.
14. Navin Mathur- Management Gurus- National Publishing House- New Delhi- 2013

<b>BBA17R102 Statistics for Business Decisions</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	5	1	0	6
<b>Pre-requisite:</b> Basic knowledge in mathematics. Program Core			<b>Course Category:</b>	
<b>Course Type:</b> Theory				

**Course Objective(s):**

To enable the students to have an insight into the basic statistical techniques to analyze the collected information using descriptive and inferential statistics to interpret the collected data. To impart the student to learn and apply statistical tools to solve managerial questions and understand and communicate statistical findings for business decisions. To familiarize the students with various probability and relationship tools, that can be used for predicting and business situation and take effective decision making.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Understand the statistical methods, Design graphical interpretations (e.g., histograms, scatter diagrams, box plots) for a variety of business-specific datasets and interpret them appropriately.
- CO2:** Examine and identify the data distribution through measures of skewness and kurtosis to understand the data.
- CO3:** Identify the relationship and association between variables in the dataset through correlation and regression analysis to formulate the strategy in business.
- CO4:** Calculate and analyze the data using descriptive and inferential statistics and convert into information for business decision-making.
- CO5:** Develop and analyze probability distributions (e.g., binomial, Poisson, normal) to predict potential trends in various business disciplines.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1			H									
CO2			H									
CO3			H									
CO4			H									
CO5			H									

**UNIT 1: INTRODUCTION TO BUSINESS STATISTICS****18 Hours**

Definition, scope, functions, importance, limitations and distrust of statistics; types of statistical methods; data collection and analysis; types of data: primary and secondary data; characteristics of a graph: types of graph and their merits and demerits. Measures of central tendency Meaning and definition; Types of averages, median, mode, arithmetic mean, geometric mean, harmonic mean, quadratic mean, moving average, progressive average; relation between mean, median and mode.

**UNIT 2: MEASURES OF DISPERSION AND SKEWNESS****18 Hours**

Absolute and relative measures of dispersion range, quartile deviation, mean and standard deviation- Comparison of the different measures of dispersion - difference between skewness and dispersion, empirical relation among various measures of dispersion, moments and kurtosis.

**UNIT 3: CORRELATION AND REGRESSION****18 Hours**

Correlation Analysis – Meaning of correlation; Scatter Diagram; Karl Pearson's coefficient of linear correlation; Calculation of the correlation coefficient from grouped data; Properties of the correlation coefficient; Advantages and limitations of the coefficient of correlation; Idea of rank correlation; Spearman's rank correlation coefficient. Regression Analysis – Two lines of regression; Some important results relating to regression lines; Correlation Coefficient and the two Regression Coefficients; Coefficient of determination; Concept of multiple regression.

**UNIT 4: ANALYSIS OF TIME SERIES****18 Hours**

Time series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.

**UNIT 5: PROBABILITY DISTRIBUTIONS****18 Hours**

Probability mass function and density function; discrete distributions – The Binomial distribution and its properties; Idea of geometrical and hyper geometric distributions. The Poisson distribution and its properties; Continuous distributions – Uniform, Exponential and Normal distributions; Normal approximation to Binomial and Poisson distributions; Baye's Theorem

**Text Book(s):**

1. T.N Srivastava- Statistics for management- McGraw Hill- 2008.
2. Anderson, Sweeney and Williams - Statistics for Business and Economics - West Publishers - 11<sup>th</sup> edition - 2010.

**Reference(s):**

1. S.C Gupta- Fundamental of statistics- Himalaya publishing house- 2014.
2. G. C. Beri- Business Statistics- Tata McGraw- Hill-Second Edition- 2010
3. Hoda. R.P, Statistics for Business and Economics- Macmillan- 4<sup>th</sup>edition- New Delhi- 2010



<b>SEMESTER-II</b>
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<b>BAE17R112 Tamil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Course Category: Language Course Type: Theory</b>				

**தமிழ் இலக்கிய வரலாறும் புதினமும்**

(இளங்கலை, இளம் அறிவியல், இளநிலை வணிகவியல், இளநிலை வணிக நிர்வாகவியல் பட்டப்படிப்பு 2017-2018 கல்வியாண்டு முதல் ஆண்டு மாணாக்கர்களுக்கானது)

**கூறு-1**

தமிழ் மொழியின் பழமையும் சிறப்பும் - திராவிட மொழிக்குடும்பம் - தமிழ்நாடு-தமிழின் சிறப்புகள் - பழந்தமிழ் இலக்கண நூல்கள்-தொல்காப்பியம், நன்னூல் முதலிய இலக்கண நூல்கள்- எழுத்து, சொல், பொருள் அதிகாரங்கள்.

**கூறு-2**

சங்க காலம்-மூன்று சங்கங்கள்-இலக்கியச் சான்றுகள்-கல்வெட்டுச் சான்றுகள் - இலக்கண, சங்க நூல்களின் சிறப்பு - பத்துப்பாட்டு - எட்டுத்தொகை-சங்கத் தமிழர் மாண்புகள்.

**கூறு-3**

சங்கம் மருவிய காலம்-பதினெண் கீழ்க்கணக்கு நூல்கள்-வகைகள் காப்பிய இலக்கிய வரலாறு - ஐம்பெருங்காப்பியங்கள்-சிறு காப்பியங்கள்-காப்பியக்கூறுகள்

**கூறு-4**

புதினம் : தேடல்

**கூறு-5**

அடிப்படை இலக்கணம்

முதல், சார்பு எழுத்துக்கள், மொழி முதல், இறுதி எழுத்துக்கள், வல்லினம் மிகும் மிகா இடங்கள்.

**பாட நூல்:**

1. தமிழ் இலக்கிய வரலாறு

முனைவர் ச.வே.சுப்பிரமணியன்

மணிவாசகர் பதிப்பகம், 31, சிங்கர் தெரு, பாரி முனை,

சென்னை-600 108.

2. நன்னூல்-எழுத்ததிகாரம்

முனைவர் சு.அழகேசன் உரை

சுதன் பதிப்பகம், தூத்துக்குடி.

3. தேடல் - பொன்னீலன்

ஒன்பதாம் பதிப்பு, நியூபுக் ஹவுஸ் வெளியீடு

சென்னை-98.

<b>BBA17R103</b>	<b>Business Communication</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Pre-requisite:</b> Basic knowledge in English.					<b>Course</b>
<b>Category:</b> Program Core					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To help the students to improve their competence in using English effectively. To familiarize and practice them in to the different forms of business communication tools. To give them practice in the nuances of spoken communication.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Improve their competence in English

**CO2:** Apply the different types of communication effectively in real life situation.

**CO3:** Express themselves in different genres of writing from creative to critical to factual

**CO4:** writing,

**CO5:** Speak confidently with any speakers of English, including native speakers in different contexts – informal and formal, read and listen to others with utmost attention.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO6					H							
CO7					H							
CO8					H							
CO9					H							
CO10					H							

**Unit 1: Remedial Grammar****18 Hours**

Précis Writing, Comprehension, Common Errors in English, Verbs, Subject-verb concord, Determiners, Prepositions Phrasal verbs

**Unit 2: Fundamentals of Communication****18 Hours**

Nature of Communication, Process of Communication, Types of Communication, Channels of Communication; Aspects of Communication; Barriers to Communication: Communication noise, Barriers - Sender- oriented, receiver-oriented, Physical, Psychological, Linguistic/Semantic and Cultural, Characteristics of good communication, 7 C's, 4 S's

**Unit 3: Business Correspondence****18 Hours**

Types of letters – Enquiry, Placing orders, complaints, instructions, requests, adjustments and claims, sales, social correspondence, memo, circular, notice , office order, office note, job application letter, preparing the résumé Report Writing - Importance, Types, Structure, Process of writing, Business Proposals,

Advertisement and Press Release Social communication: Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication, gender sensitivity in communication

**Unit 4: Speaking Skills**

**18 Hours**

Monologue, Dialogue, Group Discussion, Effective Communication/ Mis-Communication, Interview, Public Speech

**Unit 5: Reading and Understanding**

**18 Hours**

Close Reading, Comprehension, Summary Paraphrasing, Analysis and Interpretation Translation (from Indian language to English and vice-versa), Literary/Knowledge Texts

**Text Book(s):**

1. John M Penrose- Business Communication for Managers: An Advanced Approach, 5th Ed- Cengage Learning- Delhi- 2007.
2. Herta A Murphy- Herbert W. Hildebrandt & Jane Thomas- Effective Business Communication- Tata McGraw Hill 2008

**Reference(s):**

1. Rizvi, M Ashraf- Effective Technical Communication 1<sup>st</sup> edition- Tata-McGraw Hill- New Delhi- 2005.
2. Kaul Asha- Effective Business Communication 2<sup>nd</sup> edition- Prentice hall of India- New Delhi
3. Raman, M & Singh, P- Business Communication- 2<sup>nd</sup> edition- OUP-New Delhi- 2012.
4. Rai & Rai- Business Communication- 8<sup>th</sup> edition- Himalaya Publishing House- New Delhi-2009.
5. Parikh, Surve- Business Communication: Basic Concepts and Skills- Orient Blackswan- Hyderabad- 2011.
6. Fluency in English - Part II- Oxford University Press- 2006.
7. Business English- Pearson- 2008.
8. Language, Literature and Creativity- Orient Blackswan- 2013.

<b>BBA17R104</b>	<b>Managerial Economics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in economy and market. <b>Course Category:</b> Program Core					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To equip the students with the fundamental concepts of economics and understand how households (demand) and businesses (supply) interact in various market structures and the implications for the behavior of the firm. To give an insights in to the demand and supply factors to determine price and quantity of goods and services to be produced and consumed. To provide students with knowledge in cost and price to understand the links between household behavior and the economic models of demand.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Demonstrate the concept and types of economics and its application in managerial environment.

**CO2:** Understand the basic theories behind consumer behavior (demand) and producer behavior (supply) and identify the determinants of the demand and supply of goods.

**CO3:** Analyse the different costs in the product and study the long run and short run relationship of costs.

**CO4:** Understand the major characteristics of different market structures and the implications of the degrees of competition in a market on firms pricing and output decision.

**CO5:** Apply special pricing strategies for multi-product and transfer price.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H						M				
CO2		H	M									
CO3		H										
CO4		H	M					M				
CO5		H	M									

**Unit 1: Introduction to Managerial Economics****18 Hours**

Definition of Economics - Important concept of Economics – Basic Economic problem – Relationship between Micro and Macroeconomics – Managerial Economics – meaning, concept, significance and scope

**Unit 2: Basic of Demand and Supply****18 Hours**

Demand Function, Supply function- Market Equilibrium – Changes in market Equilibrium – Demand elasticity & Supply Elasticity – Effects of taxes, subsidies, price control, price support, Tariff and Quota Theory of consumer behavior,

cardinal utility theory, ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory

**Unit 3: Theory of Production and Cost Analysis** **18 Hours**

Factors of Production, Production function -total product, average product and marginal product, Law of variable proportion, Returns to scale, Optimum factor combination Different concepts of Cost & Revenue: short-run and long-run costs and revenues–economics, and diseconomies of scale

**Unit 4: Market Structure, and Pricing decisions** **18 Hours**

Market Structure, degree of competition, pricing decisions, Features of perfect competition, monopoly, monopolistic competition and oligopoly. Perfect competition: Price and output decisions in the short run and the long run. Monopoly and Monopolistic Competition: Price and output decisions short run and long run equilibrium under monopoly and monopolistic competition- price discrimination by degree. Oligopoly: kinked demand curve- price leadership models – Collusion model: The Cartel

**Unit 5: Special Pricing Strategies** **18 Hours**

Cost-plus pricing, the multi-product pricing, Transfer Pricing, Peak-Load pricing, Product bundling.

**Text Book(s):**

1. Dwivedi D.N.- Macroeconomics- 4<sup>nd</sup> Edition- Tata McGraw-Hill publishing company Ltd.- New Delhi- 2015.
2. M.L. Jhingan- Business Economics- 1<sup>st</sup> edition-Vrinda Publications-New Delhi. 2014.

**Reference(s):**

1. VanitaAgarwal- Managerial Economics- Pearson Education- New Delhi. 2013.
2. Dominick Salvatore. Principles of Microeconomics- 5<sup>th</sup>edition. OxfordUniversity Press- New Delhi-2009.
3. Lipsey and Chrystal. Economics. 11<sup>th</sup> edition- Oxford University Press- New Delhi- 2008.
4. Koutosyannis- Modern Micro Economics- Palgrave Macmillan- 1979.
5. Pindyck, Rubinfeld and Mehta. Micro Economics- 7<sup>th</sup>edition- Pearson Education- New Delhi-2009.

<b>BBA17R105</b>	<b>Business Accounting</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>5</b>	<b>1</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in business transaction. <b>Course Category:</b> Program Core					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To acquaint the students with the fundamental principles of accounting and equip them to prepare financial statements in accordance with appropriate standards To familiarize students to interpret the corporate financial statements, their analysis and business implications of financial statement information. To provide accounting standard knowledge to make them prepare accounting reports as per requirements.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the accounting concepts and principles and demonstrate the knowledge in the accounting cycle.

**CO2:** Prepare financial statements in accordance with Generally Accepted Accounting Principles.

**CO3:** Prepare cash flow statement to determine its liquidity position.

**CO4:** Effectively define the needs of the various users of accounting data and demonstrate the ability to communicate such data effectively comply with accounting standard.

**CO5:** Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	H									
<b>CO5</b>		H	H									

**Unit 1: INTRODUCTION TO FINANCIAL ACCOUNTING****18 hours**

Introduction to Accounting Concepts and Conventions, Accounting as an Information System, Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal, Opening and Closing Entries. Preparation of Ledger Accounts. Preparation of Trial Balance. Adjustment Entries – closing stock, outstanding expenses, outstanding income, prepaid, received in advance, Post-adjusted Trial Balance.

**Unit 2: PREPARATION OF SUBSIDIARY BOOK****18 hours**

An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book Recording Transactions in three columns Cash Book.

**Unit 3: PREPARATION OF FINANCIAL STATEMENTS** **18 hours**

Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor.

**Unit 4: ACCOUNTING STANDARD** **18 hours**

Introduction to international financial reporting standards (IFRS) Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation–Straight-line Method, and Written-down-value Method.

**Unit 5: ANALYZING FINANCIAL STATEMENTS** **18 hours**

Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis

**Text Book(s):**

1. S.N. Maheshwari and Sharad K Maheswari- Introduction to Accountancy-11 edition-S.Chand and Co. Ltd.- New Delhi, 2013.
2. Pillai.R.S.N and Bagavathi- Practical Accounting- 1<sup>st</sup> edition- S.Chand and Co. Ltd.- New Delhi- 2004

**Reference(s):**

1. Srinivasan .N.P and M.SakthivelMurugan- Accounting for Management- 4<sup>th</sup> edition- S. Chand Limited- New Delhi.2006.
2. Shukla, M.C., T.S. Grewal and S.C.Gupta: Advanced Accounts, 18<sup>th</sup> revised edition S.Chand&Co.- New Delhi- 2016.
3. Bhattacharya S.K., John Dearden- Accounting for Management: text and cases- 3<sup>rd</sup> edition- Vikas publishing house- New Delhi- 1997.
4. Radhaswamy and R.L. Gupta-Advanced Accountancy- Volume II-13<sup>th</sup> edition- Sultan Chand & Sons-New Delhi- 2014.
5. T.P. Ghosh- Financial Accounting for Managers- 4<sup>th</sup> edition- Taxmann Allied Services Pvt. 2009.

**SECOND YEAR****SEMESTER-III**

<b>BBA17R201</b>	<b>Macroeconomics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		6	0	0	6
<b>Pre-requisite:</b> Basic knowledge in economics. <b>Course Category:</b> Program Core					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To familiarize students with the forces determining macroeconomic variables such as inflation, unemployment, interest rates, and the exchange rate; To assess the macroeconomic policy viz monetary and fiscal policy on the aggregate behavior of individuals. To make students to understand how economic and other factors influence business in India so as to enable them to appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the different phases of business cycle, international trade and balance of payment, disequilibrium and formulate business strategy.

**CO2:** Describe the functions of money, regulators, money market and causes and effects of inflation on business.

**CO3:** Demonstrate the circular flow of income and the calculation of National Income and familiarity with the concepts of National Income.

**CO4:** Understand the role of government in economic system and economic planning In India

**CO5:** Demonstrate an understanding of monetary and fiscal policy and the functions of money, regulators, money market.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H										
<b>CO2</b>		H										
<b>CO3</b>		H										
<b>CO4</b>		H										
<b>CO5</b>		H				M		H				

**UNIT 1: MEASUREMENT OF MACROECONOMIC VARIABLES 18 Hours**

National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

**UNIT 2: KEYNESIAN THEORY OF INCOME AND EMPLOYMENT 18 Hours**



Simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier( investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix inaction; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

### **UNIT 3: MONEY**

**18 Hours**

Functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control;

### **UNIT 4: INFLATION**

**18 Hours**

Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)

### **UNIT 5: OPEN ECONOMY**

**18 Hours**

Brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

#### **Text Book(s):**

1. Dewat. K.K.- Modem Economic Theory- S. Chand & Co- New Delhi- 2005
2. Ahuja.H.L. - Economic Environment of Business- S. Chand & Co- New Delhi- 2005.

#### **Reference(s):**

1. Froyen, R.P- Macroeconomics-theories and policies- 8<sup>th</sup> edition- Pearson education- New Delhi. 2011.
2. Dornbusch and Fischer Macroeconomics- 9<sup>th</sup> edition- Tata McGraw Hill- New Delhi- 2010.
3. N Gregory Mankiw- Macroeconomics 7<sup>th</sup>edition- Worth Publishers- New Delhi. 2010.
4. 2010.
5. Olivier Blanchard- Macroeconomics- 5<sup>th</sup> edition- Pearson Education- New Delhi- 2009.

<b>BBA17R202</b>	<b>Principles of Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in business and marketing <b>Course</b> <b>Category:</b> Program Core <b>Course Type:</b> Theory					

**Course Objective(s):**

To familiarize the student with the concept in marketing and make them to design and implement the best combination of marketing actions to carry out a firm's strategy in its target markets. To develop the skills in market analysis and design customer driven strategies with regard to product, pricing, and promotion. To inculcate the students' skills in applying the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning; product offering; pricing; distribution channels and marketing communications.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Acquire an understanding of fundamental concepts of Marketing.

**CO2:** Integrate various elements of marketing to develop marketing plans for specific marketing activities.

**CO3:** Analyze the types of Pricing, product mix and distribution channel and formulate appropriate product, pricing and channel policy.

**CO4:** Identify and create the various promotional mix strategies for an organisation.

**CO5:** Understand apply marketing strategies for services.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>	M	H				H						
<b>CO2</b>	M	H				H						
<b>CO3</b>	M	H				H						
<b>CO4</b>	M	H				H						
<b>CO5</b>	M	H				H						

**Unit 1: Introduction****18 Hours**

Marketing – Definition, Concepts Significance & functions of Marketing, Approaches to the study of Marketing, Role & functions of Marketing Manager. Types of Marketing: Tele Marketing, E-Marketing, Industrial Marketing - Service Marketing, Rural Marketing. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix - Marketing Interface with Other Functional Areas - Recent trends like multi-level marketing, social marketing and others.

**Unit 2: Marketing Strategies****18 Hours**

Market segmentation - Target marketing, relationship marketing, positioning strategies - Marketing Research - Demand estimation, marketing mix - Consumer behaviour analysis - Buying motives & Buying habits, Factors influencing buying behaviour, Buying decision process, Industrial buying Vs House hold buying, Consumerism Competitive Strategies - Marketing communication.

### **Unit 3: Product & Price Strategies**

**18 Hours**

New product development - Product Life cycle - Product Mix, branding, packaging labeling, warranties - Guarantees and managing services. Pricing and distribution strategies Types of pricing and pricing issues - Pricing process - Role of marketing channels - Types of distribution channels, choice of channels and logistics in marketing.

### **Unit 4: Place and Promotional Mix Strategies**

**18 Hours**

Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Direct Marketing. Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers.

### **Unit 5: Marketing of Services**

**18 Hours**

Marketing of Services: Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

### **Text Book(s):**

1. Philip Kotler- Kevin Lane Keller and Abraham Koshy- Marketing Management- 12<sup>th</sup> edition- Prentice Hall of India- New Delhi- 2007.
2. Ramaswamy V.S.- Namakumary S.- Marketing Management- 3<sup>rd</sup> edition- Macmillan India Limited- New Delhi- 2002.

### **Reference(s):**

1. Rajan Saxena, Director, Jain S.P., Marketing Management- 1<sup>st</sup> edition- Tata McGraw Hill- New Delhi- 2006.
2. K.S.Chandrasekar- Marketing Management Text & Cases- 1<sup>st</sup> edition- Tata McGraw hill Education Pvt. Ltd. New Delhi- 2010.
3. Tapan K.Panda- Marketing Management- Excel Books.

<b>BBA17R203</b>	<b>Management Accounting</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>5</b>	<b>1</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R106		<b>Course</b>			
<b>Category:</b> Program Core					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To familiarize the students with the accounting statement analysis and ratio analysis by using accounting data and other related information for decision making, planning and control. To acquaint students with the budgetary preparation and analyse cost, volume and profit for business decisions. To develop the critical and analytical skills of students in analyzing the product, project, divisional and organizational performance by using managerial accounting information and techniques.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Demonstrate the importance and uses of management accounting in business.

**CO2:** Understand and use the basic concepts of costing and costing systems in their professional life and prepare cost sheet.

**CO3:** Take decision on cost, volume and profit for their product and business.

**CO4:** Prepare budget for the organization and find out the product, project, divisional and organizational performance by using managerial accounting information.

**CO5:** Explain the use of standard costs, prepare and interpret variance analysis.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	M	H	H									
<b>CO2</b>	M	H	H									
<b>CO3</b>	M	H	H									
<b>CO4</b>	M	H	H									
<b>CO5</b>	M	H	H									

**Unit 1: INTRODUCTION TO MANAGEMENT ACCOUNTING****18 hours**

Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

**Unit 2: CASH FLOW STATEMENT & COSTING****18 hours**

Cash flow statement: Importance, Components, Preparation of Cash Flow Statement as per AS-3 (revised). Cost concepts: Meaning, Scope, Objectives, and

Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Types of Costs - unit cost, tender and quotation. Cost Ascertainment: Cost Unit and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.

**Unit 3: STANDARD COSTING**

**18 hours**

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

**Unit 4: MARGINAL COSTING**

**18 hours**

Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Relevant Costs and Decision Making: Pricing, Product Profitability, Key factors, Make or Buy, Exploring new markets, Export Order, Sell or Process Further.

**Unit 5: BUDGETARY ANALYSIS**

**18 hours**

Budgets and Budgetary Control: Meaning, Types of Budgets, Functional, and Flexible Budgeting, Cash Budget. Responsibility Accounting: Transfer pricing.

**Text Book(s):**

1. M.Y. Khan, and P.K. Jain- Management Accounting: Text Problems and Cases- 6<sup>th</sup> edition- McGraw Hill Education (India) Pvt. Ltd- New Delhi- 2013.
2. S.N. Maheshwari, and S.N. Mittal- Cost Accounting: Theory and Problems- 26<sup>th</sup> edition- Shree Mahavir Book Depot (Publishers)- New Delhi- 2013.

**Reference(s):**

1. Chadwick- The Essence of Management Accounting. 2<sup>nd</sup> edition- Prentice Hall India- 21 December 1995.
2. Charles T. Horngren and Gary N. Sundem- Introduction to Management Accounting. 16<sup>th</sup> edition- 2013.
3. Sharma and Shashi K.Gupta- Management Accounting-13<sup>th</sup> revised edition- Kalyani Publisher- 2014
4. M.N. Arora-A Textbook of Cost and Management Accounting- Vikas Publishing House Pvt. Ltd.

<b>SEMESTER-IV</b>
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<b>BBA17R204</b>	<b>Business Research</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R103 Statistics for Business Decisions					
					<b>Course</b>
<b>Category:</b> Program Core					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To educate the students about the basic research methodologies, design, applications, and make them to identify and prepare a research proposal or problems through review of literature. To familiarize students in the area of sampling, data collection and application of statistical tools in business research. To cultivate the skills needed to prepare and present research reports.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Describe the basics, types and the stages of the research process and identify and analyse business research problems through review of literature and identify appropriate and effective ways to answer those problems
- CO2:** Apply an advanced understanding of business research design options, methodologies in a research.
- CO3:** Analyse the sources of research data and decide the data collection method and construct appropriate instrument for data collection.
- CO4:** Choose the sampling method for their research.
- CO5:** Analyze the collected data using appropriate statistical tools for interpretation of the data and prepare and present research findings in the report.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>	M	H	M								H	
<b>CO2</b>	M	H	M								H	
<b>CO3</b>		H	M								H	
<b>CO4</b>		H	M								H	
<b>CO5</b>		H	H		H						H	

**Unit 1: Introduction****18 Hours**

Meaning of Research - Objectives of Research - Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Types of Research - Research Process. Applications of Marketing Research – marketing research; The Research process – Steps in the research process; the research proposal; Problem identification- sources of information for problem identification – Defining the problem - Problem Formulation: Management decision problem Vs. Marketing Research problem.

**Unit 2: Research Design****18 Hours**

Research Design - Research Design: Exploratory, Descriptive, Causal. - Features of a Good design Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

**Unit 3: Data Collection****18 Hours**

Sources – primary – secondary - methods of data collection. Collection: Survey Vs. Observations. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, and Interval&Ratio. Scaling techniques paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design. Designing questionnaire.

**Unit 4: Sampling&Processing of Data****18 Hours**

Steps in Sampling Design - Types of Sample designs - Probability & Non Probability sampling, Non probabilistic sampling techniques- Convenience, judgmental, quota, snowball sampling Probability Sampling Techniques- Simple random, systematic, stratified, cluster and other probability sampling.Processing operations – Data preparation stages

**Unit 5: Analysis of Data & Report Writing****18 Hours**

Types of analysis - Hypothesis Testing- Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, Introduction to theoretical concept of ANOVA, Factor Analysis and Discriminant Analysis. Layout of Research report - Types of Reports -Presentation- Diagrams - graphs- charts. Mechanism of writing a Research report - Precaution for writing report.

**Text Book(s):**

1. Naresh K.Malhotra Marketing Research- 6<sup>th</sup> edition- Pearson Education- New Delhi- 2012.
2. Kothari C.R.- Research Methodology- 4<sup>th</sup> edition- New Age International Private- Ltd- New Delhi- 2004.

**Reference(s):**

1. Donald Cooper- Boca Rator and Pamela Schindler- Business Research Methods- 12<sup>th</sup> edition- Tata McGraw Hill- New Delhi- 2013.
2. Hair, J. F. Jr., Anderson, R. E., Tatham, R. L and Black, W. C.-Multivariate Data Analysis- Prentice Hall- New Delhi- 1998.
3. Robert H Carver- Doing Data Analysis with SPSS: Version 14.0- 4<sup>th</sup> edition- Cengage Learning- Delhi- 2007.

<b>BBA17R205</b>	<b>Human Resource Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R102 Fundamentals of Management & Organisational Behaviour					
<b>Course</b>					
<b>Category:</b> Program Core					
<b>Course Type:</b> Theory					

**Course Objective(s):**

The objective of the course is to equip students with knowledge, skill and competencies to manage people in the organization. To familiarize the students with the HRM practices, HR planning, Training Activities, Compensation and reward Planning, Performance Appraisal system in an organization. To provide an insight into the importance of motivation, counseling to create a stress free environment

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Understand the HR environment in India and human resource functions within organizations.
- CO2:** Plan human resources requirement and formulate HR policy of the organisation with regard to recruitment, selection, training and career planning.
- CO3:** Appraise the employee's performance and formulate compensation policy which helps to make organizational excellence.
- CO4:** Understand the importance of workers participation in management and creating stress free work environment through counselling and mentoring.
- CO5:** Analyse the ethical issues in HR management.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1	M	H		M								
CO2		H										
CO3		H										
CO4		H							M			
CO5		H							M			

**Unit 1: Fundamentals of HRM****18 Hours**

Human Resource Development Systems-HR environment in India- The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage.

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept.



**Unit 2: Recruitment Selection and Development** **18 Hours**

Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process. Staff Training and Development-Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods- Career planning and Development.

**Unit 3: Appraisal and Compensation Management** **18 Hours**

Job Evaluation-Performance Appraisal and Potential Evaluation-Wage determination; salary structure- components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits. Wage policies and Regulations-Employee benefits and services

**Unit 4: Motivating Human Resources** **18 Hours**

Team and Team work - Collective Bargaining Employee Morale -Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline concept, aspect of discipline & disciplinary procedure – Participative Management – Quality Circle – Empowerment – Job stress, counseling and mentoring.

**Unit 5: Maintenance of Workers** **18 Hours**

Compensation Management- Reward system – Labour relations – Knowledge creation and Management- Employee Welfare, Safety and Health – Employee benefits and services – Promotion , Transfers and separation – Human resource Accounting and Audit – Ethical issues in HR Management and International Human Resource Management.

**Text Book(s):**

1. Decenzo and Robbins- Human Resource Management- Wilsey- 6<sup>th</sup> edition- 2001.
2. Aswathappa- Human Resource and Personnel Management- 7<sup>th</sup> edition- Tata McGraw Hill- New Delhi- 2005.
3. Prasad L.M.- Human Resource Management- 2<sup>nd</sup> edition- Sultan Chand- New Delhi- 2001.
4. V.S.P. Rao- Human Resource Management- 2<sup>nd</sup> edition- Excel Books- New Delhi- 2005.

**Reference(s):**

1. Biswajeet Pattanayak- Human Resource Management- 4<sup>th</sup> edition- Eastern Economy Edition- New Delhi- 2010.
2. Dessler- Human Resource Management- 3<sup>rd</sup> edition- Pearson Education Limited- New Delhi- 2002.
3. C.S. VenkataRatnam et al.- Personnel management & Human Resource Management- Tata McGraw Hill-New Delhi.
4. Parikh.U. and Rao T.V.- Designing and Managing Human Resource Management- Wiley New Delhi- 2001.

<b>BBA17R206</b>	<b>Financial Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>5</b>	<b>1</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R106, BBA17R203		<b>Course</b>			
<b>Category:</b> Program Core					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To understand the foundations of finance and financing decisions, WorkingCapital and Long term sources of finance.To acquaint the students with the theory and techniques of financial management, and developing their abilities in respect of investment and capital budgeting, financial planning, capital structure decisions, dividend policy and working capital management. To develop the analytical skills for interpretation business information and application of financial theoryin financing related decisions and situation

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the different financing decision and estimate the value of different financial instruments (including stocks and bonds)

**CO2:** Decide the source of finance for an organisation and formulate the optimum Capital Structure

**CO3:** Estimate cash flows and make capital budgeting decisions under both certainty and uncertainty

**CO4:** Analyse the factors influencing the dividend decision and formulate the dividend policy of the firm

**CO5:** Describe and assess how companies manage the components of working capital to minimize the cost of carrying current assets and the cost of short-term borrowing.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1	M	H	H									
CO2		H	H				M	L				
CO3		H	H				H	M				
CO4		H	H					M				
CO5		H	H					M				

**UNIT 1: INTRODUCTION TO FINANCIAL MANAGEMENT****18 Hours**

Meaning, nature and scope of finance; financial goals: profit maximization, wealth maximization; finance functions Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity.

**UNIT 2: SOURCES OF FINANCE COST OF CAPITAL AND CAPITAL STRUCTURE****18 Hours**

Short term - Bank sources – Long term - Shares - debentures, preferred stock. Cost of capital: meaning and significance of cost of capital; calculation of cost of

debt, preference capital, equity capital and retained earnings. Capital Structure - Determining capital structure in practice; Capital structure planning. Operating and financial leverages; measurement of leverages; effects of operating and financial leverages on profit .Factors affecting capital structure. EBIT/EPS and ROI & ROE analysis. Capital structure policies in practice.

### **UNIT 3: CAPITAL BUDGETING**

**18 Hours**

Nature of investment decisions – significance – procedures - investment evaluation criteria- net present value, internal rate of return, profitability index, payback period, accounting rate of return , NPV and IRR comparison; capital rationing; risk analysis in capital budgeting.

### **UNIT 4: DIVIDEND POLICY DECISION**

**18 Hours**

Dividend policy and decisions: Influencing factors-forms of dividend - principles of dividend policy—practical aspects of dividend. Dividend and Capital; Dividend Theories -The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model;

### **UNIT 5: WORKING CAPITAL MANAGEMENT**

**18 Hours**

Concept – nature – significance –types - components – financing of working capital - operating cycle – factors determining working capital requirements – managing cash, cash receivables and inventories -optimum credit policy; credit collection.

#### **Text Book(s):**

1. Prasanna Chandra: Financial Management Theory and Practice- 9<sup>th</sup> edition Tata McGraw Hill- New Delhi- 2016.
2. Khan M.Y. and Jain P.K.- Financial Management- Text and Problems-5<sup>th</sup> edition-Tata McGraw Hill- New Delhi
3. Pandey I.M- Financial Management-11<sup>th</sup> Edition-Vikas Publishing House- New Delhi- 2015.

#### **Reference(s):**

1. Vanhorne, J.C -Financial Management and Policy-12<sup>th</sup> edition-Prentice Hall of India- New Delhi- 2002.
2. Brealey Mysers-Principles of Corporate finance-11<sup>th</sup>edition-Tata McGraw Hill- 2014.
3. Kuchal, Financial Management-2<sup>nd</sup> edition-Chatyana Publishing House.

**THIRD YEAR****SEMESTER-V**

<b>BBA17R301</b>	<b>Quantitative Techniques for Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>5</b>	<b>1</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in mathematics. Program Core				<b>Course Category:</b>	
<b>Course Type:</b> Theory					

**Course Objective(s):**

To provide a formal quantitative approach to problem solving and to introduce some widely-used mathematical models in solving business operations issues, To provide an insight into basic linear programming, transportation and assignment technique, queuing model and replacement model to students to solve management problems. To provide necessary inputs for optimum utilisation of resources by employing operational research techniques

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Demonstrate the techniques of operations research and application to modern business.

**CO2:** Solve and apply LPP for profit maximization and cost minimization in an organisation.

**CO3:** Formulate effective models for real world OR problems

**CO4:** Apply network analysis to optimize the business operations.

**CO5:** Apply the game theory for enhancing operational efficiency

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H	L								
<b>CO4</b>		H	H	L								
<b>CO5</b>		H	H	L								

**Unit 1: Linear Programming Problem****18 Hours**

Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

**Unit 2: Transportation Problem****18 Hours**

Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified

Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes) Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)

### **Unit 3: Network Analysis**

**18 Hours**

Network Analysis: Construction of the Network diagram, Network diagram - activity - Event - Dummy Activity - Construction of Network diagram - Numbering of events - Activity & Event times - Float & Slack - Steps in the application of CPM - Critical activity - Finding of critical path & Estimated Duration - Time estimates in PERT - Steps involved in PERT calculations - Difference between PERT & CPM (only simple problems are expected - Crashing of activity timing not expected). Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing

### **Unit 4: Decision Theory**

**18 Hours**

Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogorov equation.

### **Unit 5: Game Theory**

**18 Hours**

Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of  $m \times n$  game and solution of  $2 \times 2$ ,  $2 \times s$ , and  $r \times 2$  cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation

### **Text Book(s):**

1. Kanti Swarup- P.K. Gupta and Manmohan- Operations Research-17<sup>th</sup> Edition- Sultan Chand & Sons - 2014
2. Paneerselvam R.- Operations Research- 8<sup>th</sup> edition- Prentice Hall of India- New Delhi- 2010.

### **Reference(s):**

1. Hamdy A Taha- Introduction to Operations Research- 12<sup>th</sup> edition- Prentice Hall India- New Delhi- 2014.
2. Kalavathy S.- Operations Research-2<sup>nd</sup> edition- Vikas Publishing House New Delhi- 2004.
3. N. D. Vohra- Quantitative Management- 4<sup>th</sup> edition- Tata McGraw Hill- New Delhi- 2011.
4. P. K. Gupta, Man Mohan, Kanti Swarup- Operations Research- 17<sup>th</sup> edition- Sultan Chand & Sons- New Delhi- 2014.
5. V. K. Kapoor- Operations Research- 5<sup>th</sup> edition- Sultan Chand & Sons- New Delhi- 2014.
6. J. K. Sharma: Operations Research Theory & Applications- 5<sup>th</sup> edition- Macmillan India Limited- 2013.

<b>BBA17R302</b>	<b>Legal aspects of Business</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in legal environment. Program Core			<b>Course Category:</b>		
<b>Type:</b> Theory			<b>Course</b>		

**Course Objective(s):**

To impart in depth knowledge of the Law of contracts which forms, the foundation of all day to day obligations in the business world.To instill in the students an awareness of legal framework in sale of goods, consumer protection to understand the applications of these laws to practical commercial situations.To acquaint the students with the alternative forms of business organisation available in the country as per partnership and new companies act.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Demonstrate an understanding of the nature of the contractual relationship and list the elements required to create a contract (offer, acceptance, genuine agreement, consideration, capacity and legality).
- CO2:** Construct the sale of contract and formulate the terms and conditions in sale of goods and services and understand the legislation related to negotiable instrument
- CO3:** Demonstrate the conceptual and practical knowledge in Companies Act 2013 and new partnership model.
- CO4:** Elaborate the rights of consumers and identify the common unfair and deceptive practices by gaining an insight into Consumer Protection Act
- CO5:** Understand the rights to information act and know the formalities of collecting information from government.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H					H					
CO2		H					H					
CO3		H					H					
CO4		H					H		L			
CO5		H					H		L			

**Unit 1: Indian Contract Act, 1872****18 Hours**

Meaning and Definition of Business / Mercantile Law, Scope of Mercantile Law, Sources of Mercantile Law in India Indian Contract Act, 1872Contract – meaning, essentials and kinds. Offer, Acceptance, Consideration-essentials and exceptions, Capacity of parties, Free consent, Modes of discharge of a contract, Remedies for breach of a contract

**Unit 2: The Sale of Goods Act, 1930 & Negotiable Instrument Act 1881      18 Hours**

Meaning and Essentials of Contract of Sale, Sale and Agreement to Sell, Implied Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights. Negotiable Instrument Act 1881 - Meaning & definition of Negotiable Instrument; Characteristics of Negotiable Instrument, Types of Negotiable Instrument: Promissory Note; Bills of Exchange; Cheque; types of cheques

**Unit 3: Companies Act, 2013 & The Limited Liability Partnership Act 2008 18 Hours**

Company - Meaning, Kinds, Formation of accompany - Promotion, Incorporation, On-line registration, Commencement of business. Memorandum of Association, Articles of Association & Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification. Company Meetings & Resolutions. Winding up of a Company – Meaning and Modes of winding  
The Limited Liability Partnership Act 2008:  
Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

**Unit 4: Consumer Protection Act, 1986      18 Hours**

Scope and Applicability, Consumer of goods and consumer of services, Rights of a consumer, Unfair & Restrictive Trade Practices, Complaint – Meaning, Relief available to a consumer..

**Unit 5: The Right to Information Act 2005      18 Hours**

Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

**Text Book(s):**

1. N. D. Kapoor, An Introduction to Mercantile Laws, Sulthan Chand and Sons, New Delhi, 2014
2. Sen and Mitra, Business and Commercial Laws, 9<sup>th</sup> Edition, Commercial Law Publisher Delhi, 1966

**Reference(s):**

1. Kuchhal, M.C.& VivekKuchhal , Business Legislation for Management, 4<sup>th</sup> edition, Vikas Publishing, House (P) Ltd., New Delhi , 2014.
2. Avtar Singh, Law of Contract, 11<sup>th</sup> edition, Eastern Books Company, 2013
3. Bulchandani K.R, Business Law for Management, 7th revised edition, Himalaya Publishing House, 2011
4. Niraj Kumar, Consumer Protection Act in India, New Century Publications, 2015
5. V.K.Agrawal Consumer protection in India, Ayushamna Publication Publications, 2013

<b>SEMESTER-VI</b>
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<b>BBA17R303 Business Policy &amp; Strategy</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R103, BBA17R205, BBA17R206, BBA17R202				
<b>Course Category:</b> Program Core				
				<b>Course</b>
<b>Type:</b> Theory				

**Course Objective(s):**

To impart the basic concepts in strategic management, strategic business unit, mission, Competitive Advantage. To familiarize the students with the internal and external environment of business and do environmental scan to formulate and implement strategies of an organization. To enable students to understand and evaluate the different types of strategies and structures, strategies of the competitors, turnaround strategies, global strategies and strategic control.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Understand the integrative nature of strategic management and levels of strategy
- CO2:** Conduct and draw conclusions from environmental and industry analysis.
- CO3:** Identify opportunities and threats in the external environment and strengths and weaknesses within the organization for formulating strategy.
- CO4:** Know the strategic options and formulate realistic strategies to achieve an organization's vision, mission, and goals
- CO5:** Recommend specific strategy and develop implementation plans to execute strategies of marketing, accounting and finance, operations management and human resource management.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>	M	H										
<b>CO2</b>		H				M		L				
<b>CO3</b>		H		M		M		L				
<b>CO4</b>		H				M		L				
<b>CO5</b>		H				M		L				

**Unit 1: Introduction****18 Hours**

Strategic Management as a field of Study – Strategy; Strategic Management and related issues – Levels of Strategy – Mission and Objectives – Strategic Intent.

**Unit 2: Environmental Analysis and Diagnosis****18 Hours**

Concept and Issues – Environmental factors – Synthesis of External Factors – Industry Analysis; Porter's five - Forces Model. Internal Analysis and Diagnosis:



Analysis of Internal Resources and Capabilities – Synthesis of Internal Factors – Core competence – Value – Chain Analysis – SWOT analysis.

### **Unit 3: Strategic Options**

**18 Hours**

Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions – Porter’s Concept of Generic Strategies and Competitive advantage

### **Unit 4: Choice of Strategy**

**18 Hours**

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioral considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.Resource Allocation; Leadership Implementation – Structural considerations

### **Unit 5: Strategy Implementation**

**18 Hours**

Strategy Implementation – Functional Strategies: Marketing, Human Resources, Production / Operations and R & D Finance / Accounting and other issues.

### **Text Book(s):**

1. L. R. Jauch and W. F. Glueck-Business Policy and Strategic Management-6<sup>th</sup> edition-McGraw Hill- New York
2. Fred R. David-Strategic Management: A Competitive Advantage Approach- Concepts and Cases- 16<sup>th</sup>Edition-Pearson Education- 2017.

### **Reference(s):**

1. J. D. Hunger, T. L. Wheelan and K. Rangarajan-Concepts in Strategic Management and Business Policy-14<sup>th</sup> edition-Pearson Education- 2016
2. Azhar Kazmi-Business Policy and Strategic Management-3<sup>rd</sup> edition-Tata McGraw Hill- 2008.
3. J.A. Pearce & R.B. Robinson- Strategic Management formulation implementationand control-9<sup>th</sup> edition-Tata McGraw Hill- 2005.
4. Arthur A. Thompson Jr. & A.J Strickland III- Crafting and executing strategy- 19<sup>th</sup> edition- Tata McGraw Hill- 2014.
5. Lawrence R. Jauch & William F. Glueck- Business Policy and StrategicManagement- 5<sup>th</sup> edition-McGraw Hill- 1988

<b>BBA17R304 Financial Institutions &amp; Markets</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic Knowledge in financial Market.				
<b>Course Category:</b> Program Core		<b>Course Type:</b> Theory		

**Course Objective(s):**

To give in-depth understanding of the financial system, market and issues and various aspects of financial services. To familiarize the students with the capital market, money market for fund raising and trading. To familiarize the student with the commercial banking and regulatory frame work in Indian financial system.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the structure, components of Indian financial system, and its impact on economic development.

**CO2:** Demonstrate the functioning of commercial bank, development bank and cooperative banks.

**CO3:** Know the functions performed by regulatory authorities of Financial Market in India

**CO4:** Know about Capital Market, participants and its procedure for trading and fund raising.

**CO5:** Appraise the various segments in money market and schemes in mutual fund for better investment.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		H										
<b>CO2</b>		H										
<b>CO3</b>		H										
<b>CO4</b>		H										
<b>CO5</b>		H										

**Unit 1: Financial System****18 Hours**

Functions of the financial system, Structure of Indian Financial system, Components of Financial System – Financial assets, financial intermediaries, Financial Markets, Financial system and Economic Development, Weakness of Indian Financial System

**Unit 2: Financial Institution****18 Hours**

Commercial Banks – Basic concept of commercial banking, Role of commercial banks in financial market- Recent trends is Commercial banking, Development Banks & Specialized Financial Institutions, Co-operative Banks.

**Unit 3: Regulatory Authorities****18 Hours**

Reserve Banks of India, Securities & Exchange Board of India, Insurance Development & Regulating Authority

**Unit 4: Capital Market****18 Hours**

New Issue market-Players, Instruments, Mechanism and guidelines of issue, Secondary Market-Stock market Features, Trading and settlement, Demutualization. Dematerialization of securities, Emerging trends in the Indian Capital Market, Different Types of Indices and Their Construction

**Unit 5: Money Market & Mutual Funds****18 Hours**

Call money market, Treasury bill market, Gilt-edged security market, Money market mutual funds, Repos, Recent trends in the Indian Money market Mutual Fund- Concepts, Types, Characteristics, Present Status of Mutual Fund Industry in India

**Text Book(s):**

1. R Parameswaran and S. Natarajan, Indian Banking- Revised edition-Sultan Chand & Sons- 2013.
2. M.C. Vaish- Money- Banking and International trade- 8<sup>th</sup> edition- New Age International (P) Limited- 2014.

**Reference(s):**

1. P.N. Varshne- Banking Law Practice- 25<sup>th</sup> edition-Sultan Chand & Sons- 2014.
2. H.M. Machiraju- Indian Financial System- 4<sup>th</sup> edition- Vikas Publishing.
3. Dr. S.Guruswamy-Financial Markets and Institutions- 4<sup>th</sup> edition-Vijey Nicole Publishing.

### SKILL ENHANCEMENT COURSE (SEC)

<b>BBA17R191 IT Tools For Business</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
Pre-requisite: Basic knowledge in computer and operating system and network.				
<b>Course Category:</b> Skill Enhancement Elective				
<b>Course Type:</b> Laboratory course				

#### Course Objective(s):

To introduce the students to the fundamentals of computers and familiarize them with the jargon commonly used by computer literates. To introduce the students with some basic tools and applications in MS office which will enable them in preparing report, presentation, and calculation and e-communicating effectively and analyse data for decision making using data of different kind. To introduce the student to the internet and its applications and thereby empowering them to utilize e-sources, e-commerce for upgrading his knowledge base and applying in business.

#### Course Outcome(s):

After completing this course, the student will be able to:

**CO1:** Execute formula and create table, sort, and draw graphs by using MS Excel.

**CO2:** Prepare a report by creating, formatting and editing the document by using MS Word

**CO3:** Create PowerPoint presentation with charts, videos, animation for personal and professional presentation.

**CO4:** Send email messages (with or without attachments), navigate and search through the internet.

**CO5:** Create database, acquire required data and prepare report as per requirements.

#### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		M		H								
<b>CO2</b>		M		H								
<b>CO3</b>		M		H	M							
<b>CO4</b>		M		H								
<b>CO5</b>		M		H								

#### Unit 1: Spread Sheets

**18 Hours**

Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define.

Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks,

correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions.

Consolidating worksheets and workbooks using formulae and data consolidate command  
 Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet

Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics.

Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables.

Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver) Exchanging data using clipboard, object linking and embedding.

## **Unit 2: Word Processing**

**18 Hours**

Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders.

Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents. Spell check your document using inbuilt and custom dictionaries, checking grammar and style, using thesaurus and finding and replacing text.

Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography

Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else.

Linking and embedding to keep things together.

## **Unit 3: Power Point**

**18 Hours**

Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content placeholders, creating graphs, tables, diagrams, organization charts, inserting clip art and images.

Viewing and navigating a presentation: Organising ideas in outline view, using slidesorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons

Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.

#### **Unit 4: Database**

**18 Hours**

Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types, Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering.

Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria.

#### **Unit 5: Working with forms**

**18 Hours**

Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups.

Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports.

#### **References(s):**

1. R.P.Soni, Harshal Arolkar, Sonal Jain- Working with Personal Computer Software- 2<sup>nd</sup> Edition- Wiley India Publications- 2010.
2. Ananthi Sheshasayee, G. Sheshasayee, Computer Applications in Business and Management- Margham Publications -2010.

<b>BBA17R192 Personality Development &amp; Communication Skills</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
Pre-requisite: Basic knowledge in human behaviour				
<b>Course Category:</b> Skill Enhancement Elective				
<b>Course Type:</b> Laboratory course				

**Course Objective(s):**

To encourage students to develop their personality by understanding the influence of environmental, educational and situational factors and how to modify the behavior To provide a hands on experience in understanding thyself and others by self-appraisal.To provide a hands on experience in empowering, inspiring and motivating others and create an awareness about the body language as the corner stone of reflecting one's attitude

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Develop all-round personalities with a mature outlook to function effectively in different circumstances

**CO2:** Become self-confident individuals by mastering inter-personal skills, team management skills, and leadership skills.

**CO3:** Developing self-motivation, raised aspiration and belief in one's own abilities, defining and committing to achieving one' goals

**CO4:** Enhancing team building and time management skills

**CO5:** Develop effective communication skills

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		M		H	H							
<b>CO2</b>		M		H								
<b>CO3</b>		M		H	H							
<b>CO4</b>		M		H	H							
<b>CO5</b>		M		H	H							

**Unit 1: Communication Skills****18 Hours**

Intra personal communication and Body Language, Inter personal Communication and Relationships, Leadership Skills, Team Building and public speaking

**Unit 2: Personality Concept & Importance of PDP****18 Hours**

Presenting oneself – Body Language, Dress code - Leadership skills - Time management Personal Hygiene & Grooming - Development of positive attitude - Boosting Self-confidence, Mnemonics, Goal setting.

**Unit 3: Negotiation Skills****18 Hours**

Building Relationships that work, bargaining for advantage - Strategic Persuasion, the art and science of selling ideas – Conflict resolution, transforming competition into cooperation - Personality, strengths, and weaknesses in negotiations.

**Unit 4: Life Skill****18 Hours**

Introduction, need & Importance - Self-awareness and appropriate social interactions Decision making & problem solving - Functional reading & research.

**Unit 5: Management Skills****18 Hours**

Self-management and stress management skills - Team Building Basics, team building activities - group dynamics, group facilitation, adventure team building, psychological profiling tools – Management games, exercise and testing.

**Text Book(s):**

1. UNESCO- Life skills in Non-formal Education- UNESCO & INC New Delhi.
2. Shaffer, D- Social and Personality Development- Belmont. CA- Wadsworth/Thomas learning.

**References(s):**

1. Shaver, P- Living Styles May be Determined in Infancy- APA Monitor Washington.
2. Cartledge, G- Teaching Social Skills to Children and Youth Innovative Approach- BostonMA: Allyn and Bacon.
3. Stephen Covey-7 Habits of highly effective people.
4. Shiv Khera- You can win- McMillan India ltd.
5. Stephen covey-8th Habit.
6. Pramod Batra- Management thoughts



<b>BBA17R193</b>	<b>E – Commerce</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
Pre-requisite: Basic knowledge in computers and business					
<b>Course Category:</b> Skill Enhancement Elective					
<b>Course Type:</b> Laboratory course					

**Course Objective(s):**

To familiarize the students with the technologies in e-commerce, e-business and its impact in business. To enable the students to identify and implement the right e-commerce model and understand the ethical and legal issues associated with it. To give an insight about electronic payment system and its security.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Demonstrate an understanding of the foundations and various business models of e-commerce namely Business to Consumer, Business-to-Business, Intra-organizational.
- CO2:** Understand the technology in E-commerce.
- CO3:** Create website for ecommerce.
- CO4:** Understand the electronic payment system for e-commerce and its security issues.
- CO5:** Analyze the impact of E-commerce on supply chain management.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		M		H								
<b>CO2</b>		M		H								
<b>CO3</b>		M		H	M							
<b>CO4</b>		M		H								
<b>CO5</b>		M		H								

**Unit 1: Introduction to E-OMMERCE****18 Hours**

E-Commerce: Meaning and concept of ecommerce, ecommerce vs e-business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B,G2C

**Unit 2: Technology in E-COMMERCE****18 Hours**

An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets ,The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies.

**Unit 3: Website Creation****18 Hours**

Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e-cycle of internet marketing,

personalization, mobile agents, tracking customers, customer service, CRM and e-value. Web page design using HTML and CSS: Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form and introduction to CSS.

**Unit 4: Security Threats & Internet Payment Systems** **18 Hours**

Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams Basic cryptography for enabling security in ecommerce: encryption: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using VPN, firewalls, SSL Internet payment systems: Features of payment methods, 4C payment methods, electronic money, ACID and ICES test, payment gateway, SET protocol for credit card payment, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, EFT and ACH

**Unit 5: Types of E-COMMERCE** **18 Hours**

Business to Business e-commerce: Meaning, benefits and opportunities in B2B, B2B building blocks and their relationship to supply chain management, key B2B models and their main functions, EDI as a B2B tool. Consumer oriented e-commerce: traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mall, direct selling by manufacturer, supplementary distribution channel, e-broker and e-services like web-enabling services, matchmaking services, information

**Text Book(s):**

1. Turban, Efraim, David King- Electronic Commerce: A Managerial Perspective- Pearson Education Asia- Delhi 2002.
2. Kalakota, Ravi-Frontiers of Electronic Commerce- Addison - Wesley- Delhi 1999.
3. Rayport, Jeffrey F and Jaworksi, Bernard J- Introduction to E-Commerce- Tata McGraw Hill- New Delhi 2003.

**References(s):**

1. William J. Pardi- XML in action web technology- Microsoft Press- 1999
2. Michael J. Young- Step by Step XML Microsoft Press- 2002

<b>BBA17R194</b>	<b>Creative Communication Design</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
Pre-requisite: Basic knowledge in computers and business					
<b>Course Category:</b> Skill Enhancement Elective					
<b>Course Type:</b> Laboratory course					

**Course Objective(s):**

To design professional layouts for print and digital publishing using this popular publishing software package. To gain a working knowledge of Photoshop and develop their skills in editing and altering photographs for through a basic understanding of the tool bar, layers, and the adjustments panel. To create engaging print designs, page layouts and sophisticated typography for any media.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Design layouts for Paper Advertisement, Brouchers, Corporate Stationaries, Package Designing

**CO2:** Prepare Event and Exhibition stall Designs, Pop Ups

**CO3:** Understand how to select, use and work with colour and work with layers and the Layers panel.

**CO4:** Create graphically intensive layouts and design magazines.

**CO5:** Design poster and book design for corporate.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		M		H								
<b>CO2</b>		M		H								
<b>CO3</b>		M		H	M							
<b>CO4</b>		M		H	M							
<b>CO5</b>		M		H	M							

**Class Exercise:****45 Hours**

(Students has to practice all seven exercises)

- |                       |                     |
|-----------------------|---------------------|
| 1. Typography         | 5. Packaging Design |
| 2. Newspaper Layout   | 6. Book Design      |
| 3. Advertising Design | 7. Outdoor Design   |
| 4. Poster Design      |                     |

Softwares: Adobe Illustrator, Adobe Photoshop, Adobe InDesign

**Record Work:****15 Hours**

- |                        |                  |
|------------------------|------------------|
| Corporate Stationeries | Packaging Design |
| Book Design            | Newspaper layout |

**Reference(s):**

- Jennifer Smith and The AGI Creative Team- Adobe Photoshop CS5 Digital Classroom
- Martin Evening- Adobe Photoshop for Photographers
- Deke McClelland- Adobe Photoshop One on One

<b>BBA17R291</b>	<b>Financial Software Laboratory</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
Pre-requisite: Basic knowledge in computers and BBA17R106, BBA17R203.					
<b>Course Category:</b> Skill Enhancement Elective					
<b>Course Type:</b> Laboratory course					

**Course Objective(s):**

To educate the students about the usefulness/importance of Tally ERP-9 software for simplifying the accounting methods & procedures. To make the students proficient towards creating the accounting records and extract the financial statements and other statements related to inventory management, depreciation accounting and VAT procedure and records.

To introduce the Hands-on Training using financial software for the Finance and Accounts offices.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Create and load the company, group, security control, back-up and Generate Accounting statements, Vouchers and Basic Reports in Tally

**CO2:** Rectify the errors in account entry in accounting software and extract data from financial databases to analyse industry and company.

**CO3:** Collect and prepare reports regarding stock price prevailing in stock exchange.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		M	M	H								
<b>CO2</b>		M	M	H								
<b>CO3</b>		M	M	H								

**Unit 1: Accounting Software Package****20 Hours**

Understanding user interface- Customizing software features to suit the users' requirements.

Creating a new company for the purpose of starting computerized accounting. Modifying an existing company. Creating the required accounts and linking them to appropriate class, viz., Assets, Liabilities, Revenues, Gains, Expenses, and Losses. Passing accounting entries for different types of business transactions. Correcting incorrect accounting entries. Generating and understanding various reports, viz., Cash Book, Ledger Accounts, Trial Balance, Profit & Loss Account, and Balance Sheet.

**Unit 2: Extraction of Data and Analysis****20 Hours**

Any Financial Database such as Prowess from CMIE, Capitaline, ACE or any other equivalent

A student is expected to be able to extract the following types of data

For an index, an industry and company data

Selection of company/s, period to be studied

Creation of a peer group

Use of filters for data query

Data extraction from balance sheet, profit & loss statement and cash flow statements

Stock market data- price and volume, BSE/NSE, adjusted prices

Saving and exporting data to a spreadsheet for further analysis

### **Unit 3: Financial Accounting Software Package**

**20 Hours**

For students' learning, free versions of Accounting Software Packages are available on the internet. For example Tally (free student version), GNUCASH (open source) or any other equivalent.

#### **References(s):**

1. Ramesh Bangia- Learning Tally 9.0: With Introduction to Tally ERP 9
2. Kogent Learning Solutions Inc -.Tally.ERP 9 In Simple Steps- Dreamtech Press- 2010

<b>BBA17R292</b>	<b>Statistical Software Laboratory</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
Pre-requisite: Basic knowledge in computers and business research BBA17R204, BBA17R103					
<b>Course Category:</b> Skill Enhancement Elective					
<b>Course Type:</b> Laboratory course					

**Course Objective(s):**

To familiarize students with a statistical package for data analysis related to the Statistics and Market Research papers and which will also help in the Research Project. To provide hands on experience on user friendly statistical package viz SPSS, PSPP (open source)/ or any other equivalent. To provide practical exposure to use advanced SPSS for analyzing project data for reporting purposes focusing on database management tasks, descriptive statistics and graphics, and basic inferential statistics for comparisons and correlations.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO6:** Understand the basic workings of SPSS, and perform basic statistical analyses.

**CO7:** Perform data checking and create simple tables and charts.

**CO8:** Perform a wide range of data management tasks in SPSS application.

**CO9:** Perform database management tasks, descriptive statistics and graphics, and basic inferential statistics for comparisons and correlations.

**CO10:** Prepare reports and working with objects.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		M	H									
<b>CO2</b>		M	H								H	
<b>CO3</b>		M	H								H	
<b>CO4</b>		M	H								H	
<b>CO5</b>		M	H								H	

**Unit 1: Basic of Data Entry in SPSS****18 Hours**

Introduction- Data Entry, Storing and Retrieving Files, Statistics Menus, Generating New Variables, Coding of questionnaire items, Naming variables (date, numeric, string, dollar etc.) Key in data

**Unit 2: Managing Data Files and Data Manipulation****18 Hours**

Managing Data Files and Data Manipulation: Splitting files, Unsplitting SPSS file, selecting certain cases and inserting cases, Combining variables, Recoding variables, Inserting new variables, Deleting variables, sorting cases, merging files by the cases

**Unit 3: Exploring Data with Descriptive Statistics****18 Hours**

Frequencies distribution, Generating statistic values: Mean median, variance, standard deviation etc., Computing contingency table or cross-table and Chi-square

test. Checking data normality, One-Sample T-test, Independent-Sample T-test, Paired-Sample T-test, Mann-Whitney U test, One way ANOVA, Correlation, Linear regression including multiple regression, Cluster analysis, Discriminant Analysis, Factor analysis/Principal Components Analysis.

#### **Unit 4: Making Graphs and Diagrams**

**18 Hours**

Preparing graph: Line graphs, Boxplot, Scatter plots, Bar charts, Pie charts, Histograms, Error bars, High-Low bars, Population Pyramid

#### **Unit 5: Editing Table and Report Presentation**

**18 Hours**

Editing and Report

(i) About fonts and basic functions

- How to work with cut and paste
- How to work with copy and paste
- How to clear the data
- How to change the font type
- How to add the italic effect in the font
- How to change the Font size

(ii) Working with SPSS objects

- How to create the Case Summaries report
- How to create the Report Summaries in Rows
- How to create Report Summaries in Columns

#### **Text Book(s):**

1. Marija J. Norusis- IBM SPSS Statistics 19 Guide to Data Analysis- Pearson Education- 2012
2. Andy Field- Discovering Statistics Using IBM SPSS Statistics- 4<sup>th</sup>Edition- SAGE Publications Ltd- 2009

#### **References(s):**

1. David S. Moore, William I. Notz, Michael A. Flinger- Basic Practice of Statistics- 6<sup>th</sup> Edition- W.H. Freeman and Company.
2. Companion Book by Michael “Jack” Davis of Simon Fraser University- jackd@sfu.ca- factotumjack.blogspot.ca last updated 2015 January 3.
3. Petra Petrovics- SPSS Tutorial & Exercise Book for Business Statistics- MISKOLC2012

<b>BBA17R293</b>	<b>Creativity and Innovation</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
Pre-requisite: Basic knowledge in computers and business.					
<b>Course Category:</b> Skill Enhancement Elective					
<b>Course Type:</b> Laboratory course					

**Course Objective(s):**

To explore the principles, processes and theories that underpins creativity, creative problem solving, innovation and decision-making. To understand the mechanism of thinking and visualisation related to creativity, innovation and decision making and their application within the workplace.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Describe the innovation process, including the innovation value chain, and commercializing an innovation.

**CO2:** Visualize the innovation or idea into product, model and drawings.

**CO3:** Develop effective creative projects that provide an innovative solution to real-world problems based on inquiry such as class discussion, critical analysis, integrative collaboration, observing, and using technology

**CO4:** Generate innovative solutions by discovering and testing creative ideas

**CO5:** Create an environment that continually fosters creativity and innovation

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>												
<b>CO2</b>								M				
<b>CO3</b>								M		M		
<b>CO4</b>		M						M		M		
<b>CO5</b>										H		

**Unit 1: Introduction****18 Hours**

Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, Methodologies and approaches, individual and group creativity, organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

**Unit 2: Mechanism of Thinking and Visualization****18 Hours**

Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking



**Unit 3: Creativity****18 Hours**

Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.

**Unit 4: Creativity in Problem Solving****18 Hours**

Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.

**Unit 5: Innovation****18 Hours**

Achieving Creativity – Introduction to TRIZ methodology of Inventive Problem Solving - the essential factors – Innovator’s solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption - Commoditization and De-commoditization – Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton

**References(s):**

1. Rousing Creativity: Think New Now Floyd Hurr- ISBN 1560525479- Crisp Publications Inc. 1999
2. Geoffrey Petty- How to be better at Creativity- The Industrial Society 1999
3. Clayton M. Christensen Michael E. Raynor- The Innovator’s Solution- Harvard Business School Press Boston- USA- 2003
4. Semyon D. Savransky- Engineering of Creativity – TRIZ”- CRC Press New York USA-2000

**GENERIC ELECTIVE / INTERDISCIPLINARY COURSE**

<b>BBA17R107</b>	<b>India's Diversity &amp; Business</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in society and human behaviour					
<b>Course Category:</b> Generic Elective					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To enable student to interpret and respond to developments in India's economy from a regional perspective. To provide you with an understanding of India's business culture, social diversity and occupational diversity. To empower students to make sound business decisions as it relates to India.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand and analyse dimensions of culture and diversity on business

**CO2:** Understand and appreciate social diversity and develop cultural lenses

**CO3:** Formulate strategy by Understanding occupational diversity

**CO4:** Understand the linkages between diversity and socio economic challenges. among the skills in applying cross-cultural understanding

**CO5:** Construct business strategy by studying diversity in the areas of marketing, human resource and manufacturing.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>									H			
<b>CO2</b>									H			
<b>CO3</b>									H			
<b>CO4</b>								M	H			
<b>CO5</b>								M	H			

**Unit 1: Recognizing, Accommodating and Valuing Diversity** **18 Hours**

Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources; Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements

**Unit 2: Social Diversity in India** **18 Hours**

Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions

**Unit 3: People, Livelihood and Occupational Diversity** **18 Hours**

Traditional livelihoods and their nature - agriculture, crafts, industry and services; Region, occupation and employment

#### **Unit 4: Linkages between Diversity and India's Socio-Economic Challenges 18 Hours**

Regional variations in terms of geographic and socio-economic factors- trends and emerging options; Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development;

#### **Unit 5: Diversity and Business 18 Hours**

□ Indian Consumers and marketing; rural and urban context, Diversity, manufacturing, industry and services; Diversity and Innovation; Workforce diversity and management

#### **Reference(s):**

1. Bhatt, B. L (1980)-India and Indian Regions: A Critical Overview in David E. Sopher 'An Exploration of India- Geographical Perspectives on Society and Culture'. Cornell. Pages- 35-61 for Socio cultural regions.
2. Bill Aitken- Seven sacred rivers- Penguin Books- 1992
3. Bose NK (1969) Unity in Indian Diversity in Desai AR (1969 ) Rural Sociology in India-reprinted 2009- Popular Prakashan- (for diversity as strength Part II chap 3 pp 134-136)
4. Chakravarti AK (2004) Regional Preferences for Food: Some Aspects of Food
5. Habit Patterns In India in Grover N and KN Singh (eds) 2004-Cultural Geography: Form and Process - Concept Publishers- Delhi ( for regional specificity of food -Chap 23 pp 355 to 375)
6. Fernando Mart ´ın-Alca ´zar Pedro M. Romero-Ferna ´ndez Gonzalo Sanchez-Gardey- Transforming Human Resource Management Systems to Cope with Diversity-Journal of Business Ethics-2012- 107:511-531
7. Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995
8. Gail Robinson and Kathleen Dechant- Building a business case for diversity-Academy of Management Executive 1997- Vol 11- No. 3

<b>BBA17R108 Ethics &amp; Corporate Social Responsibility</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite: BBA17R102 Course Category: Generic Elective</b>				
<b>Course Type: Theory</b>				

**Course Objective(s):**

To encourage students to examine and assess the social and natural environments within which moral issues in business arise To introduce core business ethics issues and ethical concepts relevant to resolving moral issues in business To develop an understanding of the underlying concepts of Corporate Governance, business ethics and CSR.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Tackle some ethical dilemmas they might face in their professional life.

**CO2:** Understand, analyze and critically interpret the responsibility of management through corporate governance.

**CO3:** Apply appropriate ethical concepts and approaches in realistic corporate and professional circumstances.

**CO4:** Understand the corporate social responsibility and obligation on the part of management to appreciate its development.

**CO5:** Formulate CSR Policy for the organisation.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>							H		H			
<b>CO2</b>							H		H			
<b>CO3</b>							M		H			
<b>CO4</b>							M		H			
<b>CO5</b>							M		H			

**Unit 1: Business Ethics****18 Hours**

Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

**Unit 2: Corporate Governance****18 Hours**

Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.Audit Committee, Role of Independent Directors, Protection of Stake Holders.

**Unit 3:Whistle Blowing**

**18 Hours**

Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring,

**Unit 4:Corporate Social Responsibility**

**18 Hours**

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

**Unit 5:CSR Policy**

**18 Hours**

Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR, Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR., CSR and Sustainable Development, CSR through Triple Bottom Line in Business

**Reference(s):**

1. Manuel G Velasquez: Business ethics- Concepts and Cases- 7<sup>th</sup> edition- Pearson Education- 2012.
2. LuthansHodgetts and Thompson: Social issues in business-3<sup>rd</sup> edition- Macmillan USA
3. A.C. Fernando: Business Ethics- 2<sup>nd</sup> edition-Pearson Education- 2009.
4. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
5. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
6. Marianne M Jennings: Cases in Business Ethics- 8<sup>th</sup> edition- Indian South-Western College Publishing- 2014.
7. Kevin Gibson: Ethics and Business- An Introduction- Cambridge Applied EthicsCambridge University Press- 2007.
8. Bhanumurthy K V: Ethics and Social Responsibility of Business- Pearson Education India- 2009.

<b>BBA17R109</b>	<b>Human Rights and Values</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge about society and human behaviour					
<b>Course Category:</b> Generic Elective					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To sensitize students about the norms and values of human rights duties and violation of Human Rights. To acquaint the student with international, regional and national organization structure on human rights. To create awareness, conviction & commitment to values for improving the quality of life through education, and for advancing social and human wellbeing.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the concept of human rights and ability to apply the concepts of human rights to their daily lives

**CO2:** Demonstrate how human rights are applied in life and personal liberty.

**CO3:** Analyze the issues related to deprivation of human rights.

**CO4:** Understand and apply the redressal mechanism for human rights violation.

**CO5:** Apply values to their own self in different day-to-day settings in real life.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>							H		H			
<b>CO2</b>							H		H			
<b>CO3</b>							M		H			
<b>CO4</b>							M		H			
<b>CO5</b>							M		H			

**Unit 1: Introduction to Human Rights****18 Hours**

Concept of Human Rights, Indian and international perspectives of Human Rights, Evolution of Human Rights, Human Rights movements in India, Classification of Human Rights and Relevant Constitutional Provisions to Right to Life, Liberty and Dignity, Right to Equality, Right against Exploitation, Cultural and Educational Rights, Economic Rights, Political Rights and Social Rights

**Unit 2: Human Rights****18 Hours**

Right to Life and personal liberty: Most Important Fundamental Right-Right to Life-Right to Livelihood-Directive Principal of State Policy-Means of Livelihood-Right to Privacy Right to health and Medical care-Professional Obligation of Doctors-No Right to Die Prisoners Rights-right against Inhuman Treatment-Right of a condemned prisoner for procedural fairness-right to Maintenance and Improvement of Public Health-Personal Liberty-Stress on Procedural Safeguards-Right against Illegal Arrest-Right against Arbitrary Arrest and detention-Emergency and Article

21-Right to Claim Compensation for Violation of Article 21-Right to Primary education(Article 21A)-Insertion of Article A in the constitution

**Unit 3:Deprivation of Human Rights**

**18 Hours**

Deprivation of Human Rights – Core Issues: Poverty, overpopulation, illiteracy, Problems of Unsustainable Development, Disadvantaged Groups – (a) Women (b) Children (c) Scheduled Castes and Scheduled Tribes (d) Homeless and Slum Dwellers (e) Physically and Mentally Handicapped f. Refugees and Internally Displaced Persons

**Unit 4:Redressal Mechanisms for Human Rights Violation**

**18 Hours**

Redressal Mechanisms for Human Rights Violations: Violation of Human Rights by State. Violation of Human Rights by Individuals and groups, Nuclear Weapons and terrorism. Government systems for Redressal, Judiciary, National Human Rights Commission and other Statutory Commissions, Media Advocacy, Creation of Human Rights Literacy and Awareness

**Unit 5: Human Values**

**18 Hours**

Concept of Human Values: Aim of education and value education; Evolution of value oriented education; Concept of Human values; types of values; Components of value education. Character Formation Towards Positive Personality - Truthfulness, Sacrifice, Sincerity, Self Control, Altruism, Tolerance, Scientific Vision; Value Education towards National and Global Development, National Integration and international understanding.

**References(s):**

1. Alam, Aftab ed.- Human Rights in India: Issues and Challenges (New Delhi: Raj Publications- 1999)
2. Bajwa, G.S. and D.K. Bajwa- Human Rights in India: Implementation and Violations (New Delhi: D.K. Publishers- 1996)
3. Grose. D. N – A text book of Value Education New Delhi (2005) Dominant Publishers and Distributors
4. Mani, V.S.- Human Rights in India: An Overview (New Delhi: Institute for the World Congress on Human Rights- 1998)
5. NHRC- Know Your Rights Series (2005)
6. NHRC- Human Rights Education for Beginners (2005)
7. NHRC- Discrimination Based on Sex- Caste- Religion and Disability (2004)
8. Ruhela S. P – Human Value and Education- New Delhi – Sterling publishers
9. Singh, B.P. and Sehgal- (ed.) Human Rights in India: Problems and Perspectives (New Delhi: Deep and Deep- 1999)
10. Yogesh Kumar Singh and Ruchika Nath – Value Education New Delhi (2005) A. P. H Publishing Corporation

<b>BBA17R110</b>	<b>Management Information System</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in computer and information system.					
<b>Course Category:</b> Generic Elective					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To enable the students to gain an understanding about how Information Systems are developed, implemented and assisted in decision making in an organizations. To familiarize the students with the four components of an MIS and understand how it add value to an organization. To design system for an organisation and identify privacy, security, and freedom of information issues in a business environment.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Understand the basic concepts and technologies used in the field of management information systems
- CO2:** Identify and suggest the right Information System for an organization based on its business processes and functional hierarchy in an organisation.
- CO3:** Understand the processes of developing and implementing information systems
- CO4:** Detect the ethical, social, and security issues in implementing information systems
- CO5:** Demonstrate their understanding in software design, development validation and verification.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>			M	H								
<b>CO2</b>			M	H								
<b>CO3</b>			M	H								
<b>CO4</b>			M	H								
<b>CO5</b>			M	H								

**Unit 1: System Concepts****18 Hours**

Definition of Information Systems; Management levels as a Framework for Information Systems; Information System Planning Strategies and Methods; Business Systems Types of System - Subsystems Role of information system in business -Components of Information system-Dimensions of information system - Challenges and opportunities of information system.

**Unit 2: Information System****18 Hours**

Functional areas - Finance, marketing, production, HR - Decision Support System (DSS): Concept and Philosophy, DSS: Deterministic Systems, Artificial intelligence(AI) System, Knowledge based expert system(KBES), MIS & the role of



DSS, Transaction Processing System(TPS), Enterprise Management System(EMS), Enterprise Resource Planning (ERP) System, Benefits of EMS & ERP.

**Unit 3: System Development**

**18 Hours**

System Development Life Cycle: Problem Definition, Feasibility Study, Systems Analysis, System Design, Implementation and Maintenance.

**Unit 4: Implementation and Control**

**18 Hours**

Testing security – Coding techniques – detection of error, validation – Cost benefits analysis – assessing the value and risk information systems.

**Unit 5: Software Engineering**

**18 Hours**

Software engineering qualities – Design, production, service, software specification, and software metrics - Software quality assurance – Software life cycle models – Verification and validation.

**Text Book(s):**

1. Kenneth C. Laudon and Jane Price Laudon- Management Information Systems Managing the Digital Firm- 14<sup>th</sup> Edition- Pearson Education Asia.- New Delhi- 2010.
2. James AN O' Brein- Management Information Systems- 10<sup>th</sup> edition- Tata McGraw Hill- New Delhi- 2011.

**References(s):**

1. Gordon B. Davis- Management Information System: Conceptual Foundations- Structure and Development- 2<sup>nd</sup> edition- McGraw Hill- New Delhi- 1974.
2. Prasad L.M.- Management Information System- 1<sup>st</sup> edition- Sultan Chand- New Delhi- 2006.
3. Managing with information- Kanter- Jerome
4. Murdick& Ross- R.Claggetti-Information system for Modern Management

<b>BBA17R111</b>	<b>Entrepreneurship Development</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in business. <b>Course Category:</b> Generic Elective <b>Course Type:</b> Theory					

**Course Objective(s):**

To provide knowledge of entrepreneurship and also provide necessary inputs for the creation of the new ventures.To create a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. To familiarize the students with the different stages of project preparation and entrepreneurship development activities undertaken by Indian government

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Describe the personality characteristics of an entrepreneur and entrepreneurial manager and their role.

**CO2:** Evaluate the legal, social, and economic environments of business to promote entrepreneurship.

**CO3:** Identify business opportunities and prepare Business Project report.

**CO4:** Know the various funding agencies In India and its role in entrepreneurship development programs

**CO5:** Apply creativity and innovation in business.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>										M		
<b>CO2</b>										H		
<b>CO3</b>			M							H		
<b>CO4</b>			M							H		
<b>CO5</b>										H		

**Unit 1: Introduction****18 Hours**

Concepts of entrepreneur, entrepreneurship and entrepreneur - Characteristics and competencies of a successful entrepreneur - General functions of an entrepreneur - Type of entrepreneurs - Role of entrepreneur in economic development - Distinction between an entrepreneur and a manager - Entrepreneur and Intrapreneur

**Unit 2:Growth of Entrepreneurship****18 Hours**

Emergence of entrepreneurship - Economic and non-economic factors for stimulating entrepreneurship development - Obstacles to entrepreneurship development in India - Growth of entrepreneurship in India - Concept of women entrepreneurship - Reasons for growth and Problems faced by them and remedial measures

**Unit 3:Creativityand Innovation****18 Hours**

Creativity – Individual and Group Creativity – Convergent Thinking – Divergent Thinking and Generation of Creative Ideas - Innovation – Suspended judgment – Analogies – Lateral Thinking – What is a Problem – Defined Problems – Creative Problem Solving – Models of Techniques of Creative Problem Solving

**Unit 4: Venture Promotion and Project Formulation** **18 Hours**

Concept of projects classification of projects and project report - Project identification and selection - Constraints in project identification - Techniques of Project Identification, Significance – contents - formulation of project report - Need for Project Formulation - Elements of project Formulation

**Unit 5: Social Entrepreneurship** **18 Hours**

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.

**Text Book(s):**

1. Michael H Morris- Entrepreneurship and Innovation in Corporations- 7<sup>th</sup> Edition- CENGAGE Learning- Delhi- 2008
2. Jerry Katz- Entrepreneurship Small Business- 5<sup>th</sup> edition- Tata McGraw-Hill Publishing Company Ltd.- New Delhi- 2007.

**Reference(s):**

1. Khanka S.S.- Entrepreneurial Development- 1<sup>st</sup> edition- S.Chand and Company Limited- New Delhi- 2001.
2. Prasama Chandra- Projects: Planning, Analysis, Selection, Implementation and Reviews- 2<sup>nd</sup> edition- Tata McGraw-Hill Publishing Company Limited- New Delhi- 1996.
3. Robert D. Hisrich- Entrepreneurship- 6<sup>th</sup> edition- Tata McGraw-Hill Publishing Company Limited- New Delhi- 2006.
4. Cynthia Greene- Entrepreneurship- 9<sup>th</sup> Edition- CENGAGE Learning- Delhi- 2008

<b>BBA17R112 Secretarial Practice</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R102 <b>Course Category:</b> Generic Elective <b>Course Type:</b> Theory				

**Course Objective(s):**

To understand the application of statutory requirements and other best practice and how this underpins good governance and compliance, irrespective of sector. To provide in-depth knowledge of secretarial practice prevailing in contemporary corporate affairs. To equip students to perform secretarial role effectively, legally and ethically.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Know the role of secretary and functions in an organization to execute secretarial duties.

**CO2:** Critically evaluate and apply the role of company secretary as an advisor to the board.

**CO3:** Apply the functions of a company secretary in ensuring corporate compliance through good disclosure and observance of statutory and other regulations

**CO4:** Identify the scope, role and functions of the company secretary and apply them in the employing or client organization.

**CO5:** Prepare schedule and manage the appointments of higher officials.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H										
<b>CO2</b>		H										
<b>CO3</b>		H		M								
<b>CO4</b>		H			H							
<b>CO5</b>		H			H							

**Unit 1:Introduction****18 Hours**

Secretary: Meaning of Secretary, Types/Kinds of Secretaries, importance of Secretary, qualifications and qualities of Secretary, duties of Secretary, changing profile of the Secretary. Organizational Structure: Definition, meaning and process, level and functions (Operational Functions- Office, Production, Financial, Marketing, Personnel etc. and Managerial Functions- Planning, Organizing, Staffing, Directing, Coordinating, Controlling. Delegation and Decentralization of Authority.

**Unit 2:Board Meeting and Resolution****18 Hours**

Meetings: Meaning and purpose of meetings, types of meetings, preparation for meetings: Notice, Agenda, Quorum, Role of Chairman, Minutes of meetings, duties of Secretary before, during and after a meeting, additional terms used in meetings.

**Unit 3: Secretarial Correspondence****18 Hours**

Handling of Mail: Meaning of Mail, Need for establishing inward and outward mail routines, Nature of Mail – E mail and Physical Mail, Types of Mail – Inward Mail, Outward Mail and Inter-departmental Mail, Handling of Inward and Outward Mail, Mechanizing of Mail Services, Services provided by Courier Companies.

**Unit 4: Secretarial Skills****18 Hours**

Behavioural Skills: Personality development, importance of good human relations, understanding organizational culture, management of time and stress, importance of ethics and values.

**Unit 5: Appointments and Travel Arrangements****18 Hours**

Appointments and Travel Arrangements: Scheduling appointments, duties of Secretary before, during and after appointment. Preparation of itinerary, role and selection of travel agency, reservations.

**Text Book(s):**

1. S.Srikanth, Shanti Rekha Rajagopal, Revathy Blakrishnan- Corporate Laws and Secretarial Practice-2<sup>nd</sup> edition- Jain Book- 2005.
2. M C Kuchhal- Secretarial Practice- Secretarial Practice- 18<sup>th</sup> edition -Vikas Publishing House- New Delhi.

**Reference(s):**

1. Sangeet Kedia- Advanced Company Law and Practice- Pooja Law Publishing Company- 2016.
2. Kapoor N.D.- Elements of Mercantile Law- 1st edition- Sultan Chand and Company- New Delhi- 2006.
3. Sen and Mitra- Commercial and Industrial Law- 5th edition- The world press, Pvt. Ltd., Calcutta - 1996.

<b>BBA17R207</b>	<b>Manufacturing and Materials Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in business and production.					
<b>Course Category:</b> Generic Elective					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To make the students to understand the production function, process and plant design, Planning functions,Material Planning and Layout and Scheduling.To enable students to choose appropriate statistical techniques for improving processes and write reports to management describing processes and recommending ways to improve them.To familiarize students with the design, planning and control of an organization's processes with the objective of creating and delivering products & services to customers and improving process & supply chain performance.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Demonstrate the concepts in operations management which yield a competitive advantage through operational excellence.

**CO2:** Design Facility Planning and Project Management through various.

**CO3:** Perform work and method study to improve the production process.

**CO4:** Apply the concepts related to Materials management and inventory management tool in an organisation.

**CO5:** Describe the role of material handling and store keeping.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H										
CO2		H		L								
CO3	M	H	M	L								
CO4		H										
CO5		M										

**Unit 1: Production System Planning and Control****18 Hours**

Introduction – Production Types –Productivity – Production management – Objectives – Functions – Scope – Relationship with other functional areas. Routing and scheduling – Dispatching – Maintenance management – Types of maintenance – Breakdown – Preventive – Routine – Maintenance scheduling.

**Unit 2: Facility, Layout Location****18 Hours**

Facility Location Decisions (FLD) – Facility Layout Decision – Types (Fixed Position, and Production, Process, Flexible), Methodologies (Distance Minimizing) and Computer software systems (CRAFT, CORELAP, ALDEP).

**Unit 3: Work Study****18 Hours**

Work and method study – Importance of work study – Work study procedures – Time study – Human considerations in work study – Introduction to method study – Objectives of method study – Steps involved in method study.

**Unit 4: Materials Management****18 Hours**

Materials management - Definition and function – Importance of materials management.

Integrated materials management –Inventory control – Function of inventory - Importance – Replenishment stock – Material demand forecasting – MRP – Basis tools – Inventory control – ABC – VED –FSN analysis – Inventory control of spares and slow moving items – EOQ – EBQ – Stores planning. MRP I and MRP II.

**Unit 5: Materials Handling****18 Hours**

Store keeping and materials handling – Objectives – Functions, Principles of material handling – Store keeping – Stores responsibilities – Location of store house – Centralized store room – Equipment – Security measures – Protection and prevention of stores.

**Text Book(s):**

1. Chary S.N- Production and Operations Management- 4<sup>th</sup>edition- Tata McGraw Hill- New Delhi- 2009.
2. Norman Gaither- Operations Management- 9<sup>th</sup> Edition- CENGAGE Learning- Delhi- 2002.

**Reference(s):**

1. Daniel Sipper, Robert Bulfin, Auburn- 5<sup>th</sup> edition- Production and Operations Management- Tata McGraw Hill- New Delhi- 1997.
2. Thomas Vollmann, David Clay Whybark, Manufacturing Planning and Control Systems- 5<sup>th</sup> edition- Tata McGraw Hill- New Delhi- 2004.
3. M.R.Manohara Varma & M N Varma- Materials Management- Sultan Chand & Sons- 2012

<b>BBA17R208Tax Planning</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite: BBA17R106Course Category: Generic ElectiveCourse Type: Theory</b>				

**Course Objective(s):**

To make them understand the impact of tax planning in business decisions, and the impact of taxes on various transactions To expose the students to the latest provisions of Income Tax Act. To identify the Tax Planning and Assessment Procedures for Individuals, Firms and Companies

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the concept related to Tax, income and apply the individual tax formula and identify and compute the components of gross income, adjusted gross income, taxable income and income tax liability.

**CO2:** Compute taxable income under salary and able to state the various sources of income

**CO3:** Determine taxable income under income from other sources

**CO4:** Determine and measure taxable income and tax and apply taxation procedure.

**CO5:** Interpret tax aspects of individual investment planning and personal activities use of

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H										
CO2		H					M					
CO3		H										
CO4		H					M					
CO5		H										

**Unit 1: Income Tax Concepts****18 Hours**

Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.

**Unit 2: Taxable Income Calculation****18 Hours**

Computation of Income under the head Salary

**Unit 3: Income from Other Sources****18 Hours**

Computation of Income under the Head: House Property and Profits and gains from Business or Profession. Computation of Income under the Head: Capital gains and Income from other sources.

**Unit 4: Assessment and Filing****18 Hours**

Clubbing of Income, Set-off and carry-forward of losses, Deductions from gross total income as applicable to an individual and Business Units; Computation of total



income and tax liability of an individual and Business Units, Procedure for assessment: E-filing of return, Introduction to the concept of Goods and Services Tax (GST) and Direct Tax Code (DTC).

### **Unit 5: Tax Planning and Management**

**18 Hours**

Meaning of Tax Planning and Management; Nature, scope and justification of corporate tax planning; Computation of taxable income and tax liability of companies: Minimum Alternative Tax, Introduction to tax planning with reference to financial decisions; tax planning with reference to amalgamation or de-merger of companies (only theory)

#### **Text Book(s):**

1. Singhania- V.K. Student Guide to Income Tax-Taxmann Publications Pvt. Ltd- (Latest ed.)
2. Ahuja& Gupta- Simplified Approach to Corporate Tax- Flair Publications Pvt. Ltd(Latest ed.)

#### **Reference(s):**

1. Ahuja& Gupta- Simplified Approach to Income Tax- FlairPublications Pvt. Ltd.
2. Mahesh Chandra &Shukla- D.C. Income Tax Law & Practice - Pragati Publications.
3. Goyal- S.P. Tax Planning and Management- SahityaBhawan Publications.
4. Singhania, V.K -Student Guide to Income Tax- (University ed.)- Taxmann PublicationsPvt. Ltd

<b>BBA17R209Econometrics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite: BBA17R103, BBA17R105Course Category:Generic Elective</b>				
<b>Course Type: Theory</b>				

**Course Objective(s):**

To prepare students for basic empirical work in economics. In particular, topics will include basic data analysis, regression analysis, testing, and forecasting. To equip the students to use actual economic data to test economic theories. To develop the critical insight to appraise econometric results obtained by other researchers

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Explain basic assumptions of the OLS, test their validity in practical situations, and deal with their violations.

**CO2:** Apply basic simple and test hypotheses using two variable linear regressions, and Ordinary Least Squares (OLS) estimation procedure to real world problems.

**CO3:** Generate and test hypotheses using multiple regression model

**CO4:** Apply dummy variable and transforming data to estimate.

**CO5:** Use several statistical test to find Heteroscedasticity and multicollinearity problems and possible solutions and econometric analyzing models and techniques

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>			M									
<b>CO2</b>	M		H								H	
<b>CO3</b>			H								H	
<b>CO4</b>			H								H	
<b>CO5</b>			H								H	

**Unit 1: Introduction to Econometrics****18 Hours**

Econometrics: definition, types, steps in econometric research, Source of data, Types of Data: Time Series, Cross Section and Panel Data. Concept of Population Regression Function (PRF) and Sample Regression Function (SRF). Estimation of the SRF using Ordinary Least Square (OLS)

**Unit 2: Two Variable Regression Model****18 Hours**

Basics of Probability; Classical Two Variables Linear Regression Model: Analysis of variance and R squared. Understanding the residuals/error term. Assumptions of the model. Expectation and standard errors of the regression coefficients and the error term. Gauss Markov Theorem. Confidence intervals and tests on population regression coefficients, variance of population disturbance term, and forecasts. Testing the significance of the model as a whole. Testing the normality assumption.

**Unit 3: Multiple Regression Model****18 Hours**

The three variable case. Derivation of the coefficients. Correlation. Additional assumptions. Adjusted R square. Confidence intervals and testing of the regression coefficients. F and t tests for structural stability, contribution and justification of an explanatory variable.

#### **Unit 4: Dummy Variables**

**18 Hours**

Other Functional Forms: Regressions in deviation form and through the origin. The loglog, loglin, lin-log, reciprocal, log-reciprocal models with application. Dummy variables & Introduction to panel data: Intercept dummy variables, slope dummy variables, Interactive dummy variables. Dummies for testing the presence of seasonal trends. Use of dummies in fixed and random effects.

#### **Unit 5: Classical Linear Model**

**18 Hours**

Relaxing the Assumptions of the Classical Linear Model: Multicollinearity: The problem. Detection. Solution. Heteroscedasticity: The problem. Detection. Solution. GLS. Autocorrelation: Problem. Tests for detection. Solutions. Specification Errors: Omission of a variable, Inclusion of irrelevant variable, tests for detecting errors, errors in explanatory and dependent variable.

#### **Text Book(s):**

1. Christopher Dougherty- Introductory Econometrics- 4<sup>th</sup> edition- Oxford University Press- 2011.
2. Gujarati, Damodar and Sangeetha-Basic Econometrics- 5<sup>th</sup> edition- Tata McGraw Hill- 2011.

#### **Reference(s):**

1. Jack Johnston and John DiNardo- Econometric Methods- 4<sup>th</sup> edition- McGraw-Hill Higher Education
2. Pindyck, Robert S. and Daniel L. Rubinfeld (1997) Econometric Models and Economic Forecasts- 4<sup>th</sup> edition-Singapore: McGraw Hill- 2000.
3. Ramanathan, Ramu-Introductory Econometrics with Applications-5<sup>th</sup> edition- Thomson South Western- 2002.
4. Christian Gourieroux, Joann Jasia- Financial Econometrics: Problems- Models- and Methods-Princeton University Press- 2001.
5. Mark A White- Financial Analysis with an Electronic Calculator- 5<sup>th</sup> edition- Tata McGraw-Hill- New Delhi- 2004.
6. Russell lundholm and Richard Sloan- Equity Valuation and Analysis with Eval 2004 CD-ROM- 2<sup>nd</sup> edition- Tata McGraw-Hill- New Delhi- 2004.
7. Peijie Wang- Financial Econometrics: Methods and Models- 1<sup>st</sup> edition- Routledge- 2002.
8. Walter Enders- Applied Econometric time series- John Wiley & Sons- New Delhi

<b>BBA17R210Corporate Tax Planning</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite: BBA17R106Course Category:Generic Elective</b>				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To provide the student with the skills to identify the tax implications of business decisions. To concepts and jurisdictional issues of taxpayers involved in multi-state and international operations.To introduce practical aspects of tax planning as an important managerial decision-making process.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Explain different types of corporate incomes and their taxability and expenses and their deductibility

**CO2:** Describe how the provisions in the corporate tax laws can be used for tax planning

**CO3:** Understand the impact of tax planning in business decisions, and the impact of taxes on various transactions

**CO4:** Apply taxation procedure related to non-residents

**CO5:** Demonstrate their understanding on tax planning with reference to business restructuring.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H										
CO2		H					M					
CO3		H										
CO4		H					M					
CO5		H										

**Unit 1: Introduction****18 Hours**

Tax planning, tax management, tax evasion, tax avoidance. Types of companies Residential status of companies and tax incidence, clubbing Tax liability and minimum alternate tax, Carry forward and set off of losses in case of certain companies, deductions available to corporate assesses. Tax on distributed profits,Units of Mutual funds.

**Unit 2: New Business Tax Planning****18 Hours**

Tax planning with reference to setting up of a new business: Location of Business, nature of business, form of organisation. Tax planning with reference to financial management decision - Capital structure, dividend and bonus shares, Tax planning with reference to sale of scientific research assets

**Unit 3: Tax Planning for Management Decision****18 Hours**

Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace Tax planning with reference to employees' remuneration Tax planning with reference to receipt of insurance Compensation Tax planning with reference to distribution of assets at the time of liquidation

**Unit 4: Tax Planning in respect of Non-Residents** **18 Hours**

Tax planning in respect of non-residents, Taxable income for nonresidents, interest, salaries and exemptions from tax to non-residents. Double taxation relief Provisions regulating transfer pricing, computation of Arm's length pricing, Advance rulings, Advance pricing agreement

**Unit 5: Tax Planning with reference to Business Restructuring** **18 Hours**

Tax planning for business restructuring - Amalgamation- Demerger - Slump sale - Conversion of sole proprietary concern/partnership firm into Company - Conversion of company into LLP - Transfer of assets between holding and subsidiary companies

**Text Book(s):**

1. Singhanian, Vinod K. and Monica Singhanian. Corporate Tax Planning and Business Tax Procedures. Taxmann Publications Pvt. Ltd. - New Delhi.
2. Ahuja- Girish. and Ravi Gupta. Corporate Tax Planning and Management. Bharat LawHouse- Delhi.

**Reference(s):**

1. Singhanian, Vinod K. and Kapil Singhanian- TDS on CD- Taxmann Publications Pvt. Ltd.-New Delhi.
2. Bajpai, Om Shanker- Search, Seizure and Surve-. Taxmann Publications Pvt. Ltd.- NewDelhi.
3. Singhanian, Vinod K. and Monica Singhani-. Students' Guide to Income Tax. TaxmannPublications Pvt. Ltd- New Delhi.
4. Ahuja, Girish. and Gupta, Ravi - Systematic Approach to Income Tax - Bharat Law House-Delhi.
5. Akhileshwar Pathak and Savan Godiawala- Business Taxation- McGraw Hill Education

**Journals**

1. Income Tax Reports- Company Law Institute of India Pvt. Ltd.- Chennai.
2. Taxman- Taxmann Allied Services Pvt. Ltd.- New Delhi.
3. Current Tax Reporter- Current Tax Reporter- Jodhpur.

<b>BBA17R211 Total Quality Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R207 <b>Course Category:</b> Generic Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To make them understand the philosophy and core values of Total Quality Management (TQM). To make them understand the voice of the customer and the impact of quality on economic performance and long-term business success of an organization; To educate them about the best practices for the attainment of total quality and understand the relationship between business strategy, business performance and quality management

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the quality encounter process, including the supporting facility and customer requirements/characteristics.

**CO2:** Understand the principles and philosophies of Quality management

**CO3:** Choose and apply standard statistical techniques, including control charts and acceptance sampling, to appropriate problems, including control of variation and product development processes

**CO4:** Apply various tools and Techniques for Quality management

**CO5:** Understand and apply quality management techniques, applications and the continuous improvement process

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		M										
CO2		M										
CO3		M										
CO4		M										
CO5		M										

**Unit 1: Basic concepts and origin of TQM****18 Hours**

Basic Concept of Total Quality – Evolution of Total Quality Management – Cost of Quality – Quality Productivity – Components of Total Quality Loop.

**Unit 2: Statistical Quality Control and Inspection****18 Hours**

Conceptual Approach to SQC – Acceptance Sampling and Inspection Plans – Statistical Process Control – Prevention through Process Improvement.

**Unit 3: Process Capability****18 Hours**

Process Capability Studies – Humanistic Aspects of TQM – Management of Quality Circle and its related Concepts - ZD Programmes.

**Unit 4: Just In Time, KANBAN****18 Hours**

Q-7 Tools – Taguchi Loss Function – Failure Analysis – Just in Time – JIT Pull System – JIT Purchase.

**Unit 5: Total Productive Maintenance**

**18 Hours**

Optimum Maintenance Decisions – Total Productive Maintenance – Process Design – Buyer Seller Relations – Supply Chain Management.

**Text Book(s):**

1. Subburaj - Total Quality Management- Tata McGraw Hill- 2006.
2. Shridhara Bhat -Total Quality Management- Himalaya Publishing House - 2010.

**Reference(s):**

1. Ansari.A and Modarress-JIT purchasing - Free press - New York.
2. Sandeepa Malhotra- Quality Management Planning- Deep & Deep, 2006.
3. Sharma D.D -Total Quality Management Principles- Practice and Cases- 2<sup>nd</sup> edition -Sultan Chand- New Delhi- 2007.

<b>BBA17R212 Banking and Insurance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in business. <b>Course Category:</b> Generic Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To disseminate knowledge among the students to inculcate theoretical structures about banking and insurance. To expertise students with the intricacies of complex banking and insurance business and also helps in understanding the main regulations required to be followed in such a business. To train and equip the students with the dexterity of skills with which modern banking and insurance is run.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the development of commercial banks and services and products offered to customers

**CO2:** Know the legislation related to usage of cheque and duties related collecting banker.

**CO3:** Demonstrate the lending activities and procedure of sanctioning.

**CO4:** Describe the process involved in internet banking and use it for their real time need.

**CO5:** Know the various insurance products and risk associated with it

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		M										
CO2		M										
CO3		M										
CO4		M		L								
CO5		M										

**Unit 1:Introduction****18 Hours**

Origin of banking: definition, banker and customer relationship, General and special types of customers, Types of deposits, Origin and growth of commercial banks in India. Financial Services offered by banks, changing role of commercial banks, types of banks

**Unit 2:Cheques and Paying Banker****18 Hours**

Crossing and endorsement - meaning, definitions, types and rules of crossing. Duties, Statutory protection in due course, collecting bankers: duties, statutory protection for holder in due course, Concept of negligence.

**Unit 3:Banking Lending****18 Hours**

Principles of sound lending, Secured vs. unsecured advances, Types of advances, Advances against various securities.



**Unit 4:Internet Banking****18 Hours**

Meaning, Benefits, Home banking, Mobile banking, Virtual banking, E-payments, ATM Card/ Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse, Digital cash.

**Unit 5:Insurance****18 Hours**

Basic concept of risk, Types of business risk, Assessment and transfer, Basic principles of utmost good faith, Indemnity, Economic function, Proximate cause, Subrogation and contribution, Types of insurance: Life and Non-life, Re-insurance, Risk and return relationship, Need for coordination. Power, functions and Role of IRDA, Online Insurance

**Text Book(s):**

1. Agarwal, O.P. - Banking and Insurance-1<sup>st</sup> edition-Himalaya Publishing House- 2012.
2. Satyadevi, C. - Financial Services Banking and Insurance-1<sup>st</sup> edition-S.Chand- 2009.

**Reference(s):**

1. Suneja, H.R.- Practical and Law of Banking- Himalya Publishing House
2. Chabra, T.N.- Elements of Banking Law- Dhanpat Rai and Sons
3. Arthur, C. and C. William Jr.- Risk Management and Insurance- McGraw Hill
4. Saxena, G.S; Legal Aspects of Banking Operations- Sultan Chand and Sons
5. Varshney, P.N.- Banking Law and Practice- Sultan Chand and Sons
6. Jyotsna Sethi and Nishwan Bhatia- Elements of Banking and Insurance- PHI Learning

**DISCIPLINE SPECIFIC ELECTIVE COURSE  
MARKETING**

<b>BBA17R320</b>	<b>Retail Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202 <b>Course Category:</b> Discipline Specific Elective					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To enable the students to know about the various theories of retailing, retailing trends in India and role of technology in retailing. To familiarize the students to gain insights on the issues in operational and administrative aspects of the Retailing and formulate strategies for identifying, organizing and establishing a retail format. To inculcate the skills of merchandising, segmentation, pricing and promotion strategies in retailing.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the key concepts and theories of retail management in the manufacturers', distributors, retailers and consumers perspectives

**CO2:** Formulate retail strategy by understanding the retail customer's expectation and requirements.

**CO3:** Evaluate the effectiveness of merchandising decisions in the retail industry

**CO4:** Create a positioning and segmentation plan for different brands of a retail business, and prepare a human resource; financial strategy and financial performance measures for retail.

**CO5:** Examine the new innovative technology and trends related to retail management.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H										
<b>CO2</b>		H										
<b>CO3</b>		H										
<b>CO4</b>		H										
<b>CO5</b>		H		M		M						

**Unit 1: Retailing**

**18 Hours**

Overview of Retailing - Definition, Characteristics, Evolution of Retailing in India, Theories of retailing and development, retail in India, retail models, current trends, types of retailer. Introduction to Retailing, Factors Behind the change of Indian Retail Industry.

**Unit 2: Strategy and Planning**

**18 Hours**

Understanding retail consumer, retail strategy, retail franchising, Store Planning: Design & Layout, Location Planning and its importance, store design, layout and visual merchandising, Retailing image mix, Effective Retail Space Management, Floor Space Management.

**Unit 3: Merchandise Management****18 Hours**

Basics of retail merchandising - The process of merchandise planning, the methods of merchandise procurement, decisions on stock keeping units. Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

**Unit 4: Segmentation and Pricing Decision****18 Hours**

Understanding segmentation and Positioning – National / Regional Brands Vs Store Brands - Organization structure and human resource management in retail, retail operation, measuring financial performance, retail pricing and promotion decisions, Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

**Unit 5: Technology in Retailing****18 Hours**

Technology in retailing - internet and electronic retailing, role of technology in retailing, retail management information system - Future trends and Innovation in Retailing - Strategic Concerns. Global issues: MNCs in retailing, Global trends in retailing - Ethics in retail - Supply chain management - Merger and tie-ups.

**Text Book(s):**

1. Patrick M Dunne- Retailing- 6<sup>th</sup> Edition- Cengage Learning- Delhi- 2008.
2. Micheal Levy- Retailing Management- 5<sup>th</sup> edition- Tata McGraw Hill- New Delhi- 2004.

**Reference(s):**

1. Gilbert- Retail Marketing Management- 2<sup>nd</sup> edition- Pearson education- New Delhi- 2007.
2. Michael Levy, Barton W. Weitz- Retailing Management- 5<sup>th</sup> edition- Tata McGraw Hill- New Delhi- 2004.
3. Suzanne De Janasz, Karen Dowd and Beth Schneider- Interpersonal Skills Business- 2<sup>nd</sup> edition- Tata McGraw Hill- New Delhi- 2006.
4. SwapnaPradhan- Retailing- 2<sup>nd</sup> edition- Tata McGraw Hill- New Delhi- 2006.

<b>BBA17R321</b>	<b>Digital Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202					
<b>Course Category:</b> Discipline Specific Elective					
<b>Course Type:</b> Theory					

**Course Objective(s):**

The main goal of the course is to understand and evaluate digital marketing methods and web analytics tools, from a variety of perspectives-as analysts, consumers, entrepreneurs, and investor. To develop a digital marketing plan for their own organisation and exposed to web based marketing tools with the view of incorporating new media into traditional media and marketing planning To develop and manage real-world digital marketing plans

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Know the various digital marketing platforms to promote and market the product and services.
- CO2:** Demonstrate their knowledge in Search engine marketing, online advertising and email marketing
- CO3:** Apply Social Media Marketing, Blog Marketing and Multimedia Marketing for their product and service.
- CO4:** Understand and apply the new Mobile Marketing, Affiliate Marketing and Video Marketing
- CO5:** Perform marketing analysis with the use of online data.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H		H		M						
<b>CO2</b>		H		H		M						
<b>CO3</b>		H		H		M						
<b>CO4</b>		H		H		M						
<b>CO5</b>		H		H		M						

**Unit 1:Introduction to Digital Marketing****18 Hours**

Introduction to digital marketing- Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Multimedia Marketing, Mobile Marketing, Affiliate Marketing and Video Marketing. Introduction to web analytics.

**Unit 2:Search engine marketing, online advertising and email marketing****18 Hours**

Search Engine marketing-Understanding Search Engine Marketing, Essential Search Engine Optimization, Advanced SEO Techniques and Tracking Search Performance. Online advertising- Understanding Online Advertising, Pay-per-Click Advertising, Display Advertising and Tracking Ad Performance. Email marketing-

Understanding Email Marketing, Building Email Mailing Lists, Developing an Email Marketing Campaign and Tracking Email Marketing Performance.

### **Unit 3: Social Media Marketing, Blog Marketing And Multimedia Marketing 18 Hours**

Social media marketing- Understanding Social Media, Participating in Social Networking, Marketing on Facebook, MySpace, and Twitter and Tracking Social Media Marketing Performance. Blog marketing- Understanding Blog Marketing, Creating a Company or Product Blog, Marketing to the Blogosphere and Tracking Blog Marketing Performance. Multimedia marketing- Understanding Multimedia Marketing, Podcast Marketing, Video Marketing and Tracking Multimedia Marketing Performance.

### **Unit 4: Mobile Marketing, Affiliate Marketing and Video Marketing 18 Hours**

Mobile marketing- Understanding Mobile Marketing, Designing a Mobile-Friendly Website, Advertising on Mobile Devices, Marketing via Mobile Apps and Tracking Mobile Marketing Performance. Affiliate marketing- The building blocks of affiliate marketing, Tools of the trade and Setting up a campaign. Video marketing- Video content strategy, Video production step by step, Video promotion and tool used in video marketing.

### **Unit 5: Web Analytics 18 Hours**

Introduction to web analytics- Competitive Intelligence and Web 2.0 Analytics, Defining Site Goals, KPIs, and Key Metrics, Clickstream Analysis, Measuring Success, Competitive Intelligence Analysis, Emerging Analytics: Social, Mobile, and Video, Optimal Solutions for Hidden Web Analytics Traps, Site Optimization and advance web analytics concepts.

#### **Reference(s):**

1. Bell, David R., Location Is (Still) Everything: The Surprising Influence of the Real World on How We Search, Shop, and Sell in the Virtual One- Boston- New Harvest- 2014 [ISBN#978-0-544-26227-0]
2. Kaufman, Ira and Chris Horton- Digital Marketing: Integrating Strategy and Tactics with Values- New York- Routledge- 2014 [ISBN#978-0-415-71675-8]
3. Stokes, Rob and the Minds of Quirk- eMarketing: The essential guide to marketing in a digital world- Quirk Education (Pty.) Ltd.- 5<sup>th</sup> edition- 2013
4. Miller, Michael. The ultimate web marketing guide. Pearson Education- 2010.
5. Kaushik, A. (2009). Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.
6. Burby, J., & Atchison, S. (2007)- Actionable web analytics: using data to make smart business decisions- John Wiley & Sons.

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1. Blum, B. S., & Goldfarb, A. (2006)- Does the internet defy the law of gravity?- Journal of international economics, 70(2), 384-405.
2. Choi, J., & Bell, D. R. (2011)- Preference minorities and the Internet- Journal of Marketing Research, 48(4), 670-682.

3. Dellarocas, C. (2010)- Online reputation systems: How to design one that does what you need- MIT Sloan management review, 51(3), 33.
4. Bonfrer, A., & Drèze, X. (2009)- Real-time evaluation of e-mail campaign performance- Marketing Science, 28(2), 251-263.
5. Goldfarb, A., & Tucker, C. (2011)- Online display advertising: Targeting and obtrusiveness- Marketing Science, 30(3), 389-404.
6. Goldfarb, A., & Tucker, C. (2011). Search engine advertising: Channel substitution when pricing ads to context. Management Science- 57(3)- 458-470.
7. Nunes, J. C., & Drèze, X. (2006). Your loyalty program is betraying you. Harvard business review- 84(4)- 124.
8. Rutz, O. J., & Bucklin, R. E. (2011). From generic to branded: A model of spillover in paid search advertising. Journal of Marketing Research- 48(1)- 87-102.
9. Trusov, M., Bodapati, A. V., & Bucklin, R. E. (2010). Determining influential users in internet social networks. Journal of Marketing Research- 47(4)- 643-658.
10. Skiera, B., & Abou Nabout, N. (2013). Practice Prize Paper-PROSAD: A Bidding Decision Support System for Profit Optimizing Search Engine Advertising. Marketing Science- 32(2)- 213-220.

<b>BBA17R322</b>	<b>Event Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202, BBA17R102 <b>Course Category:</b> Discipline Specific Elective					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To give in-depth understanding of the concept and issues and various aspects of event management. To impart the strategies of positioning in event management and identify the right method of promotional events for an organisation to introduce new product, offer etc. To familiarize the students with the budget preparation for event and measuring the performance of event.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the concepts, nature and needs of Event management and its influence on business.

**CO2:** Analyse and plan the various components of event management and decide the strategy for marketing the event

**CO3:** Formulate positioning strategies for the product through event planning.

**CO4:** Organise event, marketing event, handle various activities of event and outline appropriate strategies for managing event.

**CO5:** Prepare and maintain the accounting records related to event management.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H										
CO2		H										
CO3		H										
CO4		H										
CO5		H			M					L		

**Unit 1:Introduction to Event Management****18 Hours**

Events – Nature, definition and scope - C's of events – designing - interaction and importance - As a marketing tool – various needs addressed by events - focusing and implementing events - advantages and disadvantages of events

**Unit 2:Elements of Event Management****18 Hours**

Elements of Events – Event, infrastructure - target audience – organizers – venue - media activities to be carried out - concept of market in events - segmentation and targeting of the market events

**Unit 3:Positioning****18 Hours**

Positioning in events and the concept of event property - events as a product - methods of pricing events - events and promotion - various functions of management in events

**Unit 4: Event Management Strategies****18 Hours**

Strategic alternatives arising from environment - competition and defined objectives  
- pricing objectives - evaluation of event performance - measuring performance and correcting deviations

**Unit 5: Follow Up****18 Hours**

Maintenance of Records, Preparation of Reports, Submission of records to concerned authorities, Maintenance of accounts.

**Text Book(s):**

1. Gaur, S.S. and Saggere, S.V- Event Marketing Management
2. Panwar, J.S.- Marketing in the New Era- Sage Publications- 1998

**Reference(s):**

1. Kotler, P.- Marketing Management, Analysis, Planning, Implementation and Control- Prentice Hall- 1997
2. Avrich, Barry- Event and Entertainment- Delhi- Vision Books- 1994



<b>BBA17R323</b>	<b>Advertising &amp; Brand Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202 <b>Course Category:</b> Discipline Specific Elective					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To familiarize the students with the concepts of advertising, models, nature, purpose and complex constructions in the planning and execution of a successful advertising program. To develop the creativity skill of the student in preparing the advertisement for print, TV, Radio and online by imparting the methods of copy writing, layout designing. To make them understand integrated marketing communication, budgeting, sales promotion, media planning and ethical aspects. To expose student to the issues in brand management, faced by firms operating in competitive markets.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the various marketing communication models and modern advertising

**CO2:** Prepare advertisement for print, television and audio media with different style and appeals

**CO3:** Develop media plan for different media and prepare advertisement budget.

**CO4:** Understand the concept of brand management and create brand building and brand positioning through marketing communication.

**CO5:** Design brand strategies for product and services.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		M										
<b>CO2</b>		H			M							
<b>CO3</b>		H										
<b>CO4</b>		H						L				
<b>CO5</b>		H						L				

**Unit 1:Need & Importance****18 Hours**

Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy

**Unit 2:Copy&Layout****18 Hours**

Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional appeals selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae

for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement

**Unit 3: Budgeting, Media Planning & Scheduling** **18 Hours**

Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Introduction to media; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: flighting, pulsing, & continuous

**Unit 4: Brand Management** **18 Hours**

Introduction to brands and brand management, Concept of a brand, brand evolution, branding challenges and opportunities, Strategic brand management process. Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning.

**Unit 5: Brand Strategy** **18 Hours**

Designing and implementing brand strategies; Brand extension. Brand hierarchy Kapferer. Brand equity, brand personality, brand image, managing brands overtime. Integrating advertising and brand management. Identifying and Establishing Brand Positioning and Brand Values, Positioning Guidelines

Note: Applied cases would be taken up in class.

**Text Book(s):**

1. A Aaker, Myers & Batra: Advertising Management- 5<sup>th</sup> edition Prentice Hall- 2015.
2. Wells, Moriarity & Burnett: Advertising Principles & Practices- 7<sup>th</sup> edition- Prentice Hall- 2014

**Reference(s):**

1. W.Ronald Lane, Kane Whitehill King and J. Thomas Russell, Kleppner's advertising Procedure: 17<sup>th</sup> edition- Pearson Education.
2. George E.Belch& Michael A. Balch- Advertising and Promotion- 10<sup>th</sup> Edition- Tata McGraw Hill- 2014.
3. S.H.H Kazmi and SatishK.Batra - Advertising and Sales Promotion- Excel books
4. Cowley. D: Understanding Brands- , Kogan Page Ltd
5. Jean Noel Kampferer- Strategic Brand Management- Kapferer Free Press
6. David Aaker: Brand Leadership- Simon & Schuster
7. Wright, winter, Ziegler: Advertising- Atlantic Publishers & Dist.
8. Sandage, Fryburger- Advertising Theory & Practice- Ratroll Longman Group

<b>BBA17R324</b>	<b>Marketing of Services</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202 <b>Course Category:</b> Discipline Specific Elective					
<b>Course Type:</b> Theory					

**Course Objective(s):**

To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. To provide students with a sound theoretical and practical understanding of service marketing, with a focus on the opportunities and challenges presented to service design and delivery by changing technology. To familiarize students to look at the implications of relationships, customer satisfaction, service recovery and other critical elements in services marketing.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the critical issues in service design including the nature of service products & markets, building the service model, and creating customer value

**CO2:** Identify critical issues in service delivery including identifying and managing customer service experiences, expectations, perceptions and outcomes;

**CO3:** Decide the product, price and promotion for services.

**CO4:** Explain principles and behaviours underlying effective performance in teams.

**CO5:** Apply service marketing principles in various field viz banking, tourism, hospital and education.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		M										
CO2		H										
CO3		H										
CO4		H			M							
CO5		H										

**Unit 1: Introduction****18 Hours**

Nature of Services Marketing, Definition and Characteristics of Services, Classification of Services, The Services Environment, Evolution of services Strategic Aspects of Services Marketing, Segment Selection or targeting a few Segments, Positioning a Service in the Marketplace, Targeting Customers and Building Relationships, Importance of Services Marketing in Indian Economy, Growth of service sector in Indian Economy

**Unit 2: Services Marketing Mix & Service Quality****18 Hours**

Service Product, Service Products; Bundled with Conventional Products and Standalone, Service Life Cycle, Service Design: A General Framework, Service quality issues and the human dimension in Services. Customer loyalty and profitability Service Quality: The Parasuraman, Berry and Zeithami Models,

Customization versus Standardization, defects, Failures and Recovery, Service Guarantees, Managing supply and demand, Services theatre and service experience, Gap between Expected and Perceived service, Customers' role in service delivery.

**Unit 3: Place, Promotion & Pricing**

**18 Hours**

Place, Promotion and Pricing issues in Services Marketing Understanding Costs and Developing Pricing Strategies, Communicating and Promoting Services

**Unit 4: Role of People in Service Marketing**

**18 Hours**

People – The Key to a Service Business, Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery, Physical Evidence, Services Capes Designed for Employees and for Customers. Process – The Customer's Point of View Blueprinting, Managing the Waiting Process, Use of Information Technology (IT), Offering Greater Choice A Major Service Process: Complaints Management and Service

**Unit 5: Applications**

**18 Hours**

Applications of Service Marketing Principles; The Importance of application of the Components of Marketing of services in Financial Services with special reference to Banking, Mutual Fund, Portfolio Management Services, Hospitals, Consultancy Services, Education and Training Services, Tourism, Travel and transport Services

**Text Book(s):**

1. Christopher H.Lovelock and Jochen Wirtz- Services Marketing- Pearson Education- New Delhi- 7<sup>th</sup>edition- 2011.
2. Hoffman- Marketing of Services-Cengage Learning- 1<sup>st</sup> Edition, 2008.

**Reference(s):**

1. Kenneth E Clow, et al-Services Marketing Operation Management and Strategy, Biztantra - 2<sup>nd</sup>Edition-New Delhi-2004.
2. Halen Woodroffe- Services Marketing- McMillan, 2003.
3. Valarie Zeithaml et al- Services marketing, 5<sup>th</sup> International Edition- Tata McGraw Hill, 2007.
4. Christian Gronroos- ServicesManagement and Marketing a CRM Approach, John Wiley, 2001.
5. Gronroos- ServiceManagement and Marketing –Wiley India.
6. Principles of Services Marketing, 4th edition – Palmer, A.- Mc-Graw Hill
7. Services Marketing – GovindApte- Oxford Univ. Press
8. Rajendra Nargundkar, Service Marketing: Text and Cases - 2<sup>nd</sup> edition- Tata McGraw Hill -New Delhi - 2003

<b>BBA17R325</b>	<b>Consumer Behaviour</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202 <b>Course Category:</b> Discipline Specific Elective					
<b>Course Type:</b> Theory					

**Course Objective(s):**

The purpose of this course is to introduce students to consumers, consumer behaviour in the market place and their impact on marketing strategy. Discussing the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process. The course content will also address the importance of subculture and global consumer culture as marketing opportunities

**Course Outcome(s):**

On successful completion of this course, student should be able to:

**CO1:** Demonstrate how concepts may be applied to marketing strategy

**CO2:** Identify the dynamics of human behaviour and the basic factors that influence the consumers decision process

**CO3:** Conduct research to investigate consumer attitudes, beliefs and behaviours

**CO4:** Explain cultural and social influences impact on consumer behaviour

**CO5:** Understand the processes used when individuals, group or organizations make consumption decisions.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1	M	M										
CO2		H				L						
CO3		H				L						
CO4		H				L						
CO5		H				L						

**Unit 1: Nature, Scope & Application****18 Hours**

Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour-interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.

**Unit 2: Consumer Needs & Motivation****18 Hours**

Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement. Personality & Consumer Behaviour: Importance of personality, theories of personality-Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images; Role of self-consciousness.

**Unit 3: Consumer Perception & Attitude****18 Hours**

Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organisation & interpretation. Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory. Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory. Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups.

#### **Unit 4: Family & Culture**

**18 Hours**

Consumer socialization process, consumer roles within a family, purchase influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, meaning & characteristics of social class. Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences. Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

#### **Unit 5: Diffusion of Innovation**

**18 Hours**

Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process-problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post purchase evaluation; Situational Influences. Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, Howard-Sheth Family Decision Making Model, Engel, Kollat & Blackwell Model, Sheth Newman Gross Model of Consumer Values.

NOTE: Cases & application to marketing will be taught with respect to each topic.

#### **Text Book(s):**

1. Leon G.Schiffman & Leslie L.Kanuk- Consumer Behaviour- Prentice Hall Publication- latest Edition
2. Del Hawkins, Roger J Best, Kenneth A Coney, Eric C Koch Amit Mookerjee- Consumer Behaviour- Building Marketing Strategy - 9<sup>th</sup> edition- Tata McGraw Hill- New Delhi- 2006.

#### **References(s):**

1. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being- Pearson Prentice Hall.
2. Blackwell, R.D., Miniard, P.W., & Engel, J. F. - Consumer Behaviour, Cengage Learning.
3. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerje. A- Consumer Behaviour – Building Marketing Strategy- Tata McGraw Hill.
4. Kotler, P. & Keller, K. L. - Marketing Management (Global Edition) Pearson.

<b>BBA17R326 Personal Selling &amp; Sales Force Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To familiarize the students with the concepts of personal selling and sales force management and to equip them with the various tools required to be a successful sales person and manager. To develop the students skills in sales presentation, handling customer complaints, creating advertisement and sales promotion. To help them to understand the personal, organizational and personal selling, Sales Process, role of distribution channels and manage channel partners

**Course Outcome(s):**

On successful completion of this course, student should be able to:

**CO1:** Understand the responsibilities, qualities of salesman and organization of sales department.

**CO2:** Apply the selling theories in a real time situation.

**CO3:** Demonstrate the selling process and formulate customized approach to handle customers

**CO4:** Plan and select, train and motivate the sales force in an organisation.

**CO5:** Estimate the sales, prepare sales budget and formulate quota and territory for salesman.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		M										
CO2		H										
CO3		H										
CO4		H										
CO5		H										

**Unit 1: Personal Selling****18 Hours**

Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; types of customer, types of salesmen; Personal Selling situations.

**Unit 2: Selling Theories****18 Hours**

Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory. Behaviour Equation Theory of Selling

**Unit 3: Selling Process****18 Hours**

Prospecting: Importance, methods, Pre approach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling

objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

#### **Unit 4: Sales Force Management**

**18 Hours**

Salesmanship – Meaning – importance sales Force Management - recruitment and selection- training- motivation- compensation- appraisal of performance and promotion- direction and control of sales force

#### **Unit 5: Sales Volume and Territory Management**

**18 Hours**

Objectives of sales forecasting- methods and procedures of sales forecasting- sales budgets, Sales Territory Coverage: Sales Territory Concept, Reasons for establishing sales territories, designing Sales Territories and Quotas- assigning territories - reasons for selling and using quotas- types of quotas and quota selling procedures- administering the quota system.

#### **Text Book(s):**

1. Richard R.Still, Edward W.Cundiff, Norman A.P. Goveni- Sales Management Decisions- Strategies & Cases- 5th edition- Prentice Hall- United States- 2005.
2. Tapan K. Panda,Sunil Sahadev - Sales and Distribution Management -2nd edition Oxford.

#### **References(s):**

1. Ramneek Kapoor- Fundamentals of Sales Management- Mac Millan India Pvt Ltd- 2007.
2. P.K.Sahu, K.C.Raut- Salesmanship & Sales Management- 3<sup>rd</sup> edition- Vikas Publications. NewDelhi- 2007.
3. Rustan.S.Daver & Sohrab R.Daver- Sales Manship and Publicity- Vikas Publications- NewDelhi- 2005.
4. Charles Futrell: Fundamentals of Selling- McGraw Hill



<b>BBA17R327      Customer Relationship Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To train the participants in the concepts of Customer relationship management with industry case studies and strategies for implementing them in any organization. To impart knowledge in various customer relationship management model, concepts and frameworks, and how these are applied to form relationships with customers and other internal and external stakeholders. To develop skills to analyse and synthesise information and issues, related to customer relationship management, from several perspectives.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Review and interpret the theoretical aspects of CRM across the main areas of sales, services and marketing;

**CO2:** Critically analyse an organisation's relational strategies with stakeholder groups that affect how well it meets customer needs

**CO3:** Investigate, analyse, demonstrate and present the salient aspects of a CRM implementation or CRM innovation in a e CRM environment

**CO4:** Formulate and assess strategic, operational and tactical CRM decisions.

**CO5:** Evaluate CRM implementation strategies

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		M										
<b>CO2</b>		H										
<b>CO3</b>		H		M								
<b>CO4</b>		H		M								
<b>CO5</b>		H		M								

**Unit 1: Introduction to CRM****18 Hours**

Background and study, Marketing: Evolution and new Paradigms - CRM - Definition and the Basic Concepts. CRM and Services Marketing - Tools for CRM .

**Unit 25: Nature of Relationships****18 Hours**

CRM Structures: Elements of CRM - CRM Process - Strategies for Customer acquisition - Retention and Prevention of defection - Models of CRM - CRM road map for business applications. Significance of Customer Retention, Key Account Management - CRM and Knowledge Management - Life time value of the customer, Customer loyalty and involvement

**Unit 3: CRM analytics****18 Hours**

e- CRM Solutions: Data Mining and Data Warehousing - Real-world applications-an introduction to CRM software packages.

**Unit 4: Investigation and Interpretation****18 Hours**

Strategies for profitable dialog with customers, Sales Force automation, marketing automation, Call centres, BPO and KPO, Internal Relationships, External Relationships and Supplier relationships and Electronic Relationships

**Unit 5: Implications – for organizations and the future****18 Hours**

CRM implementation and effectiveness –Management of Relationships - Role of CRM Managers.

**Text Book(s):**

1. Jagdish N. Sheth and others – Customer Relationship Management – McGraw Hill
2. William G. Zikmund – Customer Relationship Management – Wiley - 2005
3. Mark Godson – Relationship Marketing – Oxford University Press-2009

**References(s):**

1. Stanley A. Brown – Customer Relationship Management – PricewaterhouseCoopers
2. Green – CRM at the speed of light – Tata Mcgraw Hill
3. H.Peeru Mohamed and A.Sahadevan- Customer Relation Management- Vikas Publishing-2005.
4. Jim Catheart- The Eight Competencies of Relationship selling- Macmillan India- 2005.
5. Assel- Consumer Behavior- Cengage Learning- 6<sup>th</sup> Edition.
6. Kumar- Customer Relationship Management - A Database Approach- Wiley India- 2007.
7. Francis Buttle- Customer Relationship Management: Concepts & Tools- Elsevier- 2004.
8. Zikmund -Customer Relationship Management- Wiley 2012.
9. Mohammed Hp/Sagadevan.A Customer Relationship Management- A step by step approach- I edition.
10. G.Shainesh- J.Jagdish N Seth - Customer Relationship Management.

<b>BBA17R328</b>	<b>Rural Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202					
<b>Course Category:</b> Discipline Specific Elective					
<b>Course Type:</b> Theory					

**Course Objective(s):**

The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context. To familiarize with the special problems related to sales in rural markets.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Aware about the applicability of the concepts, techniques and processes of marketing in rural context

**CO2:** Identify the challenges and opportunities that the rural market holds for the Companies.

**CO3:** Develop marketing strategies that are unique to rural India

**CO4:** Understand the buying behaviour, the consuming pattern, the need and wants of the rural consumer

**CO5:** Analyse the rural market trends and adopt technology

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		M										
CO2		H										
CO3		H										
CO4		H					M		M			
CO5		H										

**Unit 1: Overview of Rural Marketing****18 Hours**

Introduction of Rural marketing – Evolution of Rural Marketing in Indian and Global Context Definition- Nature – Scope- Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing- A comparative Analysis of Rural Vs Urban Marketing- Size & Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

**Unit 2: Rural Markets & Decision****18 Hours**

Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium- Classification of Rural Marketing – Regulated- Non Regulated- Marketing Mix- Segmentation- Targeting Position- Rural Marketing Strategies- Role of Central, State Government and other Institutions in Rural Marketing Integrated Marketing Communication in Rural Marketing.

**Unit 3: Product & Distribution****18 Hours**

Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing Brand Management in Rural Marketing- Rural Distribution in channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing- - Sales force Management in Rural Marketing.

**Unit 4:Rural Consumer Behaviour in Marketing Research 18 Hours**

Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research- Retail &IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing Advertisement & Media Role in Rural Marketing Promotion Methods

**Unit 5:Trends in Rural Marketing 18 Hours**

e- Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.

**Text Book(s):**

1. C G Krishnamacharyulu, Lalitha Ramakrishnan –Rural Marketing–Pearson Education
2. Awadhesh Kumar Singh Satyaprakash pandey -Rural Marketing: Indian Perspective - New age publishers
3. Dr. A Sarangapani -A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs

**Reference(s):**

1. Ramkishen Y- New Perspectives on Rural Marketing: Includes Agricultural Marketing
2. Pradeep Kashyap & Siddhartha Raut, Biztantra -Rural Marketing
3. U.C.Mathur -Rural Marketing – excel books, 1/e
4. Rajagopal Rawat - Indian Rural Marketing
5. R. C. Arora - Integrated Rural Development – S. Chand & Co.

<b>BBA17R329</b>	<b>Distribution &amp; Supply Chain Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202 <b>Course Category:</b> Discipline Specific Elective					
<b>Course Type:</b> Theory					

**Course Objective(s):**

This course provides an introduction to the concepts and methods of supply chain management, which involves the application of frameworks and mathematical modeling tools to supply chain management problems and throw light into third-party logistics providers; managing product variety; information technology and supply chain management. It enables students to develop their understanding of how the theory of Supply Chain Management may be translated into practice.

**Course Outcome(s):**

Upon successful completion of this course the student will be able to:

**CO1:** Understand the structure of marketing channel and the different ways through which supply chains can become competitive in the market

**CO2:** Explain how to use the levers of the logistics strategy to redefine the points necessary to make this harmonization

**CO3:** Understand the various concepts that are used in logistics

**CO4:** Apply inventory models and techniques to create and recommend appropriate stocking solutions in various business settings.

**CO5:** Associate how technology and overall Information assist and become an invaluable tool in all areas of the Supply Chain

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		M										
CO2		H										
CO3		H										
CO4		H										
CO5		H										

**Unit 1:Marketing Channel****18 Hours**

The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.

**Unit 2:Distribution****18 Hours**

Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

**Unit 3:Supply Chain Management****18 Hours**

Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, achieving strategic fit.

**Unit 4:Dynamics of Supply Chain****18 Hours**

Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.

### **Unit 5: Strategic Alliances**

**18 Hours**

Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

#### **Reference(s):**

1. Ayers, J. B. (2006) - Handbook of supply chain management (2nd ed.) - Florida: Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008) - Business logistics/ supply chain management (5th ed.)- New Delhi: Pearson Education.
3. Chopra, S., & Meindl, P. (2007) - Supply chain management: Strategy, planning and operation (3rd ed.)- New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008)- The management of business logistics(7th ed.)- USA: South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998)- Global Operations Management and Logistics: Text and Cases- New York: John Wiley & Sons.
6. Mentzer, J. T. (2001)- Supply chain management- New Delhi: Sage Publications.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Petterson, J. L. (2009)- Purchasing and supply chain management (4th ed.)- USA: Cengage Learning.
8. Raghuram, G., & Rangaraj, N. (2000)- Logistics and supply chain management: cases and concepts- New Delhi: Macmillan.
9. Shah, J. (2009)- Supply chain management: Text and cases- New Delhi: Pearson Education.
10. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008)- Designing and managing the supply chain (3rd ed.)- New Delhi: Tata McGraw Hill.
11. Coughlan, Anderson, Stern, Marketing Channels, Prentice Hall.

<b>BBA17R330 Marketing Metrics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

The course provides a sophisticated framework to quantify the impact of various marketing efforts, with special attention to assessing both their short-term and long-term implications.

**Course Outcome(s):**

Upon successful completion of this course the student will be able to:

**CO1:** Understand the primary and advanced marketing metrics and know financial implications of marketing programs.

**CO2:** Determine the drivers of customer acquisition and customer retention and understand the role of intangible assets, such as Brand Equity

**CO3:** Assess the effectiveness of Communication and pricing

**CO4:** Developing tools to assess the effectiveness of marketing programs, including ROMI (Return on Marketing Investment)

**CO5:** Defining data input sources for computing various metrics

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		M										
<b>CO2</b>		H	H					L				
<b>CO3</b>		H	H					L				
<b>CO4</b>		H	H					L				
<b>CO5</b>		H	H					L				

**Unit 1: Introduction****18 Hours**

Introduction to Marketing metrics – Linking Marketing to financial performance of a firm – Financial implications of marketing Strategic decisions.

**Unit 2: Customer and Brand Metrics****18 Hours**

Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card Approach to measure customers' satisfaction - Brand metrics – Brand equity – Brand portfolio management - Brand financial performance.

**Unit 3: Communication and Pricing Metrics****18 Hours**

Communication metrics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.

**Unit 4: Channel Metrics****18 Hours**

Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.

**Unit 5:Additional Metrics****18 Hours**

Financial implications on Research and development – Training of sales force.  
Determination of financial incentives across Product / Service delivery system –  
Global Marketing Metrics.

**Reference(s):**

1. Paul W. Farris, Neil T. Bendle, Puillip E. Pfeifer and David J. Reibstein- Marketing Metrics: Measuring Sales force Effectiveness and Channel Management- Wharton School of Publishing.
2. John Davis- Measuring Marketing: 103 Key Metrics- Every Marketer Needs- Wiley Publisher.
3. Ned L. Roberto and John Davis- Metrics Driven Marketing,
4. Paul W. Farris- Marketing Metrics: 50 + Metrics Every Executive should Master- Wharton School Publishing.
5. David J. Reibstein- Marketing Metrics- Pearson Education (USA).
6. Kavin Kale- Strategic Brand Management- Building Measuring & Managing Brand Keller- PHI- 3<sup>rd</sup> edition- 2008.
7. Lilien, Kotter & Morthy- Marketing Models- PHI- 2008.
8. Dhvur Grewal and Micheal Levy- Marketing Value Based- Tata Mc Graw Hill- 2008.



<b>BBA17R396</b>	<b>Marketing Research Project</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>0</b>	<b>0</b>	<b>12</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202 <b>Course Category:</b> Discipline Specific Elective					
<b>Course Type:</b> Practical					

Students can select and register this course only during their Sixth semester.

**DISCIPLINE SPECIFIC ELECTIVE COURSE  
FINANCE**

<b>BBA17R340 Investment Banking &amp; Financial Services</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic Knowledge in Banking <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To understand the basic concepts of leasing and the dynamics of venture capital funds in Indian perspectives on fast emerging opportunities. It covers the business activities of financing and investment; and, the creation of value through financial advisory services. It looks into the business practices of private equity, hedge funds and trading operations; and, the role of each in facilitating investment, the deployment of capital and the changing face of risk-taking activities. The course emphasizes the role of the IB financial\ advisor and his/her importance in securing and facilitating IB business opportunities.

**Course Outcome(s):**

On completion of this course the student will be able to:

- CO1:** Recognize the functions of various financial service organisations and know the role of intermediaries, regulators
- CO2:** Explain the role merchant banking services in issue management and suggest companies an appropriate financial product to raise funds for business
- CO3:** Understand the basic concepts of leasing and hire-purchase and formulate investment policy
- CO4:** Know the dynamics of venture capital funds in Indian perspectives on fast emerging opportunities.
- CO5:** Examine the mortgages & securitization market and its operation

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1	M	M										
CO2		M					M					
CO3		M					L					
CO4		M					L					
CO5		M					L					

**Unit 1:Financial System****18 Hours**

Introduction: An Overview of Indian Financial System, Investment Banking in India,Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

**Unit 2:Issue Management****18 Hours**

Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment,

private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

### **Unit 3:Leasing and Hire Purchase**

**18 Hours**

Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

### **Unit 4:Venture Capital**

**18 Hours**

Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.

### **Unit 5:Mortgages &Securitization**

**18 Hours**

Securitization concept, securitization as a funding mechanism, Traditional and nontraditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non-mortgage assets, and Securitization in India.

#### **Text Book(s):**

1. M.Y.Khan- Financial Services, Tata McGraw –Hill. New Delhi- 7<sup>th</sup> Edition- 2013
2. Machiraju- Indian Financial System- Vikas Publishing House-3<sup>rd</sup> Edition- 2009,

#### **Reference(s):**

1. K.Sriram- Hand Book of Leasing, Hire Purchase & Factoring- ICFAI- Hyderabad.
2. Ennew.C.Trevor Watkins & Mike Wright- Marketing of Financial Services- Heinemann Professional
3. J.C.Verma-A Manual of Merchant Banking- Bharath Publishing House.

<b>BBA17R341 International Finance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic Knowledge in financial market				
<b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To familiarize the student with the various international funding agencies and its contribution to world economy. To impart the knowledge in foreign exchange market and operations of euro currency market, instruments and market operations. To provide insight to the various analytical techniques used in managing foreign exchange exposure

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Know about the various international funding agencies, its functions, financial product and services

**CO2:** Describe the foreign exchange market functioning and identify the various determinants of foreign exchange rate.

**CO3:** Analyse the various determinants of foreign exchange rate.

**CO4:** Understand and incorporate exchange risk into capital budgeting, capital structure and cash management decisions

**CO5:** Know the strategies for managing foreign exchange exposure

**CO6:** Explain the operation of euro currency market and procedure followed for euro issue.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H										
<b>CO2</b>		H										
<b>CO3</b>		H	M									
<b>CO4</b>		H	M									
<b>CO5</b>		H										

**Unit 1:International Monetary and Financial System****18 Hours**

Importance of international finance, Bretton woods conference and afterwards, European monetary system-meaning and scope, Balance of payment and International Linkages: Balance of payments and its components; International flow of Goods, Services and Capital

**Unit 2:Foreign Exchange Markets****18 Hours**

Determining exchange rates; fixed and flexible exchange rate system; Exchange rate theories, participants in the foreign exchange markets; Foreign exchange market spot markets; Exchange rate quotes; LERMS: Factors affecting exchange rates-spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency possession, Information and Communication, Foreign Exchange trades

**Unit 3: Foreign Exchange Risk****18 Hours**

Transaction exposure, Translation exposure and Economic exposure, Management of exposures- Internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and techniques, Management of Risk in Foreign Exchange Markets: Forex derivatives-Swaps, Future and Option and Forward contracts

**Unit 4: International Capital and Money Market and Instruments****18 Hours**

Salient feature of different international markets, GDRs, ADRs, IDRs, Eurobonds, Euro loans, CPs, Floating rate Instruments, Loan syndication and Euro deposits

**Unit 5: Multilateral Financial Institutions****18 Hours**

Role of IMF, IBRD and other development banks, International investors and foreign investment institutions, Current Developments: International indebtedness, Capital Account Convertibility-pros and cons; Innovations in International financial instruments

**Text Book(s):**

1. Apte. P.G- International Financial Management- Tata McGraw Hill- New Delhi.
2. Alan C. Shapiro- Multinational Financial Management- Prentice Hall

**Reference(s):**

1. Buckley, Adrian- Multinational Finance- Prentice Hall- New Delhi.
2. Eitman D.K. and A.I. Stenehill- Multinational Business Cash Finance- Pearson Education- New Delhi.
3. Henning C.N.W Piggot and W.H. Scott- International Financial Management, McGraw Hill- International Edition.
4. Rodriquefe R.M. and E.E Carter- International Financial Management- Prentice Hall- International Edition.
5. Shaprio Alan C- Multinational Financial Management- Prentice Hall- New Delhi.
6. Yadav Surendra S., P.K Jain and Max Peyrad- Foreign Exchange Markets- Macmillan, New Delhi.
7. Zeneff D. and J.Zwick- International Financial Management- Prentice Hall- International Edition.

<b>BBA17R342 Investment Analysis and Portfolio Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic Knowledge in financial market				
<b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To familiarize the student with the various types of securities and functioning of stock markets and government regulations and legal issues related securities. To equip the student to understand the economic, industry and company related factors on the price behaviour of securities. To provide insight to the various analytical techniques used in evaluation and valuation of the securities to create and maintain an appropriate portfolio for a client and for themselves.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Identify the various investment alternatives and construct investment planning.
- CO2:** Know about Capital Market, participants and its procedure for trading and fund raising.
- CO3:** Analyse the economic, industry and company factors and predict the company performance and determine the intrinsic value of an asset.
- CO4:** Identify the right time for buying and selling securities by performing technical analysis.
- CO5:** Analyze, select, and monitor clients and their own portfolio by evaluation, construction and revision.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	M									
<b>CO5</b>		H										

**Unit 1: Risk and Return****18 Hours**

Concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds: present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio.

**Unit 2: Fundamental Analysis****18 Hours**

Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

**Unit 3:Share Valuation****18 Hours**

Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow Theory, advances and declines, new highs and lows- circuit filters. Volume indicators - Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point& figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and implications for investment decisions.

**Unit 4:Portfolio Analysis:****18 Hours**

Portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk, Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing. Capital asset pricing model (CAPM) Efficient frontier with a combination of risky and risk free assets.

**Unit 5:Mutual Funds****18 Hours**

Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures.

**Text Book(s):**

1. Reilly K. and Keith C. Brown- Investment Analysis and Portfolio Management- 7<sup>th</sup> edition- CENGAGE Learning- Delhi- 2007.
2. Donald E. Fischer and Ronald J. Jordan- Security Analysis and Portfolio Management- 3<sup>rd</sup>edition- Prentice Hall of India Private Ltd.- New Delhi- 2000.

**Reference(s):**

1. Punithavathy Pandian- Security Analysis and Portfolio Management- 2<sup>nd</sup> edition- Vikas Publishing House Pvt.- Ltd.- 2001.
2. Chandra Prasanna- Investment Analysis and Portfolio Management- 2<sup>nd</sup> edition- Tata McGraw Hill- New Delhi- 2005
3. Bhalla V.K.- Investment Management- 7<sup>th</sup> edition- Sultan Chand and Company Ltd.- New Delhi- 2000
4. Sharpe, W.F., Alexander, G.J. & Bailey, J.-Investments- Prentice Hall of India.

<b>BBA17R343 Business Analysis and Valuation</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R206 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

This course will cover modern principles and tools of valuation. It creates a strong foundation for the discounted cash flow model by analysing all features and assumptions implicit in any valuation analysis, starting from the term structure of interest rates, estimating discount rates, measuring cash flows, calculating growth rates. The course will also cover in detail relative valuation methods (multiples). The course seeks to ensure a full understanding of the explicit and implicit assumptions underlying modern valuation models.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Analyse the financial performance of the company based on the financial statements of the company by using ratios

**CO2:** Understand the inputs of valuation models for equity, such as estimating cash flows, discount rates, and growth rates.

**CO3:** Conduct a corporate valuation using different valuation models, especially the DCF model;

**CO4:** Apply Relative valuation models and value enhancement tools.

**CO5:** Calculate the value of synergy

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	M									
<b>CO5</b>		H	M									

**Unit 1: Analysis of Corporate Financial Statements****18 Hours**

Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company.

**Unit 2: Cash Flows****18 Hours**

Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model

**Unit 3: Introduction to Valuation****18 Hours**



Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity risk), valuing an asset with an infinite life.

**Unit 4: Firm Valuation Models****18 Hours**

Cost of capital approach, adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies.

**Unit 5: Value of Synergy****18 Hours**

Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options.

**Text Book(s):**

1. Foster, George -Financial Statement Analysis-2<sup>nd</sup> ed.- Pearson Education Pvt Ltd
2. Damodaran, A. -Valuation, Security Analysis for investment and Corporate Finance 2<sup>nd</sup> ed.- Wiley India Pvt. Ltd, 2008

**Reference(s):**

1. Chandra, P-Corporate Valuation and Value Creation- 1<sup>st</sup> ed. TMH -2011
2. Weston, Chung, Hoag-Mergers, Restructuring and Corporate Control- Prentice Hall ofIndia

<b>BBA17R344Corporate Restructuring</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R206 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To acquire knowledge of the legal, procedural and practical aspects of Corporate Restructuring, Valuation and Insolvency This course aims to develop proficiency in Business Valuation and Corporate Restructuring techniques and methods by undergoing a learning process with appropriate conceptual and practical blend.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Identify the key issues and concepts of mergers and acquisitions.

**CO2:** Understand the major strategies that underlie most M&A transactions.

**CO3:** Examine the necessary conditions for value to be created.

**CO4:** Assess various case studies to analyze valuation strategies, pre and post-merger issues and challenges.

**CO5:** Analyse the impact of taxation on corporate restructuring

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H				M					
<b>CO4</b>		H	M									
<b>CO5</b>		H	M									

**Unit 1:Forms of Corporate Restructuring,****18 Hours**

Meaning of Corporate Restructuring, various forms of Corporate Restructuring, Objectives of mergers, types of mergers, Horizontal, Vertical, Conglomerate. The Merger and Acquisition Process, Theories of Merger, Success and failure of Merger & Acquisition. De-merger, spin offs, split ups, split offs, Reverse Merger. Difference between Demerger and Reverse Merger. Takeover Tactics and Takeover Defenses

**Unit 2: Negotiation, Deal Structuring and Methods of Payment in Mergers and Acquisitions****18 Hours**

Introduction, structuring of transactions, regulatory approval, deal making in India, methods of payment in M&A, distinction between stock and cash transactions, types of exchange of shares.

**Unit 3: Acts and Policies****18 Hours**

Amalgamation as per AS-14 and IFRS. Merger Aspects under Competition Law, Competition Bill 2002. SEBI regulations on Takeovers in India (Takeover Code), Role of Merchant Bankers in Mergers & Acquisition.

**Unit 4:Valuation of Target Companies****18 Hours**

Concept of Value of a Company, Firm Valuation Models on Merger & Acquisition: (a) DCF Model, (b) Comparable Company, (c) Book Value, (d) Adjusted Book Value (e) Enterprise Value, (f) Three Stage growth model, Swap Ratio, Valuation Practices in India, LBO, MBO.

**Unit 5: Taxation Aspects in M&A**

**18 Hours**

Tax Implications: Tax Concession to amalgamated company, tax concession to amalgamating company in case of Merger & Acquisition. Tax aspects related to demergers.

**Text Book(s):**

1. Weston, Fred; Chung, Kwang S. & Siu, Jon A- Takeovers, Restructuring and Corporate Governance, Pearson Education- 2<sup>nd</sup> ed.
2. Gupta, Manju- Contemporary Issues in Mergers and Acquisitions.--Himalaya Publishing-2010

**Reference(s):**

1. Sundarsanam - Creating Value from Mergers and Acquisitions- 1<sup>st</sup>ed. Pearson Education-2006
2. Ramanujan. S.- Mergers: The New Dimensions for Corporate Restructuring- McGraw Hill-1999
3. Narayankar, Ravi, Merger and Acquisitions Corporate Restructuring, Strategy and Practices- 2<sup>nd</sup> Ed. International Book House Pvt. Ltd-2013

<b>BBA17R345 Business Planning and Project Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R206 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To provide the skills the students need to plan and manage project successfully. To impart how to balance time, cost, quality and scope, and work through the stages of project initiation, planning, scheduling and reporting.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Use a structured approach, prepare a project plan, incorporate appropriate plans, understand schedules, and understand specific outputs and deliverables for each step of the plan

**CO2:** Administer the project by analysing the labour, material, and other factors

**CO3:** Perform marketing, financial and technical analysis

**CO4:** Manage the scope, cost, schedule, and quality of a project, and create and adapt plans in response to external and internal issues.

**CO5:** Appraise the project by considering internal and external environment.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H							M		
<b>CO2</b>		H	H							M		
<b>CO3</b>		H	H									
<b>CO4</b>		H	M							M		
<b>CO5</b>		H	M							M		

**Unit 1: Project Management****18 Hours**

Nature, Scope, Process Elements, significance and Emergence of Projects - Project Planning - Developing Project Models through Simulation - Benefits of Project Management.

**Unit 2: Project Administration****18 Hours**

Location of Project Site - Working Conditions Development - Plans and Policies of the Government and the Local Bodies - Elements and Factors Affecting Location Decision - Analysis of Infrastructure - Labour, Raw material, Transport and Other Factors.

**Unit 3: Capital Expenditure****18 Hours**

Importance and Difficulties - Market demand And Situational Analysis - Technical Analysis - Financial Analysis.

**Unit 4: Project Implementation and Management****18 Hours**

Project Monitoring and cost Control System - Network Analysis - Resource Scheduling, Leveling Crashing of Project Cost - Risk and market Risk - Social Cost

benefit Analysis - Multiple Projects and Constraints - Network technique for Project Management.

**Unit 5: Project Appraisal**

**18 Hours**

Different Criteria for Project Appraisal - Project review and Administrative Aspects - Environmental Appraisal of Projects.

**Text Book(s):**

1. Dennis Lock-Project Management- 6<sup>th</sup> Edition- Wiley Publication- 1996
2. Harold Kerzner- Project Management: A System Approach to Planning- Scheduling and Controlling- 7<sup>th</sup> Edition- John Wiley & Sons- Inc.2001.

**Reference(s):**

1. Prasana Chandra- Project: Planning , Analysis, Selection, Financing, Implementing and Review- 7<sup>th</sup> Edition- Tata Macgraw Hill- 2009
2. P C K Rao- "Project Management and Control"

<b>BBA17R346 Strategic Corporate Finance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R206 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To acquaint the students with concepts of financial management from strategic perspective. To familiarize various Techniques and Models of Strategic Financial Management. Students study company value drivers and value creation; application of valuation techniques; consequences of financial policy for different groups of stakeholders; learn to analyze, model and assess capital structure and shareholder payout policy decisions; to assess mergers, acquisitions, takeovers, LBOs and MBOs; to assess company risks. Course includes lectures, seminars, and case analysis, project.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Explain, analyse and assess major concepts of finance management.

**CO2:** Formulate strategies for Management Buy-Outs

**CO3:** Analyse and apply strategies for Financial Distress and Restructuring

**CO4:** Appraise the various sources of finance and construct capital structure

**CO5:** . Know and apply valuation methods for strategic corporate finance management decisions

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H					M				
<b>CO2</b>		H	H					H				
<b>CO3</b>		H	H					H				
<b>CO4</b>		H	M									
<b>CO5</b>		H	M									

**Unit 1: Introduction to Strategic Corporate Finance****18 Hours**

Introduction; Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

**Unit 2: Management Buy-Outs****18 Hours**

Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the

most appropriate funding offers are selected. Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendorinitiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options

### **Unit 3: Financial Distress and Restructuring**

**18 Hours**

Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a noncore subsidiary, planned exit, forceful retirement and other disposals. Exit strategy most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.

### **Unit 4: Fundraising**

**18 Hours**

Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality “added value” due diligence advice.

### **Unit 5: Valuation**

**18 Hours**

Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance

Other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management

### **Text Book(s):**

1. Aswath Damodaran- Corporate finance theory and practice- John Willey Sons Inc
2. Jakhotia-Strategic Financial Management -Vikas Publication

### **Reference(s):**

1. Khan. M. Y& Jain, P.K-Cost accounting- Tata Mcgraw Hill- 2000
2. Tulsian, P C-Cost accounting-1<sup>st</sup> Edition- Tata Mcgraw Hill publications- 2006
3. Richard A. Brealey and Stewart C. Myers-Principles of Corporate Finance-7<sup>th</sup> Edition, 2003/e

<b>BBA17R347Behavioural Finance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge about financial market				
<b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

The course is focused on behavioral factors influencing financial markets and corporate world. This course targets the link between the peculiarities of human behavior and aspects of financial and investment management, as well as corporate and risk management. In addition, the course puts various “behavioral mechanisms” into more basic psychological framework spanning the mechanisms of information perception, emotions, memory, and attention.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand key psychological biases that affect decision making process.

**CO2:** Demonstrate the ability to make decisions and identify issues that are caused/resolved by behavioral finance.

**CO3:** Apply behavioral finance in the aggregate stock market

**CO4:** Apply behavioral finance in corporate financial decisions

**CO5:** Understand the Neurophysiology of decision making and analyse how it affects behavior in individual wealth management

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H	H									
CO2		H	H									
CO3		H	H									
CO4		H	H									
CO5		H	H									

**Unit 1: Perception, Human Preferences, Rationality, and Market Efficiency**  
**18 Hours**

Cognitive information perception. Weber law. Subjective probability. Representativeness, anchoring, asymmetric perception of gains and losses, framing and other behavioral effects. Decision-making under risk and uncertainty. Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept. Decision-making in historical prospective, Allais and Elsborg's paradoxes. Rationality from an economics and evolutionary prospective. Different ways to define rationality why humans often act outside of the economic rationality framework. Herbert Simon and bounded rationality. Investor rationality and market efficiency. Empirical data that questions market efficiency.

**Unit 2: Behavioral Factors and Financial Markets****18 Hours**

Empirical data that challenge the Efficient Markets Hypothesis. Fundamental information and financial markets. Information available for market participants and market efficiency. Market predictability. The concept of limits of arbitrage and model by Shleifer and Vishny. Asset management and behavioral factors. Active



portfolio management: return statistics and sources of systematic underperformance. Fundamental information, technical analysis, and behavioral factors.

**Unit 3: External Factors and Investor Behavior** **18 Hours**

Weather, emotions, and financial markets: sunshine, geomagnetic activity. Mechanisms of the external factor influence on risk perception and attitudes. Connection to human psychophysiology and emotional regulation. Misattribution as a mechanism for external factors influence. Emotional content of news articles and their correlation with market dynamics. Social trends and market dynamics: music, fashion, demographics.

**Unit 4: Behavioral Corporate Finance** **18 Hours**

Behavioral factors and corporate decisions on capital structure and dividend policy. Timing of good and bad corporate news announcement. Mergers and acquisitions and the Winner's Curse. IPO underpricing. Systematic excessive optimism and overconfidence in managers' decisions. Sunk costs and mental accounting. Evolutionary explanations for behavioral effects. Evidence from behavioral game theory. Systematic approach to using behavioral factors in corporate decision-making.

**Unit 5: Emotions and Decision-Making, The Science of Neuroeconomics**  
**18 Hours**

Experimental measurement of risk-related preferences: measuring risk through probabilistic set of gambles, through questionnaire. Emotional mechanisms in modulating risk-taking attitude. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains. Neurophysiology of decision-making, the role of hormones and neurotransmitters. How tools from cognitive neuroscience can aid in understanding the basics of the economic behavior. Introduction to the science of neuro economics. Neuro marketing.

**Text Book(s):**

1. Pompian, Michael M. Behavioral Finance and Wealth Management. Wiley: New Jersey.
2. Hersh Shefrin, Behavioural Corporate Finance, Tata Mc Graw Hill Irwin Publishers

**Reference(s):**

1. John R. Nofsinger, The Psychology of Investing (4th Edition), Pearson Prentice Hall,
2. Meir Statman, What Investors Really Want, Learn the lessons of behavioral Finance, McGraw-Hill

<b>BBA17R348Micro Finance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in banking <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To develop the understanding of students about microfinance and its impact on poor and poverty, To impart knowledge in different models of microfinance operating in India; study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India.To give students necessary skills to undertake Impact assessment of micro finance in poverty reduction.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the concept of Micro Finance and types of lending

**CO2:** Analyse the financial and operational performance of MFI's

**CO3:** Apprise the impact of Micro Finance on social upliftment

**CO4:** Examine the role of Banks and Financial Institutions to promote Micro Finance in India

**CO5:** Understand the issues pertaining to Micro Finance

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	H									
<b>CO5</b>		H	H									

**Unit 1: Introduction to Microfinance****18 Hours**

Basics – Need for microfinance - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature of Microfinance Markets - Microfinance as a development strategy and as an industry – Microfinance Tools – Role of Grameen Bank - Micro credit - Innovations - Group lending-Stepped lending & Repeat loan - Character & cash flow based lending - Flexible approaches to collateral-Frequent & public installment for loan & saving products

**Unit 2: Financial and Operational Evaluation****18 Hours**

Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance - Role of subsidies & Donors - Bench Marking - Rating MFIs. Operational Evaluation: Managing operational risks – Internal Control, Business Planning – Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency

**Unit 3: Other Evaluations of Microfinance****18 Hours**

Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing – Competition - Risks. Institutional Evaluation - Appraisals and ratings - Legal compliance- Issues in Governance Social Evaluation - Social performance Measurement - Indicators - Tools – Progress out of poverty index – Transparency – Ethics

**Unit 4: Microfinance in India****18 Hours**

Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs- – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance –State sponsored Organizations.

**Unit 5: Issues, Trends and Frontiers of Microfinance****18 Hours**

Issue – Role of Technology-Strategic issues in Microfinance: Sustainability - opening new markets – Gender issues

**Text Book(s):**

1. Indian Institute of Banking and Finance Micro finance: Perspectives and Operations- Macmillan India Limited- 2011.
2. Beatriz and Jonathan- The Economics of Microfinance- Prentice Hall of India- 2010.

**Reference(s):**

1. Branch, Brian & Janette Klaehn- Striking the Balance in Microfinance: A Practical Guide to Mobilizing Savings. PACT Publications-Washington- 2002.
2. Dowla, Asif & Dipal Barua- The Poor Always Pay Back: The Grameen II Story. Kumarian Press Inc. - Bloomfield, Connecticut-2006.
3. Hirschland, Madeline (ed.) - Savings Services for the Poor: An Operational Guide. Kumarian Press Inc- Bloomfield CT- 2005.
4. Ledgerwood, Joanna and Victoria White- Transforming Microfinance Institutions: Providing Full Financial Services to the Poor- World Bank- 2006.
5. Rutherford, Stuart- The Poor and Their Money. Oxford University Press- Delhi- 2000.
6. Sapovadia, Vrajlal K. - Micro Finance: The Pillars of a Tool to Socio-Economic Development. Development Gateway- 2006.
7. Wright, Graham A.N. - Microfinance Systems: Designing Quality Financial Services for the Poor. The University Press- Dhaka- 2000.
8. United Nations Department of Economic Affairs and United Nations Capital Development Fund. Building Inclusive Financial Sectors for Development. United Nations- New York- 2006.
9. Yunus, Muhammad- Creating a World without Poverty: Social Business and the Future of Capitalism. Public Affairs- New York- 2008.

**Reference(s):**

[www.microfinancesummit.org](http://www.microfinancesummit.org).

<b>BBA17R349 Derivatives and Risk Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in financial market.				
<b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management. To make the students to understand the nuances involved in derivatives and to understand the basic operational mechanisms in derivatives

**Course Outcome(s):**

At the end of this course students should be able to:

**CO1:** Understand the financial instruments such as options, futures, swaps and other derivative securities.

**CO2:** Know the various theories and employ theoretical valuation methods to price the financial instruments.

**CO3:** Analyse and apply the various options for managing risk

**CO4:** Analyse portfolios and formulate strategies for trading derivative instruments and combinations of derivatives

**CO5:** Understand the derivative market operations in India

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H	H									
CO2		H	H									
CO3		H	H									
CO4		H	H									
CO5		H	H									

**Unit 1: Introduction****18 Hours**

Derivatives – definition , types, forward contracts, futures contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives – Cases (Barings Bank, MG refining Marketing Inc (MGRM).

**Unit 2: Theory of Derivatives****18 Hours**

Random behaviour of assets – Blacksholes model, binomial model - Interest rate derivatives – Internal rate modeling - Futures – stock index, currency, forwarding futures, swaps.

**Unit 3: Options****18 Hours**

Types: barrier options – path-dependent options, Asian options, look back options - Defects in Black – Scholes model, discrete hedging, transaction costs, stochastic volatility, speculating with options hedging.

**Unit 4: Portfolio Management****18 Hours**

Value at risk – Credit risk, credit derivatives, risk metrics, credit metrics and crash metrics – Pricing derivative securities.

**Unit 5: Derivatives in India****18 Hours**

Evolution of Derivatives Market in India – regulations, framework, exchange trading in derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

**Text Book(s):**

1. John. C. Hull- Options, Futures and other Derivative Securities- 1<sup>st</sup> edition- Prentice Hall India Pvt., Ltd.- 2005.
2. Rene Stulz- Risk Management and Derivatives- 1<sup>st</sup> Edition- CENGAGE Learning- Delhi- 2006

**Reference(s):**

1. Keith Redhead- Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs- 1<sup>st</sup> edition- Prentice Hall India Pvt. Ltd.- 2004.
2. Vohra N.D. and Bagri. P.R. - Futures and Options- 2<sup>nd</sup> edition- Tata McGraw Hill- New Delhi- 2003.
3. Hall- Global Derivatives: A Strategic Risk Management Perspective Andersen- 2<sup>nd</sup> edition- Prentice Hall India Pvt Ltd. - 2006.
4. Hull- Fundamentals of Futures and Options Markets- 5<sup>th</sup> edition- Prentice Hall of India Pvt. Ltd.- New Delhi- 2006

<b>BBA17R350Risk Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in banking <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

The objective of this course is to familiarize the participants with the various methods available for risk management. The course's main objective is to give students the tools needed to apply finance principles to international business decisions with an emphasis on risk management. Broadly speaking, it explores the main issues in country risk assessment, cross-border investment analysis, and insurance industry.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the process of decision making and risk involved in it

**CO2:** Identify, classify and assess various risk associated with individual and organisation from FI's point of view

**CO3:** Examine the issues involved in risk assessment

**CO4:** Apply various risk ranking methods

**CO5:** Compare the various risk assessing techniques used by insurance companies and financial institutions.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H	H									
CO2		H	H									
CO3		H	H									
CO4		H	H									
CO5		H	H									

**Unit 1: Introduction****18 Hours**

Process of Decision Making – Nature of Major Decisions – Nature of Decision Making – Risk Ranking and its application.

**Unit 2: Risk Assessment****18 Hours**

Approaches to Risk Assessment – Financial Institutional viewpoint of risk – Methods to assess risks acceptability – Assessment of risks in lending to foreign countries, Investment risk in a company.

**Unit 3: Problems of Assessing Risk****18 Hours**

Theoretical Considerations – Theoretical concerns – Uncertainty of Assessment – Application of fuzzy data analysis, problems of assessing Risk – Technical – Economic – Sociopolitical.

**Unit 4: Assessing Risk Acceptability****18 Hours**

Risk Ranking Technique – Alternative methods like Review by experts Public debate – Systems analysis – Statistical techniques including Simulation – Cognitive Mapping – Game Theory – Multivariate Analysis Decision theory etc. – Comparison of the efficiency of alternate methods of analysis

**Unit 5:Methods of Assessing Decision Options**

**18 Hours**

Comparison of Risk Ranking technique with the methods used by Financial Institution, Methods used by Insurance Industry.

**Text Book(s):**

1. C.Arthur Williams- Jr & others- Risk Management and Insurance- McGraw-Hill International Editions- 2000.
2. James Trieschmann- Risk Management & Insurance- 12th Edition- CENGAGE Learning- Delhi- 2005

**Reference(s):**

1. John C.Chicken- Managing Risks & Decision in Major Projects- Chapman & Hall- London- 1994.
2. Ian M.Johnstone & Bryden- Managing Risk- Avebury- England- 1995.
3. Kevin Dowd- Beyond value at Risk- John Wiley & Sons- West Sussex- England- 1998.
4. Bob Ritchie & David Marshall- Business Risk Management- Chapman & Hall- London- 1996.
5. James T.Gleason- Risk: The New Management Imperative in Finance- Jaico Publishing House- 1999.

<b>BBA17R397 Finance Research Project</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>0</b>	<b>0</b>	<b>12</b>	<b>6</b>
<b>Pre-requisite:</b> Basic knowledge in banking, Financial Market, BBA17R206				
<b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Practical				

Students can select and register this course only during their Sixth semester.



**DISCIPLINE SPECIFIC ELECTIVE COURSE  
HUMANRESOURCE**

<b>BBA17R360HRD : Systems &amp; Strategies</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R205 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Demonstrate their understanding in the key concepts associated with HRD in work organisations;
- CO2:** Describe a model of the core process of HRD and formulate HRD Programs
- CO3:** Understand the wide range of approaches and interventions which comprise HRD and which impact on all categories of employees;
- CO4:** Apply HRD in Coaching and mentoring, Career management
- CO5:** Evaluate the HRD efforts of the organisation

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		M	M									
<b>CO3</b>		M	M									
<b>CO4</b>		M	M									
<b>CO5</b>		M	H									

**Unit 1: Framework of Human Resource Development****18 Hours**

Introduction, Meaning of Human Resource Development, Relationship between human resource management and human resource development; Theoretical Framework of Human Resource Development, Other Framework of Human Resource /Models; Challenges in Human Resource Development, Human Resource Development Goals, Roles and competencies of HRD professionals.

**Unit 2: HRD Process****18 Hours**

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

**Unit 3: HRD Interventions****18 Hours**

HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

**Unit 4: HRD Application****18 Hours**

HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

**Unit 5: Evaluating the HRD effort****18 Hours**

Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

**Text Book(s):**

1. Kandula, R. Srinivas- Strategic Human Resource Development- Prentice Hall of India
2. IshwarDayal- Designing HRD systems- Concept Publishing Company

**Reference(s):**

1. T.V. Rao- Readings in Human Resource Development- Oxford and IBH publishing Co. Ltd
2. Nadler, Leonard- Corporate human Resource Development- Van Nostrand Reinhold ASTD- New York.
3. Rao T.V. and Pareek, Udai - Designing and Managing Human Resource Systems-Oxford and IBH Publication Ltd.
4. Viramani B.R. and Seth, Pramila-Evaluating Management Training and Development-Vision Books.
5. Rao T.V. - Human Resource Development- Sage publication.

<b>BBA17R361 Training &amp; Development</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R205 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To know the role and function of training and development in organization, learning theories, and principles and their implications for the effectiveness of training programs. To develop the skills, abilities, and practical elements of employee development and performance improvement in organization and application of various and appropriate methods and techniques for identifying training needs.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Find and perform an accurate training needs assessment/analysis for an organisation

**CO2:** Design and deliver training and development programs,

**CO3:** Assess pros and cons of various training methods, then utilizing a variety of approaches including off- and/or on-the-job training methods

**CO4:** Evaluate (using multiple levels of analyses) the effectiveness of training and development initiatives/programs

**CO5:** Manage organisational development by interventions.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H										
CO2		H	L									
CO3		H	M									
CO4		H	M									
CO5		H	L									

**Unit 1: Training and Development****18 Hours**

Organization vision & plans, Concept of Training, Concept of Development, Principles of Training, Objectives of Training, Necessity of Training, Benefits of Training to the organization, Factors influencing Training, Training Need Analysis - Identification of Training Needs, Needs assessment methods, Issues in Needs assessment, Benefits of Needs Assessment, Consequences of absence of training needs assessment, Spiral model of training.

**Unit 2: Training Function****18 Hours**

Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

**Unit 3: Training Methodologies and Techniques****18 Hours**

Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture,

conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e-training. Computer-based training, Group discussion, Intranet-based Training

**Unit 4: Management Development Programme 18 Hours**

Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

**Unit 5: Organisational Development 18 Hours**

Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

**Text Book(s):**

1. Blanchard and Thaker, Effective Training, Systems, Strategies and Practices, Prentice Hall
2. Bhatia S.K.: Training & Development, Deep & Deep Publishers.

**Reference(s):**

1. Blanchard P.Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
2. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
3. Lynton and Pareek, Training and Development, Sage Publications
4. Gary Dessler, Human Resource Management, Prentice Hall

<b>BBA17R362Management of Industrial Relations</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R205 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To provide students with knowledge of labour laws, especially the nature and scope of labor law, the rationale of labor laws in organizations, The main aim of this course is to introduce students to the theories, institutions and practices of Industrial Relations, examines the role and objectives of the main actors in the employment relations – employers, employees and trade unions and the government, and their interactions in collective bargaining, employee involvement/participation, conflict resolution and expression and the termination of the employment relationship

**Course Outcome(s):**

On successful completion of the course students will be able to:

**CO1:** Understand the nature and scope of industrial relation and the rationale of labour laws in an organizations

**CO2:** Analyse and suggest the various forms of workers participation in management

**CO3:** Understand the legal aspects in trade union

**CO4:** Know the legislation related to industrial dispute and manage employee relations at work.

**CO5:** Demonstrate descriptive knowledge of the field of factories act.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H					M					
CO2		H					M					
CO3		H					M					
CO4		H					M					
CO5		H					M					

**Unit 1: Introduction to Industrial Relation****18 Hours**

Industrial relation -Meaning & Definition of Industrial Relations, Parties of Industrial Relations, Objective, Importance & Scope of Industrial Relations, Evolution of Industrial Relations in India, Conditions for congenial Industrial Relations. Trade Union -Concept, Evolution & Functions of Trade Union, Why do workers join Trade Union, Types and structure of Trade Union, Formation of Trade Union in India, Trade Union Problems

**Unit 2: Workers Participation in Management****18 Hours**

Workers participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.

**Unit 3: Trade Union Act****18 Hours**

Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement.

**Unit 4: The Industrial Disputes Act****18 Hours**

The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure. Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965.

**Unit 5: The Factories Act****18 Hours**

The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays. The salient features, coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees Pension Scheme and Employees State Insurance Act 1948.

**Text Book(s):**

1. S C Srivastava- Industrial Relations and Labour Laws- Vikas Publishing House.
2. T N Chhabra-Industrial Relations and Labour Laws- Dhanpat Rai PublishingHouse.

**Reference(s):**

1. Mamoria&Mamoria- Dynamics of Industrial Relations in India- Himalaya Publishing House
2. Venkataraman, C.S- Indian Industrial Relations- National Institute of Personnel Management
3. Sharma A.M- Aspects and legal frame work of Industrial Relation- Himalaya Publisher

<b>BBA17R363 Performance &amp; Compensation Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R205 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

The objective of this course is to provide students with an orientation to compensation practices in India. It will examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Design an organizations performance management process that is compliant with law and supports organizational mission and strategy.

**CO2:** Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.

**CO3:** Understand the basic concepts and models of wage and incentive system and recent theoretical and practical developments in the area of compensation and benefits

**CO4:** Identify links between compensation objectives and business strategy and formulate a wage policy

**CO5:** Formulate executive compensation system as a competitive advantage to attract good executives.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H					M					
<b>CO2</b>		H					M					
<b>CO3</b>		H					M					
<b>CO4</b>		H					M					
<b>CO5</b>		H					M					

**Unit 1: Introduction****18 Hours**

Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.

**Unit2: Performance Management****18 Hours**

Performance management and reward systems. Performance Coaching, Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

**Unit 3: Wage and Incentive Plan****18 Hours**

Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broad banding, competency based pay. Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance,. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry.

#### **Unit 4: Wage Policy in India**

**18 Hours**

Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity,. Special compensation situations: International compensation-managing variations. Expatriate Pay.

#### **Unit 5: Executive Compensation**

**18 Hours**

Reasons of High CEO compensation, Components of an Executive Compensation Package- Base Salary, Benefits, Perks, Short-term Incentives, Long term incentives, Stock Options, Incentive Stock Options, Nonqualified Stock Options, Phantom Stock Options, Stock appreciation Rights, Restricted Stock Plans

#### **Text Book(s):**

1. Milkovich & Newman- Compensation- McGraw Hill.
2. Bhattacharyya, D.K. - Performance management systems and strategies- Pearson Education.

#### **Reference(s):**

1. Milkovich and Newman - Compensation
2. Report of the Second National Commission on Labour -2002- Part III
3. Aswathappa, K (2011) Human Resource Management: Text and Cases- 6th edition- Tata Mcgraw Hill.
4. Armstrong, M. - Performance management: Key strategies and practical guidelines- Kogan Page- London.
5. Richard Henderson- Compensation management in a knowledge based world- Prentice Hall.
6. T.J. Bergman - Compensation Decision Making- Harcourt- Fort Worth- TX
7. Richard Henderson- Compensation management in a knowledge based world- Prentice Hall.
8. T.N.Chhabra & Savitha Rastogi -Compensation management- Sun India Publications.
9. Gary Dessler - Human Resource Management- Prentice Hall.
10. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance -Book by Michael Armstrong
11. Herman Aguinis- Performance Management- Prentice Hill.
12. Armstrong, M. & Baron- A- Performance management and development- Jaico Publishing House
13. Bagchi, S. N. - Performance management- Cengage Learning India.
14. Robert B.: Performance management- McGraw-Hill Education India.



<b>BBA17R364Counselling &amp; Negotiation Skills for Managers</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R205 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

This course objective is to develop the professional counselling skills among the students by: providing an overview of the counselling processes and techniques. Selecting the key areas and situations where management can and should help employees in performance planning and career advancement. To develop an alternative approach to dealwith problem situations in organisations

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Formulate counselling procedure and apply in an organsiation

**CO2:** Apply specific tactics and strategies of counselling to change behaviour and performance

**CO3:** Understand the role and tasks of the counsellor ad ethics in counselling in varied contexts.

**CO4:** Identify a range of negotiation strategies and apply to common workplace scenarios

**CO5:** Understand and apply ethical standards and practices in negotiation.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H			M							
CO2		H			M							
CO3		H					M					
CO4		H					L					
CO5		H					M					

**Unit 1: Emergence and Growth of Counselling****18 Hours**

Counselling: Introduction, Approaches to Counseling, Goals and Process of Counselling;Counselling Procedures and Skills, Organizational Application of Counselling Skills.

**Unit 2: Counselling Interventions in Organisations****18 Hours**

Changing Behaviours through Counselling; Specific Techniques of Counselling; Roleconflicts of Managers and Counselling.Counselling Interventions in Organisations: Concept; Empathy; Listening and Responding; Effective Feedback; Performance Counselling; Application of Counselling in SpecificOrganizational Situations: Dealing with problem Subordinates; PerformanceManagement; Alcoholism and Other Substance Abuse. Interpersonal Conflicts; Midlife Blues; Integration and Action Plan

**Unit 3: Self-Development of Managers as Counsellors****18 Hours**

Concept; Barefoot Counselling; Assertiveness and Interpersonal Skills for Counsellors; Counselling Relationship, Ethics in Counselling.

**Unit 4: Negotiation**

**18 Hours**

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks

**Unit 5: Ethics and Cultural aspect in Negotiation**

**18 Hours**

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; Hofstede's dimension of culture and their influence on International Business negotiation - cross culture communication : Issues and Implications – The role of time in Business negotiation – The role of atmosphere in negotiation, . gender in negotiations; context of mediation; negotiation as persuasion.

**Reference(s):**

1. Singh Kavita - Counselling Skills for Managers (PHI)
2. Carroll, M. - Workplace counseling- Sage Publication.
3. Kottler, J. A., & Shepard, D. S. - Introduction to counselling: voices from the field-USA: Cengage Learning.
4. Moursund, J. - The Process of counselling and therapy- New Jersey: Prentice Hall.
5. Patterson, L. E., & Welfel, E. R. - The counselling process: A multitheoretical integrative approach-New York: Brooks Cole.
6. Kolb, D., & Williams, J. - The Shadow Negotiation. UK: Simon & Schuster.
7. Korobkin, R. - Negotiation theory and strategy- Aspen Publisher.
8. Lewicki, R.-Essentials of negotiation. Alexandria V. A.: Society of HRM.

<b>BBA17R365 Talent &amp; Knowledge Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R205 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

This course will equip the students with the necessary skills and knowledge required for talent recognition, management, retention and development. To impart the key knowledge management concepts such as intellectual capital; organizational learning; and memory, knowledge taxonomy, and communities of practice using concept analysis.

3. Provide an overview of the history of knowledge management and identify key milestones. 4. Describe the key roles and responsibilities required for knowledge management application

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Identify and implement a talent management program.

**CO2:** Develop competency model and map competencies according to organisation, role, functions

**CO3:** Describe the types of knowledge and strategies to manage knowledge workers.

**CO4:** Demonstrate an understanding of knowledge management theories and critically evaluate current trends in knowledge management

**CO5:** Identify knowledge management opportunities and align them with the organization's business strategies.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H										
<b>CO2</b>		H										
<b>CO3</b>	M	H										
<b>CO4</b>	M	H										
<b>CO5</b>	M	H										

**Unit 1: Talent Management****18 Hours**

Meaning and importance of talent management, Talent management Grid, Creating talentmanagement system, Strategies of talent management.

**Unit 2: Competency****18 Hours**

Competency model, Competency mapping, Role of leaders in talent management, Talentmanagement and competitive advantage.

**Unit 3: Introduction to Knowledge****18 Hours**

Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organizations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.

**Unit 4: Knowledge Management****18 Hours**

Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decisionmaking, Repertory grid, Concept mapping.

**Unit 5: Knowledge Management, Strategy and HRM****18 Hours**

Knowledge management strategies: Aligning individual needs with organisation, Rewards systems for knowledge management, Knowledge audit, Benchmarking, Balance scorecard, Gap analysis.

**Reference(s):**

1. Lance A. Berger, Dorothy Berger- Talent management handbook- McGraw Hill New York.
2. Cappeli Peter- Talent on Demand –Managing Talent in an age of uncertainty- Harvard Business press.
3. Awad.E.M and Ghaziri.H.M- Knowledge management- Pearson education International.
4. Stuart Barnes- Knowledge management system theory and practice- Thomson learning.
5. Donald Hislop- Knowledge management in organisations- Oxford University press.
6. Sudhir Warier- Knowledge management- Vikas publishing house.
7. T. Raman- Knowledge management –a resource book- Excel

<b>BBA17R366Cross Cultural HRM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R205 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

This course aims to examine how culture of various countries affect the organisation culture, structure and performance appraisal, transfer of HRM practices in MNCs, .knowledge transfer and corporate social responsibility.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the importance of cross-cultural management and examine the impact of different national cultures on work and employment.

**CO2:** Display an understanding of cultural difference in interactions with different nationalities in work environment

**CO3:** Analyse organizational and national culture impacts on work, motivation, performance appraisal and compensation

**CO4:** Understand and manage the issues in repatriation.

**CO5:** Apply the understanding of cultural and institutional differences in terms employee relations to evaluate the challenges and opportunities of doing business in different countries.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1	L	H							H			
CO2	M	H							M			
CO3		H							M			
CO4		H					L		M			
CO5		H					L		M			

**Unit 1: Cross Culture****18 Hours**

Introduction to concepts of culture and nationality, Impact of culture on international business environment , Hofsted's approach ,advantages and disadvantages PCN, TCN, HCN, Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing.

**Unit 2: Managing Diversity****18 Hours**

Managing diversity: diversity and organisational culture, Approaches to managing diversity, Diversity management programme. Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building

**Unit 3: Performance Appraisal****18 Hours**

Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate

compensation plan .Approaches to expatriate compensation: Going rate approach, Balance sheet approach .Cultural impact on compensation policy

**Unit 4: Repatriation****18 Hours**

Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border

Mergers and Acquisitions: HRM perspective

**Unit 5: International Industrial Relations****18 Hours**

International industrial relations: Labour unions and MNC, Employee relations in MNC,

response of labour unions to MNC.

**Reference(s):**

1. Dowling P.J and Engle Sr.A.D- International HRM- Thomson Learning.
2. Browaeys M.J and Price R- Understanding cross cultural management- Prentice Hall.
3. MausamiS.Bhattacharya and NilanjanSengupta- International Human Resource Management- Excel Books.
4. Thomas.D.C- Cross cultural Management essential concepts- Sage Publication.
5. Lucas Rosemary and Lupton Ben- Human resource management in International Context- Jaico publication house.
6. Schuler.R.S, Briscoe.D.R and Claus- International Human Resource Management- Routledge New York.

<b>BBA17R367HR Analytics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R205, BBA17R206 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To provide the knowledge and necessary skills for carrying out job roles in the domain of HR analytics. This course introduces the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting. The student will develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making. The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management, and will prepare reports to present findings and recommendations.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Understand the role of HR analytics on HR Process to enhance profile matching and optimise retention
- CO2:** Assess employee engagement and gaps and choose the motivational techniques for employees
- CO3:** Apply analytics tools in various functions of HRM from recruitment to retention.
- CO4:** Identify and assess the competency with the use of analytics.
- CO5:** Evaluate HR initiatives in terms of achievements of organisation objectives

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H								L	
<b>CO3</b>		H	H								L	
<b>CO4</b>		H	H								L	
<b>CO5</b>		H	H								L	

**Unit 1: Introduction to HR Analytics****18 Hours**

Overview of HR Process, HR as an expense, the analytics and prediction Strategic Human capital measures, business analysis and rational action. Benefits of Analytics in HR Improving HR Process, Intersection of people and profits. Technology Used, SWOT Analysis of HR analytics

**Unit 2: Employee Engagement Measurement Process****18 Hours**

Attracting, motivating and retaining people Organization Gap and Alignment Analytics. process to assess and prioritize organization gaps and identify alignment opportunities. HR Alignment Inventory. Developing performance metrics/Predicting future 'performance' Developing metrics to capture the fallouts of HR Policies

**Unit 3: Organization-Wide Alignment Audits****18 Hours**

Assessing the individual components and the holistic system and the best practices, clarifying organizational practices and gaps, Recruitment Analytics and On Boarding Analytics Staffing Analytics Performance & Skill Gap Analytics Compensation & Benefit Analytics Training & Learning Analytics Promotion and Succession Planning Analytics Compliance Analytics Attrition & Retention Analytics, Identification of Key Business Objectives Conducting HR Practice Audits Conducting On-Site Visits Performing Data Triangulation

**Unit 4: Approach to HR Solutions****18 Hours**

Identifying job responsibilities, tasks, and employee attributes needed on different jobs to assure mission-critical goals. Assessing competencies as a consistent foundation for organization/job design, succession and compensation. HR Dashboards Advanced Data Analytics(Forecasting, Predicting and Segmentation etc ) & Business Insights High End Consulting, KPI Catalogue Creation.

**Unit 5: Program Evaluation and Return-On-Investment Analysis****18 Hours**

Applied research for data-driven organization change and improvement using sophisticated HR analysis and metrics. clarifying HR issues and drive focused, systematic organization change. Evaluating critical HR initiatives and/or business objectives. Make program improvements and shifts.

**Text Book(s):**

1. Jac Fitz-enz- The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments American Management Association-2010.

**Reference(s):**

1. John W. Boudreau -Beyond HR: The New Science of Human Capital- Harvard Business School Press 2007



<b>BBA17R368 Managerial Behaviour and Effectiveness</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R101, BBA17R205 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organizational characteristics.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Identify the effective and ineffective job behaviour in managerial jobs

**CO2:** Source, select and appraise the managerial talent

**CO3:** Analyse the managerial effectiveness by considering industry and government

**CO4:** Apply managerial styles to different organisational climate

**CO5:** Develop successful self-development and knowledge management in an organisation

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	H		L							
<b>CO5</b>		H	H		M							

**Unit 1: Defining the Managerial Job****18 Hours**

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.

**Unit 2: Designing the Managerial Job****18 Hours**

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

**Unit 3: The Concept of Managerial Effectiveness****18 Hours**

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

**Unit 4: Environmental Issues in Managerial Effectiveness****18 Hours**

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

**Unit 5: Developing the Winning Edge**

**18 Hours**

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation .

**Reference(s):**

1. Peter Drucker- Management- Harper Row- 2005.
2. Milkovich and Newman- Compensation- McGraw-Hill International- 2005.
3. Blanchard and Thacker- Effective Training Systems, Strategies and Practices- Pearson 2006.
4. Dubrin- Leadership, Research Findings, Practices & Skills- Biztantra- 2008.
5. Joe Tidd, John Bessant, Keith Pavitt - Managing Innovation -Wiley 3<sup>rd</sup> edition- 2006.
6. T.V.Rao-Appraising and Developing Managerial Performance- Excel Books- 2000.
7. R.M.Omkar- Personality Development and Career Management- S.Chand 1<sup>st</sup> edition-2008.
8. Richard L.Daft- Leadership- Cengage- 1<sup>st</sup> Indian Reprint 2008.

<b>BBA17R369Stress Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Nil <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To provide a basic knowledge about the stress, types and symptoms of human stress. To encourage the students to develop balanced self-determined behaviour through humour, yoga and self-development. To familiarize the students with the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Examine the various methods of assessing personal and organisational stress, and indicating ways of coping with stresses.

**CO2:** Comprehend the reasons for stress and the methods to relieve it.

**CO3:** Understand the crisis management concept and learn and adopt the strategy to overcome the crisis.

**CO4:** Demonstrate the importance of workplace humour as a tool for overcoming the conflict.

**CO5:** Apply the self-development techniques and tools to improve self and reduce stress.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	H		L							
<b>CO5</b>		H	H		L							

**Unit 1: Understanding Stress****18 Hours**

Meaning - Symptoms - Work Related Stress - Individual Stress – Reducing Stress - Burnout.

**Unit 2: Common Stress Factors Time and Career Plateauing****18 Hours**

Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area - Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’. Career Plateauing – Identifying career plateaus, structural and content plateauing - Making a fresh start – Importance of sabbaticals – Counseling out – Executive leasing – Sustaining a marketable career.

**Unit 3: Crisis Management****18 Hours**

Implications – People issues – Structure issues, environmental issues, psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

**Unit 4: Work Place Humour****18 Hours**

Developing a sense of Humour – Learning to laugh, role of group cohesion and team spirit, using humour at work, reducing conflicts with humour.

**Unit 5: Self-Development****18 Hours**

Improving Personality – Leading with Integrity, enhancing creativity – Effective Decision Making – Sensible Communication – The Listening Game – Managing Self - Meditation for Peace – Yoga for Life.

**Text Book(s):**

1. Greenberg Jerrold S. - Comprehensive Stress Management- 9<sup>th</sup> edition- Tata McGraw-Hill- New Delhi- 2005.
2. Schafer- Stress Management- 4<sup>th</sup> Edition- Cengage Learning- Delhi- 2008.

**Reference(s):**

1. Bhatia R.L. - The Executive Track: An Action Plan for Self Development- Wheeler Publishing- New Delhi- 1996.
2. Charavarthy S.K. - Human Values for Managers- Wheeler Publishing- New Delhi- 1996.
3. Frances A. Clark- Total Career Management- Mc Graw Hill/Henley Management Series- 1995.
4. Swami Ranganathananda- Eternal Values for a changing society- Bharatiya Vidya Bhavan- 1995.

<b>BBA17R370Change Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R205 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

This course aims to impart the change management process as well as some change management tools and principles to students to initiate and sustain change processes in an organisation. To explore the things that happens before, during and after change. It offers practical tools to make potentially difficult situations more manageable.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand foundational aspects of change management and the change process

**CO2:** Learn to create the right infrastructure for change management by diagnosing the resistant to change

**CO3:** Identify the role of leaders and managers, change agents, and change recipients in various stages of organizational change

**CO4:** Evaluate and apply integrative models for assessing, diagnosing, and implementing the need for change

**CO5:** Develop skills for effectively communicating change

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	H									
<b>CO5</b>		H	H		M							

**Unit 1: Introduction****18 Hours**

Understanding and implementing change evolution of an organization, factors that inhibit change - Classification of Change - Mode of Change.

**Unit 2: Change Management Analysis****18 Hours**

Images of managing change - Why organizations change - What changes in organizations - Diagnosis for change - Resistance to change.

**Unit 3: Implementing Change****18 Hours**

Transforming an organization, understanding organizational culture, the need to change culture - Change agents, CEOs, middle-level managers, HR personnel - Traditional role in new circumstances, consultants as change agents.

**Unit 4: Approaches to Implementing Change****18 Hours**

Organization development, appreciative inquiry and sense-making - Approaches - Management, contingency and processual approaches.

**Unit 5: Consolidating Change****18 Hours**

Linking vision and change - Strategies for communicating change, skills for communicating change, consolidating change.

**Text Book(s):**

1. Ian Palmer- Managing Organizational Change: A Multiple Perspectives Approach- 1st Edition- McGraw Hill- New Delhi- 2006.
2. Todd D Jick- Managing Change: Text and Cases- 2<sup>nd</sup> edition- McGraw Hill- New Delhi- 2003.

**Reference(s):**

1. Wamer Burke W.- Organization Change theory and Practice- 4<sup>th</sup> edition- Sage Publication- New Delhi- 2003.
2. Jerald M. Jellison- Managing the Dynamics of Change- 2<sup>nd</sup> edition- McGraw Hill- New Delhi- 2006.
3. Nilakant V. - Change Management: Altering Mindsets in a Global Context- 2<sup>nd</sup> edition- Response Books- 2006.

<b>BBA17R398 Human Resource Research Project</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>0</b>	<b>0</b>	<b>12</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R205 <b>Course Category:</b> Discipline Specific Elective <b>Course Type:</b> Practical				

Students can select and register this course only during their Sixth semester.

**DISCIPLINE SPECIFIC ELECTIVE COURSE****MANAGEMENT OF GLOBAL BUSINESS**

<b>BBA17R380 International Joint Ventures, Mergers and Acquisitions</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R101 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To study the role of international alliances, mergers and acquisitions in contemporary international business. To compare international alliances, mergers and acquisitions with other ways of company's growth. To learn basic company valuation methods and techniques

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Demonstrate their understanding in Joint Venture and issues through case study

**CO2:** Understand the different perspectives and types of M&A transactions

**CO3:** Analyse the various demerger and takeover strategies and choose the suitable for corporate

**CO4:** Apply the valuation techniques to M&A assessment and decisionmaking.

**CO5:** Understand the legal and regulatory aspects of Merger and acquisition

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	H									
<b>CO5</b>		H	H									

**Unit 1: Joint Ventures****18 Hours**

Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joint ventures.

**Unit 2: Mergers and Acquisitions****18 Hours**

Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance.

**Unit 3: Demerger & Takeover****18 Hours**



Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts.

**Unit 4: Deal Valuation and Evaluation****18 Hours**

Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination

**Unit 5: Post-Merger Evaluation****18 Hours**

Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI(Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

**Reference(s):**

1. Weston, Fred; Chung, Kwang S. &Siu, Jon A. - Takeovers, Restructuring and Corporate Governance- 2<sup>nd</sup> ed -Pearson Education
2. Gupta, Manju - Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing-2010
3. Sundarsanam - Creating Value from Mergers and Acquisitions- 1<sup>st</sup>ed -Pearson Education-2006
4. Ramanujan. S. -Mergers- The New Dimensions for Corporate Restructuring- McGraw Hill-1999
5. Narayankar- Ravi Merger and Acquisitions Corporate Restructuring- Strategy and Practices- 2<sup>nd</sup> ed. International Book House Pvt. Ltd-2013

<b>BBA17R381Global Business Environment</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R101 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To encourage students to recognize the increasing integration of the world economy and to make them realize that any business, multinational or local, needs to have an understanding of the global business environment

**Course Outcome(s):**

At the completion of this course students will be able to:

**CO1:** Know the institutional, economic, political, cultural and technological environments that constitute today's global business environment

**CO2:** Assess international trade and tariff and foreign investment pattern, currency risks, and market entry modes.

**CO3:** Understand the different governmental and non-governmental bodies involved in international business including: IMF, UN, WTO and international agreement

**CO4:** Identify the business opportunities in regional cooperation

**CO5:** Analyse the issues involved in entering foreign markets

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H	H									
CO2		H	H									
CO3		H	H									
CO4		H	H									
CO5		H	H									

**Unit 1:Introduction to International Business****18 Hours**

Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications Environmental Context of International Business Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions

**Unit 2: Global Trading Environment****18 Hours**

World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers, Counter trade International Financial Environment Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows

**Unit 3: International Economic Institutions and Agreements****18 Hours**

WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and

agreements. Multinational corporations and their involvement in international business Issues in foreign investments, technology transfer, pricing and regulations, International collaborative arrangements and strategic alliances

**Unit 4: Regional Economic Groupings in Practice** **18 Hours**

Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA, Regional economic cooperation

**Unit 5: Emerging Developments and Other Issues** **18 Hours**

Growing concern for ecology; Counter trade; IT and international business

**Text Book(s):**

1. Charles Hill, Krishna Udayasankar and Wee Chow Hou- Global Business Today -Eighth Edition- McGraw Hill- 2014

**Reference(s):**

2. Bennet, Roger- International Business- Financial Times- Pitman Publishing- London- 1999.
3. Bhattacharya, B. - Going International: Response Strategies of the Indian Sector- Wheeler Publishing- New Delhi- 1996.
4. Czinkota, Michael R., et. al. - International Business- the Dryden Press- Fortworth- 1999.
5. Danoes, John D. and Radebaugh, Lee H.- International Business: Environment and Operations- 8<sup>th</sup> ed.- Addison Wesley- Readings- 1998.
6. Griffin, Ricky W. and Pustay, Michael W- International Business: A Managerial Perspective- Addison Wesley- Readings- 1999.
7. Hill, Charles W. L. - International Business- McGraw Hill- New York- 2000.

<b>BBA17R382 Transnational &amp; Cross Cultural Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

The main learning objective of this course is placed on international marketing decision-making with respect to products/brands and marketing communications.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Apply knowledge paradigms in international marketing to gain insights into similarities/differences across cross-cultural markets and their marketing implications

**CO2:** Conduct marketing research to find out the demand, issues and prepare report

**CO3:** Formulate global product and service strategies

**CO4:** Decide global pricing for product and component by considering international factors

**CO5:** Demonstrate an appreciation for designing and managing in international promotion programs in consumer markets.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H	H									
CO2		H	H								M	
CO3		H	H									
CO4		H	H									
CO5		H	H									

**Unit 1: Global Marketing****18 Hours**

Global Marketing, the scope and challenge of international marketing, the Global Manager, importance of Global Markets, development of Global Marketing. Cultural and social forces, definition of culture, cultural values, language and communication. Cultural differences. Impact of social and cultural environment on marketing industrial and consumer products.

**Unit 2: Market Research****18 Hours**

Developing a global vision through marketing research. Scope of international marketing research. Problems: Collecting primary data, Use & non-availability of secondary data. Multicultural research-Research on internet. Estimating market demand, problems in analyzing and interpreting research information. Responsibility for conducting marketing research, communicating with decision makers.

**Unit 3: Product&Service Decision****18 Hours**

Outsourcing Research, developing a Global Information System, Global Product Strategies, Product Design, Packaging and Labeling, Warranty and Service Policies, New Product Development, Global Strategies for Services & Brands, Marketing Services including Social Marketing.

**Unit 4: Pricing Decisions****18 Hours**

Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and positioning, price quotation – preparation of quotations.

**Unit 5: Promotions****18 Hours**

International advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

**Reference(s):**

1. Cateora, Philip R. & Graham, John L. - International Marketing- Tata McGraw Hill.
2. Cherunillam, Francis- International Marketing- Himalaya Publishing House
3. JJ Shaw & Sakonkvisit- International Marketing- Analysis and Strategies- Prentice Hall India.
4. Warren J. Keega- Global Marketing Management- Prentice Hall India

<b>BBA17R383International Logistics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R202 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

The objective of this course encompasses the several important elements of international logistics such as transport modes, nodes and hubs and corridors. It will also cover elements of the contemporary context of international logistics, including global trade production and distribution, global outsourcing and changing patterns of international trade, as well as developments in the technologies and competencies in transportation and logistics

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Explain and illustrate the significance of logistics operations within a globalised context
- CO2:** Examine the key challenges and levels of risks involved in international logistics to ensure operate appropriately within global context
- CO3:** Identify and discuss the nature and role of the key parties in a global logistics chain in order to participate in a global environment
- CO4:** Describe and explain logistics services and operations on an international scale
- CO5:** Analyse the role of international logistics in modern selling

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	H									
<b>CO5</b>		H	H	M								

**Unit 1: Introduction to Supply Chain Management****18 Hours**

Concepts, Objectives and functions of Supply Chain Management, Issues in Supply Chain Management; Managing networks and relationships; Sourcing Internationally, Subcontracting within an International Dimension, International Distribution Management: Types of Intermediaries, Channel Selection and Management.

**Unit 2: Strategic Issues in Supply Chain****18 Hours**

Strategic Partnership, Logistics Management: Concept, Objective and Scope, Transportation, Warehousing, Inventory Management, Packing & Unitization, Control & Communication, Role of Information Technology in Logistics, Logistics service Firms and Third Party Logistics, Logistics in Maximizing profitability and cash flow, 3PL (Third Party Logistics), 4PL (Fourth Party Logistics), Reverse Logistics.

**Unit 3: Logistics Network Design for Global Operations****18 Hours**

Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Tradeoffs Associated with each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: Characteristics of Logistics Information and Telecommunication Systems, Capabilities and Limitations.

**Unit 4: Performance Measurement and Evaluation in Global Logistics****18 Hours**

Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration Global Supply Chains and their societal, business, and cultural contexts and impacts. Perspectives for business, social science, engineering, and legal environment, Drivers for economic globalization (labor costs, resources, regulation, etc.), Influence on world and national economies, Design of Supply Chains.

**Unit 5: Modern Selling Approaches****18 Hours**

E- Commerce, Web based Selling, Social Media. Selling approaches

**Reference(s):**

1. Rushton, A., Croucher, P. and Peter Baker- Handbook of Logistics and Distribution Management- Kogan Page Pub
2. Christopher Martin- Logistics and Supply Chain Management- Creating Value-adding Networks- Pearson Education
3. Chopra Sunil and Peter Meindl- Supply Chain Management- Pearson Education
4. Ballou, R. H.- Business Logistic Management- Prentice Hall.
5. Bowersox, D. J., David, J & Cooper- Supply Chain Logistics Management. McGraw Hill
6. Alan Harrison, Remko Van Hook- Logistics Management and Strategy- Competing Through the Supply Chain- Pearson Education.

<b>BBA17R384 International Accounting &amp; Reporting System</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R105 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

The course has the objective to illustrate the comparative accounting practices and problems in the international environment. It is designed to explore the concepts, principles, and practices underlying comparative international accounting systems. Providing an overview of the main topics in current international accounting, the course mainly focuses on an understanding, and a technical application, of the International Financial Reporting Standards

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Know the reason for harmonisation of accounting standards

**CO2:** Know the international accounting standard board and procedure

**CO3:** Understand International Reporting Standards (IFRS)and prepare and report financial statement accordingly

**CO4:** Identify several internal and external reporting issues that arise when business operations navigate national borders

**CO5:** Compare and contrast financial accounting systems of Europe, USA, Asia and UK

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H	H									
CO2		H	H									
CO3		H	H				L					
CO4		H	H									
CO5		H	H				L					

**Unit 1: Global Accounting Standard****18 Hours**

Global Accounting standard - Meaning, needs, benefits of accounting standards, types of accounting standards, Argument for and against Global accounting standards, Concept of Harmonization and Convergence, Obstacles in Harmonization and Convergence, Suggestions for increased convergence and harmonization.

**Unit 2: International Accounting Standard Committee (IASC)****18 Hours**

Objectives, Working,Composition of IASC, Reasons of Failure of IASC, IAS-I (Presentation of Financial Statements), Process of developing International Accounting Standards. International Accounting Standard Board (IASB): Creation of IASB, Organizational Structure, Standard Setting Procedures, enforcement powers of IASB and Achievements of IASB.

**Unit 3: International Financial Reporting Standards (IFRS)****18 Hours**



IFRS- Main feature, Uses and objectives of IFRS, IFRS issued by IASB, Principle based vs. Rule based standards, Fair Value Accounting (FVA), Public sector and IFRS.Consolidation of Financial Statements: Need and Techniques of consolidation, Consolidation provisions of different countries, accounting of inflationary trends-need and techniques and accounting for foreign inflation, Financial reporting and disclosure norms.

**Unit 4: Accounting for Foreign Currency Translation** **18 Hours**

Need and Techniques, Rates for translation, treatment of translation gains or loss, Transfer pricing – Concepts and Setting of Transfer prices, Strategic and Practical consideration in Transfer pricing, Motives of Transfer pricing, Regulations

**Unit 5: A Comparative Perspective of Accounting** **18 Hours**

Accounting Standards & Practices in Europe, USA, Asia and UK, Reporting & Disclosure Practices across countries, Global Accounting Standards and International Convergence.

**Reference(s):**

1. Frederick, D.S. Choi and G. Mueller- International Accounting- Englewood Cliffs.Prentice Hall
2. Radebaugh, Lee H., Gray, Sidney J. & Black, Ervin L.- International Accounting andMultinational Enterprises- Wiley Publications
3. Miller Paul B.W and Bahnson, Paul R.- Quality Financial Reporting- Tata McGraw- Hill.
4. Evans, Thomas G., Taylor, Martin E. and HolzmanOscar- International Accounting and Reporting. New York- Macmillan Publishing Company.
5. Rathore, Shirin- International Accounting- Prentice Hall of India

<b>BBA17R385Multinational Business Finance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R206 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To familiarize the student with the various international funding agencies and its contribution to world economy. To impart the knowledge in foreign exchange market and operations. To equip the student to understand the factors influencing the exchange rate and its impact on MNC. To provide insight to the various analytical techniques used in managing foreign exchange exposure. To develop knowledge in euro currency market, instruments and market operations

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Demonstrate their understanding in international finance

**CO2:** Know about the various international funding agencies, its functions, financial product and services

**CO3:** Understand and incorporate exchange risk into capital budgeting, capital structure and cash management decisions

**CO4:** Apply the strategies for working capital management and dividend policy of MNC

**CO5:** Know the strategies for managing foreign exchange exposure an issue in international taxation

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	H									
<b>CO5</b>		H	H									

**Unit 1: Multinational Business Finance****18 Hours**

MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance

**Unit 2: International Financial Institutions****18 Hours**

The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD)

**Unit 3: International Capital Budgeting****18 Hours**

Multinational considerations and calculation of cash flows, Adjusted Present Value approach, Cost capital: Assessment and management of political risks. International Project Financing Concepts, Types, Techniques & Key elements, Capital structure decision. International Portfolio Management Decision to invest in portfolio: International CAPM, Identification of optimum portfolio

**Unit 4: International Working Capital Management** **18 Hours**

Cash management, Receivables & inventory management, Dividend Policy for Multinational Corporations.

**Unit 5: International Accounting** **18 Hours**

Foreign currency translation, Multinational transfer pricing and performance measurement, consolidated financial reporting international accounting standards and practice. International Taxation Key elements and issues, International tax environment, Bilateral treaties and tax heavens

**Reference(s):**

1. Apte P.G.- Multinational Financial Management- Tata -McGraw Hill- New Delhi- 1998
2. Baker J.C.- International Finance: Management- Markets and Institutions- Prentice Hall- Englewood Cliffs- 1998 Company- New Delhi- 2000
3. Eiteman, David K., Arthur Stonehill and Micheal H. Moffett- Multinational Business Finance- Addison-Wesley Publishing Company- Readings Mass.- 1998
4. Eun, Cheol and Bruce Resnick- International Financial Management- McGraw Hill- New York- 1998
5. Levi, Maurice- International Finance- McGraw Hill Inc.- New York- 1996
6. Madura, Jeff- International Financial Management South Western Publishing Company- Cincinnati- 2000

<b>BBA17R386 International Trade Policy &amp; Strategy</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R201 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

This course deals with the theory and practice of international trade and of trade-related policies. It focuses on analysing the gains from trade, the changing patterns of trade, the income distributional consequences of liberalising foreign trade, the relationship between trade, investment, and economic growth, and the reasons for and consequences of trade policies.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Explain the theories of international trade and trends in global trade

**CO2:** Understand the concept of balance of payment and its calculation

**CO3:** Identify major recent developments in the world trading system, and be able to critically analyse key issues raised both by the current round of WTO negotiations and by the spread of regional trading arrangements.

**CO4:** Analyse the trade policy of India on business

**CO5:** Assess the impact of international trade on developing nations

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	H									
<b>CO5</b>		H	H									

**Unit 1: International Trade Theory and Trends****18 Hours**

Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy. Trends in Global Trade and Balance of Payments with special reference to India:

**Unit 2: Balance of Payment****18 Hours**

Historical roots of today's international trade, Composition, origin and destination of global exports and imports, Trade in invisibles, Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt

**Unit 3: Global Institutional Structure: For Trade****18 Hours**

The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements.

**Unit 4: India's Industrialization Strategy and International Trade****18 Hours**

India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones

**Unit 5: Impact of International Trade**

**18 Hours**

Experience of Selected Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators Case Studies on Trade Strategies of Emerging Economies- China and ASEAN (Association of South East Asian Nations).

**Text Book(s):**

1. Tendulkar and Srinivasan- Reintegrating India with the World Economy- Pearson.
2. Connor, David E. O'- Encyclopedia of the Global Economy: A guide for students and researchers. New Delhi- Academic Foundation-2006.

**Reference(s):**

1. The Trade Game- Negotiation trends at WTO and concerns of developing countries,
2. 2006. New Delhi - Academic Foundation
3. Krugman, Obstfeld and Melitz- International Economics.-8<sup>th</sup> ed. Pearson Education
4. [www.wto.org](http://www.wto.org)

<b>BBA17R387International Business and Strategy</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R101 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

This course designed to deliver a big-picture approach and introduces the field of International business strategy, strategic analysis and development at global level. The student will be able to analyze and solve problems related to strategy and international business issues for companies.

**Course Outcome(s):**

On successful completion of this course, students will be able to:

**CO1:** Formulate global strategy for an organisation by analysing the global trade and regulatory environment.

**CO2:** Analyse and Choose the business model for an multinational corporations

**CO3:** Manage the both internationalisation and de internationalisation process

**CO4:** Evaluate the various strategies for sourcing, diversification and marketing

**CO5:** Manage strategy implementation and change process.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H			M						
<b>CO2</b>		H	H			M						
<b>CO3</b>		H	H			M						
<b>CO4</b>		H	H			M						
<b>CO5</b>		H	H			M						

**Unit 1:International Business Environment****18 Hours**

Globalization and Business, Institutional framework for International Business, WTO, Economic Integration,Global strategy: Phases of Global Strategy, Drivers of Global Strategy Perspective, Global Value Chain and Value System.

**Unit 2:Designing Global Strategy and Organization****18 Hours**

Framework for Global Strategy, The Global Functional Model of Organisation, Single and Multi-Business Global Organisation, The Hybrid and The Transnational Models.

**Unit 3:Global Strategic Development****18 Hours**

Managing the International Process: Motives and Decision to Internationalization, Process, Entry Mode Strategies, De-Internationalization. International Strategic Alliances: Drivers, Needs, Motives , Pitfalls, Types of Alliance, Selecting and Managing Partners, Balancing Trust and Risks, Alliance Dissolution.

**Unit 4:Subsidiary and Headquarter Level Strategy****18 Hours**

Subsidiary-Level: Global Strategy Levels, Strategic Roles of Subsidiaries, Types of Subsidiary-Level Strategy, Global Generic Strategies. Headquarter-Level: The Role of

Corporate Parent, Global Sourcing Strategies, Diversification Strategies, Managing Global Portfolios.

**Unit 5: Global Strategic Implementation and Control**

**18 Hours**

Global Structures and Designs: Domestic Organizational Structures, Strategy and Structure of Multinationals, Balancing integrations and Local responsiveness. Global Management of Change: Types of Change, The Change Process, Style of Change, Implementing Change, Communication Issues and Negotiations *Control*: Type, Model and Method.

**Text Book(s):**

1. K, Sundaram Anant, and Black J Stewart-The International Business Environment : Text and Cases-NewDelhi- PHI Learning, 2012.
2. Lasserre., Philippe-Global Strategic Management- 2e. NewYork- Palgrave Macmillan, 2007.

**Reference(s):**

1. Mellahi, Kamel, Jędrzej George Frynas, and Paul Finlay-Global Strategic Management-NewDelhi- Oxford University Press- 2007.
2. Peng, Mike W-International Strategic Management-NewDelhi- Cengage Learning India- 2009.
3. Rugman, Alan M, and Simon Collinson-International Business- A Strategic Management Approach- 5<sup>th</sup>edition-Harlow- Pearson Education Limited- 2009.
4. Verbeker, Alian-International Business Strategy-NewDelhi- Cambridge University Press

<b>BBA17R388Export Documentation and Procedure</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Nil <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

This course aims to acquaint the students with the basics of exporting and importing management, an introduction to the intricacies of how export and export deals function, procedures and documentation, identifying an international trade opportunity and bring the opportunity to fruition. To impart practical knowledge of the EXIM procedures and encourage students to start own entrepreneurial venture in this domain.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand nature of export-import business and procedure to start various types of export

**CO2:** Familiar with export/import procedures involved in different goods and export business and important documentation

**CO3:** Understand international trade regulations related to quality of goods.

**CO4:** Aware the customs procedure involved in packing and clearance of goods for export /import

**CO5:** Prepare various documents used in export and import business

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	H									
<b>CO5</b>		H	H									

**Unit 1: Export Business****18 Hours**

Registration of Exporters with Regional Licensing authorities, export Promotion Councils, Sales Tax Authorities. Application for Allotment of Importer/Exporter Code (IEC) Number, Modification in existing IEC Number Holder. Various types of Exports: Free samples, Baggage, Gifts Spares, Third Party, Repaired Goods, by post, Application for Grant of Export License.

**Unit 2: Export Procedure****18 Hours**

Project Exports, Export of Services, Garment, Diamond, Gem & Jewellery Exports and their promotion schemes, 100% Export Oriented/SEZ Units, Counter Trade Arrangement, Export Procedure, Deemed Exports, Agricultural Export Zones.

**Unit 3: Quality and Export Promotion****18 Hours**

Quality Control and Pre-shipment Inspection, ISO 9000/BIS 14000, Import Procedures, Import Licensing Policy. Actual user license, Government export promotion schemes.



**Unit 4: Customs Procedure****18 Hours**

Packing and Packing of Export Consignments, Central Excise Rules, Cargo Insurance and Claim Procedures, Declaration of Exports and forms GR/SDF/PP/SOFTEX, Custom Clearance of Export Cargo

**Unit 5: Export Documentation****18 Hours**

Preparing Export Documents: Transport Documents, Invoices, bill of exchange, Pre-shipment Export Documents, Letter of Credit, Documents relating to it, Export Incentives, Export Houses

**Reference(s):**

1. Cherian and Parab- Export Marketing- Himalaya Publishing Houses- Delhi.
2. Government of India- Handbook of Procedures- Import and Export Promotion- New Delhi
3. Rathod, Rathore and Jani - International Marketing- Himalaya Publishing House- Delhi

<b>BBA17R389Managing Innovation and Technology Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> BBA17R191 <b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

**Course Objective(s):**

To develop conceptual knowledge and practical skills regarding technological innovation. To create an understanding about the creativity, innovation and managing uncertainty in organisation.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the innovation process and create innovative culture in an organisation

**CO2:** Analyse and manage technology and innovation management issues

**CO3:** Evaluate technologies and innovations and select appropriate strategies to manage them

**CO4:** Manage R&D in an organisation towards innovation a

**CO5:** Review the issues related to managing knowledge workforce.

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	H									
<b>CO5</b>		H	H									

**Unit 1: Creativity and Innovation****18 Hours**

Innovation process-critical function in the Innovation Process-Evolving innovative culture, individual and group creativity, Teams for innovation.

**Unit 2: Managing Uncertainty****18 Hours**

Link between Innovation and uncertainty Managing Incremental, breakthrough, and discontinuous innovations, managing streams of innovation across technology Cycles, developing leadership styles and capabilities for managing innovation streams.

**Unit 3: Innovation-Managing the Process****18 Hours**

Business Context-Innovation Drives Growth, performance measures for the innovation Engine, single product cash flow, the value of time, key areas of management focus-Executive level objectives-Management objectives within the innovation engine-Decision criteria-Innovation Engine-Innovation as an information process-Element of the innovation system-Critical Success Factors-Single project and Portfolio Management issues-fostering an innovative environment.

**Unit 4: R&D Management****18 Hours**

Product and Technology life cycle, planning, organizing, staffing, scheduling, controlling, budgeting of R & D, Performance evaluation of R & D.

**Unit 5: HR Management in R&D**

**18 Hours**

Issues related to Managing Technocrats and scientists, Group dynamics, Training, Motivation, Communication, and MIS for R & D.

**Text Book(s):**

1. Shiomo Maintal and D.V.R. Seshadri - Innovation Management: Strategies Concepts and Tools for Growth and Profit- Sage Publications-2007
2. Gerard H.Gaynor -Handbook of Technology Management- McGrawHill-1996,

**Reference(s):**

1. Gerard H. Gaynor- Handbook of Technology Management- McGrawHill-1996
2. Alan L. Porter, A. Thomas Roper, Thomas Wimason , Jerry Banks, Fredrick A. Rossini - Forecasting and Management of Technology

<b>BBA17R390Intellectual Property Rights Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Pre-requisite:</b> Nil Specific Elective		<b>Course Category:</b> Discipline		
<b>Course Type:</b> Theory				

**Course Objective(s):**

This course aims to provide an overview of methods and approaches to manage intellectual property as strategic resources for enhancing the competitiveness for organizations. To introduce the students to the IPR concepts, practices, management and valuation of IPRs.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the concept of IP and the development of regulatory framework

**CO2:** Know the patenting system in Indian and abroad

**CO3:** Demonstrate their understanding in international treaties and legislation related to IPRs's

**CO4:** Appraise different IP management (IPM) strategies

**CO5:** Identify different types of Intellectual Properties (IPs), the right of ownership, scope of protection as well as the ways to create and to extract value from IP

**Mapping of Course Outcome(s):**

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1	M	H	H									
CO2		H	H	L								
CO3		H	H	L			M					
CO4		H	H	L								
CO5		H	H	L								

**Unit 1:Introduction****18 Hours**

History of IPRs-WIPO-TRIPS -Nature of Intellectual Property, invention to innovation, patenting and development.

**Unit 2:Patents****18 Hours**

Indian Patent System, Procedure for grant of rights on intellectual property, Patenting under PCT, Patenting in foreign countries.

**Unit 3:International Treaties and Conventions on IPRS****18 Hours**

International Treaties and conventions on IPRs, The Indian IPR Acts, Bayh-Dole Act and issues of academic entrepreneurship.

**Unit 4:Strategic Management of IPRS****18 Hours**

Strategies followed before investing into R&D, Patent information and databases, IPR strength in India, Traditional knowledge.

**Unit 5: Valuation****18 Hours**

Concept of Ownership, IP valuation, Technology Transfer and Licensing.

**Text Book(s):**

1. Managing Intellectual Property by V. Sople Vinod -Prentice- Hall of India Private Limited- 2006
2. Intellectual Property Rights and Copyrights- Publisher: Ess Publications- Seller: Indus International.

**Reference(s):**

1. A Primer, R. Anita Rao & Bhanoji Rao-Intellectual Property Rights-Lastian Book Company
2. Derek Bosworth and Elizabeth Webster- The Management of Intellectual Property- 2006-sEdward Elgar Publishing Limited
3. WIPO Intellectual Property Handbook (freely downloadable from [www.wipo.int](http://www.wipo.int))

<b>BBA17R399 Business Research Project</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
	<b>0</b>	<b>0</b>	<b>12</b>	<b>6</b>
<b>Pre-requisite:</b> Specialized in Global Business				
<b>Course Category:</b> Discipline Specific Elective				
<b>Course Type:</b> Theory				

Students can select and register this course only during their Sixth semester.