



# KALASALINGAM

Academy of Research and Education

**DEEMED TO BE UNIVERSITY**

Estd.U/S 3 of UGC Act 1956. Accredited by NAAC with "A" Grade



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## BACHELOR OF BUSINESS ADMINISTRATION [HONS] (REGULATIONS 2021)

### CURRICULUM & SYLLABUS



**KALASALINGAM ACADEMY OF RESEARCH AND EDUCATION**

**ANAND NAGAR, KRISHNANKOIL-626 126**

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**PROGRAMME: BBA**

## **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>	Graduates will have adequate skill and confidence to choose careers in management and entrepreneurship.
<b>PEO2</b>	To develop professional competency among graduates to do higher studies, research and lifelong learning for continuous growth and development.
<b>PEO3</b>	To transform graduates 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>	Graduates should exhibit their knowledge of management principles.
<b>PSO2</b>	Graduates should demonstrate their critical-thinking, and problem solving skills.
<b>PSO3</b>	Graduates should manifest their leadership qualities.
<b>PSO4</b>	Graduates should be able to work in multidisciplinary teams.

## PROGRAMME OUTCOMES

<b>PO1</b>	<p><b>Business Knowledge:</b> An understanding of management skills in diverse fields of management therefore enabling enriched business impact.</p>
<b>PO2</b>	<p><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.</p>
<b>PO3</b>	<p><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.</p>
<b>PO4</b>	<p><b>Leadership Skills:</b> Ability to exhibit the business related behavioral skills including leadership skills.</p>
<b>PO5</b>	<p><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.</p>
<b>PO6</b>	<p><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</p>
<b>PO7</b>	<p><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.</p>
<b>PO8</b>	<p><b>Professional Integrity:</b> Ability to address the social, legal, cultural diversity issues through ethical and value based.</p>
<b>PO9</b>	<p><b>Team work:</b> Ability to function effectively on multi-disciplinary teams with extensive participation</p>
<b>PO10</b>	<p><b>Communication:</b> Ability to communicate effectively and clearly, to comprehend, write, prepare and make effective presentations.</p>
<b>PO11</b>	<p><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.</p>
<b>PO12</b>	<p><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.</p>

**BBA Programme  
Curriculum Structure -2021**

S.No	Course Code	Course Name	L	T	P	X	C	H
<b>I Semester</b>								
1	212BBA1101	Accounting For Management	3	1	0	3	5	6
2	212BBA1102	Principles of Management	2	0	0	3	3	3
3	211CHY1101	Environmental Studies	3	0	0	0	3	3
4	211CAS1301	Digital Skills	3	0	2	3	5	5
5	211ENG1302	English-I	4	0	0	3	5	5
6	211ENG1304	Human Values	2	0	0	3	3	3
Total Credits			<b>24</b>					<b>35</b>
<b>II Semester</b>								
1	212BBA1103	Management Accounting	3	1	0	3	5	6
2	212BBA1104	Managerial Economics for Business	5	0	0	0	5	5
3	211MAT1304	Basic Statistics	2	0	0	3	3	3
4	211ENG1303/ 211TAM1301/ 211HIN1301	English-II/Tamil/Hindi	3	0	0	3	4	4
5	211ENG1305	Professional Skills	1	0	0	3	2	2
6	211ENG1306	Communicative English	3	0	2	3	5	5
Total Credits			<b>24</b>					<b>35</b>
<b>III Semester</b>								
1	212BBA2105	Principles of Marketing	4	0	0	3	5	5
2	212BBA2106	Total Quality Management	3	0	0	0	3	3
3	212BBA2107	Legal Aspects of Business	5	0	0	0	5	5
4	212BBA2108	Human Resource Management	5	0	0	0	5	5
5	212BBA2109	Financial Management	3	1	0	3	5	5
6	214BBA2201	Financial Software Laboratory	0	0	2	3	2	2
Total Credits			<b>25</b>					<b>32</b>
<b>IV Semester</b>								
1	212BBA2110	Business Research Methods	2	1	2	0	4	4
2	212BBA2111	Quantitative Techniques for Management	2	1	0	3	4	4
3	212BBA2112	E-Commerce	3	0	2	0	4	4
4	212BBA2113	Fundamentals of Logistics	4	0	0	0	4	4
5	212BBA2114	Manufacturing and Materials Management	5	0	0	0	5	5
6	214BBA2202	Data Analysis and Modeling Laboratory	0	0	2	3	2	2
7	215BBA4201	Summer Internship	0	0	8	0	4	2
Total Credits			<b>27</b>					<b>25</b>
<b>V Semester</b>								
1	212BBA2115	Business Policy & Strategy	4	0	0	0	4	4
2	212BBA2116	Financial Institutions & Markets	3	0	2	0	4	5
3	213BBA31XX	Domain Elective-I	6	0	0	0	6	6
4	213BBA31XX	Domain Elective-II	6	0	0	0	6	6
5	213BBA31XX	Domain Elective-III	6	0	0	0	6	6
6	213BBA31XX	Domain Elective-IV	6	0	0	0	6	6
Total Credits			<b>32</b>					<b>33</b>
<b>VI Semester</b>								
1	215BBA4202	Apprenticeship/Project Work / Family Business Entrepreneurship Business Model Development/New Business Model	0	0	0	0	8	8
Total Credits			<b>08</b>					

**CATEGORY OF COURSES -SEMESTER WISE**

Course Type		Semester						Total Credit	No of Courses
		I	II	III	IV	V	VI		
<b>Foundation Course</b>		<b>11</b>	<b>11</b>	<b>03</b>	<b>05</b>	--	--	<b>30</b>	<b>08</b>
<b>Program Core Theory</b>		<b>13</b>	<b>13</b>	<b>20</b>	<b>16</b>	<b>08</b>	--	<b>70</b>	<b>16</b>
<b>Skill Enhancement Course (lab</b>		--	--	<b>02</b>	<b>02</b>	--	--	<b>04</b>	<b>02</b>
<b>Program Elective</b>	<b>Discipline Specific Electives</b>	--	--	--	--	<b>24</b>	--	<b>24</b>	<b>04</b>
<b>Experiential Elective</b>	<b>Summer Internship</b>	--	--	--	<b>04</b>	--	--	<b>04</b>	<b>01</b>
	<b>Apprenticeship/Project Work / Family Business Entrepreneurship Development/New Business Model</b>	--	--	--	--	--	<b>08</b>	<b>08</b>	<b>01</b>
<b>Total Courses per Semester</b>		<b>06</b>	<b>06</b>	<b>06</b>	<b>07</b>	<b>06</b>	<b>01</b>	--	<b>32</b>
<b>Total Credit per Semester</b>		<b>24</b>	<b>24</b>	<b>25</b>	<b>27</b>	<b>32</b>	<b>08</b>	<b>140</b>	

**TOTAL NUMBER OF CREDITS=140**

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>X</b>	<b>C</b>	<b>H</b>
BBA21R320	Retail Management	6	0	0	0	6	6
BBA21R321	Digital Marketing	6	0	0	0	6	6
BBA21R322	Event Management	6	0	0	0	6	6
BBA21R323	Event Management	6	0	0	0	6	6
BBA21R324	Marketing of Services	6	0	0	0	6	6
BBA21R325	Consumer Behaviour	6	0	0	0	6	6
BBA21R326	Personal Selling & Sales Force Management	6	0	0	0	6	6
BBA21R327	Customer Relationship Management	6	0	0	0	6	6
BBA21R328	Rural Marketing	6	0	0	0	6	6
BBA21R329	Distribution & Supply Chain Management	6	0	0	0	6	6
BBA21R330	Marketing Analytics	6	0	0	0	6	6
BBA21R396	Marketing Research Project	6	0	0	0	6	6
<b>Finance</b>							
<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>X</b>	<b>C</b>	
BBA21R340	Investment Banking & Financial Services	6	0	0	0	6	6
BBA21R341	International Finance	6	0	0	0	6	6
BBA21R342	Investment Analysis & Portfolio Management	6	0	0	0	6	6
BBA21R343	Business Analysis & Valuation	6	0	0	0	6	6
BBA21R344	Corporate Restructuring	6	0	0	0	6	6
BBA21R345	Business Planning and Project Management	6	0	0	0	6	6
BBA21R346	Strategic Corporate Finance	6	0	0	0	6	6
BBA21R347	Behavioural Finance	6	0	0	0	6	6
BBA21R348	Micro Finance	6	0	0	0	6	6
BBA21R349	Derivatives and Risk Management	6	0	0	0	6	6
BBA21R350	Risk Management	6	0	0	0	6	6
<b>Human Resource</b>							
<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>X</b>	<b>C</b>	
BBA21R360	HRD : Systems & Strategies	6	0	0	0	6	6
BBA21R361	Training & Development	6	0	0	0	6	6
BBA21R362	Management of Industrial Relations	6	0	0	0	6	6
BBA21R363	Performance & Compensation Management	6	0	0	0	6	6
BBA21R364	Counselling & Negotiation Skills for Managers	6	0	0	0	6	6
BBA21R365	Talent & Knowledge Management	6	0	0	0	6	6
BBA21R366	Cross Cultural HRM	6	0	0	0	6	6
BBA21R367	HR Analytics	6	0	0	0	6	6
BBA21R368	Managerial Behaviour and Effectiveness	6	0	0	0	6	6
BBA21R369	Stress Management	6	0	0	0	6	6
BBA21R370	Change Management	6	0	0	0	6	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>X</b>	<b>C</b>	
BBA21R380	International Joint Ventures, Mergers and	6	0	0	0	6	6
BBA21R381	Global Business Environment	6	0	0	0	6	6
BBA21R382	Transnational & Cross Cultural Marketing	6	0	0	0	6	6
BBA21R383	International Logistics	6	0	0	0	6	6
BBA21R384	International Accounting & Reporting System	6	0	0	0	6	6
BBA21R385	Multinational Business Finance	6	0	0	0	6	6
BBA21R386	International Trade Policy & Strategy	6	0	0	0	6	6

BBA21R387	International Business and Strategy	6	0	0	0	6	6
BBA21R388	Export Documentation and Procedure	6	0	0	0	6	6
BBA21R389	Managing Innovation and Technology Management	6	0	0	0	6	6
BBA21R390	Intellectual Property Rights Management	6	0	0	0	6	6

## Experiential Elective

### VI Semester

S.No	Course Code	Course Name	L	T	P	X	C
1	BBA21XXX	Apprenticeship/Internship / Family Business/ Entrepreneurship Development/New Business Model	6	0	0	6	6

## Course Exclusively offered at KARE

### IV Semester

1	BBA21R208	Fundamentals of Logistics	4	0	0	0	4
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### V Semester

2	BBA21R302	Financial Institutions & Markets	4	0	0	0	4
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## CURRICULLUM

Course Code	Course Name	L	T	P	X	C	H
212BBA1101	Accounting For Management	3	1	0	3	5	7
Prerequisite	Basic knowledge in business transaction.	Syllabus Revision					
Course Category	Course Type	Course Level					
Programme Core	Theory	Level 1					

**Pre-requisite:** Basic knowledge in business transaction.

### 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

### Unit I: INTRODUCTION TO FINANCIAL ACCOUNTING

**15 Hours**

Financial Accounting - meaning, definition, objectives, scope, basic, terms, accounting principles, branches of accounting, uses & limitations of Accounting.



**Unit II: CONCEPTS AND CONVENTIONS****15 Hours**

Financial Accounting - Concepts & Conventions, Accountings uses, Accounting information, Accounting equations – Meaning of accounting equation, compensation of accounting, effects of transactions.

**Unit III :JOURNAL, LEDGER & TRIAL BALANCE****15 Hours**

Basic Accounting Procedure – Journal, rules of debit & credit, method of journalizing, advantage, double entry system – its advantage, ledger, meaning, utility, posting entries. Practical system of book keeping – Cashbook, types of cash book, Single column, double column, entries, Trial Balance, Objective, preparation, errors & rectification, Suspense Accounting – meaning, utility & preparation.

**Unit IV : RECONCILIATION AND DEPRECIATION****15 Hours**

Bank Reconciliation:- Meaning, causes of differences, need & importance, preparation & presentation of BRS, Depreciation – meaning, methods of charging depreciation, straight line, written - down methods.

**Unit IV : PREPARATION OF FINANCIAL STATEMENTS****15 Hours**

Statements Final Accounts – Meaning, need & objectives, types – Trading Account – Meaning, need & preparation, Profit & loss Account – meaning, Need & preparation, Balance Sheet-Meaning, need & Preparation, Final Accounts with adjustment entry.

**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, 18threvisededition 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.

Course Code	Course Name	L	T	P	X	C	H
212BBA1102	Principles of Management	2	0	0	3	3	5
Prerequisite	Basic knowledge in business and management.	Syllabus Revision					
Course Category	Course Type	Course Level					
Programme Core	Theory	Level 1					

### Course Objective(s):

To acquaint the students to the fundamentals of management and theory to understand how organizations functions and apply those ideas in real world situations. Also students get familiar the knowledge about basic functions of modern management.

### Course Outcome(s):

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

**CO1:** Understand the concepts related to management

**CO2:** Specify how the managerial tasks of planning, and decision making are executed in a variety of circumstances.

**CO3:** Demonstrate the concept of organization in detail

**CO4:** Analyze the types and styles of leadership and motivation theories for managing employee's behavior.

**CO5:** Apply controlling in problem solving and critical thinking abilities to initiate, manage and implement changes in organization.

### Mapping of Course Outcome(s):

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

**Unit 1: Introduction to Management****09 Hours**

Management-Meaning, Nature & Significance-Management Vs Administration, Levels of Management-Basic functions of management. Contributions of Taylor and Fayol, Human Relations.

**Unit 2: Planning and Decision Making****09 Hours**

Planning and Decision Making- Planning: meaning- nature and purpose- types of planning, planning process- Decision making: meaning- importance- techniques of decision making. Management by Objectives- features- steps.

**Unit 3 Organizing****09 Hours**

Definition, Theories of Organization, Forms of organization, Formal and Informal Organization, Types of Formal Organizations, Departmentation- Span of Management-Delegation- Centralization, Decentralization.

**Unit 4:Direction****09 Hours**

Directing: meaning-Leadership- meaning- types- leadership styles, Theories of Motivation.

**Unit 5: Controlling and emerging trends in management****09 Hours**

Controlling: meaning- need- process of control- types- Techniques of control. Emerging Trends in Management- Modern theories of management.

**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

Course Code	Course Name	L	T	P	X	C	H	
212BBA1103	Management Accounting	3	1	0	3	5	7	
Prerequisite	Basic knowledge in business transaction	Syllabus Revision						
Course Category	Course Type	Course Level						
Programme Core	Theory	Level 1						

**Pre-requisite:**

- Basic knowledge in business transaction

**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):**

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

**Unit I : INTRODUCTION TO MANAGEMENT ACCOUNTING****15 Hours**

Nature of Management Accounting, the Management Process and Management, Accounting. difference between Financial Accounting and Management Accounting. role and responsibilities of Management Accountant.

**Unit II: FINANCIAL ANALYSIS****15****Hours**

Financial Analysis of statements, and Forecasting, Funds Flow and Cash Flow Analysis, Ratios

**Unit III : COSTING****15****Hours**

Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting;, Types of Costs - unit cost, Cost Ascertainment Elements of Cost, Components of total Cost, Cost Sheet.

**Unit IV : MARGINAL COSTING****15****Hours**

Meaning, Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Relevant Costs and Decision Making: Make or Buy, Exploring new markets

**Unit V : ACCOUNTING FOR PLANNING, CONTROL & REPORTING****15****Hours**

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

**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.

Course Code	Course Name	L	T	P	X	C	H
212BBA1104	Managerial Economics for Business	5	0	0	0	5	5
<b>Prerequisite</b>	Basic knowledge in economy and market	<b>Syllabus Revision</b>					
<b>Course Category</b>	<b>Course Type</b>	<b>Course Level</b>					
Programme Core	Theory	Level 1					

#### Pre –Requisite:

- *Basic knowledge in economy and market*

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

**Unit I: Introduction to Managerial Economics****15 Hours**

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

**Unit II: Basic of Demand and Supply****15 Hours**

Demand analysis: Types, Determinants, Elasticity and Its Applications, Demand Function, Law of Demand: Supply Analysis: Types, Determinants, Elasticity and Its Applications – Supply Function

**Unit III: Theory of Production and Cost and pricing Analysis****15 Hours**

Factors of Production - Production function Different concepts of Cost & Revenue: short-run and long-run costs and revenues–economics and diseconomies of scale. Pricing Analysis: Market Structures, Price Determination under Different Market Situations, Various Pricing Methods

**Unit IV: Macro Economics****15 Hours**

National Income – Concepts and Components – Money – Types and Functions – Inflation – Types, Causes and Consequences – Unemployment - Types – Business Cycle.

**Unit V:International Business Environment****15 Hours**

Introduction to International Trade - Theories - Balance of Payment - The Role of Trade Policy - World Trade Organization(WTO) – Trade Blocks –Foreign Exchange market and Exchange rate.

**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>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>X</b>	<b>C</b>	<b>H</b>
212BBA2105	Principles of Marketing	4	0	0	3	5	7
<b>Prerequisite</b>	Basic knowledge in business and marketing	<b>Syllabus Revision</b>					
<b>Course Category</b>	<b>Course Type</b>	<b>Course Level</b>					
Programme Core	Theory	Level 2					

#### **Pre-requisite:**

Basic knowledge in business and marketing

#### **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 and apply marketing strategies for services.

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

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



**Unit I: Introduction to Marketing****15 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.

**Unit II: Marketing Strategies****15 Hours**

Market segmentation - Target marketing, relationship marketing, positioning strategies - Marketing Research - Demand estimation- Consumer behaviour analysis - Factors influencing buying behaviour, Buying decision process.

**Unit III: Product & Price Strategies****15 Hours**

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

**Unit IV: Place and Promotional Mix Strategies****15 Hours**

Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Direct Marketing.

**Unit V: Marketing Information system****15 Hours**

Meaning-Scope -Importance Functions –Steps –Components - Advantage

**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.

Course Code	Course Name	L	T	P	X	C	H
212BBA2106	Total Quality Management	3	0	0	0	3	3
Prerequisite	Basic Knowledge of Management	Syllabus Revision					
Course Category	Course Type	Course Level					
Programme Core	Theory	Level 2					

#### Pre –Requisite:

- Basic Knowledge of Management

#### Course Description:

- Total Quality Management (TQM) is a scientific approach for management and employees to be involved in the continuous improvement of processes underlying the production of goods and services.
- Students who complete this course will be able to critically appraise management techniques, choose appropriate statistical techniques for improving processes and write reports to management describing processes and recommending ways to improve them. Management is limited to what it knows and so too is the organization.
- Awareness of statistical techniques and their use is paramount to collecting information and making decisions. Quantitative skills are necessary in order to make decisions

#### Course Outcomes:

CO	Course Outcomes
CO-1	Students will be able to gain basic knowledge in total quality management relevant to both manufacturing and service industry including IT sector.
CO-2	Students will be able to implement the basic principles of TQM in manufacturing and service based organization.
CO-3	The student would be able to examine the reliability and improvement of business by using statistical process control
CO-4	The student would be able to apply the tools and techniques of quality management to manufacturing and services processes
CO-5	The students will be able to gain the knowledge on various Quality Management system standards

#### CO-PO Mapping

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

S - Strong Correlation, M – Moderate Correlation, L - Low Correlation

## **SYLLABUS**

### **UNIT I - Introduction to TQM**

**09 Hours**

What is Total Quality Management(TQM)?- Characteristics of TQM -Framework- Principles of TQM- Barriers to TQM Implementation- Potential benefits of TQM- Definition of Quality –Other key concepts – Dimensions of Product Quality – Dimensions of Service Quality- Costs of quality.

### **UNIT-II- TQM Principles and Philosophies**

**09 Hours**

Contribution of TQM Guru's [Walter A.Shewhart - W. Edwards Deming – Joseph M.Juran – Philip Crosby – Armand V.Feigenbaum –Genichi Taguchi] Continuous process improvement - PDCA cycle, 5S, Kaizen. Supplier partnership - Partnering, Supplier selection, Supplier Rating.

### **UNIT-III Tools and Techniques of for Analysis**

**09 Hours**

The seven traditional tools of quality - New management tools –Control Charts - Process Capability-Six sigma: Concepts, Methodology, Taguchi quality loss function - FMEA - Stages, Types.

### **UNIT-IV Tools and Techniques of for Improvement**

**09 Hours**

Quality Function Development (QFD)-HOQ - TPM - Concepts, improvement needs - Performance measures. Bench marking - Reason to bench mark, Bench marking process, Quality circles-- Meaning, characteristics, structure and benefits

### **UNIT V – Quality Management System**

**09 Hours**

Service quality – Meaning and significance – SERVQUAL gap model - Need for ISO 9000 – ISO family of Standards – Quality management system - Steps in ISO 9000 Certifications . ISO 14000 Environmental management system-Concepts and Requirements- Quality Audits

**Total: 45**

### **Hours**

### **TEXT BOOKS**

1. Shridhara Bhat -Total Quality Management- Himalaya Publishing House - 2010.
2. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education
3. PoornimaM.Charantimath ., Total Quality Management , Pearson Education, 2016

### **REFERENCE BOOKS**

1. SubburajRamasamy ., Total Quality Management , Tata McGraw – Hill , 2016
2. Sunil Sharma., Total Engineering Quality Management, Macmillan India Ltd.
3. KanishkaBedi ., Quality Management ,Oxford University Press, 201
4. Dr.V.Jayakumar ,Dr.R.Raju ., Total Quality Management , Lakshmi Publications, 2005

<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>X</b>	<b>C</b>	<b>H</b>
212BBA2107	Legal Aspects of Business	5	0	0	0	5	5
<b>Prerequisite</b>	Basic knowledge in legal environment	<b>Syllabus Revision</b>					
<b>Course Category</b>	<b>Course Type</b>	<b>Course Level</b>					
Programme Core	Theory	Level 2					

### Pre -Requisite:

- Basic knowledge in legal environment.

### 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 organization 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):

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

**Unit I: Indian Contract Act, 1872****15 Hours**

Meaning and Definition of Business / Mercantile Law, Scope of Mercantile Law. Contract - Essentials elements of Valid Contract - Types of a contract – Performance of contracts, Offer - Types ,Acceptance, Consideration-essentials and exceptions, Capacity of parties, Free consent, Modes of discharge of a contract - Breach of contract and its remedies

**Unit II: The Sale of Goods Act, 1930 & Negotiable Instrument Act 1881** **15 Hours**

Sale of Goods Act: - Essentials of Contract of Sale, Sale and Agreement to Sell, Conditions and Warranties, Unpaid seller – Rights of Unpaid Seller. Negotiable Instruments Act – Meaning, Characteristics, Types of Negotiable Instruments: Promissory Note, Bills of Exchange, Cheque-Types of cheques

**Unit III: Companies Act, 2013 &The Limited Liability Partnership Act 2008** **15 Hours**

Companies Act - Incorporation, Types of Companies, Articles of Association and Memorandum of Association, Prospectus. Powers, Duties and Liabilities of Directors. Limited Liability Partnership – Meaning, nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

**Unit IV: Consumer Protection Act, 1986****15 Hour**

Consumer Protection Act – Scope and Applicability, Consumer Rights, Unfair & Restrictive Trade Practices, Procedures for Consumer Grievances Redressal, Types of Consumer Redressal Machineries and Forums – Consumer Councils

**Unit V: The Right to Information Act 2005****15 Hours**

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

**Text Book(s):**

1. Kapoor N.D., Elements of Mercantile Law, 35th edition, Sultan Chand and company, New Delhi, 2017.
2. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2011

**Reference(s):**

1. P.C. Tulsian, “Business and Corporate Law for CA PE – II”, New Delhi: Tata McGraw Hill,2012
2. Padhi, P. K., “Legal Aspects of Business”, New Delhi: PHI Learning, 2010.
3. V. K.Agrawal Consumer protection in India, Ayushamna Publication Publications, 2013

Course Code	Course Name	L	T	P	X	C	H
212BBA2108	Human Resource Management	5	0	0	0	5	5
<b>Prerequisite</b>	Fundamentals of Management & Organisational Behaviour	<b>Syllabus Revision</b>					
<b>Course Category</b>	<b>Course Type</b>	<b>Course Level</b>					
Programme Core	Theory	Level 2					

#### Pre –Requisite:

- Fundamentals of Management & Organisational Behaviour

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

**Unit I: Fundamentals of HRM****15 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.

**Unit II: Recruitment Selection and Development****15 Hours**

Recruitment, Selection & Orientation: internal & external sources, Social media Recruitment, selection process, orientation process. Staff Training and Development-Training: Technology in Recruitment- Career planning and Development.

**Unit III: Appraisal and Compensation Management****15 Hours**

Job Evaluation-Performance Appraisal Wage Policy, Salary Structure and regulation- Employee benefits and services- Reward System.

**Unit IV: Motivating Human Resources****15 Hours**

Team and Team work - Collective Bargaining - Employee Morale -Trade unions role, types, functions, problems-Industrial dispute -Grievance, concepts, causes & grievance redressal machinery-Participative Management- Empowerment – Job stress, counseling and mentoring.

**Unit V: Maintenance of Workers****15 Hours**

Meaning, Function and Benefits – HRIS-Implementation-Reporting and Analytics-Role of HRIS Analyst.

**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. BiswajeetPattanayak- 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.

Course Code	Course Name	L	T	P	X	C	H
212BBA2109	Financial Management	3	1	0	3	5	7
Prerequisite	Management Accounting	Syllabus Revision					
Course Category	Course Type	Course Level					
Programme Core	Theory	Level 2					

**Pre-requisite:** Management Accounting

**Course Objective(s):**

To understand the foundations of finance and financing decisions, Working Capital 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 theory in 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	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M



**UNIT I: INTRODUCTION TO FINANCIAL MANAGEMENT****15 Hours**

Meaning, nature and scope of finance; Objectives of Financial Management: profit maximization, wealth maximization; Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Organization of finance function; Concept of Time Value of Money -Source of Capital.

**UNIT II: COST OF CAPITAL AND CAPITAL STRUCTURE****15 Hours**

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. Operating and financial leverages; measurement of leverages. Factors affecting capital structure. EBIT/EPS and ROI & ROE analysis. Capital structure policies in practice.

**UNIT III: CAPITAL BUDGETING****15 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.

**UNIT III: DIVIDEND POLICY DECISION****15 Hours**

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

**UNIT V: WORKING CAPITAL MANAGEMENT****15 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.

**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-12th edition-Prentice Hall of India- New Delhi- 2002.
2. Brealey Mysers-Principles of Corporate finance-11th edition-Tata McGraw Hill- 2014.
3. Kuchal, Financial Management-2nd edition-Chatyana Publishing House.

Course Code	Course Name	L	T	P	X	C	H	
214BBA2201	Financial Software Laboratory	0	0	2	3	2	5	
<b>Prerequisite</b>	Basic knowledge in Accounts and Financial Management	<b>Syllabus Revision</b>						
<b>Course Category</b>	<b>Course Type</b>	<b>Course Level</b>						
Programme Core	Practical	Level 2						

**Pre –Requisite:**

- Basic knowledge in Accounts and Financial Management

**Objective of this course:**

- This course helps students to work with well-known accounting software i.e. Tally ERP.9
- Student will learn to create company, enter accounting voucher entries including advance voucher entries, do reconcile bank statement, do accrual adjustments, and also print financial statements, etc. in Tally ERP.9 software
- Accounting with Tally certificate course is not just theoretical program, but it also includes continuous practice, to make students ready with required skill for employability in the job market.

**Outcome from this course:**

- After successfully qualifying practical examination, students will be awarded certificate to work with well-known accounting software i.e. Tally ERP.9
- Student will do by their own create company, enter accounting voucher entries including advance voucher entries, do reconcile bank statement, do accrual adjustments, and also print financial statements, etc. in Tally ERP.9 software
- Students do possess required skill and can also be employed as Tally data entry operator.

S.No	Contents to be Covered
1	Basics of Accounting, and Accounting Cycle
2	Accounts Information- Ledgers, Groups
3	Inventory Information- Stock Groups, Stock Items, Units of Measure
4	Accounting Vouchers- Receipts Vouchers, Payment Vouchers, Purchase Vouchers, Sales Vouchers, Contra Vouchers, Journal Vouchers, Debit Note, Credit Note, Memorandum Vouchers
5	Date Management- More than one year company creation, Change Period
6	Payroll System
7	Discount Management- Cash Discount, Trade Discount, Vouchers Types, Back up, Restore
8	Display- Trial Balance, Day Book, Account books, Statement of Accounts, Inventory Books, Statements of Inventory, Cash/fund flow, Payroll Reports, List of Accounts, Exception Reports, Print Management
9	Various Types of Company- Traders, Processional, Opening Balance with New Company, Other Options
10	GST- CGST, SGST, IGST

**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

Course Code	Course Name	L	T	P	X	C	H
212BBA2110	Business Research Methods	2	1	2	0	4	5
Prerequisite	Statistics for Business Decisions	Syllabus Revision					
Course Category	Course Type	Course Level					
Programme Core	Theory	Level 2					

### Pre -Requisite:

- Statistics for Business Decisions

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

**Unit I: Introduction****12 Hours**

Research: Meaning- Objectives - Significance of Business Research – Nature and Scope of Marketing Research – Role of Marketing Research in decision making - Types of Research - Research Process. Problem Selection and Definition – Problem identification- sources of information for problem identification – Defining the problem

**Unit II: Research Design & SCALING****12 Hour**

Research Design - Exploratory, Descriptive, causal research design. Fundamentals of Measurement and Scaling: 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.

**Unit III: Data Collection Methods****12 Hours**

Sources of Data: Primary & Secondary. Primary Data: Meaning – Methods: Survey, Observations, self-administered, telephone, mail, emails techniques. Secondary Data: Features of a Good secondary data research - Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India). Questionnaire-form & design - Designing questionnaire

**Unit IV: Sampling & Processing of Data****12 Hours**

Sampling Design: Sampling Process - Types of Sample designs: Probability & Non Probability sampling. Probability Sampling Techniques - Simple random, systematic, stratified, cluster sampling. Non probabilistic sampling techniques- Convenience, judgmental, quota, snowball sampling. Data Processing – Data preparation stages

**Unit V: Analysis of Data & Report Writing****12 Hours**

Hypothesis Testing - Framework on Chi-square, t-test, ANOVA, Factor Analysis and Discriminant Analysis. Research report: Components of research report - Types of Reports – Graphical presentation of data: Diagrams - graphs- charts. – Precautions for writing report.

Text Book(s):

1. Naresh K.Malhotra “Marketing Research: An Applied Orientation”, 7th edition, Prentice Hall, 2019.
2. Donald Cooper, Boca Rator and Pamela Schindler, Business Research Methods, 12th edition, Tata McGraw Hill, New Delhi, 2017.

Reference(s):

1. William G Zikmund, Business Research Methods, 8th Edition, Cengage Learning, Delhi, 2015.
2. Rajendra Nargundkar, “Marketing Research, Text and Cases”, 3rd edition New Delhi: Tata McGraw Hill Publishing Company Limited, 2015.

Course Code	Course Name	L	T	P	X	C	H
212BBA2111	Quantitative Techniques for Management	2	1	0	3	4	6
Prerequisite	Basic Knowledge about mathematics and analytical skills	Syllabus Revision					
Course Category	Course Type	Course Level					
Programme Core	Theory	Level 2					

### Pre -Requisite:

- Basic Knowledge about mathematics and analytical skills

### Course Description:

Every business in the world needs to make complex decisions. These decisions -- what to make, how to do it cheaply, how to schedule production, whether to outsource, how to get their goods to market, and so on -- dramatically affect their profitability. However, in the modern world, the factors affecting these choices are too complex to manage by hand. Operations Research (OR) provides the tools needed to make these decisions rigorously and effectively.

This first course in OR will present some of the basic tools, concentrating on mathematical modeling and optimization. But OR is an interdisciplinary topic drawing from game theory, statistics, and computer science as well as applied mathematics, and we will show some of these connections.

### Course Outcomes:

CO	Course Outcomes
CO-1	Students will be able to gain basic knowledge in Operations and linear programming.
CO-2	Students will be able to examine the issues in the scheduling problems and find the solution by using Optimization models.
CO-3	The student would be able to examine the issues in the inventory planning and control using EOQ and EBQ models.
CO-4	The student would be able to apply the Decision and Game Theory concepts for scientific study of strategic decision making.
CO-5	The students will be able to gain the knowledge in Queuing theory and Reliability analysis

### CO-PO Mapping

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

S - Strong Correlation, M - Moderate Correlation, L - Low Correlation

## **SYLLABUS**

### **Unit I: Introduction Operation Research**

**12 Hours**

Introduction to OR; Scope, Techniques, Characteristics and Limitations of Operation Research; Methodology and Models in OR. Linear Programming: Formulation of L.P. Problems, Graphical Solutions, Simplex Method. Formulation of Dual of a LPP

### **Unit II: Transportation and Assignment Problem**

**12 Hours**

Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule (NWCR), Least Cost method (LCM), Vogel's Approximation Method (VAM).(Special cases: Balanced and Unbalanced)  
Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Balanced and Unbalanced) Travelling Salesman Problem.

### **Unit III: Network Analysis**

**12 Hours**

Network Analysis: Construction of the Network diagram, Network diagram - activity - Event - Dummy Activity- Numbering of events. CPM: Steps in the application of CPM - Critical activity - Finding of critical path .PERT: Estimated Duration - Time estimates in PERT - Steps involved in PERT calculations - Difference between PERT & CPM.

### **Unit IV: Decision Theory and Game Theory**

**12 Hours**

Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information  
Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Graphical method of solving a game - (2 x n) and (m x 2) games. Text Book(s):

### **Unit V: Queuing Theory and Replacement Model**

**12 Hours**

Queuing Theory - single and Multi-channel models -Characteristics of Queuing models  
Applications of Queuing models  
Replacement Models-Individuals replacement Models Group Replacement Models.

**Total: 60 Hours**

### **TEXTBOOKS**

1. KantiSwarup- 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.
3. Kalavathy S.- Operations Research-2<sup>nd</sup> edition- Vikas Publishing House New Delhi- 2004.

### **REFERENCE(S):**

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

<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>X</b>	<b>C</b>	<b>H</b>
212BBA2112	E-Commerce	3	0	2	0	4	5
<b>Prerequisite</b>	Basic knowledge in computers and business	<b>Syllabus Revision</b>					
<b>Course Category</b>	<b>Course Type</b>	<b>Course Level</b>					
Programme Core	Theory	Level 2					

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

**Unit 1: Introduction to E-OMMERCE****12 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****12 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****12 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****12 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****12 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>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>X</b>	<b>C</b>	<b>H</b>
212BBA2113	Fundamentals of Logistics	4	0	0	0	4	4
<b>Prerequisite</b>		<b>Syllabus Revision</b>					
<b>Course Category</b>	<b>Course Type</b>	<b>Course Level</b>					
Programme Core	Theory	Level 2					

### Course Objective(s):

This course majorly provides an overview of logistics management in organizations based on the concept of supply chain management (SCM). From the knowledge of the logistical implications in the functions of the organization we take an in-depth look at each of the traditional fields of logistics: sourcing and procurement, storage, distribution and reverse logistics.

### Course Outcome(s):

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

**CO1:** To create awareness on the emerging trends in Logistics and importance of Supply Chain Management.

**CO2:** To enable the students to focus on their ideas in framing various stages of Logistics and its related management process.

**CO3:** To explore the career opportunities in the present economy with the application of Logistics and Supply Chain Management positions in transportation and Insurance.

**CO4:** Recognize the Logistical Information system along with the different types of transportation, inventory carrying and warehousing.

**CO5:** Apply knowledge about Facility location and layout in addition to materials management and Total Quality Management.

### Mapping of Course Outcome(s):

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

**Unit 1: Concepts of Logistics****12 Hours**

Evolution – Nature and Importance – Components of Logistics Management- Competitive Advantages of Logistics- functions of Logistics management- principles Logistics Network- Integrated Logistics system. Supply chain management- Nature and Concepts- Value chain- Functions – Supply chain effectiveness- Outsourcing - 3PLs and 4PLs – Supply chain relationships- Customer services.

**Unit 2: Elements of Logistics and SCM****12 Hours**

Inventory carrying – Ware housing – Material handling – Order Processing - Transportation - Demand Forecasting - Impact of Forecasts on Logistics and Supply chain management – Performance measurements.

**Unit 3: Transportation****12 Hours**

Position of Transportation in Logistics and Supply chain management- Road, Rail, Ocean, Air, Transport Multi model transport- Containerization – CFS- ICDS – Selection of transportation mode – Transportation Network and Decision- Insurance Aspects of logistics.

**Unit 4: Logistics Information System****12 Hours**

Operations – Integrated IT solution for Logistics and Supply chain management – Emerging technologies in Logistics and Supply Chain management. Components of a logistic system – transportation – inventory carrying – warehousing - order processing – Ocean transport – ships – types - measurement of capacity of ships – shipping information.

**Unit 5: Plant Location  
Hours**

12

Facility location and layout planning - Types of layouts - Material handling equipments - Productivity: Factors Affecting Productivity - Job Design – Process Flow charts - Material Management - Costs associated with inventory - Economic Order Quantity - ABC Analysis - Just in-time Production - Total Quality Management.

**Text Book(s):**

1. Sunil Chopra, Peter Meindl, Supply Chain Management, 3rd edition, Pearson Education, Delhi, **2015**.
2. Ailawadi C. Sathish and Rakesh Singh, Logistics Management, 1st edition, Prentice Hall India, New Delhi, **2015**.

**Reference(s):**

1. Coyle, The Management of Business Logistics, 7th Edition, Cengage Learning, New Delhi, **2015**.
2. Sople Vinod V., Logistics Management: The Supply Chain Imperative, 2nd edition, Pearson Education, New Delhi, **2015**.
3. Rajiv A Serker, Logistics in International Business, 1st edition, Shroff Publishers & Distributors Pvt. Ltd., Navi Mumbai, **2017**.

Course Code	Course Name	L	T	P	X	C	H
212BBA2114	Manufacturing and Materials Management	5	0	0	0	5	5
Prerequisite	Basic knowledge in business and production	Syllabus Revision					
Course Category	Course Type	Course Level					
Programme Core	Theory	Level 2					

### Pre -Requisite:

- Basic knowledge in business and production.

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

**Unit I: Production System Planning and Control****15 Hours**

Introduction – Production Types –Productivity – Production management – Objectives – Functions –Maintenance management – Types of maintenance – Breakdown – Preventive – Routine – Maintenance scheduling.

**Unit II: Facility, Layout Location****15 Hours**

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

**Unit III: Work Study****15 Hours**

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

**Unit IV: Materials Management****15 Hours**

Materials management - Definition and function – Importance of materials management. Integrated materials management– Function of inventory - Importance – Replenishment stock – Material demand forecasting – MRP– Inventory control

**Unit V: Materials Handling****15 Hours**

Store keeping and materials handling – Objectives – Functions, Principles of material handling – 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>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>X</b>	<b>C</b>	<b>H</b>
214BBA2202	Data Analysis and Modeling Laboratory	0	0	2	3	2	5
<b>Prerequisite</b>	Basic knowledge about business fundamentals and statistics	<b>Syllabus Revision</b>					
<b>Course Category</b>	<b>Course Type</b>	<b>Course Level</b>					
Programme Core	Practical	Level 2					

**Course Objective(s):**

Data analysis and Modeling courses cover a wide range of topics about data analysis, grounded theory, SPSS and AMOS software, analytical tools and interpretation techniques. Exposure to live projects during the data analytics course can prepare students for the jobs more easily.

**Course Outcome(s):**

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

**CO6:** Understand the concepts data and its analysis in research

**CO7:** Familiar the need of grounded theory

**CO8:** Demonstrate the the basis analysis using SPSS and AMOS

**CO9:** Analyze the types of analytical tools

**CO10:** Apply interpretation technique in research world

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

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

**Unit I Data Analysis****06 Hours**

Introduction to Data-Types of Data, Data Analysis-Meaning, Need and its types, Usage in research.

**Unit II: Grounded theory in statistics****06 Hours**

Introduction to start the grounded theory process- Grounded theory in data collection methods.

**Unit III: Coding Data using SPSS and AMOS****06Hours**

Introduction to SPSS- The basics of managing data files- The basic analysis in SPSS-Chi-square, ANOVA, Regression Analysis- AMOS –Structural Equation modeling.

**Unit IV: Analytical Tools****06 Hours**

Big Data and Cloud technologies.

**Unit V: Interpretation****06 Hours**

Statistical thumb rules to interpret data analysis.

**Text Book(s):**

1. SPSS survival Manual: A step by step guide to IBM SPSS

**Reference(s):**

1. Beyer, W. H. CRC Standard Mathematical Tables, 31st ed. Boca Raton, FL: CRC Press, pp. 536 and 571, 2002.
2. Agresti A. (1990) Categorical Data Analysis. John Wiley and Sons, New York.
3. Kotz, S.; et al., eds. (2006), Encyclopedia of Statistical Sciences, Wiley.
4. Wheelan, C. (2014). Naked Statistics. W. W. Norton & Company

Course Code	Course Name	L	T	P	X	C	H
212BBA2115	Business Policy & Strategy	4	0	0	0	4	4
Prerequisite	Basic Knowledge about Management Concepts	Syllabus Revision					
Course Category	Course Type	Course Level					
Programme Core	Theory	Level 2					

### Pre –Requisite:

- Basic Knowledge about Management Concepts .

### Course Description:

This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.

### Course Outcomes:

CO	Course Outcomes
CO-1	Students will be able to gain basic knowledge about strategic management.
CO-2	Students will be able to examine the internal and external environments in which businesses operate and assess the implications of forecast changes.
CO-3	Students will be able to develop skills to analyze and evaluate, both qualitatively and quantitatively for strategic decisions
CO-4	The student would be able to examine the strategic alternatives for choose the optimums strategy to the business.
CO-5	The students will be able to gain the knowledge about the strategic implementation.

### CO-PO Mapping

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

S - Strong Correlation, M – Moderate Correlation, L - Low Correlation

## **SYLLABUS**

### **UNIT I - Introduction to Business Policy and Strategy**

**12 Hours**

Definition of Business Policy, Factors influencing Business Policy, Business Policy vs. Strategy. Fundamentals of Strategy, Scope, Evolution and Importance of Strategies, Strategic Formation and Planning Process. Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements.

### **UNIT II – Environmental Scanning and Analysis**

**12 Hours**

External and Internal analysis, PESTEL analysis, Industry Analysis; Porter's five - Forces Model, Internal Analysis and Diagnosis: Analysis of Internal Resources and Capabilities, SWOT analysis, Value Chain Analysis, Porter's Concept of Generic Strategies, Core and Distinctive competitiveness, Competitive advantage.

### **UNIT II – Strategy Formulation and Choice**

**12 Hours**

Levels of Strategy. Business level strategies-Cost leadership, differentiation and focus. Formulating Corporate Strategies: Generic strategy alternatives; Stability, Expansion, Retrenchment, Combination, Strategic Alliances, Joint Venture. Corporate Portfolio Analysis: BCG Matrix, GE 9 Cell Matrix/Model, McKinsey 7s Framework.

### **UNIT-IV-Strategic Analysis and Evaluation**

**12 Hours**

Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - -SWOT Analysis - GAP Analysis - -- Selection of matrix - Balance Score Card . Strategy evaluation & control.

### **UNIT-IV-Strategic Implementation and Issues**

**12 Hours**

Strategy Implementation: Resource Allocation; Leadership Implementation – Structural considerations Functional Strategies: Marketing, Human Resources, Production / Operations and R & D Finance / Accounting and other issues. New Business Models

**Total: 60 Hours**

### **TEXTBOOKS**

1. Charles W Hill & Jones, An Integrated Approach to Strategic Management, 12 th Indian edition, Cengage Learning, Delhi, 2017.
2. Gregory Dess, Strategic Management Text and Cases, 3rd edition, Tata McGraw Hill, New Delhi, 2015.
3. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
4. Azhar Kazmi, Strategic Management and Business Policy, 3 rd Edition, Tata McGraw Hill, 08

### **REFERENCES**

1. Adria H Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
2. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
3. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.



<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>X</b>	<b>C</b>	<b>H</b>
212BBA2116	Financial Institutions & Markets	3	0	2	0	4	5
<b>Prerequisite</b>	Financial system, market and issues	<b>Syllabus Revision</b>					
<b>Course Category</b>	<b>Course Type</b>	<b>Course Level</b>					
Programme Core	Theory	Level 2					

### 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):

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

**Unit 1: Financial System****12 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****12 Hours**

Commercial Banks – Basic concept of commercial banking, Role of commercial banks in financial market- Recent trends is Commercial banking, Development Bank, Cooperative Banks.

**Unit 3: Regulatory Authorities****12 Hours**

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

**Unit 4: Capital Market****12 Hours**

New Issue market-Players, Instruments, Mechanism and guidelines of issue, Secondary Market-Stock market Features, Trading and settlement, Dematerialization of securities, Mutual Funds, Present Status of Mutual Fund Industry in India , Emerging trends in the Indian Capital Market

**Unit 5: Money Market & Mutual Funds****12 Hours**

Structure of organized Money Market -Call money market, Treasury bill market, Gilt-edged security market, Repos, Functions of Money Market, Recent trends in the Indian Money market Mutual Fund,

**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.

<b>Marketing</b>							
<b>Course</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>X</b>	<b>C</b>	<b>H</b>
213BBA3101	Retail Management	6	0	0	0	6	6
213BBA3102	Digital Marketing	6	0	0	0	6	6
213BBA3103	Event Management	6	0	0	0	6	6
213BBA3104	Event Management	6	0	0	0	6	6
213BBA3105	Marketing of Services	6	0	0	0	6	6
213BBA3106	Consumer Behaviour	6	0	0	0	6	6
213BBA3107	Personal Selling & Sales Force Management	6	0	0	0	6	6
213BBA3108	Customer Relationship Management	6	0	0	0	6	6
213BBA3109	Rural Marketing	6	0	0	0	6	6
213BBA3110	Distribution & Supply Chain Management	6	0	0	0	6	6
213BBA3111	Marketing Analytics	6	0	0	0	6	6
213BBA3112	Marketing Research Project	6	0	0	0	6	6
<b>Finance</b>							
<b>Course</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>X</b>	<b>C</b>	<b>H</b>
213BBA3121	Investment Banking & Financial Services	6	0	0	0	6	6
213BBA3122	International Finance	6	0	0	0	6	6
213BBA3123	Investment Analysis & Portfolio Management	6	0	0	0	6	6
213BBA3124	Business Analysis & Valuation	6	0	0	0	6	6
213BBA3125	Corporate Restructuring	6	0	0	0	6	6
213BBA3126	Business Planning and Project Management	6	0	0	0	6	6
213BBA3127	Strategic Corporate Finance	6	0	0	0	6	6
213BBA3128	Behavioural Finance	6	0	0	0	6	6
213BBA3129	Micro Finance	6	0	0	0	6	6
213BBA3130	Derivatives and Risk Management	6	0	0	0	6	6
213BBA3131	Risk Management	6	0	0	0	6	6
<b>Human Resource</b>							
<b>Course</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>X</b>	<b>C</b>	<b>H</b>
213BBA3141	HRD : Systems & Strategies	6	0	0	0	6	6
213BBA3142	Training & Development	6	0	0	0	6	6
213BBA3143	Management of Industrial Relations	6	0	0	0	6	6
213BBA3144	Performance & Compensation Management	6	0	0	0	6	6
213BBA3145	Counselling & Negotiation Skills for Managers	6	0	0	0	6	6
213BBA3146	Talent & Knowledge Management	6	0	0	0	6	6
213BBA3147	Cross Cultural HRM	6	0	0	0	6	6
213BBA3148	HR Analytics	6	0	0	0	6	6
213BBA3149	Managerial Behaviour and Effectiveness	6	0	0	0	6	6
213BBA3150	Stress Management	6	0	0	0	6	6
213BBA3151	Change Management	6	0	0	0	6	6
<b>Management of Global Business</b>							
<b>Course</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>X</b>	<b>C</b>	<b>H</b>
213BBA3161	International Joint Ventures, Mergers and	6	0	0	0	6	6
213BBA3162	Global Business Environment	6	0	0	0	6	6
213BBA3163	Transnational & Cross Cultural Marketing	6	0	0	0	6	6
213BBA3164	International Logistics	6	0	0	0	6	6
213BBA3165	International Accounting & Reporting System	6	0	0	0	6	6
213BBA3166	Multinational Business Finance	6	0	0	0	6	6

213BBA3167	International Trade Policy & Strategy	6	0	0	0	6	6
213BBA3168	International Business and Strategy	6	0	0	0	6	6
213BBA3169	Export Documentation and Procedure	6	0	0	0	6	6
213BBA3170	Managing Innovation and Technology	6	0	0	0	6	6
213BBA3171	Intellectual Property Rights Management	6	0	0	0	6	6

## DISCIPLINE SPECIFIC ELECTIVE COURSE

### MARKETING

<b>213BBA3101</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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO	PSO	PSO	PSO
													1	2	3	4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	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>213BBA3102</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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
<b>CO1</b>	<b>S</b>	<b>M</b>						<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO2</b>	<b>S</b>	<b>M</b>						<b>L</b>		<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO3</b>	<b>S</b>	<b>M</b>	<b>L</b>	<b>L</b>		<b>L</b>	<b>M</b>	<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO4</b>	<b>S</b>	<b>M</b>	<b>L</b>	<b>L</b>		<b>L</b>	<b>M</b>	<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO5</b>	<b>S</b>	<b>M</b>				<b>L</b>	<b>M</b>	<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>

**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.

#### **ADDITIONAL REFERENCES**

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>213BBA3103</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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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 Hour**

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  
Hours****18**

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>213BBA3104</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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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 Kapfrer. 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 Kamperfer- 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>213BBA3105</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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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 Hour**

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>213BBA3106</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 makeconsumption decisions.

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

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M



**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>213BBA3107 Management</b>	<b>Personal Selling &amp; Sales Force</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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO	PSO	PSO	PSO
													1	2	3	4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**Unit 1: Personal Selling****8 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>213BBA3108</b>	<b>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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO	PSO	PSO	PSO
													1	2	3	4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	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>213BBA3109</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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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>213BBA3110</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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M



**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>213BBA3111</b>	<b>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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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.

**DISCIPLINE SPECIFIC ELECTIVE COURSE**

**FINANCE**

<b>213BBA3121 Services</b>	<b>Investment Banking &amp; Financial</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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO	PSO	PSO	PSO
													1	2	3	4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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**

Securitizationconcept, 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>213BBA3122 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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. YadavSurendra 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>213BBA3123 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M



**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 Hour**

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>213BBA3124 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	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 of India

<b>213BBA3125 Corporate 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO	PSO	PSO	PSO
													1	2	3	4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	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>213BBA3126 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	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  
Hours****18**

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"

**213BBA3127 Strategic Corporate Finance**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>

**Pre-requisite:** BBA17R206 **Course Category:** Discipline Specific Elective**Course Type:** 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	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 wiley 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

**213BBA3128 Behavioural Finance**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>

**Pre-requisite:**Basic knowledge about financial market**Course Category:**Discipline Specific Elective**Course Type:** 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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 Ellsberg'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>213BBA3129 Micro 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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. DevelopmentGateway- 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. PublicAffairs- New York- 2008.

<b>213BBA3130 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO			
													1	2	3	4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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 – Black-Scholes 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. Hull- 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>213BBA3131 ORisk 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
<b>CO1</b>	<b>S</b>	<b>M</b>						<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO2</b>	<b>S</b>	<b>M</b>						<b>L</b>		<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO3</b>	<b>S</b>	<b>M</b>	<b>L</b>	<b>L</b>		<b>L</b>	<b>M</b>	<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO4</b>	<b>S</b>	<b>M</b>	<b>L</b>	<b>L</b>		<b>L</b>	<b>M</b>	<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO5</b>	<b>S</b>	<b>M</b>				<b>L</b>	<b>M</b>	<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>



**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.

**DISCIPLINE SPECIFIC ELECTIVE COURSE**  
**HUMANRESOURCE**

<b>213BBA3141 HRD : 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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>213BBA3142 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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>213BBA3143 Management 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	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>213BBA3144 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO	PSO	PSO	PSO
													1	2	3	4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	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

<b>213BBA3145 Counselling &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 deal with 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 organisation

**CO2:** Apply specific tactics and strategies of counselling to change behaviour and performance

**CO3:** Understand the role and tasks of the counsellor and 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO			
													1	2	3	4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	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; Role conflicts of Managers and Counselling. Counselling Interventions in Organisations: Concept; Empathy; Listening and Responding; Effective Feedback; Performance Counselling; Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; 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>213BBA3146 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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, Rewardsystems for knowledge management, Knowledge audit, Benchmarking, Balance scorecard, Gap analysis.

**Reference(s):**

1. Lance A. Berger, Dorothy Berger- Talent management handbook- McGraw Hill NewYork.
2. Cappeli Peter- Talent on Demand –Managing Talent in an age of uncertainty- HarvardBusiness press.
3. Awad.E.M and Ghaziri.H.M- Knowledge management- Pearson educationInternational.
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>213BBA3147 Cross 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	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>213BBA3148 HR 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M



**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>213BBA3149 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	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>213BBA3150 Stress 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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>213BBA3151 Change 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
<b>CO1</b>	<b>S</b>	<b>M</b>						<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO2</b>	<b>S</b>	<b>M</b>						<b>L</b>		<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO3</b>	<b>S</b>	<b>M</b>	<b>L</b>	<b>L</b>		<b>L</b>	<b>M</b>	<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO4</b>	<b>S</b>	<b>M</b>	<b>L</b>	<b>L</b>		<b>L</b>	<b>M</b>	<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO5</b>	<b>S</b>	<b>M</b>				<b>L</b>	<b>M</b>	<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>

**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.

**DISCIPLINE SPECIFIC ELECTIVE COURSE****MANAGEMENT OF GLOBAL BUSINESS**

<b>213BBA3161 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):**

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M



**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 taxation 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>213BBA3162 Global 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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>213BBA3163 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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>213BBA3164 International 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	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>213BBA3165 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

### 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 and Multinational 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 Holzman Oscar- International Accounting and Reporting. New York- Macmillan Publishing Company.
5. Rathore, Shirin- International Accounting- Prentice Hall of India

<b>213BBA3166 Multinational 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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>213BBA3167 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):

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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>213BBA3168 International 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	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, DiversificationStrategies, 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>213BBA3169 Export 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 natures 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO			
													1	2	3	4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M



**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>213BBA3170 Managing 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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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. Shiomu Mainital 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>213BBA3171 Intellectual 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 Elective		<b>Course Category:</b> Discipline Specific		
<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	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**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))

## FOUNDATION COURSE

211ENG1304	<b>Human Values</b>	L	T	P	C
		3	0	0	3
Prerequisite: Nil		Course Category:			
		Course Type: Theory			

### Course Objective(s):

1. To know about universal human values and understand the importance of values in individual, social circles, career path, and national life.
2. To learn from case studies of lives of great and successful people who followed a practised human values and achieved self-actualisation.
3. To become conscious practitioners of human values
4. To realise their potential as human beings and conduct themselves properly in the ways of the world

### Course Outcome(s):

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

1. Understand the significance of human values, love and compassion in a classroom and start applying them in their life and profession
2. Identify and analyze the truth that tells us it is within our power to transform ourselves—to realize the spiritual beings that we focus the integrity in our life
3. Analyze and explain the means/ends model for differentiating violence from nonviolence and be able to articulate the positive and negative results.
4. To be a righteous influence in families, professions, civic responsibilities, social affiliations, students will follow the path of righteousness in their daily life.

### Mapping of Course Outcome(s):

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**UNIT I – Values****9 hours**

**Values** – Meaning and Definition – Types – Importance – **Love & Compassion** : Introduction – Meaning – Forms of Love – Love for self, Parents, Family, Friends, Spouse, Community, Nation, Humanity and other beings, both Living and Non living – Interrelation between Love & Compassion – Empathy – Sympathy – Non Violence – Practicing and non Practicing of Love and Compassion.

**UNIT II – Truth****9 hours**

**Truth** – Introduction – Meaning – Accuracy – Curiosity – discrement – Fairness – Fearlessness – honesty – integrity (unity of thought, word and deed) – Intution – Justice – Optimisim – Purity – Quest for knowledge – Reason - Self analysis – Sincerity – sprit of Enquiry – Synthesis – Trust – Truthfulness and determination – Practicing and Non Practicing of Truth.

**UNIT III – Non – Violence****9 hours**

**Non Voilence** – Introduction – Meaning – Need of Non Voilence – Prerequisites for Non voilence – Ahimsa ( Non voilence and Non- killing) – Values related to Non voilence (Pshychological and Social) – Practicing and Non Practicing of Non Voilence.

**UNIT IV – Righteousness****9 hours**

**Righteousness** – Introduction – Meaning – Righteousness and dharma – Righteousness and propriety – Values related to Righteousness – Values related to Right Conduct or Righteousness (Self help skills, Social skills and Ethical skills) – Practicing and Non Practicing of Righteousness. **Renunciation** - Introduction – Meaning – Renunciation and sacrifice – Self restrain and ways of overcoming greed – Practicing and Non Practicing of Renunciation

**UNIT V – Peace and Services****9 hours**

**Peace and Services** – Introduction – Meaning - Need of Peace – Peace vs harmony and balance – Attention – Calmness – Equality – Equanimity – Faithfulness – Focus – Gratitude – Happiness - humanity – Inner Silence – optimism – Patience – Selfconfidence – Self Control – Self discipline – Self Esteem – Self respect – Self Control – tolerance and Understanding – Practicing and Non Practicing of Peace. **Services** – Introduction and Meaning – Forms of Services – Service for Self, Parents, Family, Friend, Spouse, Community, Nation, Humanity and other beings—Living and Non-living, Persons in Distress or Disaster – Practicing and Non Practicing of Services.

**X components activities:****45 hours**

# Human Values

Week	Topic	Lecture Topic	X-Activity
1.	Truth	Introduction – Meaning of truth - Accuracy – Curiosity discernment – Fairness – Fearlessness – honesty	Guest lecture conducted on Truth
2.	Values	Meaning and Definition – Types – Importance Forms of love	Skit related to values (teams and topic will be decided earlier)
3.	Love and Compassion	Inter relation between love and compassion Practicing and non practicing of Love and compassion	Videos acted and recorded by students love and Compassion on these topics; task will be intimated earlier
4.	Integrity	Unity of thought, word and deed Intuition – Justice – Optimism – purity and quest for knowledge	PPT created on the topic of integrity
5.	Truth evaluation	Self analysis – Sincerity – spirit of Enquiry – Synthesis – Trust Truthfulness and determination – Practicing and Non Practicing of Truth	Student should write a story based on practicing and non practicing of violence (extempore)
6.	Non-violence	Introduction – Meaning of Non-violence – Need of Non-violence Prerequisites of Non-violence - Ahimsa	Student should create memes against non-violence (Memes assignment will be intimated earlier)
7.	Prerequisites of Non-violence	Non-violence and non Killing Values related to Non-violence – Psychological and Social	Student should collect news related to non-violence – make discussion and give solution (will be intimated earlier)
8.	Evaluation of Non-violence	Practicing of Non-violence Non Practicing of Non-violence	Student should create poster related to non-violence

Week	Topic	Lecture Topic	X-Activity
9.	Righteousness	– Introduction – Meaning – Righteousness and dharma Righteousness and propriety	Group discussion against righteousness – in class room
10.	Values	Values related to Righteousness Values related to Right Conduct or Righteousness	Debate against values related to righteousness
11.	Skills related to Righteousness	Self help skills, Social skills and Ethical skills Practicing and Non Practicing of Righteousness	Give one topic related to skills related to righteousness, student should present in chart
12.	Peace	Introduction – Meaning - Need of Peace – Peace vs harmony balance – Attention – Calmness – Equality – Equanimity – Faithfulness – Focus – Gratitude – Happiness - humanity – Inner Silence – optimism	Student should create video of group discussion for topic of peace and should play in the class room
13.	Service	Introduction and Meaning – Forms of Services Service for Self, Parents, Family, Friend, Spouse, Community, Nation, Humanity and other beings	Student should approach the folks directly and they have to help them and share the experience of that in class
14.	Renunciation	- Introduction – Meaning – Renunciation and sacrifice Self restrain and ways of overcoming greed	Audio assignment against the topic of renunciation
15.	Evaluation of Peace, Services and Renunciation	Practicing of peace, services renunciation Non Practicing of peace, services renunciation	Make a short film against practicing and non practicing of peace, service and renunciation

## SUGGESTED READINGS:

1. Joshi Rokeach (1973). The Nature of Human Values. New York: The Free Press
2. R S Nagarazan (2006) A text book of professional ethics and Human values, New age international publisher
3. A Foundation Course in Human Values and Professional Ethics - R R Gaur, R Sangal and G P Bagaria, First Edition, Excel Books.
4. A.N. Tripathy, 2003, Human Values, New Age International Publishers
5. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books



211CHY1101	Environmental Studies	L	T	P	X	Hr	C
		4	0	0	0	3	3
<b>Pre-requisite:</b> Basic knowledge of Chemistry at the higher secondary course level							
<b>Course Category: Foundation Course</b>				<b>CourseType: Theory</b>			

### Course Outcome

On completion of the course, the students will be able to

**CO1: Know the importance of environment a studies and methods of conservation of natural resources**

**CO2: Describe the structure and function of an eco system and explain the values and conservation bio-diversity**

**CO3: Explain the sources, environment a effects and control measures of various types of pollutions**

**CO4: Select the appropriate methods for waste management**

**CO5: Recall social issues and legal provision and describe the necessities for environmental act**

### Mapping of Course Outcome(s):

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO12	PSO 1	PSO 2	PSO 3	PSO 4
CO1	S	M						L	M	M		L	M	M	M	M
CO2	S	M						L		M		L	M	M	M	M
CO3	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO4	S	M	L	L		L	M	L	M	M		L	M	M	M	M
CO5	S	M				L	M	L	M	M		L	M	M	M	M

**Unit-1:Naturalresources****9hours**

Environmental Science: Definition, scope, importance and need for public awareness – Natural resources: forest resources, water resources, land resources, mineral resources, food resources and energy resources–Alternate renewable energy resources: An aerobic digestion, Bio-gas production–Role of alternate renewable energy resources in environmental impact – Role of an individual in conservation of natural resources.

**Unit-2:Eco system and biodiversity****9hours**

Ecosystem: Concept of ecosystem and ecology, types of ecosystem, structure of ecosystem (biotic and a biotic components)– Function of an ecosystem: Energy and nutrient flow, biogeochemical cycle (C, N, S and O cycle), food chains, food webs and ecological pyramids. Biodiversity: Definition, values of biodiversity– Hotspots of biodiversity–Threats To biodiversity–Endangered and endemic species of India– Conservation of bio diversity: In-situ and Ex-situ conservation of biodiversity.

**Unit-3:Environmental pollution****9hours**

Sources, consequences and control measures of air pollution, water pollution, soil pollution, thermal pollution and nuclear pollution – Environmental threats: Photochemical smog, London smog, acid rain, climate change, global warming (Greenhouse effect) and ozone layer depletion. – Pollution by trace elements (Hg, As, F, Pb and Cd): Biochemical effects, toxicology, toxicity, control and treatment– Fireworks: current environmental issues.

**Unit-4:Management of environmental pollution****9hours**

Causes, effects, treatments methods and control measures of solid waste, municipal waste, biomedical waste, E-waste – Removal of heavy metals by adsorption methods: Zeolite process, Ion-Exchange process, ultra filtration and reverse osmosis–Waste minimization techniques– Cleaner technology-Disaster management: floods, earthquake, cyclone, landslides and Tsunami.

**Unit-5:Social issues and the environment****9hours**

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. Green Campus: Definition, need for green campus, room for improvement(waste water recycling and solar powered appliances).

**Reference books:**

- 1) S.K.Dhameja, Environmental Engineering and Management, S.K.Kataria and Sons, New Delhi, 2015.
- 2) E.R.Nagarajan and A.Murugan, Environmental Science, Wiley Publishers, New Delhi, 2017
- 3) A. Kaushik and C.P. Kaushik, Environmental Science & Engineering, New Age international Publishers, New Delhi, 2010.
- 4) Gilbert M. Masters, Introduction to Environmental Engineering and Science, Pearson Education Pvt., Ltd., 2nd edition, 2004.
- 5) Erach Bharucha, Text book for Environmental Studies, UGC, New Delhi, 2004.

211ENG1302	<b>ENGLISH-I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>X</b>	<b>Hr</b>	<b>C</b>
		4	0	0	3	5	5
<b>Pre-requisite:</b> Basic knowledge of English							
<b>Course Category: Foundation Course</b>				<b>Course Type: Theory</b>			

### Course Description

This course aims at facilitating the student to understand the nuances of English Language through poetry, literary essays, biographies of eminent personalities, short stories of renowned writers and Grammar.

### Course Outcomes

- CO1: To understand the fundamentals of Grammar  
CO2: To understand simple literary texts.  
CO3: To apply the reading skills and practice it.  
CO4: To develop the quality of practical application of Grammar  
CO5: To apply the conversation practice in day to day life.

#### UNIT I

- How I became a Public Speaker – G.B.Shaw  
The Ballad of Father Giligan – W.B.Yeats  
The Umbrella Man; Television – Roald Dahl

#### UNIT II

- Swami Vivekananda – Chicago Speech of 1893  
The Conjuror's Revenge-Stephen Leacock  
La Belle Dame Sans Merci - John Keats  
Homecoming -R.Parthasarathy

#### UNIT III

- Principles of Good Writing-L.A.Hil  
Ulysses - Alfred Tennyson  
The Nose-Ian Crichton Smith  
Little Girls Wiser than Men-Leo Tolstoy

#### UNIT IV

##### Biography

- Bill Gates: A Biography - Michael B. Becraft  
I Dare! Kiran Bedi- Parmesh Dangwal  
My Autobiography- Charlie Chaplin  
Barracoon: The Story of the Last "Black Cargo"-Zora Neale Hurston

#### UNIT V- Grammar

- |                        |                     |
|------------------------|---------------------|
| ➤ Parts of the Speech; | ➤ Letter Writing,   |
| ➤ Prefix, Suffix;      | ➤ Drafting an Email |
| ➤ Idioms and phrases,  | ➤ Report Writing;   |
| ➤ Sentence Pattern;    | ➤ Curriculum Vitae  |
| ➤ Tenses;              |                     |

#### Text

- Henderson, Archibald. George Bernard Shaw, His Life and Works: A Critical Biography; India: Wentworth Press (2016)
- Gupta, Prashant, *The Life and Times of Bill Gates*; Prabhat Prakashan Publications, 2020

#### Reference Book

- Sparkles English For Communication. Board of Editors, Emerald Publishers, 2015

Course Code	Course Name	L	T	P	X	C	H
211TAM1301	TAMIL-I இக்காலஇலக்கியம்	3	0	0	3	4	
<b>Prerequisite</b>		<b>Syllabus Revision</b>					
<b>Course Category</b>	<b>Course Type</b>	<b>Course Level</b>					
<b>Foundational Course</b>	Theory	Level 1					

### அலகு 1

#### மரபுக்கவிதை

சஞ்சீவிபர்வதத்தின்சாரல்-பாரதிதாசன்

### அலகு 2

#### புதுக்கவிதை

1. பாரதியார்-முரசு
2. கவிமணி - பெண்கள்உரிமைகள்
3. கண்ணதாசன்-ஒன்றுஎங்கள்ஜாதியே
4. வைரமுத்து - தேசப்பாடகனுக்குத்தெருப்பாடகனின்அஞ்சலி
5. சிற்பி - அப்துல்கலாமின்வீணை
6. கல்யாண்ஜி - கண்டும்காணாமல்
7. தமிழ்ச்சிதங்கபாண்டியன்-புன்னகையின்வன்முறை
8. அ. வெண்ணிலா - அம்மாக்குழந்தை
9. சல்மா - விலகிப்போகும்வாழ்க்கை
10. சுகிர்தராணி - அம்மா
11. சக்திஜோதி - மீன்களைவரைபவள்
12. ஷக்தி - சந்தேகமேயில்லை

### அலகு 3

#### சிறுகதை

1. கு.அழகிரிசாமி-ராஜாவந்திருக்கிறார்
2. ச. தமிழ்ச்செல்வன்-வெயிலோடுபோய்
3. அம்பை-வாகனம்
4. ஜெயமோகன்-சோற்றுக்கணக்கு
5. புதுமைப்பித்தன்-காலனும்கிழவியும்

6. இரா. தமிழ்நேசன்-ஆதிமூதாதையரின்ஜீன்கள்
7. புதியமாதவி-ஒருபெரியாரிஸ்டின்ஜீபாவளி
8. சோ. தர்மன் - சோகவனம்
9. எஸ்.ராமகிருஷ்ணன்-தனிமையின்வீட்டிற்குஆயிரம்ஜன்னல்கள்
10. வண்ணதாசன்-ஒருசிறுஇசை

#### **அலகு 4**

#### **நாவல்**

கீதாரி - சு.தமிழ்ச்செல்வி

#### **அலகு 5**

#### **நாடகம்**

ஒளவை-இன்குலாப்

#### **பாடநூல்கள்**

1. சஞ்சீவிபர்வதத்தின்சாரல்-பாரதிதாசன் (உரையாசிரியர்முனைவர்கமலாமுருகன்), சாரதாபதிப்பகம், சென்னை, 2012.
2. கீதாரி - சு.தமிழ்ச்செல்வி, நியுசெஞ்சுரிபுக்ஹவுஸ், சென்னை, 2008
3. ஒளவை-இன்குலாப், அன்னம்அகரம்பதிப்பகம், தஞ்சாவூர்.

Course Code	Course Name	L	T	P	X	C	H
211ENG1305	<b>PROFESSIONAL SKILLS</b>	1	0	0	3	2	2
<b>Prerequisite</b>	Nil	<b>Syllabus Revision</b>					
<b>Course Category</b>	<b>Course Type</b>	<b>Course Level</b>					
<b>Foundational Course</b>	Theory	Level 1					

### Course Description:

Professional skills are required for an individual to be gainfully employed for a successful and satisfied life. Professional skills are part of life skills. An individual should be able to demonstrate professional skills involving the use of intuitive, logical and critical thinking, communication and interpersonal skills, not limited to cognitive/creative skills. These skills, behavior and quality of output enhance employability.

### Course Objectives:

- CO1:** To provide opportunity for realizing one's potential through practical experience.
- CO2:** To increase one's knowledge and awareness of emotional competency and emotional intelligence at place of study/work.
- CO3:** To develop interpersonal skills and adopt good leadership behavior for empowerment of self and others.
- CO4:** To set appropriate goals, manage stress and time effectively.
- CO5:** To manage competency- mix at all levels for achieving excellence with ethics.

### Syllabus

#### Unit – I – Career Skills

Goal Setting – Critical Thinking- Self-esteem – Social skills– Interpersonal Skills —Public Speaking

#### Unit – II Team skills

Communication- Active Listening - Preparing resume/CV – Interview –

#### Unit – III Presentation Skills

Creative Thinking – Social Cultural Etiquettes – Presentation Skills – Body Language

#### Unit – IV Leadership Skills

Problem Solving – Strategic Thinking Skills – Creativity

#### Unit – V Management Skills

Decision Making –Stress Management – Tips to relieve from stress – Yoga - Meditation

#### Textbooks:

1. Kevin Retz. *The Professional Skills Handbook for Engineers and Technical Professionals*, CRC Press, Taylor and Francis Group, London, 2019.
2. Stephanie Lynn Slocum. *SHE Engineers*. Engineers Rising LLC; 1st edition, 2018. USA.
3. Sangeetha Sharma and Binod Mishra. *Communication Skills for Engineers and Scientists*. PHI Learning, New Delhi. 2010.
4. Wolfgang Linden. *Stress Management: From Basic Science to Best Practice*. Sage Publications, New Delhi. 2005.

Course Code	Course Name	L	T	P	X	C	H
211ENG1306	<b>COMMUNICATIVE ENGLISH</b>	3	0	2	3	5	5
<b>Prerequisite</b>	Basic Communication	<b>Syllabus Revision</b>					
<b>Course Category</b>	<b>Course Type</b>	<b>Course Level</b>					
<b>Foundational Course</b>	Theory	Level 1					

### Course Description

This course aims to impart better writing skills by sensitizing the learners to the dynamics of effective writing. To build up the learners confidence in oral and interpersonal communication by reinforcing the basics of pronunciation specially focusing on interviews / corporate meetings / international business travels.

### Course Outcomes

1. To improve and mould students interactive skills in different environments
2. To develop and improve students listening capacity
3. To enrich and understand students in speaking ability in different situations
4. To enhance students reading in through the text
5. To gain knowledge about written statements

### Unit – I Language in Professional context

Conversation - types - face-to-face conversation - telephone conversation - situational conversation - advantages and disadvantages - etiquettes of conversation.

### Unit – II – Listening

Listening - types - techniques of effective listening - barriers of listening - steps to effective listening - listening to the audio including lyrics, telephone calls, seminar - understanding the questions asked in seminar- listening to read the text - ask some questions.

### Unit – III – Speaking

Speaking - types - importance of speaking skill - fluency - self-introduction - on the spot topic - story telling - narrate any incident - vote of thanks - presenting with Power Point Presentation- to describe any picture - group discussion - debate.

### Unit – IV – Reading

What is reading - types - strategies of effective reading - skimming - scanning - reading the text - interpret the text - reading comprehension - story sequencing – cloze reading – reading through visual presentation.

### Unit – V – Writing

Writing - types - process of writing skill - letter writing - curriculum vitae - minutes of meeting - welcome address - vote of thanks - mails -giving instructions.

### Text Books

1. Cambridge English: BEC Preliminary with answers. Cambridge University Press, New Delhi 2016.
2. ArunaKoneru, Professional Communication, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2008.

### Reference Books

1. Dr. A. Vimala, *Career Preparation and Talent Management*, Oviya Publication, Coimbatore
2. V. Shasikumar and P V Dhanija, *Spoken English*. Pub. By: Tata Mcgraw Hill, New Delhi
3. Mohan ,Krishna&MeeraBannerji . *Developing Communication Skills*. Macmillan India Ltd., Chennai. 2001.
4. Raman, Meenakshi& Sharma, Sangeetha. *Technical Communication*. Oxford University Press, 2011.

### Online References:

1. <https://en.wikipedia.org/wiki/Listening>
2. [www.cambridgeenglish.org/learning-english](http://www.cambridgeenglish.org/learning-english)
3. [www.cambridgeenglishonline.com](http://www.cambridgeenglishonline.com)
4. [www.writeandimprove.com](http://www.writeandimprove.com)
5. <https://www.youtube.com/watch?v=qxFtn9pGaTI>.

Category		L	T	P	X	Credits	H/W
AEC	BASICS OF STATISTICS						



<b>Code</b>		<b>2</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>5</b>
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**UNIT-I: Introduction to Probability**

Definitions of Probability – Axioms on probability – Conditional probability (Simple problems on the above topics)

**UNIT-II: Introduction to Statistics**

Definition of Statistics – Scope and Limitations of Statistics – Statistical investigation – Stages in conducting survey – Primary data vs Secondary data – Classification, Tabulation and presentation of data diagram(Simple problems on the above topics)

**UNIT-III: Measures of Central Tendencies**

Measures of Central tendency definition; Types of averages, median, mode, Arithmetic mean, Geometric mean, Harmonic mean, Quadratic mean, Relation between mean, median and mode(Simple problems on the above topics)

**UNIT-IV: Measures of Dispersion**

Definition and properties of dispersion – Absolute vs relative measure of dispersion – Skewness, Kurtosis, Range, Quartile deviation, Mean deviation and Standard deviation(Simple problems on the above topics)

**UNIT-V: Correlation and Regression**

Introduction – Types of correlation – Coefficient of Correlation – Rank Correlation – Regression – Principles of least square techniques – Fitting a straight line – Fitting a second-degree parabola(Simple problems on the above topics)