



**Syllabus of  
BBA**

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**Name of School:** School of Business

**Department:** Management

**Year:** 2016-2017

## Program Structure BBA

First Semester						
Sl. No.	Course Code	Course Title	L	T	P	C
1	BBA 111	Principles of Management	3	0	0	3
2	BBA 112	Financial Accounting	3	0	0	3
3	BBA 113	Microeconomics	3	0	0	3
4	BBA 114	Environment Management	3	0	0	3
5	BBA 115	Business Mathematics	3	0	0	3
6	BBA 116	Business Communication I	3	0	0	3
7	BBA 117	IT skills	3	0	0	3
8						
<b>Total Credits</b>						<b>3</b>

Second Semester						
Sl. No.	Course code	Course Title	L	T	P	C
1	BBA 121	Business Statistics	3	0	0	3
2	BBA 122	Cost Accounting	3	0	0	3
3	BBA 123	Macroeconomics	3	0	0	3
4	BBA 124	Business Law	3	0	0	3
5	BBA 125	Business Communication II	3	0	0	3
6	BBA 126	Principles of Marketing I	3	0	0	3
7	BBA 127	Organizational Behavior	3	0	0	3
<b>Total Credits</b>						<b>21</b>

Third Semester						
Sl. No.	Course Code	Course Title	L	T	P	C
1	BBA 211	Human Resource Management	3	0	0	3
2	BBA 212	Principles of Marketing II	3	0	0	3
3	BBA 213	Information Systems for Management	3	0	0	3
4	BBA 214	Business Environment	3	0	0	3
5	BBA 215	Production and Operations Management	3	0	0	3
6	BBA 216	E business	3	0	0	3
7	BBA 217	Financial Management	3	0	0	3
<b>Total Credits</b>						<b>21</b>

Fourth Semester						
Sl. No.	Course Code	Course Title	L	T	P	C
1	BBA 221	Research Methods	3	0	0	3
2	BBA 222	Marketing of Services	3	0	0	3
3	BBA 223	Project Planning and Management	3	0	0	3
4	BBA 224	Spreadsheet Based Decision Making	3	0	0	3
5	BBA 225	Operations Research	3	0	0	3
6		Elective 1	3	0	0	3
7		Elective 2	3	0	0	3
<b>Total Credits</b>						<b>21</b>

Fifth Semester						
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Sl. No.	Course Code	Course Title	L	T	P	C
1	BBA 311	Business Policy and Strategic Management	3	0	0	3
2	BBA 312	Entrepreneurship	3	0	0	3
3	BBA 313	Business Ethics and Corporate Governance	3	0	0	3
4	BBA 314	Summer Internship Project	0	0	0	6
5		Elective-3	3	0	0	3
6		Elective-4	3	0	0	3
7		Elective-5	3	0	0	3
8		Elective 6	3	0	0	3
<b>Total Credits</b>						<b>27</b>

Sixth Semester						
Sl. No.	Course code	Course Title	L	T	P	C
1	BBA 322	Industrial Research Project (last 3 months)	0	0	0	9
2						
3						
4						
5						
6						
7						
<b>Total Credits</b>						<b>9</b>

Elective Courses						
Sl. No.	Course Code	Course Title	L	T	P	C
1	MKT 241	Sales and Distribution Management	3	0	0	3
2	MKT 242	Digital marketing	3	0	0	3
3	FIN241	Money and Capital Markets in India	3	0	0	3
4	FIN242	Financial Markets and Institutions	3	0	0	3
5	HRM241	Performance Management	3	0	0	3
6	HRM242	Compensation & Reward Management	3	0	0	3
7	MKT 351	Retail Management	3	0	0	3
8	MKT 352	Brand Management	3	0	0	3
9	MKT 353	Advertising Management	3	0	0	3
10	MKT 354	Consumer Behavior	3	0	0	3

11	FIN351	Financial Services	3	0	0	3
12	FIN352	International Finance	3	0	0	3
13	FIN353	Working Capital Management	3	0	0	3
14	FIN354	Investment Management	3	0	0	3
15	HRM351	Organizational change and Development	3	0	0	3
16	HRM352	Industrial Relations and Labor Laws	3	0	0	3
17	HRM353	Training and Development	3	0	0	3
18	HRM354	International HRM	3	0	0	3

BBA	
Semester	Credits
1	21
2	21
3	21
4	21
5	27
6	9
	120

**Bachelor of Business Administration**  
**Detailed Syllabus**  
**2016-19**

## Bachelors of Business Administration

<b>BBA 111</b>	<b>Principles of Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

### Course Background and Learning Objectives:

One of the most popular definition of management is the “art of getting things done through people”, given by Mary Parker Follet. There is a lot of debate whether management is an art or science. The art part of management deals with the application of knowledge. But management is not merely application of knowledge. It involves acquisition of knowledge i.e., science. With increasing business complexities the style and pattern adopted by most organization operating both at a national as well as international level have undergone a drastic change. Management has always focussed on developing new innovative products for the evolving customers. This concept has moved now from developing innovative products to developing organizations systems. Therefore this involves having goals to be accomplished with the help of human capital. These goals and plans have to be organized, lead and controlled. There are managers all over the organization taking care of these goals. In the challenging times efficient and effective managers can make a real difference in the world. Managers make a difference by influencing the development of new products and services. They also make a difference by supporting the people who work for them. Managers bring the distinction from other organizations. Managers make a real difference by reconciling organizational activities with ecological, social, and political concerns across the globe.

Management is a basic function at work place. These *management principles* are (i) division of work, (ii) authority and responsibility, (iii) discipline, (iv) unity of command, (v) unity of direction, (vi) subordination of individual interest to general interest, (vii) remuneration, (viii) centralisation, (ix) scalar chain, (x) order, (xi) equity, (xii) stability of tenure of personnel, (xiii) initiative, and (xiv) *esprit de corps*.

The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with basic concepts and styles of management and their applications to managerial decision-making to sustain the business in long-run
- To assist students in understanding of what it means to be a manager confronting change in a dynamic global environment. This will help in identify roles of leadership in business. It will further introduce to real managers taking the decision taking dilemmas and overcoming it in the complex business scenario with the help of case studies.
- This course will prepare students for external challenges that arise due to different situations to demonstrate their personal characteristics using management skills.

### Text Book:

1. P. C. Tripathi & P. N. Reddy, *Principles of Management*, 4<sup>th</sup> Edition, New Delhi, Tata McGraw Hill, 2013.

### Reference Books:

1. McWilliams, *Principles of Management*, 5<sup>th</sup> Edition, Mason, OH: South-Western Cengage

Learning, 2009.

2. R. W. Griffin, *Principles of Management*, Boston, MA: Houghton Mifflin Co., 2007.
3. F. W. Taylor, *The Principles of Scientific management*, Dover Publications, 2012.
4. Harold Koontz and Cyril O'Donnell, *Principles of management: An analysis of managerial functions*, 5<sup>th</sup> Edition. New York: McGraw Hill, 2010.
5. Henry Herman Albers, *Principles of Management: a modern approach*, New York: Wiley.
6. Peter F Drucker, *Peter Drucker on the Profession of Management*, Boston, Mass.: Harvard Business School Press, 1998.
7. Stephen P Robbins, Mary K Coulter & Neharika Vohra, *Management*, 10<sup>th</sup> Edition, Pearson Publication, 2013.

**Course Content:**

**Unit I: Introduction and Evolution of Management 9 Lecture Hours**

Management: Concepts, definition and importance; Management as Art, Science and Profession; Principles and Functions of management; Evolution of Management thought: Classical Theories I: Scientific management, administrative management and bureaucracy; Neo Classical Theories: Human relations movement, Behavioural Theories; Modern management theories: Systems theory, Contingency theory, Management Science.

**Unit II: Managerial roles 7 Lecture Hours**

Mint berg's Managerial Roles; Management Levels - Top, middle and bottom level; Management Skills - Conceptual, Human and Technical skills; Management challenges - Globalisation and Management.

**Unit III: Management Process and Planning 6 Lecture Hours**

Planning: Concept & Objectives; Types and Steps in Planning; Strategic Planning; Management by objectives (MBO); Decision Making and forecasting Techniques; Steps in Decision Making.

**Unit IV: Organizing and Staffing 6 Lecture Hours**

Organizing: definition and characteristics; Organisational Structure: Types; Formal & Informal Structure; Authority, responsibility, accountability and span of control; Departmentalization; Delegation of Authority; centralization and decentralization; Staffing: meaning, function, and concept.

**Unit V: Directing and Controlling 6 Lecture Hours**

Directing: Definition and Nature; Motivation - Maslow's Need Hierarchy, Herzberg's Hygiene and McGregor's Theories; Leadership: definition & styles; Communication - definition, process, types and barriers, Controlling - Meaning and significance; Process of Control and types of control; Contemporary issues in controlling.

**Unit VI: Ethics & Corporate Social Responsibility 6 Lecture Hours**

Ethics-definition, meaning and importance; Basic approaches to Ethics; Ethical and Unethical Behaviour; Codes of Ethics; CSR- meaning, definition and importance; Areas of corporate social responsibility; Whistle Blowing; Tools of Ethics: Values, duties, rights & moral rules; Encouraging ethical Behaviour and Creating an ethical workplace; Current corporate social responsibility and ethics issues

<b>BBA 112</b>	<b>Financial Accounting</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

### Course Background and Learning Objectives:

As the language of business, accounting provides terminology, frameworks, and concepts to record, analyze and understand the financial consequences of business activities. Realizing the significance of financial accounting, this course is designed to facilitate better understanding of the fundamentals of financial accounting. It would comprise of conceptual framework of accounting, accounting principles and preparation of main accounting books i.e. journal and ledger as well as final accounts. Besides this, it would also cover depreciation accounting. It also focuses on understanding both the uses and the limitation of financial accounting.

The *learning goals and objectives* of this course for students to pursue management education are:

- To develop understanding of fundamental accounting concepts, basic accounting vocabulary, objective and role of accounting information.
- To develop understanding of recording of transaction so as to present data in an accurate and meaningful manner.
- Use accounting information as a basis for decision-making based on the analysis and interpretation of data from financial statements.

### Text Book:

1. Sofat, R. &Hiro P., *Basic Accounting*, 3rd edition, PHI Learning, New Delhi, 2013.

### Reference Books:

1. Tulsian, P.C., *Financial Accountancy*, 2<sup>nd</sup> edition, Pearson Education, 2013.
2. Maheshwari, S.N. and Maheshwari, S. K., *An Introduction to Accountancy*, 2<sup>nd</sup> edition, Vikas Publishing House, 2010.
3. Bhattacharyya, Asish K., *Essentials of Financial Accounting*, Prentice Hall of India, 2011.

### Course Content:

#### Unit I: Introduction to Accounting 4 Lecture Hours

Meaning of Accounting, Accounting as a Source of Information, Objectives of Accounting, Role of Accounting, Basic Terms in Accounting, Accounting: Concepts & Conventions, Accounting Standards

#### Unit II: Recording of Transactions 11 Lecture Hours

Understanding Accounting Cycle, Accounting Equation, Types of account, Rules of debit & credit, Journal, Ledger, Subsidiary books (Cash Book, Purchases (Journal) Book, Sales (Journal) Book, Balancing the Accounts, Preparation of Trial Balance, Searching of Errors, Rectification of Errors.

#### Unit III: Depreciation-Provisions & Reserves 5 Lecture Hours



Meaning and Need of Depreciation, Methods for providing Depreciation (Overview), Straight Line Method of Depreciation, Diminishing value method of Depreciation, Meaning of Reserves & Provision, Difference between Reserves & Provision.

#### **Unit IV: Preparation of Financial Statements**

**11 Lecture Hours**

Distinction between Capital and Revenue, Types of Financial Statements, Preparation of Financial Statements- Trading and Profit and Loss Account, Balance Sheet, Need for Adjustments, Adjustment Entries-Closing Stock, Depreciation, Adjustment Entries- Outstanding Expenses, Prepaid Expenses, Accrued Income, Income Received in Advance, Bad Debts, Provision for Bad and Doubtful Debts, Provision for Discount on Debtors, Interest on Capital, Interest on Drawings, Reading of Annual Report.

#### **Unit V: Analysis of Financial Statements**

**9 Lecture Hours**

Need and purpose of analysis of Financial Statements; Tools for analysis of financial statements, horizontal and vertical Statements; Ratio Analysis- Liquidity, Solvency, Market Ratios.

<b>BBA 113</b>	<b>Microeconomics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

#### **Course Background and Learning Objectives:**

Microeconomics is a course, through which students will learn to apply an analytical approach to the study of how individuals and societies deal with the fundamental problem of scarce resources. This approach is applied to everyday decisions faced by individuals as they try to maximize their utility, to businesses that try to maximize profits and to the whole of society as it attempts to use its resources efficiently. Topics covered in class will include: supply and demand; consumer theory; the theory of the firm under perfect competition, monopoly and other market structures and factor markets. The economic principles learnt in microeconomics can be applied in many real life situations, whether the future finds you reading the newspaper, running a business, or sitting in the work place. The purpose of this course is to give students a thorough understanding of the principles of economics that applies to the functions of individual decision makers, both consumers and producers, within the economic system. The successful completion of this course should allow students to take better managerial decisions.

The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with basic concepts and techniques of microeconomic analysis and their applications to managerial decision-making to sustain the business in long-run.
- To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices to maximize profit, market share, managerial interests, national interests, social and environmental benefits.
- To critically analyse situations for forward thinking through creativity.

#### **Text Book:**

1. D. N. Dwivedi, *Microeconomics, Theory and Applications*, 2<sup>nd</sup> edition, Pearson Education, 2013.

**Reference Books:**

1. William A. McEachern & Simrit Kaur, *Principles of Microeconomics*, 2<sup>nd</sup> edition, Pearson Education, 2012.
2. Neva Goodwin, Nelson, *Microeconomics in context*, 2<sup>nd</sup> edition, PHI Learning, 2009.
3. Geetika, G., and Ghosh, Piyali, *Managerial Economics*, 2<sup>nd</sup> edition, Pearson Education, 2009.

**Course Content:**

**Unit I: Introduction to Microeconomics**

**6 Lecture Hours**

Introduction to Microeconomics, Economics is a Social Science, Two Major Branches of Economics, Microeconomics As a positive and normative Science, The Uses of Microeconomic Theories and limitations of Microeconomic Theories.

**Unit II: Supply-Demand Analysis and Consumer Behavior**

**12 Lecture Hours**

The Concept of Market, The Demand Side of the Market, Meaning, Law of Demand, The Demand Side of the Market, Factors behind the Law of Demand; The Supply Side of the Market, Law of Supply Shifts in the Supply Curve, Case study: Power for All: Myth or Reality, Theory of Consumer Demand: Utility Approach, Cardinal utility approach, The Law of Diminishing Marginal utility, Consumer Equilibrium, Ordinal utility approach, Properties of Indifference curves, consumer Equilibrium, Marshallian Concept of Consumer Surplus, Price Elasticity of Demand, Measuring Arc and Point Elasticity of Demand, Determinants of Price Elasticity of Demand; Price Elasticity of Supply, Definition and Measurement, Mathematical Illustrations on Price Elasticity of Demand & Supply.

**Unit III: Production, Cost and Profit Analysis of the Firm**

**12 Lecture Hours**

Meaning of Production, Input and output, Theory of production in short-run [relationship among total, average and marginal productivity of labour, law of diminishing returns, Theory of production in long-run expansion path, and returns to scale, The Isoquant curve, Derivation and properties of Isoquant curve, Isoquant map and economic region of production, Cobb-Douglas production function and returns to scale, Types of costs in short-run [fixed, variable, total, average, marginal, break-even analysis, shut-down point], Types of costs in long-run [total, average, marginal, and inter-relationships].

**Unit IV: Market structure**

**10 Lecture Hours**

Perfectly competitive market [characteristics, supply and demand curve], Perfectly competitive market [profit maximizing price determination in short-run and long-run Monopoly characteristics, demand curve]; Cost and Revenue curves under monopoly, Price Discrimination under monopoly; Monopolistic Competition characteristics, supply and demand curve, profit maximizing price determination in short-run and long-run, Monopolistic competitive market [product differentiation (advertising and brand names), solve problems, Excess Capacity under Monopolistic competition.

<b>BBA 114</b>	<b>Environment Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

### **Course Background and Learning Objectives:**

The word environment was derived by French word *environer* which means to encircle or surround. In 21<sup>st</sup> century we are confronted with two conflicting scenarios for future of human kind. On the one hand we plan to visit the mars; information technology and much other advancement. On the other hand we are facing problems related with population growth, starved of resources ad chocked with pollution. It is a beyond doubt the fact that the environmental degradation is exponentially destabilizing our lives. In recent years, there are many questions about the environment that might vibrate any one's ethics. Why are people getting sick so frequently? Why don't people get pure air and water? Why there are huge jams on the roads everywhere? Why the weather is changing so frequently? Why the natural resources such as forests diminishing? Moreover, as one go about his/her life, he/she put together so many questions which are interlinked with environmentbut very difficult to answer. At this point environmental management play its role and comes into picture. It is a procedure that industries, companies, and individuals undertake to regulate and protect the health of the natural world. In most cases, it does not actually involve managing the environment itself, but rather is the process of taking steps and promoting behaviours that will have a positive impact on how environmental resources are used and protected make many global decisions. During student carrier one has to be aware of pollution and degradation of environmental resources. Students should know why urban environment is more influenced by human activities than the rural environment. How urban air, water, soil are loaded with various types of chemicals and wastes. The plant and animal diversity is much less in urban than the rural. The environmental management, which will be discussed in this course, will give you a new perspective on how best to make these decisions towards the safety and concern related with environment. The guiding principles of environmental management:

- (i) Should be multidisciplinary in its approach,
- (ii) Should emphasize active participation in preventing and solving environmental problems,
- (iii) Focus on current and future environmental situation alternatives,
- (iv) Should promote the value and necessity of local, national and international co-operation in the solution of environmental problems

The **learning goals and objectives** of this course for students to pursue management education are:

- To acquaint students with basic concepts and techniques of environmental studies and their applications to managerial decision-making to sustain the business in long-run without damaging environment. It establishes environmental goals for the organization, with policy, environmental impacts, the views of interested parties and other factors.
- To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices to maximize profit and environmental benefits.
- To critically analyse situations for forward thinking through creativity. Ensure that your employees are trained and capable of carrying out their environmental responsibilities, to be able to understand and apply environment management tools and techniques like effective use of natural resources and Environment Impact Assessment (EIA) process, and to promote awareness for integrated development with full concern for environmental sustainability.

### **Text Book:**

1. R. Rajagopalan, *Environmental Studies*, 2<sup>nd</sup> edition, Oxford University Press, 2013.

### **Reference Books:**

1. Benny Joseph, *Environmental Studies*, 2<sup>nd</sup>edition, Tata McGraw Hill, 2013.

2. E.P. Odum, *Fundamentals of Ecology*, 5<sup>th</sup> edition, Cengage India, 2005.
3. Robin Leichenko, Karen O'Brien, *Environmental Change and Globalization: Double Exposures*, Oxford University Press, 2008.
4. G.T. Miller, *Environmental Science*, Cengage India, 13e, 2012.
5. P. VenugopalaRao, *Principles of Environmental Science and Engineering*, Prentice Hall India
6. Lisa Swallow, *Green Business Practices for Dummies*, Wiley Publications, 2009.

**Course Content:**

**Unit I: Introduction**

**5 Lecture Hours**

Definition of environment, Need of public awareness about environmental issues, Segments of environment, Importance of healthy Environment, Ecosystem-definition, Ecosystem-classification and components function of ecosystem, Biogeochemistry, Working of different cycles-I, Working of different cycles-II.

**Unit II: Sustainable Development**

**9 Lecture Hours**

Definition, principle, parameter and challenges. Biodiversity: classification, measurement conservation, Natural resources: availability & problems. Minerals & Energy Resources, Classification of energy resources: Non-renewable and renewable; Fossil fuels, nuclear energy, hydroelectric energy, solar, wind resource, : biomass, biogas and hydrogen fuel energy, Pollution: Environment pollution, Water pollution, Solid waste management & hazards waste management, Climate change-issues and impact, Strategy Adaptation to climate change.

**Unit III: Current Environmental Issues**

**6 Lecture Hours**

Problem with urbanization and automobile pollution and their control, adverse effects of Pollution: Climate change, Greenhouse effect, Global warming, Acid rain and ozone layer depletion.

**Unit IV: Environmental Protection and Control Measures**

**14 Lecture Hours**

Government initiatives i.e. air protection act, Water protection act, Environmental protection act, Judicial Intervention, Role of NGOs, Case Studies – Bhopal Gas Tragedy, Water Borne and water induced diseases, Arsenic problem in drinking water, Environment Impact Assessment (EIA)- definition, EIA- methodology and process.

**Unit V: Environment and Modern Business**

**6 Lecture Hours**

The New Business Playing Field, Environment Strategy within the Organization, Defining Key Performance, Measurement Metrics, Sustainability of leading companies, Green practices of leading companies.

<b>BBA 115</b>	<b>Business Mathematics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

The objective of this paper is to develop student's familiarity with the basic concept of Mathematics and broad based knowledge of mathematics with emphasis on business applications. Also, this course will provide an exposure about the Mathematics, commonly used in business management and it can be made

more effective in some cases by use of more advanced mathematics such as calculus, matrix algebra and linear programming. Furthermore, the course will help the students to understand basic mathematics relevant to business and commerce as well.

The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with basic concepts and techniques of Mathematics and their applications to managerial decision-making to sustain the business in long-run.
- To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices to maximize profit, minimize loss, managerial decisions, and national interests, social and environmental benefits.
- To critically analyze situations for forward thinking through creativity.

### **Text Books**

1. G.C.Sharma &Madhu Jain,*Business Mathematics*Galgotia Publications Pvt. Ltd, (2006).
2. Mritunjay Kumar, *Business Mathematics*,Galgotia Publishing Company, 2014.

### **Reference Books**

1. Raghavachari, M, *Mathematics for Management*, McGraw Hill Education, 2004.
2. Trivedi, *Business Mathematics*, 1st edition, Pearson Education, 2010.
3. D.C. Sancheti and V.K. Kapoor,*Business Mathematics*, Sultan Chand & Sons, 2005.

### **Course Content:**

#### **Unit 1: A review to elementary mathematics**

**7 Lecture Hours**

Introduction, Properties of Real Numbers, Absolute values and its properties; Functions: Meaning and definition of function, Different types of functions: Linear, Quadratic. Functions used in Economics and Commerce: Supply function & Demand function, Cost function, Revenue function, Profit function. Ratio-Definition, Continued Ratio, Inverse Ratio; Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Variation, Inverse Variation, Joint Variation; Percentage-Meaning and Computations of Percentages.

#### **Unit 2: Set Theory**

**10 Lecture Hours**

Sets, Subsets, Equality of two sets, Null set, Universal set, Complement of a set, Union and intersection of sets. Difference of two sets, Venn diagram, De Morgan's laws, Cartesian product of two sets, Applications of set theory.

#### **Unit 3: Coordinate Geometry**

**5 Lecture Hours**

Distance between two points in  $R^2$ , Slope of a line, Area of a triangle, Area of quadrilateral, Slope of a line, General equation of straight line, some standard forms of equations of straight line: Equation of a line joining two given points, Equation of a line having slope and passing through a given point, Equation of a line having slope and making intercept on Y axis, Equation of a line making intercepts on both axis, Concept and Properties of parallel and perpendicular lines.

**Unit 4: Principles of Counting**

**5 Lecture Hours**

Permutations and Combination, Concept of Factorial, Principles of Counting, Permutation with Restriction, Circular Permutation and Combination with Restriction; Mathematics Induction Principle; Sequences & Series - A.P. & G.P.

**Unit 5: Matrices and Determinants**

**7 Lecture Hours**

Determinants: Definition of determinants, Basic properties of determinants (without proof), Solutions of linear equations in two and three variables using Cramer's formula, Matrices: Definition of a Matrix, Types of Matrices, Equality, Addition, Subtraction of Matrices, Scalar Multiplication of a Matrix, Multiplication of two Matrices, Transpose of a Matrix, Orthogonal Matrix, Adjoint of a Matrix, Inverse of a Matrix, Solution of linear equations in two and three variables using inverse Matrix, The Gaussian Elimination method, Application of Matrices to Business Problems Input Output Analysis

**Unit 6: Differential and Integral Calculus**

**6 Lecture Hours**

Optimization Using Calculus, Absolute and Local- Maxima and Minima, Optimization in case of Multi-variate functions, Derivative as a Rate Measure, Applications in Business; Meaning and definition of Integral & Integration, Indefinite and Definite Integration, Rules of Integration (without proof) Business application: Total cost from Marginal cost, Total revenue from Marginal revenue Consumer's or Producer's surplus, Learning Curve.

<b>BBA 116</b>	<b>Business Communication I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

Business communication curriculum plays an integral role in preparing students for the workforce. In order for students to succeed in the ever-changing world of business, the course is focused on creating reading, writing and speaking skills. Proper self expression, social communication, voice modulation and business etiquettes form the rest of this course.

The *learning goals and objectives* of this course for students to pursue management education are:

- Improve reading and comprehension skills of the students.
- Enable the students to develop and enhance skills for drafting clear and concise business letters.
- Develop confidence and conquer stage fear.
- Develop confidence by learning business etiquettes.

**Text Book:**

1. Lehman, C.M., DuFrene, D.D., Sinha, M., *BCOM*, Cengage Learning, 2014.

**Reference Book:**

1. Butterfield, J., *Soft Skills for Everyone*, Cengage Learning, 2012

**Course Content:**

**Unit I: Introduction to Communicative English**
**5 Lecture Hours**

Introduction to communicative English and its significance in business organizations, Definition; Objective of communication, Communication process; Elements of communication, Dimensions of communication; Channels of communication; Effective communication, Principles of communication. Barriers of Communication. Over-coming barriers of communication.

**Unit II: Interpersonal Communication and Types of Communication**
**3 Lecture Hours**

Communication and the self; Communication Styles, Interpersonal influence, Verbal and Non-verbal Communication.

**Unit III: Listening Skills**
**3 Lecture Hours**

Types; Strategy of listening, improving listening skills, Case Study the Farewell Speech.

**Unit IV: Planning Written and Spoken Messages**
**3 Lecture Hours**

Determining the purpose and type of message, choosing a channel and medium, organizing the message, preparing the first draft.

**Unit V: Business Letter Writing**
**8 Lecture Hours**

Need, Functions and Kinds of Business Letters, Layout of Letter Writing, Types of Letter Writing: Preparing Good and Neutral News Messages, Routine Claims, Routine Requests, Procedural Messages- Circulars, Agenda, Notice, Office Orders, Memorandums, Preparing Bad News Messages, Preparing Persuasive Messages, Revising Written Messages.

**Unit VI: Communicating Electronically**
**6 Lecture Hours**

Advantages of E-mail, Guidelines for preparing E-Mail messages, Effective use of E-mail, Voice and Wireless Communication, Cell Phone Calling, Teleconference, Videoconferencing.

**Unit VII: Business Etiquettes**
**5 Lecture Hours**

Introductions, Greetings and Art of Conversation, Dressing and Grooming, Norms of Business Dressing, Business Meals. Table Manners.

**Unit VIII: Designing and Delivering Business Presentation**
**7 Lecture Hours**

Planning an Effective Business Presentation, Organizing the Content, Designing Presentation Visuals, Audience analysis. Managing stage-fright & anxiety, Handling & managing queries & responses.

<b>BBA 121</b>	<b>Business Statistics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

Statistics is a mathematical body of science pertaining to the collection, analysis, interpretation or explanation, and presentation of data. Statistics is usually considered to be a distinct mathematical science rather than a branch of mathematics. Statistical techniques are used in a wide range of types of scientific and social research, including: biostatistics, computational biology, computational sociology, network biology, social science, sociology and social. Statistics form a key basis tool in business and manufacturing as well.

Business statistics deals with what it is, how and when to apply statistical techniques to decision – making situations and how to interpret the result. Some issues this course addresses are descriptive and inferential

statistics is data collection, probability, sampling, correlation, regression, time series, index number and hypothesis. In this student shall understand how to take decision, interpret result and use statistical techniques in different fields.

The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with basic concepts and techniques of Statistics and their applications to managerial decision-making to sustain the business in long-run.
- To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analysing alternatives properly, and making the best choices to maximize profit, minimize loss, managerial decisions, and national interests, social and environmental benefits.
- To critically analyse situations for forward thinking through creativity.

### Text Books

1. Richard I Levin and David S.Rubin, *Statistics for Management*, Pearson Education.
2. Mritunjay Kumar, *Business Statistics*, (2014) Galgotia Publishing Company.

### Reference Books

1. Chandran J. S., *Statistics for Business and Economics*, Vikas Publications, 1998.
2. Beri, G.C., *Statistics for Management*, Tata McGraw-Hill, 2008.

### Course Content:

#### **Unit 1: Introduction to Statistics, Central Tendency, Dispersion 7 Lecture Hours**

Role of statistics: Application of inferential statistics in managerial decision-making; Measures of central tendency: mean, median and mode and their implications; measures of Dispersion: range, Skewness, standard deviation and mean deviation.

#### **Unit 2: Probability 10 Lecture Hours**

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Bayesian analysis, and its application. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

#### **Unit 3: Estimation Theory and Hypothesis Testing 8 Lecture Hours**

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Squared test in testing of the hypothesis.

#### **Unit 4: Forecasting Techniques 8 Lecture Hours**

Correlation and Regression: Meaning and uses; various methods of calculation of coefficients and their analysis and implication; two variable and multi variable regression.

#### **Unit 5: Time Series Analysis 7 Lecture Hours**

Index numbers – aggregative & average of price relative methods. Time series analysis – trend analysis using moving average & regression analysis, seasonal, cyclical & irregular factors. Statistical elimination of cyclical factors.

<b>BBA 122</b>	<b>IT Skills</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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Version 1.01	Date of Approval	4	0	0	3
Prerequisite					
Co-requisites					

### Course Background and Learning Objectives:

In the past two decades, computers have reshaped our lives at home, work or school. The vast majority of businesses now use computerized equipment in some way and most companies are networked both internally and externally. Employees who once had little use for technology now interact with computers almost every minute of the workday. It there for becomes essential for all business graduates to understand how this machine works and more importantly how to use it in their professional lives in the near future. The knowledge and skills that one gains from the course should pay dividends in the future, as computers become even more common at home and at work.

The *learning goals and objectives* of this course for students to pursue management education are:

- Students should be able to understand and describe how computers are used in various sectors of our society, Identify the types of computers they ETE around them and understand the basic functionalities of each one of them, Understand the working of different components in a microcomputer and the role played by each in the overall working of the machine.
- Identify the benefits of using computer networks and what they are made up of; understand the reasons for creation of the Internet and the major services that one can access using Internet.
- Develop a basic familiarity for working with the most commonly used productivity suites and apply these skills in business scenarios.

### Text Book:

1. Peter Norton, *Introduction to computers*, 4<sup>th</sup> edition, Tata McGraw Hill, 2013

### Reference Books:

1. Efraim Turban and Linda Volonino, *Information Technology for Management*, Wiley, 2012.
2. John Walkenbach, *Microsoft Excel 2010 Bible*, Wiley Publication, 2012.

### Course Content:

#### **Unit I: Introduction to Basics of Computers 7 Lecture Hours**

Why Computers? Computer organization: Classification, Components, Capabilities, Characteristics, limitations & Excel exercises.

#### **Unit II: Essential Components of Computer Hardware 9Lecture Hours**

CPU Architecture, CPU working and Performance Factors, Memory Hierarchy and primary memory, Secondary Memory, Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory. Input devices: Voice speech devices, MICR, OMR, Bar code reader, Output devices - Visual Display Unit, printers, plotters & Excel exercises.

#### **Unit III: Essential Components of Computer Software 7 Lecture Hours**

Introduction; Types of software with examples, Introduction to languages, compiler, interpreter and assembler, Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system & Excel exercises.

**Unit IV: Computer Networks**
**12 Lecture Hours**

Overview of Computer Networks, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc.), Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet .Excel exercises.

**V: Foundation of Information Systems**
**5 Lecture Hours**

Real world information system, Components of Information System, Competing with Information Technology; Fundamentals of strategic advantage & Excel exercises

<b>BBA123</b>	<b>Macroeconomics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

Business takes place in the broad context of the macro economy; hence an understanding of factors that influence the overall economy is essential for managers. Macroeconomics course provides an introduction to the language and data of aggregate economy. This course is designed to give the students a clear understanding of the basic concepts and macroeconomic policy issues. This course would also provide analytical tools for macroeconomic analysis. This course comprises of measurement and determination of national income; the multiplier; fiscal policy; budget deficits; monetary policy; aggregate supply and aggregate demand; IS- LM analysis and stabilization policy for unemployment and inflation.

The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with basic concepts and techniques of macroeconomic analysis and their applications to managerial decision-making to sustain the business in long-run.
- To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices in a given condition.
- To critically analyse situations for forward thinking through innovation.

**Text Book:**

1. Vanita Agarwal, *Macroeconomics Theory and Policy*, 4<sup>th</sup> edition, Pearson Education, New Delhi, 2013.

**Reference Books:**

1. William A. McEachern & A. Indira, *Principles of Macroeconomics*, 1<sup>st</sup> edition, Cengage India Learning, 2013
2. R. Glenn Hubbard & Anthony Patrick O'Brien, *Macroeconomics*, 1<sup>st</sup> edition, Pearson Education, 2007.
3. V.K. Pailwar, *Economic Environment of Business*, 1<sup>st</sup> edition, PHI, Private Limited, New Delhi, 2008.

**Course Content:**
**Unit I: Overview of Macro economics & Basics**
**6 Lecture Hours**

Macroeconomics Concepts, Background of Macroeconomics, Need and Limitations of Macroeconomics, Macroeconomics in developed and developing nations, Difference between micro and

macroeconomics The circular flow of income and expenditure: Introduction ,Two sector of Economy-Continued, The circular flow of income and expenditure: Three sector and four sector of Economy.

### **Unit II: National Income and its Determination**

**10 Lecture Hours**

National Income: Introduction-Continued, National Income aggregates, Measurement of National Income,-Continued, Measuring inflation: Real income, money income, consumer price index: concept and practical problems ,Case Study: Impact of Oil prices on Inflation, Mathematical Illustrations on National Income, The Classical Model of Income Determination: Introduction, The Classical Model of Income Determination: Say's Law ,The Classical Model of Income Determination: Output and Employment in the classical model , Keynesian Model of Income Determination: Aggregate Demand in a Two Sector Economy , Consumption Function, Saving Function ,Keynesian Model of Income Determination: Shifts in Aggregate Demand and The Multiplier, Applicability of the multiplier to less Developed countries , Mathematical Illustrations on National income Determination and multiplier.

### **Unit III: An analysis of the Monetary Sector**

**8 Lecture Hours**

Money: Introduction , Supply of Money ,Theory of Money Supply in India, The process of Credit Creation and the deposit multiplier Demand for Money and rate of interest :Classical Approach , Demand for Money and rate of interest :Keynesian Approach , Mathematical Illustrations.

### **Unit IV: Monetary and Fiscal Policy**

**8 Lecture Hours**

Monetary Policy : Introduction , Instruments of Monetary Policy, Meaning of Fiscal Policy Instrument of Fiscal Policy, Structure of Government Budget ,Different concepts of Budget Deficit, Mathematical Illustration on Budget, Case Study: Monetary Policy in India: Objectives, Targets and Framework.

### **Unit V: IS-LM Framework: Equilibrium in the Goods & Money Market**

**8 Lecture Hours**

The IS-LM Model for a Two Sector Economy: Introduction ,The goods Market Equilibrium in a Two Sector economy :IS Curve, The Money Market Equilibrium in a Two Sector economy :LM Curve , Equilibrium in Two markets: the Goods Market and Money Market, Disequilibrium to equilibrium: The Process Of Adjustment , A shift in the IS-LM curves Mathematical Illustration on IS-LM.

<b>BBA 124</b>	<b>Business Law</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

### **Course Background and Learning Objectives:**

Business Law emphasizes business within the frameworks of Indian Territory and legal laws, impacts in global economy. Students will examine the relationship of law and ethics, contract law, and methods of dispute resolution. Analysis of relevant cases and current issues in the law will be incorporated. Business Law has a very wide scope; it helps in better understanding of the relationship between law and business, the role of law in starting and legalities of running a business. Using case analysis, class discussion this course explores the constitutionality of the Indian regulatory system and how contract, company law, partnership act and other laws operate. The course examines the legal framework/ environment of commerce and business and provides practical insights into the complexities of business regulation.

The *learning goals and objectives* of this course for students to pursue management education are:

- To develop basic understanding of Business laws and effective implementation of various business laws for better performance.
- To develop skills for management decision making keeping in view Business laws.
- Analyses the Framework of Business Law and how it applies to the global Market.
- Explain how Law principles influence the organization.

### **Text Book:**

1. Goel P.K.,*Business Law for Managers*, BiztantraDreamlech Press, New Delhi, 2013.

**Reference Books:**

1. K.Ramachandra, B.Chandrashekara & Chandrakant Kanakatte, *Legal Aspects of Business*, 1<sup>st</sup> Edition, Himalaya Publishing House.
2. Gogna P.P.S, *Mercantile Law*, 14<sup>th</sup> Edition, S. Chand & company Ltd, New Delhi.
3. Pathak Akhileshwar, *Legal Aspects of Business*, 14<sup>th</sup> Edition, McGraw Hill Education, Delhi.

**Course Content:**

**Unit I: Introduction**

**3 Lecture Hours**

Meaning of Law, Law and Society, Business law, Its Significance and Modern civilized Society, Sources of Law, An Introduction of Indian Legal System and Business Law, Constitution of India-Some Relevant Aspects.

**Unit II: Indian Contract Act 1872**

**10 Lecture Hours**

Definition of Contract, Definition of agreement, What is Enforceability of Agreement, Difference Between contract and agreement, Classification of contracts. Essential Elements of Contract, Meaning of Offer, Essentials of valid Offer, Types of Offers, Case Study-Carlyle v. Carbolic Smoke Ball Co Lapse and Revocation of offer, acceptance, Essentials of valid Acceptance, Lapse and Revocation of offer, acceptance, Essentials of valid Acceptance. Communication of offer, Acceptance, Revocation of offer and acceptance, Meaning of Performance of contract, What can demand Performance, Who should Perform the Promise, Discharge of contract, types of discharge of contract, Difference between different terms, Doctrine of Frustration of Contract and its Exceptions, Remedies for breach of contracts, types of sue, **Case study-**Hadley v. Baxendale, Concept of Bailment, Essentials of valid bailment, Rights of bailer and Bailee, Duties of Bailer and Bailee, Concept of Pledge, Essentials of Valid Pledge, Rights of Pawner and Pawnee, Duties of Pawner and Pawnee, Concept of Guarantee, Essentials of Valid Guarantee, Types of Guarantee, Rights and duties of Surety and Principle Debtor, Revocation of Guarantee.

**Unit III: Sales of Goods Act**

**6 Lecture Hours**

Definition, Essentials of Valid Sales, Difference between sale and Agreement to sell, Meaning of term Goods. Types of goods, Price of goods, How contract of sale is made Condition and Warranty, Implied conditions and Implied warranties, Meaning of Transfer of Goods, Significance of transfer of goods, Rules Regarding transfer of Property Performance of contract of sale, Rights and duties of Buyer, Rights and Duties of seller, Doctrine of Caveat Emptor, Exceptions of Doctrine of Caveat emptor, Unpaid Seller, Rights of unpaid Seller.

**Unit IV: Law Relating to Consumer Protection**

**4 Lecture Hours**

Objective of Consumer Protection Act, Meaning of consumer, Goods, Services, Complaint, Restrictive Trade Practice, Unfair Trade Practice, Defect, Deficiency, Consumer dispute, Consumer disputes Redressal Agencies, Manner of Making a Complaint, Findings of Agencies.

**Unit V: Partnership Act 1932**

**6 Lecture Hours**

Definitions of firm, Partner, Partnership, Types of Partnership, Rights of Partners, Duties of Partners Position of Minor as a Partner in partnership, Registration of Partnership Firm, Process of registration, Position of Minor as a Partner in partnership, Registration of Partnership Firm, Process of registration, Effect of Non-registration of Partnership Firm, Dissolution of partnership firm, Difference between dissolution of firm or dissolution of partnership.

**Unit VI: Companies Act 2013**

**7 Lecture Hours**

Definitions, Characteristics of company, Kinds of Companies, Difference between Public and Private Companies, Memorandum of company, its contents, Doctrine of Ultra-Vires, Alteration of MOA Article of Association, Its contents, Alteration in AOA, Difference between AOA and MOA. Doctrine of Constructive Notice and Indoor Management, Prospectus Meaning of Prospectus, Contents of Prospectus, Misstatement in Prospectus and Liabilities Share and share capital, company Management and Administration, Winding-

Up of Company ,mode of winding-up and its process, Role and Power of liquidator in winding-up of company.

**Unit VII: Competition Act 2002**

**4 Lecture Hours**

Introduction of Competition Act, Brief History of this Act Extent and Application of the Act, Meaning of some important terms Prohibition of certain Agreements, Abuse of Dominant Position and Regulation of combination Competition Commission of India (CCI), Director General (DG), Penalties, Competition Advocacy, Finance, Accounts, Audit.

<b>BBA 125</b>	<b>Business Communication II</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

The primary aim of this course is to improve the students' ability to speak and understand spoken English in general and develop skills in the following areas in particular:

- Structuring and delivering formal presentations
- Taking part in discussions
- Facing Interviews

These activities will also include some training in reading and writing presentations in English. This is to facilitate the students' absorption of academic and professional knowledge based on varied texts to further their participation in class discussions and their ability to make presentations of their projects. The course is based on reading, presenting and discussing topical texts e.g. from newspapers, journals etc. The texts concern economic, political, social and business subjects. Students' knowledge of subjects, which form part and parcel of their business studies, together with their background knowledge, will be drawn on. Students will be introduced to various formats of oral presentations. In connection with the presentations and discussions there will be guidance and training in structuring and presenting material. Presentations will be given by students both individually and in groups and they will focus on social and business issues.

The *learning goals and objectives* of this course for students to pursue management education are:

- To have a basic understanding of a business document.
- To perform routine business communication functions in an organization.
- Give presentations and handle queries.
- To be effective in facing interviews for employment or for advanced courses in Management.

**Text Book:**

1. Lata, P., Kumar, S., *Communication Skills*, Oxford Publications, 2013.

**Reference Books:**

1. Butterfield, J., *Soft Skills for Everyone*, Cengage Learning, 2013.
2. Chaturvedi, P.D, Chaturvedi, M., *Business Communication*, Pearson, 2013.

**Course Content:**

**Unit I: Reading Skills**

**4 Lecture Hours**

Developing Reading Skills: identify the purpose of reading, factors affecting reading, Learning how to think and read, developing effective reading habits, Reading tactics and strategies: training eye and training mind, Recognizing a broad range of thought patterns in reading selections, reading and interpreting visuals, making inferences, recognizing facts and opinions.

**Unit II: Nuances of Writing **5 Lecture Hours****

Style Considerations – Brevity, Clarity, Accuracy, You Attitude, Gender Inclusive language, Words often Confused Word often Misspelt, Editing and Proofreading (basic guideline), Common errors in business-writing: Errors with pronouns, adjectives,- verbs, adverbs, -participles and Prepositions. Exercises on improving the draft as per the topics covered Paragraph Writing- Structure, construction and features.

**Unit III: Business Meetings **5 Lecture Hours****

Meeting- Agenda, Notice, Minutes, Office Memorandum, Office Orders, Press Release, Sample Questions.

**Unit IV: Business Reports **9 Lecture Hours****

Nature, Importance and Types: Short Report, Formal Report and Routine Report, Structure and Layout of Reports-Important Preparatory, Steps-Specimen, Report on Business Issues, Guidelines for writing project reports, Writing reports, Presentation of reports.

**Unit V: Conversations, Dialogues and Debates **5 Lecture Hours****

Self expression and Interaction, Building trust and credibility, Tips for improving conversations, short conversations, Telephone skills, Debates- purpose features, preparation, do's and don'ts, situational dialogues(customer care services).

**Unit VI: Writing for Employment **2 Lecture Hours****

Writing effective cover letters, Planning Resume, Organizing contents in a Resume and sending follow-up messages.

**Unit VII: Job Interviews **10 Lecture Hours****

Introduction, process, stages, and types, Desirable qualities and preparation (know the company, know you, review common interview questions, using proper verbal and non-verbal cues, exhibiting confidence and tips for success, Sample Videos, Case: An Employment Interview, Mock Interviews.

<b>BBA 126</b>	<b>Principles of Marketing -I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

This course is designed to provide students with a systematic approach for making marketing decisions and to give students practice in the analysis, design, implementation, and control of marketing strategies. It is an applied course in which the application of marketing concepts, principles, strategies and methods is emphasized. The course covers decision pertaining to the four marketing mix elements ie Product, Price, Promotion, Place etc. and various decisions required to be taken by marketers under such headings. Course also underlines various issues and strategies to tackle these elements effectively and efficiently.

The *learning goals and objectives* of this course for students to pursue management education are:

- Understand the competitive environment and how to implement strategies using various elements of the marketing mix.
- Understand customer value perception.
- Learn how to design strategies for product, channel, communication and pricing.
- Implement marketing strategies using ethical marketing practices.

**Text Book:**

1. Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri & Ehsanul Haque, Principles of Marketing, 13<sup>th</sup> edition, Pearson, 2013.

### Reference Books:

1. Avinash Kapoor and Dawn Iacobucci, *Marketing Management: A South Asian Perspective*, 1<sup>st</sup> edition, Cengage learning, 2010.
2. Kotler, Keller, Koshy & Jha, *Marketing Management: A South Asian Perspective*, 12<sup>th</sup> edition, Pearson Education, 2009.
3. Rajan Saxena, *Marketing Management*, 4<sup>th</sup> edition, Tata McGraw Hill, 2009.
4. Tapan K Panda, *Marketing Management*, 1<sup>st</sup> edition, Excel Books, 2005.
5. S. H. H. Kazmi, *Marketing Management*, 1<sup>st</sup> edition, Excel Books, 2008.
6. Ramaswamy, Namakumari, *Marketing Management*, 4<sup>th</sup> edition, McMillan, 2009.
7. Etzel, Walker, Stanton, Pandit, *Marketing Management*, 14<sup>th</sup> edition, Tata McGraw Hill, 2006.

### Course Content

#### **Unit 1: Marketing Principles**

**6 Lecture Hours**

Definition of marketing, Historic prospective and evaluation of Marketing as a field of study, Relevance of marketing in modern business, Core marketing concepts (exchange, transaction, needs, wants, demand, offering, brand, customer value, competition); Marketing concepts (Production, product, selling, marketing, social marketing concepts); Concept of Integrated marketing, delivering value, Developing marketing plans and strategies.

#### **Unit 2: Marketing Environment**

**8 Lecture Hours**

Understanding the Marketing environment and adopting marketing to the changing environment, Market segmentation, targeting and positioning (STP), niche marketing; An overview of marketing of services, international, digital and rural marketing wrt to India.

#### **Unit 3: Consumer Behavior**

**8 Lecture Hours**

Consumer Behavior- definition, models, Buying motives, consumer motivation, Consumer decision making process, buying roles, Consumer Decision Making, Organizational buying behavior; process and types, Marketing Research- need, process, and importance, Types of research methods (exploratory, descriptive, cause and effect), Process of Market Research, Marketing Research tools (questionnaires, interview, projective tests, ), sample size, sampling unit, data sources.

#### **Unit 4: Understanding the marketing mix**

**18 Lecture Hours**

**PRODUCT:-** Definition of product, levels and types of product; Packaging and labeling, Product line management, line depth, width, length concerns, Product mix, Product differentiation, PLC- stages and corresponding strategies, Product Management and marketing strategies, New Product Management, Theory of diffusion of an innovation, **PRICE:-** Pricing objectives, factors influencing pricing, Pricing strategies, **Distribution:-** Types of distribution channels; Role of intermediaries, functions and utility concept, Channel strategy decisions, Physical distribution management, **Promotion:** promotion mix, Advertising- 5 M's, Role and functions of advertising, Sales Promotion: Types of sales promotion (Trade promotion, consumer promotion), Advertising vs. Sales promotion, Sales Promotion tools, Personal selling: challenges and responsibilities, Personal selling skills, Managing Public Relations.

<b>BBA 211</b>	<b>Cost Accounting</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

### **Course Background and Learning Objectives:**

Cost accounting is a process of collecting, analyzing, summarizing and evaluating various alternative courses of action. Its goal is to advise the management on the most appropriate course of action based on the cost efficiency and capability. Cost accounting provides the detailed cost information that management needs to control current operations and plan for the future. Since managers are making decisions only for their own organization, there is no need for the information to be comparable to similar information from other organizations. Instead, information must be relevant for a particular environment. Cost accounting information is commonly used in financial accounting information, but its primary function is for use by managers to facilitate making decisions. Unlike the accounting systems that help in the preparation of financial reports periodically, the cost accounting systems and reports are not subject to rules and standards like the Generally Accepted Accounting Principles. As a result, there is wide variety in the cost accounting systems of the different companies and sometimes even in different parts of the same company or organization.

The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with basic concepts and techniques of international finance and their applications to managerial decision-making to sustain the business in long-run.
- To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices to maximize profit, market share, managerial interests, national interests, social and environmental benefits. .
- The purpose of this course is to provide an overview of global financial markets and the Finance function in a multinational setting. We will also examine the nature of exposure and risks associated with international finance and, in passing, touch upon the accounting aspects of foreign currency transactions.

### **Text Book:**

1. Arora, M.N: *Cost Accounting: Principles and practice*, 12<sup>th</sup> edition, Vikas Publishing New Delhi, 2014.

### **Reference Books:**

1. Jain, S.P. and Narang, K.L., *Cost Accounting*, Kalyani, New Delhi, 2013
2. Anthony, Robert, Reece, James et al, *Principles of Management Accounting*, Richard D. Irwin Inc., Illinois, 1995.
3. Horngren, Charles, Foster and Datar: *Cost accounting: A Managerial Emphasis*, Prentice Hall of India, New Delhi, 2012
4. Khan, M.Y. and Jain, P.K: *Management Accounting*, Tata McGraw Hill, 2013.
5. Kaplan R.S. and Atkinson A.A.: *Advanced Management Accounting*, Prentice Hall India International, 1998.
6. Tulsian P.C., *Practical Costing*, Vikas Publishing House, New Delhi, 2013.
7. Maheshwari S.N: *Advanced Problems and Solutions in Cost accounting*, Sultan Chand & Sons, New Delhi, 2009.

### **Course Content:**

#### **Unit I: Cost Accounting 5 Lecture Hours**

Meaning, Features, Scope, Techniques, Methods, Objectives, Importance and Limitations. Costing; cost accountancy; cost centres and profit centres, Difference and similarities of cost accounting system with financial accounting system. Cost: main elements and types.

#### **Unit II: Material and Labour Costing 7 Lecture Hours**



Meaning and objectives of material control, material purchase procedure, fixation of inventory levels-reorder level, Minimum level, Maximum level, Danger level. EOQ analysis. Methods of Valuing Material Issues. Wastage of material – main types. Labour Cost Control: Importance, methods of time keeping and Time Booking; Treatment and control of Labour Turnover, Idle Time, Overtime, Systems of Wage Payment-Time Wage System, Piece Wage System. Incentive Wage plans – Individual plans and group plans.

**Unit III: Overheads and unit costing 7 Lecture Hours**

Overheads: Meaning and Types. Collection, Classification; Allocation, Apportionment and Absorption of Overheads – Main methods. Elementary knowledge of Activity Based Costing, Unit and output costing: Meaning and objectives. Cost sheet – Meaning, Performa, Types, Preparation of Cost sheet. Determination of tender price. Production account – main types. Job, Batch Costing.

**Unit IV: Reconciliation of cost and Financial accounts 7 Lecture Hours**

Meaning, objectives, procedure. Contract Costing - Meaning; Main features; preparation of contract account, Escalation clause; Contract near completion; Cost plus contract.

**Unit V: Making Managerial Decisions 7 Lecture Hours**

CVP assumptions and terminology, Concept of contribution margin, Break even point computation, Key Factor, CVP Analysis for Sale Mix, Opportunity, outlay and differential cost and analysis, Make or buy decisions, discontinuance of a product decisions, Application of CVP Analysis

**Unit VI: Accounting for planning and control for an organization 7 Lecture Hours**

Fixed vs. flexible budgets, Zero Base budgeting, types of budgets (sales, capital, operating expenses budgets etc.), Operating Budget, expenses budget, cash budget, Master Budget, Standard costing and variance analysis - Standard costs and estimated costs, variances analysis (material and labour)

<b>BBA 212</b>	<b>Principles of Marketing II</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

This course is designed to provide students with a systematic approach for making marketing decisions and to give students practice in the analysis, design, implementation, and control of marketing strategies. It is an applied course in which the application of marketing concepts, principles, strategies and methods is emphasized.

The course covers decision pertaining to the four marketing mix elements ie Product, Price, Promotion, Place etc. and various decisions required to be taken by marketers under such headings. Course also underlines various issues and strategies to tackle these elements effectively and efficiently.

The **learning goals and objectives** of this course for students to pursue management education are:

- Understand the competitive environment and how to implement strategies using various elements of the marketing mix.
- Understand customer value perception.
- Learn how to design strategies for product, channel, communication and pricing.
- Implement marketing strategies using ethical marketing practices.

**Text Book:**

1. Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri & Ehsanul Haque, Principles of Marketing, 13<sup>th</sup> edition, Pearson, 2013.

**Reference Books:**

2. Avinash Kapoor and Dawn Iacobucci, *Marketing Management: A South Asian Perspective*, 1<sup>st</sup> edition, Cengage learning, 2010.
3. Kotler, Keller, Koshy & Jha, *Marketing Management: A South Asian Perspective*, 12<sup>th</sup> edition, Pearson Education, 2009.
4. Rajan Saxena, *Marketing Management*, 4<sup>th</sup> edition, Tata McGraw Hill, 2009.

**Course Content:**

**Unit 1: Introduction to Marketing** **3 Lecture Hours**

Introduction to Product Management, Evolution of Marketing: Production, product, selling, marketing, Evolution of Marketing: Societal, relationship and holistic marketing concept.

**Unit 2: Marketing Environment** **3 Lecture hours**

Scanning Internal Environment: Mission and Vision building, SWOT and PEST analysis, Analyzing Marketing Environment: Task environment, macro environment-political, social, economical, technological and other factors

**Unit 3: Market Segmentation** **3 lecture hours**

Market Segmentation: Levels, segmentation process and requirements for effective segmentation, Market Segmentation: Segmentation variables.

**Unit 4: Product Branding & Product Packaging** **6 Lecture Hours**

Levels of product and types of Products, product mix, and product line decisions etc, Packaging, Labeling, Warranties & Guaranties; Product Life Cycle & Strategies.

**Unit 5: Pricing: Procedure** **6 Lecture Hours**

Introduction to pricing, factors to consider when setting prices, Customers perception of value, company and product cost, Pricing Strategies, New product pricing strategies, Product mix pricing strategies, price adjustment strategies, price changes, Pricing strategies.

**Unit 6: Distribution Channels** **4 lecture Hours**

Nature and importance of marketing channels, Levels in channel, Channel Behavior, Channel Design Decisions, Channel management decisions, Logistics and supply chain management, Logistics and supply chain management

**Unit 7: Promotion Mix** **5 Lecture hours**

Introduction to Promotion Mix, Advertising, sales promotion, personal selling, PR, Direct marketing, Integrated Marketing Communication, communication process, Steps in developing effective Marketing Communication, Setting the promotion Budget, Advertising, Public Relation, Sales Promotion, Personal Selling, Direct Marketing

**Unit 8: Sustainable Marketing & Marketing Organization** **5 lecture hours**

CSR, Consumerism, Marketing Ethics, Environmentalism, Marketing Organization

**Unit 9: New Marketing Trends and Opportunities** **5 lecture Hours**

Green Marketing, Surrogate Advertising, Cause Marketing, Ambush Marketing, Viral Marketing, Buzz Marketing

<b>BBA 213</b>	<b>Information Systems for Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

This course intends to bridge the gap between the fundamentals of how businesses operate (processes) and the tools that business people use to accomplish their tasks (systems). Business students, regardless of their functional discipline, will be able to apply the real-world concepts discussed in this course immediately upon entering the workforce.

As more and more businesses adopt enterprise systems globally, it becomes increasingly important for business schools to offer a process-based curriculum to better reflect the realities of modern business. Given the integration of business operations and enterprise systems, this course have been designed to reflect, in a *practical and accessible* format, how real-world business processes are managed and executed.

The **learning goals and objectives** of this course for students in their management education are:

- Understand basic information system concepts as applied to business operations and management.
- Understand the information systems from the perspective of the various processes involved in an organization.
- Evaluate, select, and use computer-based information systems from a management perspective.
- Understand how to utilize large-scale computer applications systems to assist with business management and operations.

**Text Book:**

1. James A O'Brien and George M Marakas, Ramesh Behl, *Management Information Systems*, 9<sup>th</sup> Edition, Tata McGraw Hill, 2013.

**Reference Books:**

1. Simha R. Magal and Jeffery Word, *Essentials of Business Processes and Information Systems*, 6<sup>th</sup> Edition, Wiley, 2009.

**Course Content:**

**Unit I: Foundation Concepts**

**8 Lecture Hours**

What is an Information System? Role of IS in BusinessTypes of Information SystemsInformation System ComponentsInformation System Resources, ActivitiesStrategic IT, Strategic uses of ITCustomer Focused Business, Reengineering Business ProcessesBuilding an Agile Company, Creating a Virtual CompanyKnowledge generating Companies.

**Unit II: Information Technologies**

**6 Lecture Hours**

Computer hardware,computer peripherals.Storage tradeoffs, Enterprise storage, RFID and related privacy issues.End user applications, business application software, Group wares, Software alternatives, System softwareData base, , Data resource management, Data warehousing and data miningNetworked Enterprise, business value of telecommunication alternatives, Types of networks and software.

**Unit III: Business Applications**

**12 Lecture Hours**

E-Business systems, Cross functional enterprise applications, Transaction processing systems, Enterprise collaboration systems, Functional business systems Marketing, manufacturing, Accounting, Financial and HR systemsCRM: Contact and account management, sales, service and support, retentionERP: Benefits and challenges, costs and challenges SCM: Role, Benefits and challengesElectronic commerce systems, technologies, processesE-commerce trends, success factors, web store requirementsB2B e-commerce, Clicks and bricks in e-commerce, e-commerce integrationDecision Support Systems, Decision Structure and trendsManagement Information Systems, OLAPUsing DSS, Executive Information Systems.

**Unit IV: Development Processes**

**8 Lecture Hours**

Planning fundamentals, business models and planning Implementation challenges, End user resistance and involvement. Change Management[Case: Infosys Technologies: The Implementation challenges of KM initiatives]Developing business systems, Feasibility Developing business systems, Feasibility System Analysis, System Design End user Development, Implementation Hardware, Software and service evaluation, Conversion methods.

### **Unit V: Management Challenges**

**6 Lecture Hours**

Security Issues, Privacy Issues, Other challenges; Computer crime, IT ethics Security Management of IT, System controls and Audits Managing IT, Organizing IT Outsourcing and off shoring, Failures in IT management Global IT strategies, platforms and systems development.

<b>BBA 214</b>	<b>Business Environment</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

### **Course Background and Learning Objectives:**

Business decisions are affected by many factors. Some of these factors are within the control of the concerned business organization and others are outside the control of the business organization. Government policies, competitors' behavior, intermediaries etc are some important aspects which no business organization can afford to overlook. All these factors can have major affect on the revenue, cost or profit if the organization and it is always better to consider these factors before making any important business decision. This course is designed to provide the basic understanding of all such factors in a systematic and logical manner. Economic problems, economic planning, monetary policy, fiscal policy etc. are included in this course to provide a comprehensive approach to understand the environment under which any business organization works and takes basic business decisions.

The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with the factors which can affect the business decision making and to identify the stakeholders and analyze their behaviour.
- To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices in a given condition.
- To critically analyze situations for forward thinking through innovation.

### **Text Book:**

1. ShaikhSaleem, *Business Environment for B.Com*, 1<sup>st</sup>edition, Pearson, 2013.

### **Reference Books:**

1. Francis Cherunilam, *Business Environment: text and cases*, Himalaya Publishing House, 2013.
2. A.C. Fernando, *Business Environment*, Pearson Education, 2011.
3. Veena K. Pailwar, *Business Environment*, PHI, 2014.
4. Justin Paul, *Business Environment: text and cases*, 3<sup>rd</sup> edition, Tata McGraw Hill, 2010.

### **Course Content:**

**Unit I: Introduction to Business Environment**
**5 Lecture Hours**

Meaning of Business Environment, Social factors, Economic factors, Cultural factors Political factors, Legal Factors, Technological factors, Business environment and strategic management, Global economic environment, Case Study- Mahindra & Mahindra.

**Unit II: National income and Economic planning in India**
**8 Lecture Hours**

Meaning and definition of national income, Measurement of national income, Major features of national income in India, Economic planning – meaning and types, Objectives of five year plans in India, Twelfth five year plan, Industrial licensing- Objectives, Recent industrial licensing policy

**Unit III: Economic problems in India**
**9 Lecture Hours**

Concept, meaning and causes of poverty, Measures to reduce poverty, Poverty and inclusive growth Concept, meaning and types of unemployment, Factors responsible for unemployment, Inflation- meaning and measurement, Causes of inflation, Effects of inflation, Parallel economy and Regional.

**Unit IV: Financial markets in India and Government policies**
**9 Lecture Hours**

Money market in India, Indian capital market, Function of Indian financial system, Concept and meaning of stock exchange, Role of SEBI, Monetary policy – meaning and objectives, Instruments of monetary policy, Concepts and meaning of fiscal policy, Objectives of fiscal policy.

**Unit V: External Sector**
**9 Lecture Hours**

Export and imports of India – Components and directions, Export promotion measures, Foreign investment- meaning and need, Adverse implications of foreign investment, Meaning of MNCs, Reasons for growth of MNCs, Impact of MNCs, Case Study- Ranbaxy Sellout, WTO- Principles and functions, Major agreements under WTO.

<b>BBA 215</b>	<b>Production and Operations Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

Operations management is an area of management concerned with overETeIng, designing, and controlling the process of production and redesigning business operations in the production of goods or services. It involves the responsibility of ensuring that business operations are efficient in terms of using as few resources as needed, and effective in terms of meeting customer requirements. It is concerned with managing the process that converts inputs (in the forms of raw materials, labour, and energy) into outputs (in the form of goods and/or services). The relationship of operations management to senior management in commercial contexts can be compared to the relationship of line officers to highest-level senior officers in military science. The highest-level officers shape the strategy and revise it over time, while the line officers make tactical decisions in support of carrying out the strategy. In business as in military affairs, the boundaries between levels are not always distinct; tactical information dynamically informs strategy, and individual people often move between roles over time.

This course has been developed to satisfy needs in both the private and public sector. The aim is to develop trainees to acquire skills in development administration; entrepreneurship; productions and operations

management. Quantitative managerial skills will be emphasized so as to make graduates of the course develop a wider understanding of successful development and effective management of projects.

Production and Operations Management is a discipline for stating how to complete a production process within a certain timeframe, usually with defined stages, and with designated resources.

One view of production and operations management divides the activity into:

- Setting objectives (these should be measurable)
- Identifying receivables
- Planning the production process
- Making supporting plans and executing them

Supporting plans may include those related to: human resources, communication methods, and Quality Management. Tools popularly used for the quality part of a plan include the Control Charts and Ishikawa diagram, etc.

The *learning goals and objectives* of this course for students to pursue management education are:

- Conceptualize, perceive, start and develop projects and understand analytical tools, principles and concepts of production and operations management, appraisal, implementation and review.
- Equip students with skills necessary to identify the needs of a particular area and to develop projects to meet these needs.
- Provide sufficient knowledge to implement production process effectively according to plans and to provide skills and knowledge in monitoring and evaluating the performance and impact of development process.
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**Text Book:**

1. Muhlemann, Alan, *Production and Operations Management*, 6th edition, Pearson Education, 2012.

**Reference Books:**

1. Kachru, Upender, *Production and Operation Management*, Excel Books, 2012.
2. Chary, S.N. and Paneerselvam R., *Production and Operations Management*, McGraw Hill Education, 2009.

**Course Contents:**

**Unit 1: Introduction to Production & Operation Management 10 Lecture Hours**

Definition of POM, brief history of Production Management, Basic Concept of Production / Transformation processes, Types of Transformation process, responsibilities of operations manager, classification of decision areas.

**Unit 2: Quality Management & Statistical Quality Control 11Lecture Hours**

Concept of Quality and Dimensions, Evolution of Quality concept, Quality Guru's and Awards, TQM, Quality Specification, Design Quality, Zero Defects, Cost of Quality, Continuous Improvement, Benchmarking, Poka-Yokes (fool-proofing); Basic QC tools, Statistical Quality Control: Managerial Roles.

**Unit 3: Quality Facility Location, Capacity and Layout 8Lecture Hours**

Facility Location Importance and planning, Plant Location Methods, Factor Rating, Centre of Gravity Methods, Analytic Delphi Method, Introduction to capacity planning , Four Basic Lay Out Formats, Problems in Facility Layout.

**Unit 4: Quality Materials & Inventory Management**

**11 Lecture Hours**

Introduction to materials mgmt. & purchasing – sourcing and outsourcing; Concept and types of Inventory, classification of inventory and Inventory Models.

<b>BBA 216</b>	<b>Organizational Behaviour</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

Organizational behavior, or "people skills," is the field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness. Organizational behaviour has a goal to help the managers make a transition to the new paradigm. Some of the new paradigm characteristics include coverage of second-generation information technology and total quality management such as empowerment, reengineering and benchmarking, and learning organizations for managing diversity at work. The new paradigm sets the stage for the study, understanding, and application of the time-tested micro-variables, dynamics and macro-variables. One must know why management needs a new perspective to meet the environmental challenges and to shift to a new paradigm.

Understanding human behaviour plays an important role in determining a manager's effectiveness. Developing managers' interpersonal skills helps organizations attract and keep high-performing employees. Positive social relationships are associated with lower stress at work and lower turnover. Finally, companies with reputations as good places to work have been found to generate superior financial performance.

The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with basic concepts and models of organizational behaviour and their applications to develop employees effectiveness in organizations.
- Provide an understanding of the relationship between organization and behavioural sciences.
- Provide a view about how groups & teams work in an organization. [Sub-goal: 1.5, 4.1]
- To provide an understanding about interpersonal relationships and their existence in the organization and familiarize students with the concepts and dynamics of motivation and leadership.

**Text Book:**

1. K. Aswathappa, *Organizational Behaviour*, 9<sup>th</sup> edition, Himalaya Publishing House, 2013.

**Reference Books:**

1. P.G. Aquinas, *Organizational Behaviour: Concepts, Realities, Applications and Challenges*, 2<sup>nd</sup> edition, Excel Books, 2013.
2. L.M. Prasad, *Organizational Behaviour*, 5<sup>th</sup> edition, Sultan Chand and Sons, 2011.
3. Kavita Singh, *Organizational Behaviour*, 1<sup>st</sup> edition, Pearson Education, 2010.

**Course Content:**

**Unit I: Introduction to Organizational Behaviour**

**3 Lecture Hours**

Organizational Behavior: Concept and definition, Fields contributing to OB; Foundations to OB and Importance of OB; Shortcomings of OB; Future Perspectives of OB; Emerging Challenges in OB.

**Unit II: Perception**

**3 Lecture Hours**

Meaning & Definition of Perception; Perceptual Process; Factors influencing Perception; Perceptual errors like stereotyping, fundamental attribution error, etc.;

**Unit III: Personality and Attitudes, Values and Learning 5 Lecture Hours**

Personality- Meaning, Definition and Nature; Determinants of Personality; Personality Traits and types - Big five & MBTI. Attitudes - Meaning and Definition; Formation of attitudes; Functions of attitudes; Attitudes and Workplace; Values - Meaning and Definition; Types of values; Learning - Meaning and Definition; Principles of Learning; Learning Theories - Classical Conditioning and Operant Conditioning; Reinforcement for shaping behavior.

**Unit IV: Learning 3 Lecture Hours**

Learning - Meaning and Definition; Principles of Learning; Learning Theories - Classical Conditioning and Operant Conditioning; Reinforcement for shaping behavior.

**Unit V: Dynamics of Groups and Teams 6 Lecture Hours**

Groups - Meaning and Definition; Why People join Groups; Nature of Groups; Types of Groups – Formal Groups and Informal Groups; Stages of Group Formation; Teams - Meaning and Definition; Nature of Teams; Benefits of Teams; Types of Teams – Problem-Solving, Self-Managed, Virtual Teams and Cross-Functional Teams; Team Issues; Differences between Groups and Teams.

**Unit V: Interpersonal Relationships 4 Lecture Hours**

Interpersonal Relationships: Meaning and Definition; Importance of Interpersonal Relationships at Workplace; Meaning of Transactional Analysis; Child, Adult and Parent Ego States; Johari Window; Uses and Benefits of Transactional Analysis.

**Unit VI: Motivation and Leadership 6 Lecture Hours**

Motivation - Meaning and Definition; Process of Motivation; Theories of Motivation: Maslow's Need Hierarchy; ERG Theory; Herzberg's Two Factor Theory; Theory X and Y; Leadership: Meaning and Definition; Leadership Theories - Ohio and University of Michigan's Studies; Blake and Mouton's Managerial Grid; Leadership Styles and their Implications.

**Unit VII: Stress Management and Conflict Management 6 Lecture Hours**

Stress - Meaning and Definition; Types of Stress; Sources of Stress; Stress Management Strategies; Conflict - Meaning and Definition; Sources of Conflicts; Types of Conflict; Process of Conflict; Strategies to Resolving Conflict; Conflict Management Styles; Negotiation as a method for Conflict Resolution.

**Unit VIII: Change Management 2 Lecture Hours**

Organizational Change - Meaning and Definition; Importance of Change; Forces of Change in the Organization; Resistance to Change; Overcoming Resistance to Change.

<b>BBA 221</b>	<b>Research Methodology</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

Business research methods provide the insight into the challenges faced by managers in research for business decision making. This course enables graduate students to design and implement research in business and related disciplines. Students develop techniques in the selection and design of appropriate research methodologies in the identification of a research problem in a business environment. The course examines the research process from problem identification and setting through a review of pertinent literature as secondary sources and an examination of the descriptive survey research design. Particular attention is given to the student's perspective of the research process and its applicability to his/her career endeavours. It



provides a forum for the student to improve research and presentation skills through discussion and practical applications.

The **learning goals and objectives** of this course for students to pursue research methodology are:

- To familiarize the student with the dimensions and methods of research.
- To provide the insight into the challenges faced by managers in research for business decision making. .
- To orient the student to make an informed choice from the large number of alternative methods and experimental designs available.
- To enable the student to present a good research proposal.
- To familiarize the student with the nature of research and scientific writing
- To empower the student with the knowledge and skills they need to undertake a research project, to present a conference paper and to write a scientific article.

**Text Book:**

1. Kothari, C. R., *Research Methodology: Methods and Techniques*, 3rd Edition, New Age International Publishers, 2014.

**Reference Books:**

1. Zikmund, Babin, Carr, Adhikari & Griffin, *Business Research Methods*, 8<sup>th</sup> Edition, Cengage Learning, New Delhi, 2013.
2. Bryman & Bell, *Business Research Methods*, 3<sup>rd</sup> Edition, Oxford University Press. London, 2011
3. Cooper, Donald R. & Schindler, Pamela S., *Business Research Methods*, Tata McGraw-Hill Publishing Company, New Delhi, 2008.
4. Saunders, Mark, Lewis, Phillip & Thornhill, Adrian, *Research Methods for Business Students*, Pearson Education, Delhi 2008

**Course Content:**

**Unit I: Introduction to Research **10 Lecture Hours****

Definition, scope and limitations of research, Objectives of research, Planning a research, steps in planning Research Types, Research Designs, Nature of Research Methodology, Scope of Research Methodology Formulation of Research Problem, Statement of Research Objectives, Research Hypothesis.

**Unit II: Collection of Data **8 Lecture Hours****

Collection of data, types, primary & secondary methods, Scaling meaning of scaling, classification and basis, Scaling techniques, rating scales & ranking scales, Scaling Technique, Methods of Data Collection: Observation Design, Methods of Data Collection: Interviewing for Research, Formulation of Questionnaires, Formulation of Questionnaires, Techniques of Data Analysis.

**Unit III: Sampling and Sampling techniques **6 Lecture Hours****

Definition of population and samples, Types and techniques of sampling, Probability and non probability sampling, Probability and non probability sampling, Probability and non probability sampling, Theory of estimation of sample size.

**Unit IV: Analysis of Data **8 Lecture Hours****

T-test, Chi-square Test, Correlation, Regression.

**Unit V: Report Writing **8 Lecture Hours****

Interpretation of Data and Drawing Inferences, Research Report Writing, Research Publications.

<b>BBA 222</b>	<b>Marketing of Services</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

### Course Background and Learning Objectives:

One of the outcomes of the growing importance of services in the globaleconomy has been the realization among marketers that managing a service requires afundamentally different way of operating the business when compared to producing and sellinggoods. This uniqueness comes from the very intangible nature of services, which impacts theirconception, design, communication, delivery, purchase and consumption. Other characteristics ofservices like heterogeneity, perishability and simultaneity also increase the complexities ofmanagement and require greater integration of the traditionally distinct organizational functions of marketing, human resources and operations.

This course aims to create knowledge about the important and growing role of services marketing in consumer and organizational target markets. The marketing decisions specific to services such as customer service strategies, customer relationship management; service delivery elements; and service recovery strategies would be identified and students will develop skills that lead to the successful implementation of a customer focussed service business.

The *learning goals and objectives* of this course for students to pursue management education are:

- Identify the managerial issues and unique challenges involved in marketing and managing services.
- Understand the expectations of customers and knowledge of how to create value for customers.
- Interpret service behaviour and service consumption in the light of service-dominant marketing logic and apply this knowledge in designing and developing services.
- Apply new approaches to managing customer loyalty and customer equity.
- Appreciate, modify, and/or extend new theories and concepts pertaining to explaining the characteristics of customers' purchasing and consumption behaviour of services and service firms' marketing behaviour and apply the elements of marketing mix (7 P's) in developing a marketing plan for service firm.

### Text Book:

1. Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit, *Services Marketing*, 5<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2011.

### Reference Books:

1. Harsh V. Verma, *Services Marketing*, 2<sup>nd</sup>edition, Pearson Education, 2012.
2. Christopher Lovelock, JochenWirtz, JayantaChatterjee, *Services Marketing: People, Technology, Strategy*, 7<sup>th</sup>edition, Pearson Education, 2011.
3. Ravi Shankar, *Services Marketing: The Indian Perspective*, Excel Books, 2008.
4. RajendraNargundkar, *Services Marketing*, 3<sup>rd</sup>edition, Tata McGraw Hill, 2010.

### Course Content:

#### Unit I: Foundations of Services Marketing

**6 Lecture Hours**

Introduction to Services Marketing, reasons for growth of service sector in India, Differences among services, Tangibility continuum and integrating with other functions, Characteristics of services, distinctive marketing challenges and solutions, Introduction to service marketing mix elements: Product, price, place, promotion, people, physical evidence and process,

#### Unit II: Understanding Customers

**6 Lecture Hours**

Customer behaviour in service encounter, the consumer decision making process, search-experience-credence attributes, Perceived risks, Customers way to handle risks and Marketers responses to handle risks, Customer expectations and perceptions, Zone of tolerance: Desired and adequate service level, Customer Satisfaction, Service Quality Dimensions (RATER Model) and E-service quality, Types of service encounters, encounter cascade for different services.

**Unit III: Positioning Services in Competitive Markets 6 Lecture Hours**

Achieving competitive advantage through focus, Market segmentation forms the basis for focussed strategies, Service Attributes & Levels, Developing an Effective Positioning Strategy, Positioning Maps to Plot Competitive Strategy

**Unit IV: Applying the 4P's of Marketing to Services 10 Lecture Hours**

Planning & Creating Service products, The Flower of Service , The Flower of Service (contd), New Service Development, Distribution Options for Serving Customer, Place & Time Decisions, Pricing and positioning strategies, Designing the communication mix for services: elements of communication mix, Branding and communications, role of internet in service communication

**Unit V: Managing the Customer Interface 6 Lecture Hours**

Flowcharting Customer Service processes Blue printing services, Service Inventory Demand through waiting lines & queuing systems, Service environment: purpose, Theories of consumer responses, Managing People- Importance, Service Leadership & culture

**Unit VI: Implementing Service Strategies 6 Lecture Hours**

Customer loyalty: wheel of Loyalty, Strategies for Developing Loyalty Bonds with Customers & CRM , Customer Complaint handling, Customer responses to effective Service Recovery, Service Quality-Measuring, Tools to analyse & address, Creating Leading Service Organization

<b>BBA 223</b>	<b>Financial Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

Finance is the backbone of any business organisation. Financial management includes planning of financial resources, designing an optimum capital structure and effective utilization of financial resources through the analysis of cost of capital and capital budgeting tool. Financial management concerns the procurement, allocation and control of financial resources of a firm. This course provides students with the opportunity to study various concepts, theories and techniques of financial management and to explore their application through case studies and problem solving.

The corporate finance course is designed to acquaint students with the principles of sound financial management and to explore the application of these through case studies and numerical. Students are given the skills and knowledge to understand effective and ethical practices in corporate finance in an organization. The course also links to the integrative business simulations relating to the management of a firm's assets and the business value of major programme deployment. Topics covered include financing decisions, dividend decisions, risk and return, capital budgeting, capital structure, cost of capital, and working capital management and contemporary Issue in Corporate Finance.

The *learning goals and objectives* of this course for students to pursue management education are:

- Understand the limitations of conventional finance and the reasons explaining dividend decisions and working capital management.

- Understand the theory and practice of corporate finance techniques.
- Develop an awareness of the organizational financial resources and procedures used in maximizing the revenues and minimizing the cost of capital.

**Text Book:**

1. I M Pandey, *Financial Management*, 10e, Vikas Publishing House Pvt. Ltd, 2011.

**Reference Books:**

1. Van Home, J.C., *Financial Management and Policy*, 12e, Prentice Hall of India, 2011.
2. Damodaran, A. 2009, *Corporate Finance: Theory and Practice*, 2e, Wiley & Sons, 2009.
3. M.Y Khan & P.K Jain, *Financial Management, Latest Edition*, Tata McGraw Hill, New Delhi

**Course Content:**

**Unit I: Introduction to Financial Management 3 Lecture Hours**

Introduction to Financial Management, Nature and scope of Financial Management, Finance functions, Role of finance manager, financial goal: Profit maximization Vs wealth maximization, Concept of agency and agency problem.

**Unit II: Time Value of Money 5 Lecture Hours**

Time Preference for money, Future Value- Single Cash flow, Annuity, Sinking Fund, Present Value- Single Cash flow, Valuation of Bonds and shares, Risk and Return, Exercises on Future Value, Present Value, and Bonds Valuation.

**Unit III: Investment Decisions 6 Lecture Hours**

Risk Analysis in Capital Budgeting. Investment Evaluation Criteria: NPV based numerical, NPV based numerical, Payback: Meaning, and calculating payback periods, ARR: Meaning, Scope, and calculating ARR, Profitability Index: Meaning, Nature, Significance, and functions. How to calculate PI, Practical exercises having calculation of various capital budgeting decisions collectively like NPV, PI and PB simultaneously etc., **Case Study: HOLA-KOLA-The Capital Budgeting Decision by Lena Booth.**

**Unit IV: Financing Decisions 8 Lecture Hours**

Cost of capital: Concept, Significance, nature, and factors affecting cost of capital, Cost of Debt, Preference Shares, Equity Shares, Weighted Average Cost of Capital (WACC), Theories of Capital structure, Net Income (NI), Traditional, Net Operating Income (NOI) Approach, MM Hypothesis, EBIT-EPS Analysis, Leverage analysis- Operating, Financial and Combined Leverage.

**Unit V: Dividend Decisions 7 Lecture Hours**

Dividend: Concept, meaning, types, and significance for stakeholders, Theories/Models in dividend policy, Walter, Gordon, MM (Miller Modigliani) Hypothesis and theory, Determinants of dividend policy, **Case Study: Eastboro Machine Tools Corp. by Robert F. Bruner.**

**Unit VI: Working Capital Management 7 Lecture Hours**

Working Capital Management: Concept, meaning, objectives, types and significance, Principles of working capital management, Receivables Management, Inventory Management- EOQ, Reorder Level, Cash Management, Working Capital Finance, **Case Study: Whirlpool and the built-in appliance industry in India by SandeepPuri, Adeshwar Raja Balaji Prasad, NatarajanAnc, ParasaranvsSashikanthYenika, Vijay Kumar Venna.**

**Unit VII: Contemporary Issues in Financial Management 4 Lecture Hours**

Derivatives: Concept, meaning, objectives, and applications, Derivative as tool for managing risk.

<b>BBA 224</b>	<b>Human Resource Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

### **Course Background and Learning Objectives:**

During the last few decades the personnel function has undergone sea change and there has been a widespread usage of the term Human Resource Management. This course describes how the human assets are being put to use in the service of organizational objectives. Organizations utilize resources-physical, financial and human- to produce results. When people work to the best of their abilities and work with zeal, enthusiasm and commitment, organizations grow to gigantic proportions. Hence it is utmost important for the organizations to understand to get the right people into the right place at the right time and then help the managers to maximize their performance and future potential.

It is needless to mention that HRM is evolving from being a mere support function to one of strategic importance. Several authors note that HRM policies and practices are becoming crucial because they can act as mechanisms for coordination and control of international operations. There is an increased awareness of the importance of employees for company competitiveness, the question of how to manage people in foreign affiliates has become increasingly important. HRM practices aimed at the acquisition, development and motivation of firm employees help produce human assets that are valuable, rare, non-substitutable, hence providing a source of competitive advantage for the organization.

The *learning goals and objectives* of this course for students to pursue management education are:

- Help the students understand the meaning of Personnel management and Human Resource management, and challenges faced by modern HRM.
- Analyze the central role played by job analysis in all HR activities, and discuss importance and challenges of HR planning.
- To describe the process of recruitment, selection and training and development of employees of the organization in an effective manner.
- To understand the Compensation management and performance appraisal system of a firm and to find out the ways to handle grievances of the employees in order to maintain harmonious industrial relations in the organization.

### **Text Book:**

1. Aswathappa, K., *Human Resource Management*, McGraw Hill Education, 2013.

### **Reference Books:**

1. Durai, Praveen, *Human Resource Management*, Pearson Education, 2010.
2. Bohlander, Snell and Sherman, *Human Resource Management*, Thomson Press, 2009.
3. Rao, VSP, *Human Resource Management: Text and Cases*, Excel Books, 2012.

### **Course Content:**

#### **Unit I: Introduction**

**6 Lecture Hours**

HRM – definition, scope and nature; Role and function of HRM; Evolution of HRM; Challenges and New trends in HRM; Personnel Management vs. HRM; Strategies for the New Millennium: Role of HRM in Strategic Management Concept.

#### **Unit II: Acquiring Human Resources**

**8 Lecture Hours**

HR Planning – Objectives, Process and challenges; Methods of HRP; Job Analysis- definitions, and importance; Job Description and

#### **III: Training and Developing Human Resources**

**8 Lecture Hours**

Concept, Importance and Types of Training; Methods of Training; Designing Training Programme; Evaluation of Training Effectiveness; Performance– Concept and Objectives; Potential Appraisal; Traditional and Modern Methods for Performance Appraisal; Limitations of Performance Appraisal Methods.

#### **Unit IV: Compensation of Human Resources**

**6 Lecture Hours**

Types of Compensation; Components of Employee Compensation; Compensation Management Process; Job Evaluation – Concept, Process and Significance; Job based versus skill based pay; wage/salary differentials; Remuneration – Base and Supplementary.

**Unit V: Managing Industrial Relations** **6 Lecture Hours**

Dynamics of Industrial Relations- objectives; Employee relations; Approaches to IR; Developing IR system; Causes of poor IR; Causes of Indiscipline; Maintaining discipline; code of discipline; Grievance procedure; Collective Bargaining- approaches to Collective bargaining; collective bargaining process.

**Unit VI: Current Issues in HRM** **6 Lecture Hours**

Human Resource Outsourcing, Work-life balance, Dual Career Couples, International HRM, Managing Inter Country Differences, Employee and Ergonomics, Guest Lecture by a person from Industry

<b>BBA 225</b>	<b>Operations Research</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

The objective of this paper is to develop student's familiarity with the basic concept and tools in Operations Research. To provide an exposure about the Optimization Techniques, commonly used in business decision-making problems. To enable the students to formulate the problem into mathematical programming problems, obtain the optimum solution and interpret the decision.

The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with basic concepts and techniques of Operations Research and their applications to managerial decision-making to sustain the business in long-run.
- To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analysing alternatives properly, and making the best choices to maximize profit, minimize loss, managerial decisions, and national interests, social and environmental benefits.
- To critically analyse situations for forward thinking through creativity.

**Text Book:**

1. N.D. Vohra, *Quantitative techniques in management*, 4e, Tata McGraw Hill, New Delhi, 2009.

**Reference Books:**

1. Anderson, Sweeney and Williams, *An Introduction to Management Science*, 13e, Cengage India Learning, 2011
2. N. Balakrishnan, B. Render & Ralph M. Stair Jr., *Managerial Decision Modelling with Spreadsheets*, 2e, Pearson Education, 2007.
3. William J. Stevenson, CeyhunOzgur, *Introduction to Management Science with Spreadsheets*, Tata McGraw Hill, New Delhi, 2007.

**Course Contents:**

**Unit 1: Introduction to Operations Research &LPP-I** **12 Lecture Hours**

Introduction to Operations Research; Uses, scope and applications of OR in managerial decision-making; Introduction to Linear Programming Problem (LPP), general forms of LPPs; Mathematical formulation of the problems into LPPs, Product-mix problems; Types of Solutions in LPP; Graphical Method to solve the LPP and its limitation.

**Unit 2:LPP-II** **8Lecture Hours**

Different forms of LPPs: Standard form, Canonical forms; The Solution of LPPs by the Simplex Method; The use of artificial Variables: Big-M Method; Duality in LPPs, Conversion of Primal Problem(s) into Dual and vice versa.

**Unit 3:Transportation and Assignment Problems** **10 Lecture Hours**

Introduction to Transportation problems (TPs), Conversion of LPP into TP formulation; Initial basic feasible solution: North-West Corner Rule, Least Cost Method, Vogel’s Approximation Method; Optimal solution of Transportation Problem: MODI method; Handling degeneracy in TPs; Assignment Problems, Complete degenerate form: A special case of TP.

**Unit 4:Game Theory** **5Lecture Hours**

Introduction to Game Theory, Concept of Game; Two-Person Zero Sum Game, saddle point; Pure and Mixed strategy games.

**Unit 5:Project Management** **5 Lecture Hours**

Introduction to Project Management; Rules for drawing the network diagram; Application of CPM and PERT techniques in project planning and control.

<b>BBA 226</b>	<b>Project Planning and Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

A project plan, according to the Project Management Body of Knowledge, is: “...a formal, approved document used to guide both project execution and project control. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and document approved scope, cost, and schedule baselines. A project plan may be summarized or detailed.”

PRINCE2 (Projects in Controlled Environments) defines project management as:

“...a statement of how and when a project's objectives are to be achieved, by showing the major products, milestones, activities and resources required on the project.”

This course has been developed to satisfy needs in both the private and public sector. The programme is to develop trainees to acquire skills in: development administration; entrepreneurship; project and programme management. Quantitative managerial skills will be emphasized so as to make graduates of the course develop a wider understanding of successful development and effective management of projects.

Project planning is a discipline for stating how to complete a project within a certain timeframe, usually with defined stages, and with designated resources. One view of project planning divides the activity into:

- Setting objectives (these should be measurable)
- Identifying deliverables
- Planning the schedule
- Making supporting plans

Supporting plans may include those related to: human resources, communication methods, and risk management. Tools popularly used for the scheduling part of a plan include the Gantt chart and the PERT chart.

The *learning goals and objectives* of this course for students to pursue management education are:

- Conceptualize, perceive, start and develop projects and understand analytical tools, principles and concepts of project identification, appraisal, implementation and review.

- Equip students with skills necessary to identify the needs of a particular area and to develop projects to meet these needs.
- Provide sufficient knowledge to implement projects effectively according to plans and provide skills and knowledge in monitoring and evaluating the performance and impact of development projects.

**Text Book:**

1. Prasanna Chandra, *Project Management*, Tata McGraw Hill, 2013.

**Reference Books:**

1. S. Choudhury, *Project Management*, Tata McGraw Hill, 2004.
2. P.K. Joy, *Total Quality Management*, Macmillan Indian Ltd., 1993.
3. H.R. Machiraju, *Introduction to Project Finance*, Vikas Publishing House, 2001.
4. Jack R. Meredith, Samuel J. Mantel, Jr., *Project Management: A Managerial Approach*, Wiley Publishers, 2011.

**Course Content:**
**Unit I: Introduction to Project Management 12 Lecture Hours**

Introduction to Project Management; Uses, scope and applications of Project Management in managerial decision-making; Characteristics of Projects; Classification of Projects: National & International; Project Management: Tools and Techniques; Roles and Responsibilities of Project Manager; Project Life cycle; Project Selection Process.

**Unit II: Capital Expenditure Decisions 10 Lecture Hours**

Meaning and features of capital budgeting decisions; Importance of capital budgeting decisions; Kinds of capital expenditure decisions; Capital expenditure budgeting process; Criteria of capital budgeting: NPV, IRR, Payback Period; Resource allocation framework; Capital budgeting difficulties.

**Unit III: Market Demand Analysis 8 Lecture Hours**

Information required for marketing and demand analysis; Secondary sources of information; Market survey; Demand forecasting; Uncertainties in demand forecasting; Coping with uncertainties: Technical and Financial Analysis.

**Unit IV: Determination of Risk factors 5 Lecture Hours**

Analyses of Project Risk; Market Risk and Firm Risk; Social-Cost benefit analysis: Need for social cost benefit analysis; Main feature of social cost benefit analysis: UNIDO approach, Little-Mirrlees approach.

**Unit V: Network Analysis 5 Lecture Hours**

Introduction to network analysis; Rules for drawing the network diagram; Application of CPM and PERT techniques in project planning and control.

<b>BBA 227</b>	<b>Spread Sheet Based Decision Making</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	4	0	0	3
Prerequisite	Knowledge of MIS and fundamentals of information technology and elementary exposure to internet browsing.				
Co-requisites					

**Course Background and Learning Objectives:**

Whether one works for Fortune 500 corporations, a small company, a government agency or a non-profit organization, MS Excel is used in the daily work for any manager. Typical jobs require summarizing, reporting and analyzing data. It might also include analytic models to help employers increase profits, reduce costs or manage operations more efficiently. The course attempts to make these applications available to all students

Use of spreadsheets in businesses has evolved from mere book keeping to a functionally rich platform for quantitative business modelling and decision support systems.



The *learning goals and objectives* of this course for students to pursue management education are:

- To help students to shed their fear of numbers and become power users of spreadsheet applications.
- To combine the students' power to logically model and analyze diverse decision making scenarios with spreadsheet based solution procedures.

**Text Book:**

1. Wayne L., Winston, *Microsoft Excel 2010: Data Analysis and Business Modelling*, PHI, 2010.

**Reference Books:**

1. Walkenbach, John, *Microsoft Excel 2007-Bible*, Wiley Publications Inc., 2007.

**Course Content:**

**Unit I: Introduction to Spreadsheet Based Modelling**

**10 Lecture Hours**

The purpose of this module is to acquaint students with basic concepts of the Spreadsheet based Modelling and importance of the same in business decision making. Creating Range Names, Name Manager, Look Up functions, VLOOKUP, HLOOKUP, LOOKUP, Index functions, Match functions, Text functions, Overview of following functions: Left, Right, Mid, Trim, Len, Find, Search, Concatenate, Replace, Value, Upper, Lower, Char, Handling Dates in Excel, DATEVALUE, TODAY, WORKDAYNETWORKDAYSYEAR, MONTH, DATE, DATEIF functions, Excel NPV function, NPV with irregular intervals, NPV with irregular intervals, IRR of cash flows, FV, PV, CUMPRINC, CUMIPMT, Resolving circular references.

**Unit II: Three Dimensional Formulae**

**10 Lecture Hours**

This module discusses different control structures which in turn help solving critical business involving conditions and situations. Handling Date and Time simultaneously, NOW, TIME, TIMEVALUE, Simple IF statements, Nested IF with AND/OR/NOT, Sensitivity Analysis with Data Tables, Goal ETEk application.

**Unit III: Data Summarizing and Reporting**

**20 Lecture Hours**

This module focuses on summarizing the business data and producing various reports as per organization's requirement. Data Summarizing using Histograms, Types of histograms: symmetric, Positively skewed, negatively skewed, multiple peaks, Using Pivot Tables and Slicers, Using Pivots, Row Labels, Column Labels, Values, Report Filter, Slicing and Dicing,

<b>BBA 311</b>	<b>Entrepreneurship</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

The entrepreneurs are the business leaders continuously looking for ideas and opportunities for fostering economic growth and development of a nation. As we know that India is a developing country and is trying to be a developed country as soon as possible. In a developing country, entrepreneurship plays an important role because it is one of the most important inputs in the economic development and prosperity of a nation. India as a developing country needs entrepreneurs who are competent to perceive new opportunities and are willing to incur the necessary risk in exploiting them. Further, a developing economy is required to be brought out of the vicious circle of low income and poverty. Here, entrepreneurs can play their important role because they can break this vicious circle. Both, entrepreneurs and helping government can change a developing country in to a developed country. Regarding addressing to another big problem of unemployment of India, again, entrepreneurs are important, because they are the source of employment

creation for many people in our country. Hence, entrepreneurs play an effective role in reducing the problem of unemployment in a country which in turn clears the path towards economic development of the country.

With this background, the entrepreneurship course has been designed which offers students an opportunity of using their knowledge and skills in recognizing situations which offer business opportunities. It concentrates on how ideas can be developed into opportunities not just from the perspective of developing new businesses but also from the perspective of promoting new ideas within the established organizations. The course also helps students in understanding the support system, incentives, policies and programmes available for entrepreneurial development in India. The main aim of this course is to enable students to obtain a critical and practical understanding of the various aspects of entrepreneurship.

The *learning goals and objectives* of this course for students to pursue management education are:

- Develop an understanding of entrepreneurship and personality characteristics of an entrepreneur.
- Develop an understanding of opportunity identification & selection followed by business plan development.
- Motivate and equip students with the necessary skills and knowledge to start and manage a firm.
- Create awareness among students regarding institutional support system available for entrepreneurial development in India.

**Text Book:**

1. Barringer, *Entrepreneurship: Successfully Launching New Ventures*, Pearson Education Publishing, 2013.

**Reference Books:**

1. Hisrich & Peters, *Entrepreneurship*, TMH Publication, 2010
2. Kuratko, Donald F. & Hodgetts, *Entrepreneurship in the New Millennium*, Cengage Learning, 2009.
3. Morris, Michael H. Kuratko, Donald, F. and Covin, Jeffrey G., *Entrepreneurship and Innovation in Corporations*, Cengage Learning, 2008.
4. Desai, Vasant, *Fundamentals of Entrepreneurship and Small Business Management*, Himalaya Publishing House, 2009.

**Course Content:**

**Unit I: Entrepreneurial Perspective**

**10 Lecture Hours**

Meaning, importance and relevance of entrepreneurship, role of entrepreneurship in economic development, impact of entrepreneurial firm's on society. Nature and characteristics of entrepreneurship and entrepreneur, why become an entrepreneur. Characteristics of successful entrepreneurs, myths about entrepreneurs/ entrepreneurship. Understanding details of entrepreneurship process; approaches to entrepreneurship. Macro vs. micro view of entrepreneurial school of thoughts. Developing entrepreneurial mindset and motivation, models of entrepreneurial motivation. Scope of entrepreneurship and entrepreneurial career. Case Study: Partnering for success: Working together: how Biotech firms and large drug companies bring pharmaceutical products to market. Case Study: Chem Connect: creating a new kind of marketplace through digital technologies. Entrepreneurial Exercise to understand individual's entrepreneurial potential.

**Unit II: Understanding opportunity, Business plan & Business Model**

**13 Lecture Hours**

Idea versus opportunity, sources of ideas and the idea generation process. Understanding environmental trends suggesting business or product opportunity gaps, Problem solving and creativity, Idea generation techniques, encouraging and protecting new ideas. Idea generation exercise. Opportunity recognition process and selection of opportunities. Sources of opportunities. Details of feasibility analysis: product feasibility, market feasibility, Organizational and financial feasibility analysis, role of feasibility analysis in developing successful business ideas. Understanding industry analysis and its relevance in a new firm, using five forces

model to pose questions to determine potential success of a new venture. Growing with opportunities: concept of business model and its importance, components of an effective business model. Case Study: Netflix: Great idea, but will the business model work? The business plan and its components, writing an effective business plan.

**Unit III: Starting and managing growth of an Entrepreneurial Firm 13 Lecture Hours**

The new venture team, qualities of founder/ founders, recruiting and selecting employees. Different types of business ownership structures, choosing a right form of business organization. Why most new ventures need funding? Sources of personal financing. Preparation for debt or equity financing, sources of equity and debt financing. Key marketing issues for new ventures: marketing mix for a new venture, segmentation, targeting and positioning for a new venture firm. Case Study: Nokia: how one company built its brand. Dealing with the legal issues of a new venture creation, IPR and related issues. Preparing for the challenges for growth, the entrepreneurial culture vs. administrative culture to manage growth. Basic model of firm growth, attributes of a successful growing firm, a venture's typical life cycle. Understanding Internal vs. External growth strategies, internal growth strategies: new product development, international expansion. Case Study: Panera Bread: Occupying a favourable position in a highly competitive industry. External growth strategies: mergers and acquisitions, licensing. Strategic alliances & Joint Ventures and Franchising.

**Unit IV: Entrepreneurial Support and Regulatory Framework 4 Lecture Hours**

Government Policies & Programmes for entrepreneurs. Incentives, Schemes and other support system available to entrepreneurs in India. Role of various national, state, and district level agencies/organizations assisting entrepreneurs in India. Guest Lecture from an Entrepreneur / Agencies providing support System to Entrepreneurs.

<b>BBA 312</b>	<b>E - Business</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	4	0	0	3
Prerequisite	Knowledge of MIS and fundamentals of information technology and elementary exposure to internet browsing.				
Co-requisites					

**Course Background and Learning Objectives:**

Given the competitive business forces operating in the global arena, e-business operations attract a paradigm shift from traditional brick and mortar to brick & click business domain. The richness in standard transactional and operating procedures has contributed significantly in enhancing the scope of e-business both in product and service sector. The growing importance of electronic business to a company's growth, development and survival cannot be ignored in light of the current dynamism in the technological environment.

The *learning goals and objectives* of this course for students to pursue management education are:

- To understand the need of the transition from traditional business to electronic business.
- To understand how electronic business is conducted and managed, its major opportunities, limitations, issues and risks.

**Text Book:**

1. Kalakota, Ravi & Robinson, Marcia, *E-Business 2.0, Roadmap for Success*, 2<sup>nd</sup> Ed, Pearson Education.

**Reference Books:**

1. Reynolds Jonathan, *E-Business: A Management Perspective*, Oxford.
2. Chaffey, Davey, *E-Business and E-Commerce Management*, 3<sup>rd</sup> Ed, Pearson.

3. Bhaskar, Bharat, *Electronic Commerce Framework, Technologies and Applications*, 3<sup>rd</sup> edition, TMH.
4. Bajaj, Kamlesh, *E-Commerce – The cutting edge of business*, TMH.

**Course Content:**

**Unit I: Introduction to e-business**

**10 Lecture Hours**

The purpose of this module is to acquaint students with basic concepts of the E-Business and different e-business models and to analyse the present trends of e-business from perspectives of consumers, marketers and other stake holders. Defining need of e-commerce and brief history, Shifting to e-business from e-commerce framework, Types of business model, Case: Pepperfry (Class Discussion), Case: Aramshop (Class discussion), Trends Driving e-business, Customer oriented trends, Organizational trends, Employee Megatrends, Case: Facebook (Class Discussion), Case: Amazon (Class discussion).

**Unit II: Digitizing the E-Business Design**

**10 Lecture Hours**

This module discusses standard pricing rules under different assumptions about the structure of the market in which the firm operates. It also examines certain pricing practices such as mark-up pricing, multiple products pricing, etc. E-business patterns: the structural foundation (click and brick pattern, portal pattern, e-market maker pattern), Case: Intuit.com (Class Discussion), Case: IRCTC (Class discussion), Interlocking layers of e-business Self-diagnosis, Operational, Service and continuous innovation excellence models.

**Unit III: Strategy formulation for e-business design**

**20 Lecture Hours**

This module focuses on e-business strategies and their potential impact of profitability. Besides theory this module undertakes hands on training of one CRM application i.e., Salesforce sales cloud and a lab demonstration of Google analytics which showcase the application of e-business strategies in business simulated in a lab environment. The new era of cross functional integrated applications, and Problems caused by lack of integration; Roadmap to move a company into e-business, E- Supply chain architecture, E - CRM architecture, Tactical e-Project management, Tactical e-Development process, Adoption management, E-government initiatives, Measuring effectiveness of e-governance.

<b>BBA 313</b>	<b>Business Ethics and Corporate Governance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

The study of ethics has become an important ingredient of the syllabus of management school in recent years. It is because of ethical issues that have come to the forefront as a result of many well-known failures of the corporate. The fraudulent activities of these corporate have resulted in the defrauding of stockholders, consumers, employees, creditors and government to varying degrees. Ethics reflect a society's notion about the right and wrong and involve the evaluation and application of moral values in practice of business. While personal ethics refer to the application of desirable values in everything one does, business ethics is the application of ethical principles of integrity and fairness, and concentrates on benefit to all the stakeholders. Business managers are expected to have integrity, impartiality, and responsiveness to public interest, accountability and honesty. Real time situations reflect that use of ethical practices in business creates higher returns, for example, Tata Steel and Infosys. Besides, running business ethically is good for sustaining business in the long run.

While Corporate Governance on the other hand focuses on some structures and mechanisms that would ensure the proper internal structure and rules of the Board of Directors, creation of independent committees, rules for disclosure of information to shareholders and creditors, transparency of operations and an impeccable process of decision making and control of management. The OECD has emphasized various

requirements for the corporate governance namely, rights of the shareholders, equitable treatment of the shareholders, role of stakeholders in corporate governance etc. The Oft-quoted Cadbury Committee submitted its report along with the ‘Code of best practices’ in December 1992. It is globally well perceived report, the committee elaborated on the methods of governance needed to achieve a balance between the powers of the board of directors and their accountability.

The *learning goals and objectives* of this course for students to pursue management education are:

- Help the students understand the meaning of Ethics, code of ethics, values and ethical decision making for making the business transactions moral bound
- To make the students learn the teachings of various religions and its implications in the corporate world.
- To incorporate the importance of Corporate Governance and the ways to achieve good governance.
- To understand the rights of a consumers and environmental ethics in order to relate it with the statutory duties of the businesses.
- To teach the role and relevance of Corporate Social responsibility in the current business scenario.

**Text Book:**

1. A.C. Fernando, *Business Ethics and Corporate Governance*, 2<sup>nd</sup>edition, Pearson.

**Reference Books:**

1. CSV Murthy, *Business Ethics and Corporate Governance*, 2e, Himalaya Publication
2. William H Shaw, *Business Ethics*, 6<sup>th</sup>edition, Cengage.
3. Linda K. Trevino, Katherine A. Nelson, *Managing Business Ethics*, 5<sup>th</sup>edition, Wiley Publication.
4. George D. Chryssides, John H. Kaler, *Introduction to Business Ethics*, 5<sup>th</sup> edition, Cengage Learning.
5. Joseph Weiss, *Business Ethics: Stakeholders and Issues, Management Approach*, 5<sup>th</sup> edition, Cengage Learning.
6. ZabihollahRezaee, *Corporate Governance and Ethics*, 5<sup>th</sup> edition, Wiley Publication
7. Walther C. Zimmerli, Klaus Richter, Markus Holzinger, *Corporate Ethics and Corporate Governance*, Springer Publication.
8. S K Bhatia, *Business Ethics and Corporate Governance*, Deep and Deep Publications.

**Course Content:**

**Unit I: Business Ethics- An overview 6 Lecture Hours**

Definition and concept of Ethics and business ethics, History of Ethics, Institutionalizing Ethics, Code of conduct and ethics for managers, Ethical Committees, Significance and need for business ethic, Values and Ethics, Case Study-Satyam Computers.

**Unit II: Theories of Business Ethics 6Lecture Hours**

Theories of Business Ethics-consequential, Non consequential Theories of Business Ethics, Indian Ethical Traditions-Teachings from Gita, Islam, Christianity, Gandhian principles, Raunchy E-mails, too much drinking, and dirty dancing, a trilogy of sexual harassment cases across personal freedom, respect and decency- Case study adapted HBS Premier Case Collecti

**Unit III: Ethics of Consumer Protection & Environmental Ethics 8 Lecture Hours**

Consumer and Consumer Protection, Parties to consumer protection, Ethics of Consumer Protection & Environmental Ethics, Legal Protection to Consumers, Environmental Preservation: Role of Stakeholders, Future outlook on environment: partnerships, international cooperation and sustainable development, Business response to environmental regulations, Waste management and pollution control: prevention strategies, Environmental Audit, Managing environmental issues, Assignment- Go to the Website of Fortune 500 Companies and select a company of your choice and write down the code of ethics it follows.

**Unit IV: Corporate Social Responsibility 6 Lecture Hours**

Definitions Why social responsibility of business? Models for implementation of CSR, Advantages of CSR, Scope of CSR, Steps to attain CSR, Case –“Infosys Technologies-The Best among Indian Corporations”, Adapted from A.C. Fernando.

**Unit V: Corporate Governance: An overview 6 Lecture Hours**

Definitions, OECD Requirements for corporate governance, Historical perspective, Issues in the corporate governance, Relevance of corporate governance, Benefits of good corporate governance to a corporation, Valley systems- a case study adapted from HBS Premier Case Collection.

**Unit VI: Theory and Practice of Corporate Governance** **8 Lecture Hours**

Concept of corporation, Theories of corporate governance- stewardship theory, Stakeholder and sociological theory, Good Corporate governance, Obligation to society, investors, employees, customers and managers.

<b>FIN 361</b>	<b>Money and Capital Market in India</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

Financial markets are the backbone of any economy. The course is designed to provide the students with an insight of structure and functioning of Indian money and capital markets. The course will also focus on understanding of important instruments of these markets.

The **learning goals and objectives** of this course for students to pursue management education are:

- To acquaint the students with the structure and functioning of money market.
- To explain the structure and functioning of capital market.
- To discuss important instruments of money market and capital market.
- To give an overview of regulation of money market and capital market in India.

**Text Book:**

1. Pathak, B. V., *Indian Financial System*, Pearson Education, 2013.

**Reference Books:**

1. Machiraju, H. R., *Indian Financial System*, Vikas Publication, 2013.
2. Pandian, P., *Financial Services & Markets*, Vikas Publication, 2013.
3. Saunders, A, and Cornett, M., *Financial Institutions Management*, McGraw Hill/Irwin, 2010.
4. Khan, M Y, *Indian Financial System*, Tata McGraw-Hill, 2011.
5. Madura, Jeff, *Financial Institutions & Markets*, Cengage Learning, 2012.

**Course Content:**

**Unit I: Introduction to Financial Markets** **4 Lectures hours**

Introduction to Money Market and Capital Market, Structure, Functions and Role of Money Market and Capital Market.

**Unit II: Money Market** **6 Lectures hours**

Money Market Instruments: Treasury Bills, Certificate of Deposits, Commercial Papers, Money Market Mutual Funds, Call Money Market etc. Money Market Intermediaries. Secondary Market for Money Market Instruments.

**Unit III: Capital Market Instruments** **4 Lectures hours**

Equity Shares, Bonds & Debentures, and Mutual Funds etc.

**Unit IV: Primary Market** **9 Lectures hours**

Meaning, Public Issue of securities, Types of Issues, Book Building Method, Green Shoe Option, Underwriting of Public Issue. Mutual Funds: New Fund Offers. Primary Market Intermediaries. **Case:** IPO of Coal India Ltd.

**Unit V: Secondary Market**

**11 Lectures hours**

Meaning, Organization, Membership, and Functioning of Stock Exchanges; Functions of Stock Exchanges; Demutualisation of Stock Exchanges; Listing of Securities; Stock Market Indices, Important Stock Exchanges in India (NSE & BSE). Secondary Market Intermediaries. **Case:** Circuit Breakers in India.

**Unit VI: Debt Market**

**3 Lectures hours**

Introduction, Recent Trends, Major Participants, Private Corporate Debt Market, Public Sector Undertaking Bond Market, Government Securities Market.

**Unit VII: Regulation of Money & Capital Market**

**3 Lectures hours**

Self Regulation by Stock Exchanges, Role of RBI and SEBI.

<b>FIN 362</b>	<b>Financial Institutions and Markets</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

This 3 credit course in financial institutions and Markets provide an insight to financial services for its clients or members. One of the most important financial services provided by these institutions is acting as financial intermediaries. They are responsible for transferring funds from investors to companies in need of those funds. Financial institutions facilitate the flow of money through the economy. With globalization of economies across the world, the role of financial institutions has become increasing complex and the risks undertaken by these firms on behalf of clients has become less transparent and more difficult to comprehend. It is no surprise that most recent talk has been around the extent to which government regulations are necessary. To do so, savings are brought to provide funds for loans. This course provides students a basic understanding of the institutions and markets.

This course provides a deep understanding of various financial institutions and markets in India. While there is significant focus on the functioning of the Indian financial system, students will also develop a sound understanding of various concepts, tools and techniques that apply to financial institutions and markets anywhere in the world. A discussion of structure, working and organisation of the Indian financial institutions as well as latest trends and happenings in the context of not only India but globalised financial markets will be a part of the course.

The *learning goals and objectives* of this course for students to pursue management education are:

- To apply concepts relevant to financial markets and financial institutions, such as the flow of funds, levels of interest rates and interest rate differentials, to current events or topical issues.
- To evaluate empirical evidence of market performance, and contrast it with theories of market performance.
- To determine and analyze the appropriate measures of risk and return for various financial instruments and understand the mechanics and regulation of financial intermediaries and securities exchanges.

**Text Book:**

1. Khan M. Y, *Indian Financial System*, 7<sup>th</sup> edition, Tata McGraw Hill Education Pvt. Ltd., New Delhi, 2012.

**Reference Books:**

1. Avadhani, V.A., *Investment and securities Markets in India*, Himalaya Publishing House, Delhi, 2007.
2. Bhole, L.M., *Financial Markets and Institutions*, Tata McGraw Hill, Delhi, 2009.
3. Ghosh, D., *Banking Policy in India*, Allied Publications, New Delhi, 2013.
4. Varshney, P.N., *Indian Financial System*, Sultan Chand & Sons, New Delhi, 2006.
5. Giddy, Ian, *Global Financial Markets*, AITBS Publishing House, New Delhi, 1997.

**Course Content:**
**Unit I: General Introduction to Financial Markets 10 Lecture Hours**

An overview of Indian Financial System, Concept and role of money market, Instruments of Money Market, Concept of Capital Market and its instruments, Role of RBI in money market and SEBI in Capital market, Organisation management and functions of SEBI.

**Unit II: Role of RBI and Contribution of Commercial Banks 8 Lecture Hours**

Credit creation and credit control: Concept and Techniques, An overview of Indian monetary policy, Meaning and functions, managements and investment policies of commercial banks. Types of Commercial Banks.

**Unit III: Role of Development Banks 7 Lecture Hours**

Latest developments in Indian banking, e banking and e trading; emerging trends in commercial banks, An introduction to All India and State Level Development Banks: Concept objectives, and functions of development banks, IFCI, ICICI, IDBI, IRBI, SIDBI, Objectives, functions and role of state level development banks, Role of state level development banks in industrial finance.

**Unit IV: Insurance Industry Scenario in India 7 Lecture Hours**

A scenario of Insurance industry in India, Role of LIC, and GIC, Concept of Mutual Funds, Instruments, and Role of UTI and its schemes, Concept and role of non-banking financial institutions; Sources of finance, A Case on Indian Insurance Industry.

**Unit V: Mutual Funds Scenario in India 8 Lecture Hours**

An overview of mutual funds industry in India, evaluation of mutual funds, Designing and marketing of mutual funds schemes, Comparison of some schemes of UTI with other players, Concept, functions and growth of Merchant Banking, Government policy on merchant banking services.

<b>FIN 363</b>	<b>Financial Services</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

The new millennium has seen a decisive shift towards a new domain of financial services. While financial institutions and instruments constitute the hard core of the financial system, financial services represent the software portion of the financial environment. They represent all kinds of services provided in financial terms, where the essential commodity is money. The present course will primarily probe into some of the leading and vibrant financial services.

This course is designed to prepare students for entry-level positions in financial service institutions. The course will focus on financial service operations. Students will understand: concepts, principles, and practices used in the financial services industry; the basic functions of the Indian free enterprise system; basics of investments, negotiable instruments, all major non credit services, and written and verbal technical communication.



The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with an overall understanding of the concept, emergence and development of financial services.
- To equip students with an understanding of the mechanics, operations and procedures in performing the services.
- To prepare students for opportunities in the financial service industry.

**Text Book:**

1. Goel, Sandeep, *Financial Services*, 1e, PHI Publication, New Delhi, 2013

**Reference Books:**

1. Pandian, P., *Financial Services and Markets*, 1<sup>st</sup> edition, Vikas Publication House, 2010.
2. McInish, Thomas H, *Capital Markets: A Global Perspective*, Blackwell Publishers, USA, 2000.
3. WTO Secretariat, *Guide to the GATS: An Overview of Issues for further liberalization of Trade in Services*, Kluwer Law International, Netherlands, 2001.
4. Croft, Norton, Whyte, *Management in the Financial Services Industry: Thriving on Organizational Change*, CIB Publishing, UK, 1999.
5. Vaughan & Vaughan, *Essentials of Risk Management and Insurance*, 2<sup>nd</sup> edition, John Wiley, Singapore, 2002.

**Course Content:**

**Unit I: Emerging trends in Financial Services**

**3 Lecture Hours**

Nature, scope, and meaning of financial services, Significance of financial services in an economy.

**Unit II: Merchant Banking and Issue Management**

**4 Lecture Hours**

Nature, Concept, and Meaning of merchant banking, who is merchant banker? Growth, Evolution of Merchant Banking in India, Scope of Merchant Banking Services, Functions of Merchant Banks, Management of Public Issues, Role of Merchant Bankers in maintaining health and credibility of the Capital Market, Role of underwriters in issue management and computation of underwriter's liability.

**Unit III: Leasing and Hire Purchase**

**4 Lecture Hours**

Concept and types of leasing, Fixation of Lease Rentals with examples, Factors influencing Lease Vs Buy Decision, Accounting treatment for Leasing, Growth and Prospects of Leasing Industry in India, Hire Purchase agreement- Types, difference between hire purchase and lease.

**Unit IV: Factoring and Forfeiting**

**4 Lecture Hours**

Concept of Factoring, Types of Factoring Players in Factoring. Factoring Mechanism. Factoring in India. Cost and Benefit of Factoring. Issues involved in Factoring Business. Bill Discounting and Forfeiting.

**Unit V: Credit Rating**

**3 Lecture Hours**

Objectives of Credit Rating, Institutions engaged in Credit Rating, Purpose and Procedure of Rating for Debentures, Fixed Deposits, and short-term Instruments, Role of credit rating agencies like CRISIL and ICRA.

**Unit VI: Mutual Funds**

**5 Lecture Hours**

Concept, types & functions of Mutual Fund, SEBI regulation, Investment strategies of Mutual Funds, Benefits for the investors, Growth of Mutual Funds in India & NAV Computation, Safety, Liquidity and Profitability of Mutual Funds.

**Unit VII: Venture Capital**

**5 Lecture Hours**

Concept and Characteristics of Venture Capital, Origin and Growth of Venture Capital, Difference between Venture Capital Financing and Conventional funding. Venture Capital Schemes, Legal aspects, Agencies involved in providing Venture Capital, Finance Ministry Guidelines, Different stages of venture capital financing & Computation.

**Unit VIII: Banking**

**4 Lecture Hours**

Introduction to Banking Services, Commercial Credit, Retail Credit, Deposit & Fees-based Products.

**Unit IX: Insurance**
**4 Lecture Hours**

Life, Non Life & Other types of Insurance, Health Insurance, Group Insurance, Computation on the basis of Human Life Value Index, Pension Schemes, Insurance Intermediaries and Agents & Brokers.

**Unit X: Depository Service**
**4 Lecture Hours**

Introduction – DEMAT A/C – Need for Demat A/C – Rules governing of Demat A/C - PAN card requirement - Advantages of Demat A/c – Conversion of Physical Securities to Electronic form, Service Charges – Know Your Customer - Norms stipulated by SEBI.

HRM361	Performance Management	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

Performance management is a continuous process of identifying, measuring and developing the performance of individual and teams and aligning their performance with the strategic goals of the organization. And, *performance management systems* are the key tools that can be used to transform people's talent and motivation into a strategic business advantage. The performance of an organization depends on the performance of its people, regardless of the organization's size, purpose, and other characteristics. An effective Performance Management system helps employees to identify ways to improve performance and provides the opportunity to discuss career direction and prospects. It presents the opportunity to plan for and set objectives to further develop their career and are "developmental in approach". It focuses on creating, facilitating and enabling performance culture in which individual/teams unleash their potentials.

This course is designed to enable students to explore effective processes and systems for managing performance at the individual, team and organization level that help increase an organization's human capital. It will provide students with an understanding of the key role performance management plays in achieving corporate strategy and optimizing productivity. Within the scope of "managing performance" students will gain knowledge of how to measure and develop performance. Interactive opportunities will be provided to build skills needed to assist line managers in managing performance, including: establishing and communicating performance criteria; coaching for performance improvement; and conducting performance review discussions. This course will also examine the relationship between performance management and other HRM functions.

The *learning goals and objectives* of this course for students are:

- To provide an insight in to the fundamental of performance management and its practical application in managing individual and team performances.
- To illustrate the development of performance models for better person-job fit and provide insight into the implementation prerequisites and strategies for the same.
- To describe the process of performance measurement and management system to design job analysis and performance measurement system based on the match between roles to be performed and required KSA.
- To acquaint them about effective performance review feedback and counselling and coaching techniques for employee development and making the organization more effective in the competitive environment.

**Text Book:**

1. Bagchi, S. N., *Performance Management*, Cengage Learning, India, 2011.

**Reference Books:**

1. Kohli, A.S. & Deb, T., *Performance Management*, Oxford Pub, 2009.
2. Aguinis, H., *Performance Management*, Pearson Education, 2009.

3. Singh, B. D., *Performance Management System*, Excel Books, 2010.
4. Rao, T.V., *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*, Response Books, 2011.

**Course Content:**
**Unit I: Introduction to Performance Management 6 Lecture Hours**

Performance Management – Concept, Perspective, Scope and Significance; Philosophy of performance management; Performance appraisal vs. Performance management; Conceptual model of performance management; Imperatives of Performance Management; Performance Prism; determinants of job performance.

**Unit II: Challenges to Performance Management Process 5 Lecture Hours**

Common challenges to PM; Impact of organizational structure on Performance management Process; Different organizational structure – Macro, decentralized, and micro; Implications for performance management process.

**Unit III: Performance Management Process 6 Lecture Hours**

Performance Management Process – Introduction; Management process linkage to performance management; Preconditions of PMS – organizational readiness & organizational fit; Components of PMS in brief – performance planning, managing, appraisal & monitoring; Performance Planning – meaning, objectives, characteristics and importance; Planning – theories of goal- setting and methodologies of performance planning.

**Unit IV: Defining Performance and Performance Measurement Metrics 7 Lecture Hours**

Defining Performance and Cascading organizational goals to individual goals; Approaches for defining performance – Behaviour-based approach, Task-based approach and Result-based approach; Limitations of each approach; Performance Measurement – Deciding the correct method.

**Unit V: Performance Appraisal 10 Lecture Hours**

Performance Appraisal: Meaning, Characteristics and objectives; Principles of Appraising performance – Technical, extended, appraisal and Maintenance phase; Process of Performance appraisal; Methods of Performance appraisal - Traditional and Modern; Modern methods of appraisal – MBO & 360-degree; Common Rating Errors – Central Tendency, Halo & Horn Effect, Spill-over effect, contrast effect, latest behaviour, status effect; Common Problems in employee Assessment.

**Unit VI: Performance Review & Counselling 6 Lecture Hours**

Objectives and rules of Performance review meetings; Objectives and rules of Performance review meetings; Performance Counselling – concept and principles; Performance Counselling Skills – active listening, responding and questioning; Role plays for performance counselling and review meetings.

<b>HRM 362</b>	<b>Organizational Change and Development</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Basic Knowledge of HR Concepts				
Co-requisites					

**Course Background and Learning Objectives:**

Organizations today are operating in a fast-changing environment where business practices are dynamic and economies are vulnerable to market fluctuations. Potential threats from external environment require organizations to be much more dynamic in nature. In the process of survival, sustainability and growth, organizations are initiating planned changes by re-orienting their systems, structures and processes, particularly organizational processes. Understanding organizational change thus becomes an important area of study for organizations and for business managers.

Organizational development (OD), which is concerned with change interventions, is an all-encompassing ongoing process. For any organization to sustain and grow, OD intervention is an inseparable component. This further underlies the importance of change management in the field of business management education. For today's aspiring managers, understanding various change and developmental issues is very important. The course on organizational change and development is designed to provide the students exposure to some of the change management strategies that are being adopted by organizations, both in India and abroad.

The **learning goals and objectives** of this course for students to pursue management education are:

- To acquaint students with basic concepts and models of organizational change and development. Provide clarity on various dimensions of change and development and their interconnections in business organizations.
- Provide an understanding of most common types of problems that occur in organizations and how organizations develop complete action plans that are aligned and integrated with each other for optimum effectiveness.
- Provide an understanding of how to create powerful teams to collaborate and guide change in organizations; develop a realistic change management strategy which gets acceptance and generates sense of ownership in the organization.
- To identify and understand the principles of successful organizational change and familiarizing students regarding ongoing motivation during change and effectively address resistance.

**Text Book:**

1. Dipak Kumar Bhattacharya, *Organization Change & Development*, 1<sup>st</sup> edition, Oxford University Press, 2013.

**Reference Books:**

1. W.L. French, C.H. Bell and V.Vohra, *Organizational Development: Behavioral Science Interventions for organizational Improvement*, 6<sup>th</sup> edition, Pearson Education, 2013.
2. Thomas G. Cummings and Christopher G. Worley, *Organizational Development and Change*, 7<sup>th</sup> edition, Thompson Learning India, 2002.
3. S. Ramnarayana, T. V. Rao, K. Singh, *Organization Development: Interventions & Strategies*, 2<sup>nd</sup> edition, Response Books, Sage Publications, 2011.

**Course Content:**

**Unit I: Introduction to Organizational Change **6 Lecture Hours****

Meaning and Importance of Organizational Change; Need for Organizational Change; Change Triggers: Business Development driven change, Culture-driven change, Process –driven change, Competency –driven change.; Types of Change – Planned vs. Emergent, Developmental, Transitional & Transformational; Key elements for Success in Organizational Change; Challenges in Implementing Organizational Change.

**Unit II: Understanding Organizational System, Structure, & Design **4 Lecture Hours****

System View of an Organization; Types of Organizational Structure and Systems; Open System Approach to an Organization; Socio-Technical System Thinking; Business Process Re-engineering and Change.

**Unit III: Organizational Change Process **4 Lecture Hours****

Process of Change; Features of Organizational Change ; SWOT Analysis and Change Process; Change and its impact; Kurt Lewin's Force Field Analysis - Resistance to Change, Overcoming Resistance to Change; Kurt Lewin's Three Stage Process of Change.

**Unit IV: Organizational Effectiveness & Change **6 Lecture Hours****

Organizational Effectiveness & Excellence–Meaning & Importance; Change through Six Sigma; Change Management- The Skill Requirements; Change Management Iceberg; Culture and Change; Effective Change Management; Employee Attitudes in Organizational Change Process; Qualities of Change Agent; Approaches to Change Management.

**Unit V: Introduction to Organizational Development **5 Lecture Hours****

Definition & Concept of OD; OD as Action Research Process ; Evolution of OD, Characteristics of OD; Steps in OD; OD in different organizations; Important Triggers for OD; OD & Leadership Development; Role of External Consultant in OD Processes; Organizational Life Cycle Analysis.

**Unit VI: Organizational Diagnosis **4 Lecture Hours****

Objective of Organizational Diagnosis; The Diagnostic Cycle; Different forms of Organizational Diagnosis; Use of Interviews as a diagnostic Tools and Observational Methods of Diagnosis; Questionnaire Development for Organizational Diagnosis.

**Unit VII: OD Interventions and Strategies 5 Lecture Hours**

Introduction - OD Intervention and Strategies; McKinsey's 7-S Framework; Harrison's Model of Diagnosing; Confrontation Meetings; Survey Feedback; System 4 Management; Grid OD Program.

**Unit VIII: Knowledge Management & Organizational Learning in Change 3 Lecture Hours**

Knowledge Management - Meaning, Assumptions and Benefits; Knowledge Spiral of Nonaka& Takeuchi; Knowledge management and Change; Learning Organizations and Benefits; Senge's Approach.

**Unit IX: Contemporary Issues in OD 3 Lecture Hours**

Ethics in OD; Managing Workplace Diversity; Cross-Cultural Diversity Issues; Globalization and Organizational Change.

<b>HRM 363</b>	<b>Compensation and Reward Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

Compensation management has been addressed as a key driver of employee motivation and retention. An effective compensation system is the strategic need of the organization. Compensation management therefore should be viewed as the strategic management of the organization's salaries and rewards. It has become imperative for an organization to manage the cost of compensation with the benefits the organization reaps with employee motivation. The purpose of this subject is to give the students experience on how the whole compensation system works in an organization, how an organization decides to give pay and how to design a pay structure from scratch.

The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with basic concepts and techniques of compensation and reward management and understanding the relationship that exists between the organizational working and employee compensation.
- To gain insight into the design, implementation and administration of compensation and benefits packages in the organizations.
- To critically analyse situations for forward thinking through innovation.
- To gain insight into the ethical and legal factors affecting pay levels within organizations.

**Text Book:**

1. Dipak Bhattacharya, *Compensation Management*, 1e, Oxford Publications, New Delhi, 2013.

**Reference Books:**

1. S.K. Bhatia, *New Compensation Management in a Changing Environment*, Deep and Deep Publications, 2009 Reprint.
2. G. Milkovich, J. Newman, and C.S.Venkatratnam, *Compensation*, McGraw Hill, 9<sup>th</sup> Edition (SAE), 2008.
3. Richard I. Henderson, *Compensation Management in Knowledge based World*, Pearson Education, 2010.
4. S.K. Bhatia, *Constructive Industrial Relation and Labor Laws*, Deep and Deep Publications, 2009

**Course Content:**

**Unit I: Basics of Compensation 8 Lecture Hours**

Wage and Salary – Concept, Nature, Scope, Objectives; Principles and importance of Wage and Salary Administration, Theories of Wage and Salary; Concept of Minimum wages, Fair Wages, Living Wages, Need Based Wages; Dearness Allowance, Fringe Benefits, Bonus and Executive Compensation; Concept of Blue Collar Employees and White Collar Employees and differences in their compensation; Cost to company- Meaning and Concept; Components of Cost to Company.

**Unit II: Legislation regarding Wages in India **8Lecture Hours****

Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Equal Remuneration Act, 1976; The Payment of Gratuity Act, 1971; The Employee’s Provident Funds and Miscellaneous Provisions Act, 1952; Wage Commissions and Wage Boards; Recommendations of the 6th Pay Commission.

**Unit III: Internal Factors in Compensation Management **10 Lecture Hours****

Understanding Job Design; strategies, components and techniques to job design; Job Analysis: Concepts, methods and parts; Job evaluation: Concept and Methods; Methods to job Evaluation; Factors affecting pay internally; Performance Management System and Compensation; Compensation Broad-banding using PMS.

**Unit IV: External Factors in Compensation Management **6 Lecture Hours****

Factors affecting pay external to the organization; Strategies followed by the competitors; Understanding the use of Salary surveys to compensation; Types of Pay Grades and Structures; Implementing Pay grade and Structures.

**Unit V: Employee Benefits **4 Lecture Hours****

Understanding employee benefits; monetary and non-monetary benefits; Types of employee benefits; statutory obligations while deciding employee benefits; Deferred compensation plans and alternatives to employee benefits.

**Unit VI: Employee Incentives **4 Lecture Hours****

Incentives - meaning and concept; Benefits of a sound incentive system; Types of incentives; Different Types of Incentive plans.

<b>MKT 361</b>	<b>Sales &amp; Distribution Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

Rapid Changes in communication and information technology, globalization of business, increase in competition, and high level of customer orientation have made sales and distribution management more important than ever. Sales & distribution management, play an important role in organizations in today’s challenging business environment by focusing on the development of sound sales and distribution strategy, the management of marketing channels, sales force management. Sales management is undergoing rapid changes due to changing orientation of companies from just product delivery to service based delivery models. Today the marketer faces the challenge of formulating strategies and methods for improving the selling approach, which includes sales force downsizing, the application of information technology, the enhanced use of telemarketing, key account management, use of independent sales organizations and sales representatives, electronic data interchange, and cross-functional team selling. Thus software programs are now written exclusively for sales force management. Compensation planning and supervision techniques are changing as more and more knowledge workers are joining modern sales force. Employee loyalty along with customer loyalty is now treated as a key driver for business success. Sales force automation and sales force control have started delivering an efficiency-based environment forcing sales organizations to re-look at sales management more from a strategic viewpoint than a tactical orientation to generate sales. Distribution and logistics management is receiving tremendous attention from enterprises as potential areas for generating competitive advantage. With the arrival of large multinational retailers, such as Wal-Mart and Carrefour, the logistics function is on the verge of upheaval in India. Under such a dynamic environment this course prepares students for sales positions in business and industry.

The *learning goals and objectives* of this course for students to pursue management education are:

- To provide students an understanding of the concepts, attitudes, techniques and approaches required for effective managerial decision making in the areas of Sales and Distribution to sustain the business in long-run.

- To assist students in developing their creativity and innovative thinking to develop skills critical for generating, evaluating and selecting sales and distribution strategies and making the best choices to maximize profit, market share, managerial & national interests, and social benefits.
- To lay special emphasis on the practicing manager's problems and dilemmas in various situations for forward thinking through creativity.

**Text Book:**

1. T.K. Panda, S. Sahadev, *Sales and Distribution Management*, 2<sup>nd</sup> edition, Oxford University Press, 2005.

**Reference Books:**

1. K. Havaldar, K.M. Cavale, *Sales and Distribution Management*, 2<sup>nd</sup> edition, Tata McGraw Hill, 2009.
2. A.T. Coughlan, *Marketing Channels*, 7<sup>th</sup> edition, Pearson Education, 2006.

**Course Content:**

**Unit I: Introduction to Sales Management 10 Lecture Hours**

Sales management: Introduction, evolution, nature, importance and role; types of personal selling; difference between sales & marketing; role of sales management in marketing; sales management process, emerging trends in sales management; Selling Process: Prospecting & Qualifying, Pre-approach, Approach, Presentation & Demonstration, Overcoming Objections, Trial Close & Close, Follow-up & Service, Negotiations.

**Unit II: Sales Management for effectiveness 12 Lecture Hours**

The Selling Process, Sales force automation; organization design- line & staff positions, design by territory, customer, product, combined; no of Sales people, management of sales territory, sales quotas- sales volume quota, sales budget quota, sales activity quota, combined quota; preparing of sales budget; sales force compensation: objectives, design and types, sales force control, performance appraisal of sales force.

**Unit III: Distribution Management- Introduction 6 Lecture Hours**

Distribution Channel mgmt. – Activities, Need for distribution channels, value addition through distribution; Channel strategy, Rural distribution channels; Channel Levels; Channel Systems, kinds of distribution channels, and pattern of Distribution.

**Unit IV: Distribution Management- Managing Channel Partners 5 Lecture Hours**

Designing channel & planning process; Selecting channel partners; Channel Design Implementation, Managing channel behavior (power & conflict)

**Unit V: SCM & Logistics 7 Lecture Hours**

Market Logistics & SCM - definition & scope of logistics and its extension into SCM, logistics & other functions: Interface; Inventory Management, Warehousing, Transportation, Advances in SCM, IT in logistics and supply chain.

<b>MKT 362</b>	<b>Retail Management</b>	L	T	P	C
Version 1	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

The course will enable students to identify the structural dynamics of the retail industry. Students will be able to apply the retail concepts in diverse formats. It offers an in-depth insight into all functional areas of retail management. This course helps to know consumer acceptance patterns, determine factors used to choose markets in which to compete, differentiate the environmental factors affecting retail strategy and integrate the essential resources affecting retailers.

The *learning goals and objectives* of this course are to:

- Understand retail management concepts, such as buyers and vendors; customer service, customer loyalty, and consumer behaviour; retail planning process and electronic retailing; retail strategy,

pricing strategy, assortment planning, branding strategy, and global growth strategy; and information systems and supply chain management.

- Compare and contrast different location opportunities and outline the factors that affect retail demand in a region or trade area.
- Understand how retailers build a sustainable competitive advantage through human resource management.
- Make international sourcing decisions and identify common ethical and legal issues involved in the purchase and sale of merchandise.

**Text Book:**

1. Barry Berman, Joel R. Evans & Mini Mathur, *Retail Management: A Strategic Approach*, 11<sup>th</sup> edition, Pearson.

**Reference Books:**

1. Levy, Weitz & Pandit, *Retailing Management*, 6<sup>th</sup> edition, Tata McGraw Hill, 2012
2. Sinha, Uniyal, *Managing Retailing*, 2<sup>nd</sup> edition, Oxford India, 2014
3. Bajaj, Tuli and Srivastava, *Retail Management*, 2<sup>nd</sup> edition, Oxford India, 2013.
4. Dunne & Lusch, *Retail Management*, 1<sup>st</sup> edition, South-Western, 1e1990)
5. *Retailing Management*, Retail Management, 3<sup>rd</sup> edition, Tata McGraw Hill, 2012
6. Newman A J and Cullen, *Retailing: Environment and Operations*, P, Vikas, 2002
7. Varley R and Rafiq M, *Principles of Retail Management*, Palgrave, 2004.
8. Retail Marketing Management, David Gilbert, *Retail Marketing Management*, 2<sup>nd</sup> edition, Pearson India.

**Course Content:**

**Unit I: Introduction to the world of Retailing 5 Lecture Hours**

Retailing: Concept, Definition and functions., Evolution of retailing, Growth of retailing in India. CAGRs of Brands, Organized Retail expansion, Changing CB, Organized retailing in India: key drivers for growth and future , FDIs, Foreign Brands, Indian Organized Brands, Discussion on “It happened only in India”

**Unit II: Retail Formats and their Characteristics 5 Lecture Hours**

Store formats- Supermarket, Department store, Specialty Store, Hypermarket, The Mall, Discount store, Category Killers, Kiosks, Convenience store, Specialty store. Non-store formats E-retailing, Direct selling, Television Home shopping, Vending Machine retailing

**Unit III: Retail Site Location 5 Lecture Hours**

Levels of locations decisions, City selection, Location options- Malls / High Street/ Local High-street location, Free standing location- Reasons, Shopping center, Mall location, Site selection

**Unit IV: Information Systems 5 Lecture Hours**

Data warehousing and mining, Electronic Data interchange (EDI), Improved supply chain management , Quick Response Delivery system, Universal Product code (UPC), Point-of-sale Terminals, Radio Frequency Identification (RFID), Self check-out systems

**Unit V: Developing Merchandise Plan 5 Lecture Hours**

Deciding the merchandise mix- variety, Assortment Importance of branding:, Inclusive, Name- Logo- Image, Campaigns Quality, Price points, Live Examples from the Store Formats and their Price Points, How to maximize Profit by Inventory Management And optimizing Systems and SCM

**Unit VI: Implementing Merchandise plan 3 Lecture Hours**

identification and selection criterion, Negotiating with vendors, Category management and category captainship, International sourcing

**Unit VII: Retail Pricing 3 Lecture Hours**

Factors affecting pricing, developing a retail price strategy- retail objectives, Implementing the strategy, price adjustments, deciding a pricing policy developing a pricing strategy

**Unit VIII: Retail Communication Mix 3 Lecture Hours**



Factors affecting pricing, developing a retail price strategy- retail objectives, Implementing the strategy, price adjustments, deciding a pricing policy, developing a pricing strategy

**Unit XI: Managing the Store**

**3 Lecture Hours**

An overview and categorization of basic store operations, Important terms and indicators. Key issues in managing stores, Management of retail, Productivity and profitability

**Unit X: Store layout Design and Visual Merchandising**

**3 Lecture Hours**

Exterior design components and their significance, Interior atmospherics, Store layout and Space planning, Visual merchandising.

<b>BBA 363</b>	<b>Brand Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

This course is intended to familiarize students with the concept of Brands and Branding in the context of Marketing. The course creates understanding of the importance of brands, what they represent to consumers, and what firms should do to manage them properly. The course will focus on the science of building, measuring and managing Brand equity in the ever-changing world of today which is characterized by intense competition and dynamic consumerism. This course aims to equip future managers with concepts and techniques to improve the long-term profitability of their brand strategies. Current thinking and perspectives both from the academic as well as industrial angles would be examined, so as to provide students with the abilities of brand management and the required decision-making.

The *learning goals and objectives* of this course are:

- Developing appreciation & understanding of the importance of Brands & the process of Branding.
- Knowledge and skills of building Brands as long term tangible assets owned by companies.
- Understanding of Brands as unique socio cultural entities.

**Text Book:**

1. Kevin Lane Keller, AmbiParmeswaran, Issac Jacob, Strategic Brand Management, Pearson, 2013.

**Reference Books:**

1. Al Ries & Jack Trout, Positioning: The Battle for Your Mind, TATA McGraw Hill, 2003.
2. David Aaker, Managing Brand Equity, Free Press, 2010.

**Course Content:**

**Unit I: Introduction to Branding**

**6 Lecture Hours**

Concept of Brands, The genesis of Brands, How is it related to growth of company, The need for Brands Products as distinct as Brands, Can services be branded?, Five levels of Product

**Unit II: Process of Segmentation and Positioning**

**8 Lecture Hours**

Concepts of Segmentation, Targeting and Positioning, Segmentation based on geographic, demographic, psychographic and behavioral factors, Applying “new” filters like growing urban complexity, no child urban families, etc.; Benefits and methods of Positioning and repositioning., Applying “New” filters: Growing urban complexity, Urban families, Development of psyche of customers etc

**Unit III: Brand Equity and Brand Identity**

**6 Lecture Hours**

Product Strategy, Pricing Strategy, Brand Equity and Brand Identity; Strategies: Product, Pricing, Channels; Other factors like Heritage, Parent Company phenomenon, etc.; Traditional & non-traditional

methods of creating brand identity; Sustaining Brand Equity in a changing world, Branding in a Digital World; establishing Brand identities in the context of Retailing.

**Unit IV: Elements of Brand Identity** **6 Lecture Hours**

Revisiting the Consumer Behavior, Understanding the concept of product parity, Understanding the concept of product parity, Understanding the process of product differentiation, Understanding the positioning & differentiation strategy, Deriving the Positioning Statement

**Unit V: Umbrella branding and Brand Extension** **5 Lecture Hours**

Why diversify?, Advantages & disadvantages of diversification, Advantages & disadvantages of diversification, Developing strategies to create trust in “core” brand, Developing strategies to create trust in “core” brand

**Unit VI: Challenges in sustaining Brand Equity** **3 Lecture Hours**

Competition & its effect on Brands, especially pricing, Competition & its effect on Brands, especially pricing, Ways to combat competition

**Unit VI: Brand identity** **3 Lecture Hours**

Brand Identity, New ways of promoting Brand, Disadvantages of New Media, Lifecycle of Brands

**Unit VII: Brand and CRM** **3 Lecture Hours**

Phenomenon; Implication of introducing “alien” product categories or elements; Brand identity across cultures

<b>BBA 322</b>	<b>Business Policy and Strategy</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

This is an integrative course where students learn to ETE business problems from a systems perspective. The goal is to learn the fundamentals of how to manage organizations strategically. Strategic management of organizations is a complex undertaking which starts with the central question: why are some firms more profitable than others? The course will require you to examine this question by integrating knowledge from prior business courses, while simultaneously learning and applying new strategic management concepts, principles, frameworks and methodologies.

New material will cover the various components of strategy formulation, implementation and evaluation. Formulation components include conducting an external and internal analysis, applying SWOT and differentiating among the three levels of strategy (functional, business, and corporate). Implementation components include governance, ethics, organizational structure, control systems and culture. Evaluation involves monitoring the execution of strategy to determine the extent strategic goals are being achieved and the degree competitive advantage is being created and sustained.

The course is designed to help you develop skills and judgment for your business career. The intent is to sharpen your ability to think critically and logically, and to help you learn to diagnose situations from a strategic point of view.

The *learning goals and objectives* of this course are:

- To learn the fundamentals of strategic management.
- To understand the fundamental principles of and relationships among business functions such as: finance, human resources, marketing, and operations.
- To understand the relationships of business to individuals, other organizations, government and society.
- To analyse complex, unstructured qualitative and quantitative problems, using appropriate tools.
- To comprehend and critically evaluate information presented in written and numeric form.
- To express ideas clearly, logically and persuasively in oral and written communication.

**Text Book:**

- Hitt, Michael A, Ireland, Duane R., Hoskisson, Robert E., Manikuttu, S., *Strategic Management*, 9<sup>th</sup> edition, Cengage Learning, New Delhi.

**Reference Books:**

- Dess, Lumpkin and Eisner, *Strategic management: Text and Cases*, 3<sup>rd</sup> edition, Tata McGraw Hill,
- Johnson, Scholes and Whittington, *Exploring Corporate Strategy*, 7<sup>th</sup> edition, Pearson
- Thomas L. Wheelen and J. David Hunger, *Strategic Management and Business Policy*, 11<sup>th</sup> edition, Pearson
- Thompson, Strickland, Gamble, and Jain, *Crafting and Executing Strategy*, Tata McGraw Hill
- David, Fred R., *Strategic Management: Concepts and Cases*, 13<sup>th</sup> edition, Pearson

**Course Content:**
**Unit I: Strategic Direction and Environmental Analysis 10 Lecture Hours**

Introduction to Business Policy and Strategic Management, Formation of groups and discussion of Course importance, strategy and Assessment, Importance of Strategic Management; The I/O Model of Above-Average Returns and The Resource-Based Model of Above-Average Returns, Strategic Focus: Effective Vision and Mission Statements: Characteristics of good Vision and Mission statements, Setting objectives- Strategic Objectives and Financial Objectives, hierarchy of objectives, Stakeholders, Classifications of Stakeholders, Stakeholder Management, The Strategic Management Process Competitive Advantage, Value Chain Analysis, Outsourcing.

**Unit II: Strategy formulation 18 Lecture Hours**

Strategic options- different types and levels; Business-Level Strategy; The Purpose of a Business-Level Strategy, Customers: Their Relationship with Business-Level Strategies, Effectively Managing Relationships with Customers, Types of Business-Level Strategies- Cost Leadership Strategy, Differentiation Strategy and Focus Strategies; Integrated Cost Leadership/Differentiation Strategy, Competitive Rivalry and Competitive Dynamics; A Model of Competitive Rivalry; Competitor Analysis, Competitive Rivalry: Strategic and Tactical Actions, Likelihood of Attack, First-Mover Incentives; Type of Competitive Action, Competitive Dynamics: Slow-Cycle Markets, Fast-Cycle Markets and Standard-Cycle Markets, Corporate-Level Strategy; Diversification, Levels of Diversification, Reasons for Diversification, Value-Creating Diversification, Unrelated Diversification; Restructuring of Assets, Value-Neutral Diversification; Managerial Motives to Diversify, Merger and Acquisition Strategies; Meaning of Mergers, Acquisitions, and Takeovers, Reasons for Acquisitions and Problems in Achieving Acquisition Success, Restructuring: Downsizing, Down scoping and Leveraged Buyouts; Restructuring Outcomes, Cooperative Strategy; Strategic Alliances, Types of Strategic Alliances, Reasons Firms Develop Strategic Alliances, Business-Level Cooperative Strategy, Corporate-Level Cooperative Strategy, International Strategy; Identifying International Opportunities: Incentives to Use an International Strategy, Choice of International Entry Mode: Exporting, Licensing, Strategic Alliances, Acquisitions, New Wholly Owned Subsidiary; Dynamics of Mode of Entry, Strategic Competitive Outcomes and Risks in an International Environment, Limits to International Expansion.

**Unit III: Strategy Implementation 12 Lecture Hours**

Corporate Governance: Theory of Corporate Governance, Board of Directors, Enhancing the Effectiveness of the Board of Directors, Market for Corporate Control, Corporate Governance in India, Organizational Structure and Controls: Relationships between Strategy and Structure, Types of Organizational Structures: Simple Structure, Functional Structure and Multidivisional Structure, Matches between Strategy and Structure, Strategic Leadership: Importance of Strategic Leaders, The Role of Top-Level Managers, Key Strategic Leadership Actions, Presentation on Case Analysis.

<b>FIN 371</b>	<b>International Finance</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

### **Course Background and Learning Objectives:**

International financial management also known as international finance is a popular concept which means management of finance in an international business environment, it implies, doing of trade and making money through the exchange of currency. The international financial activities help the organizations to connect with international dealings with overseas business partners- customers, suppliers, lenders etc. It is also used by government organization and non-profit institutions. International financial management deals with the financial decisions taken in the area of international business..

The *learning goals and objectives* of this course for students to pursue management education are:

- To introduce the students with financial management concept at a personal level, with special emphasis placed on the development of a plan or strategy.
- To study the investment and financial issues arising from the management of personal wealth.
- To understand & perform simple financial need analysis and explain the features of various forms of investment available to individuals and outline their advantages and disadvantages.
- To outline the role of retirement & estate planning within the financial planning process.

### **Text Book:**

1. P.G Apte ,International Financial Management,MCGrawHill,5<sup>th</sup> Edition,2013

### **Reference Books:**

1. Levi, Maurice, International Finance, New York, McGraw Hill Inc.,2013
2. Chandra, *Investment Analysis & Portfolio Management*, 3<sup>rd</sup>edition, Tata McGraw Hill, New Delhi,2005.
3. Shapiro, Allen C, Multinational Financial Management., New Delhi, Prentice Hall India ,2012

### **Course Content**

#### **Unit 1:Introduction to International Financial Management: 15 Lecture Hours**

International financial management ,an introduction,Goals of MNC,Conflicts, issues, constraints in MNCs ,objectives/operations Text Book, Theories of international trade,International monetary systems ,Gold standard: history, Price specie flow mechanism Quantity Theory of Money, Fiat Money ,Reasons for failure of Gold Standard ,Bretton woods system: operational framework, Introduction to IMF ,Evaluation Smithsonian agreement and Jamaica Agreement ,Failure of Bretton Woods System,European monetary system introduction and comparison with Bretton woods ,Euro Currencies and Markets:Introduction,Evolution of Euro Markets ,Determination of foreign exchange rates sterilisation ,comparison of flexible and fixed exchange rate system ,Factors determining demand and supply Central Bank Intervention, Clean and Dirty Float ,Foreign exchange markets participants, operation, term ,Spot and Forward markets,FEDAI Rules ,Option Forwards, Swap Points Parity relationship and forwards ,absolute and relative purchasing power parit

#### **Unit 2: Capital Budgeting: 15 Lecture Hours**

Cross border listing ,capital structure for subsidiary and MNC ,International capital ,Budgeting ,Capital budgeting Subsidiary vs. Parent : cash flow and discount rate Transfer pricing objective concept of control ,methods of calculating transfer price ,Transaction exposure, nature of exposures faced by mncs ,definition of transaction exposure ,WACC and APV ,Lessard's APV Model,Cost of capital, CAPM & capital ,Structure for mncs Cost of capital for MNCs, Conventional and International CAPM ,Beta and cost of equity for mncs,FDI And Political/Country Risk Why FDI ,Causes of political and country risk ,Measurement of political and country risk.

#### **Unit 3: Hedging: 10 Lecture Hours**

Forward hedge ,money market hedge ,cost of hedging ,Hedging through Invoicing ,Hedging through Lead and Lag ,Exposure Netting ,International trade finance ,letters of credit ,bill of exchange,Translation Methods- An example Accounting Standards applicable to translation (AS 11 and AS 21) Managing translation exposure ,limitations of managing translation exposure ,Accounting standard as 11, AS 21 by ICAI,Forfaiting ,Factoring,Translation exposure , meaning impact ,Economic exposure , meaning impact.

<b>FIN 372</b>	<b>Working Capital Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

### Course Background and Learning Objectives;

The finance managers spend a significant amount of time on problems related to short-term finance, short-term or working capital management. Realizing the significance of working capital finance for a firm, this course is designed to expose the learners towards the approaches, techniques, financing and management of working capital in a firm. It would cover the different components of working capital (cash, receivables, payables, inventory, etc.), and how to manage them so as to maximize shareholder wealth. The principles and concepts of finance theory will be applied to problems and decisions associated with working capital. The focus would be towards the optimal (or value-maximizing) use of working capital. This course includes theoretical and applied components. Practical applications are useful, but cannot be studied fruitfully without a sound knowledge of the underlying theory.

The *learning goals and objectives* of this course for students to pursue management education are:

- To highlight the importance of managing working capital.
- To describe the nature, functions, dimensions and concept of working capital management.
- To acquaint you with basic approaches and sources of financing working capital needs and managing components of working capital.
- To build a capacity to understand and apply the knowledge of working capital management.

### Text Book:

1. Hrishikesh Bhattacharya, *Working Capital Management; Strategies & Techniques*, PHI Learning Private Limited, New Delhi, 2009.

### Reference Books:

1. Satish B. Mathur, *Working Capital Management and Control; Principles & Practice*, New Age International Publications, New Delhi, 2003.
2. Dileep R. Mehta, *Working Capital Management*, Prentice Hall, University of Michigan, 1974.
3. V.K. Bhalla, *Working Capital Management*, 7<sup>th</sup> edition, Anmol Publications, New Delhi, 2010.

### Course Content:

#### **Unit I: Introduction** **10 Lecture Hours**

Meaning; nature; scope and importance of working capital management (WCM) ; Determinants of WCM; Current Assets Vs Total Assets; Operating Cycle-Meaning and Computation; Estimation of WC requirements; Control Mechanism; Approaches of financing the working capital requirement of a business.

#### **Unit II: Receivables Management & Credit Policy** **10 Lecture Hours**

Basics of Receivables Management; Elements of Credit Policy; Credit granting decisions ;Impact of Credit policy changes; Collection; monitoring and control of receivables; Evaluation of different credit policies.

#### **Unit III: Inventory Management** **8 Lecture Hours**

Meaning of Inventory; Motives of Holding Inventory; Inventory Behavior; Costing of Inventory Valuation of Inventories; Techniques of Inventory Management.

#### **Unit IV: Cash Management** **6 Lecture Hours**

Concept of Cash; Management and Measurement of Liquidity; Collection Management Disbursement Management; Cash Forecasting.

#### **Unit V: Financing of Working Capital Requirement** **6 Lecture Hours**

Financial Structure; Approaches to Working Capital Financing; Short term sources of funds; accruals; trade credit; loans from financial institutions; factoring etc.; Long term sources of funds; Retained earnings; equity shares; preference shares; debentures etc.; Principles of Lending; Methods of Lending.

<b>FIN 373</b>	<b>Investment Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

### **Course Background and Learning Objectives:**

Investment management is the professional asset management of various securities (shares, bonds and other securities) and other assets (e.g., real estate) in order to meet specified investment goals for the benefit of the investors. Investors may be institutions (insurance companies, pension funds, corporations, charities, educational establishments etc.) or private investors (both directly via investment contracts and more commonly via collective investment schemes e.g. mutual funds or exchange-traded funds).

The term asset management is often used to refer to the investment management of collective investments, while the more generic fund management may refer to all forms of institutional investment as well as investment management for private investors. Investment managers who specialize in advisory or discretionary management on behalf of (normally wealthy) private investors may often refer to their services as money management or portfolio management often within the context of so-called "private banking".

The provision of investment management services includes elements of financial statement analysis, asset selection, stock selection, plan implementation and ongoing monitoring of investments. Coming under the remit of financial services many of the world's largest companies are at least in part investment managers and employ millions of staff.

Fund manager (or investment adviser in the United States) refers to both a firm that provides investment management services and an individual who directs fund management decisions.

The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with basic concepts and techniques of investment management and its applications to managerial decision-making to sustain the business in long-run.
- To study the theory and empirical evidence relevant for investing, particularly in the context of portfolio management.
- To assist students in developing their knowledge and abilities to devise an investment policy that aims at maximizing the expected return of a portfolio given a certain amount of risk. This approach is the basis of virtually all quant investing strategies

### **Text Book:**

Prasanna Chandra, *Investment & Portfolio Management*, Tata McGraw Hill, 2012.

### **Reference Books:**

1. Frank K. Reilly, Keith C. Brown, *Investment Analysis and Portfolio Management*, Cengage Learning, 2011.
2. Charles P Jones, *Investment Analysis and Management*, John Wiley, 2012.
3. Fischer & Jordan, *Security Analysis and Portfolio Management*, PHI, 1995.
4. S Kevin, *Security Analysis & portfolio Management*, PHI, 2006.
5. Punithavathy Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing, 2012.
6. Fischer & Jordan, *Security Analysis and Portfolio Management*, PHI, 1995.
7. Alexander, Gordon, Jeffery, and Sharpe Williams, *Fundamentals of Investments*, Prentice Hall, 2000.
8. Hirt and Block, *Fundamentals of Investment Management*, Tata McGraw Hill, 2011.
9. Khan and Jain, *Financial Management*, Tata McGraw Hill, 2007.
10. Bodie, Kane, and Marcus, *Investments and Portfolio Management*, Tata McGraw Hill, 2010.

**Course Content:**

**Unit I: Introduction to Investment and Investment Alternatives 10 Lecture Hours**

Concept of Investment, Investment Objectives: Meaning of investment, reasons for investing and overall introduction to investments and asset management. Investment Vs. Speculation: Difference between investment, speculation and gambling, when a transaction can be considered as investment or speculation. Investment Process: setting the investment objectives, investment policy, deciding portfolio strategy, asset selection and measuring and evaluating performance. Type of Investors: understanding various types of investors, reasons and different styles of investments. Government Securities, Debt Securities: meaning of government securities, T-Bills, bonds, zero coupon bonds, floating rate bonds, capital indexed bonds, term loans, debentures. Equity Shares, Mutual Funds: rights issue, bonus shares, preference shares, cumulative preference shares, meaning of mutual funds, growth fund, balanced fund, debt fund, and various other types of mutual funds available. Money Market Securities and Other Alternatives: Benefits and functions of Money Market, Money Market Instruments, T-bills, commercial paper, certificate of deposit and banker's acceptance.

**Unit II: Risk and Return 10 Lecture Hours**

Concept and Measurement of Risk and Return: meaning of risk and return, variance, standard deviation, expected return, Components of Investment Risk: systematic and unsystematic risk, Problems: Calculation of return, expected return, Calculation of standard deviation, variance, Portfolio variance. Market Risk, equity market risk, interest rate risk, currency risk, commodity risk, Inflation Risk, impact of inflation on the economy and markets, Business Risk, strategic risk, transaction risk, operational risk, Financial Risk, asset backed risk, credit risk, foreign investment risk.

**Unit III: Investment Analysis 10 Lecture Hours**

Fundamental Analysis: meaning, importance of fundamental analysis, styles of fundamental analysis, Economic Analysis: key factors considered in economic analysis, GDP and its growth rates, analyzing world and country specific economy, Economic Analysis: key factors considered in economic analysis, GDP and its growth rates, analyzing world and country specific economy, Company Analysis: Factors considered in company analysis, understanding financial statements, Analyzing and projecting financial statements, ratios, Technical Analysis: meaning, characteristics and principles of technical analysis, systematic trading, random walk hypothesis, Dow Theory: relevance, basic tenets of Dow theory, Individual Security Analysis: understanding trend, basic charts for technical analysis, Technical charting patterns: Line charts, bar charts, candlestick charts, point and figure charts, moving averages, Technical charting patterns: head and shoulders, cup and handle, double tops and bottoms, triangles, flags, rounding bottom, Efficient Market Hypothesis: rational expectations, weak form efficiency, semi strong form efficiency, strong form efficiency.

**Unit IV: Valuation of Securities & Portfolio Construction 10 Lecture Hours**

Valuation of Equity Shares: meaning, understanding cash flow, dividend discount model, Gordon model, Valuation of Equity Shares: comparables approach, p/e ratio and its relevance to valuation, other ratios used in valuation, Problems: Valuation of Equity Shares. Valuation of Preference Shares: understanding valuation models and solving related numerical problems, Valuation of Bonds: present value approach to bond valuation, yield to maturity, coupon yield, bond duration, Problems: Valuation of Bonds, Markowitz Risk-Return Optimization: concept, mathematical model, efficient frontier, Sharpe Index Model and its assumptions, Capital Asset Pricing Model, security market line, assumptions, Arbitrage Pricing Theory, understanding the APT model, its relationship with CAPM, factors in APT, Portfolio Evaluation: Sharpe ratio, Treynor ratio, Jensen alpha

<b>HRM 371</b>	<b>Industrial Relations and Labor Laws</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

### Course Background and Learning Objectives:

Industrial Relations can be defined as the relations between managements and unions or between representatives of employees and representatives of employers. The term industrial relations in its widest sense include relations from all aspects of work and employment and all parties associated with it. The study of industrial relations is also referred as employment relations as it covers all aspects of relations between employees, employers, unions and governments. Though the subject might ETE obsolete in the present scenario – a subject best relegated to history of HR. Yet there is an apparent decline in in competence of addressing these issues in the present days. As long as people are needed in industry and business, industrial relations will remain an area of concern as well as influence in affecting the performance of the organization. This course tries to instil a better understanding of the issues that relate to industrial relations, laws that have an impact on successful industrial relations and sensitize them towards handling these issues.

The *learning goals and objectives* of this course for students to pursue management education are:

- To understand that Industrial relations the complex and diverse concepts of industrial relations with multi stakeholders perspectives and the application of this knowledge in creative problem solving.
- To help students understand the how industrial relations and trade unionism has evolved globally and how does this have an impact on industrial relations and trade unionism in India.
- To empower the students with theoretical as well as practical knowledge of labour legislations.
- To enable the students understand the importance of implementing Labour Laws in the industry as non-adherence attracts penal provisions.
- To help students understand the importance of negotiations and collective bargaining as a successful tactic to achieve successful and responsible industrial relations and helps in preventing industrial disputes.

### Text Book:

1. C.S.Venkat Ratnam, *Industrial Relations*, Oxford Publications, 2011

### Reference Books:

1. Sinha and Sinha, *Industrial Relations, Trade Unions and Labor Legislation*, Pearson Education, 2010.
2. Mamoria and Mamoria, *Dynamics of Industrial Relations*, Himalaya Publications, 2012.
3. ArunMonnapa, *Industrial Relations*, TMG, 2011.
4. S.C.Srivastava, *Industrial Relations and Labor Laws*, Vikas Publications, 2009.
5. N.D.Kapoor, *Labor Laws*, Sultan Chand and Sons, 2013.

### Course Content:

#### **Unit I: Introduction to Industrial Relations** **7 Lecture Hours**

Industrial Relations: Concept; Meaning and Scope; Importance of Industrial Relations; Functions of Industrial Relations; Parties to IR; Aspects of IR; Approaches to IR; Evolution to IR; The Systems Approach; Industrial Relations around the world (US, UK, Russia and Japan); Factors for a sound Industrial Relations System.

#### **Unit II: Introduction to Trade Unions** **5 Lecture Hours**

Trade Unions: Definition, origin, objectives of Trade unions; Types and Importance, Methods of Trade Unions and Trade Union activities; Recognition of Trade Unions; Trade union Rivalry and Multiple Unions; Future direction for Trade Unions; The Trade Unions Act 1926.

#### **Unit III: Collective Bargaining** **5 Lecture Hours**

Collective Bargaining: Meaning, importance, Types, Process of Collective Bargaining, Bargaining Tactics, Bargaining Strategies, Levels of Collective bargaining, Hurdles to collective bargaining.

#### **Unit IV: Industrial Disputes** **6 Lecture Hours**

Concept of an Industrial Dispute; Strike, lockouts, layoff and retrenchment; Types of strike, reasons that cause strikes; Conditions to go on a strike; The Industrial Disputes Act, 1947.



**Unit V: Management of Grievances and Discipline**
**4 Lecture Hours**

Grievances: Definition; Nature of grievances; Causes of grievances; Model grievance procedure; Discipline, Causes of Indiscipline, and Approaches.

**Unit VI: Labor Laws**
**10 Lecture Hours**

The Factory's Act 1948; The Payment of Wages Act 1952; The Provident Fund and other Misc. Funds Act, 1952; The Gratuity Act, 1972.

HRM 372	Training and Development	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

Traditionally training was not viewed as an activity that could help companies create “value” and successfully deal with competitive challenges. Today the view has changed dramatically. Companies that are using training and development initiatives have shown remarkably improved financial performance year after year. Indian organizations on average spent US \$331 per employee on training and development in 2011, according to a study on learning and development trends in India, by the American Society for Training & Development (ASTD). Training and development also helps a company to meet competitive challenges. Current recessionary economic times have resulted in cuts in training and development budgets. However companies need to continue to rely on efficient and effective training practices to help employees strengthen their skills to meet various changes in the evolving environment. Businesses today are competing in the global market place and the diversity in workforce continues to increase. Companies need to train people of diverse background. The type of training has also undergone a major change. Training on diversity issues, cultural mannerisms, leadership qualities, emphasis on soft skills all are on rise.

The role of training has broadened beyond training program design. Effective instructional design remains important. Training perspectives had undergone a major paradigm shift. New skills are encouraged at workplace to develop innovative ideas and products. The knowledge is shared with all the employees in the company. Online learning, CBT (computer bases training) programmes are on a rise to impart employees training at their convenient time. This is complemented with the classroom trainings both on a formal and informal basis. The training tools, which will be discussed in this course, will give you a new perspective on how best to make best use of them in different scenarios.

The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with basic concepts associated with the learning of the training and development.
- To assist students in developing their creativity and innovative thinking to be able to solve problems that are unique within the organization by utilizing different learned skills.
- To critically analyze situations for designing training programs that are suited to the needs of the organization.

**Text Book:**

1. B. Jankiram, *Training and Development*, Biztantra 1<sup>st</sup> edition, 2010.

**Reference Books:**

1. Blanchard, N., Thacker, J. and Anand Ram, V., *Effective Training, Systems, Strategies, and Practices*, 4<sup>th</sup> Edition, Pearson Education India, 2011.
2. PanduNaik., *Training and Development (Text, Research and Cases)*, 1<sup>st</sup> edition, Excel Books India, 2007.
3. P.L. Rao, *Enriching Human Capital through Training and Development*, Excel Books India, 2009.
4. R.K. Sahu, *Training for Development*, Excel Books India, 2009.

**Course Content:**
**Unit I: Introduction to Training and Development**
**7 Lecture Hours**

Training – Introduction, Nature, Scope and definition; Importance and objectives of training; Role and Relevance; Opportunities & Challenges for Training; Difference between training & development, training & education; Contemporary Challenges and Issues.

**Unit II: Training Process 5 Lecture Hours**

Overview of the Training Process - Pre-training, Training, and Post-training; Establishing Objectives; Training Need Analysis; Methods of Training Needs Identification - individual interviews, work diaries, observation, self-assessment, questionnaires, critical incident technique); Strategies and Approaches of TNA.

**Unit III: Designing Training Programs 6 Lecture Hours**

Organizational Constraints: Budgeting and Trainee Population; Facilitation of Learning: Focus on Trainee; Training & Training Design; Design Theory - Elaboration theory and Gagne-Briggs Theory; Planning and Delivery of Training sessions, Outcome of Design.

**Unit IV: Training Methods and Techniques 7 Lecture Hours**

Training Methods - On-the-job and Off-the-job methods; Traditional Training Methods; Classification of Training Methods and Methodologies; Trainers Selection & Training of trainers; Trainers Competencies - Technical, business, interpersonal, intellectual; Training Styles.

**Unit V: Evaluation of Training 7 Lecture Hours**

Evaluation of training; Issues in evaluation; Importance of evaluation; Methods of training evaluation; Models for Evaluation of Training Programs; Training audit; Concept of Return on Investment; Concept of Cost-benefit Analysis..

**Unit VI: Management Development 8 Lecture Hours**

Assessment and Development Centers; Mentoring Training for Performance Coaching and mentoring; Cross-cultural training for managers; Executive development programme.

<b>HRM 373</b>	<b>International Human Resource Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Understanding of HR functions				
Co-requisites					

**Course Background and Learning Objectives:**

Globalization and information technology along with changed priorities and attributed value addition to career and personal finance enabled most of the human resources of various countries to be highly mobile. In addition, globalization of business and emergence of transnational companies necessitated the employees of various transnational companies to move across the globe on various assignments. The increased rate of mobility of human resources provided an opportunity to expatriates and the business, but posed challenges to the national governments and other stakeholders. Transnational companies started formulating human resource policies and strategies to meet the challenges efficiently in order to derive maximum value addition from the free movement of human resources.

These developments in human resource management in global business made the global business to design distinct human resource programmes to manage human resources of their concerns efficiently. Consequently, it makes it necessary to impart the knowledge of international human resource management to students.

The *learning goals and objectives* of this course for students to pursue management education are:

1. To acquaint students with various concepts often referred in international human resource management and familiarize the students with the latest global trends in HRM across differing cultures, HR Systems & policies.
2. Provide an understanding of the differences between domestic human resource management from international human resource management.
3. Provide an understanding about various macro-level and micro level sources of recruitment of

employees and to analyze the different international staffing approaches. To acquaint students with expatriate system and reasons and situations when expatriates fail.

4. Discuss the influence, concern and impact of industrial relations on human resource management practices of multinational companies

**Text Book:**

1. P. SubbaRao, *International Human Resource Management*, 3<sup>rd</sup> edition, Himalaya Publishing House, 2011.

**Reference Books:**

1. P.L. Rao, *International Human Resource Management*, Excel Books, 2008.
2. K. Aswathappa, *International Human Resource Management*, 4<sup>th</sup> edition, Tata McGraw Hill publication, 2013.
3. Peter Dowling, *International Human Resource Management: Managing People in a Multinational Context*, 2<sup>nd</sup> edition, Cengage Learning, 2010.

**Course Content:**

**Unit I: International HRM**

**5 Lecture Hours**

Concept of IHRM; Objectives of IHRM; Concept of IHRM, Objectives of IHRM; Barriers to effective global HRM; Expanding the role of HRM in international firms.

**Unit II: International Staffing**

**8 Lecture Hours**

Human Resource cycle; Human Resource Planning; Features of HRP ; Human Resource cycle; Human Resource Planning; Features of HRP; International Labour Market sources-PCN, HCN, TCN; International Staffing Approaches - Ethnocentric, Polycentric and Geocentric, Region-centric approaches; Selection Criteria; Selection Techniques; Expatriate Assignment Life Cycle; Expatriate Failure; Development of effective workforce-Orientation.

**Unit III: Training and Development**

**6 Lecture Hours**

Reasons for Global Training– cultural awareness programmes; Reasons for Global Training– cultural awareness programmes; Global Mind-set; Characteristics of Global Mind-set; Expatriate Training, Components of Effective pre departure training programmes, integrative training and post-arrival training; Developing international staff, Individual career development.

**Unit IV: Compensation in International Business**

**6 Lecture Hours**

Introduction to International Compensation; Designing Compensation Programme; Objectives of International Compensation; Complexities in International Compensation; Factors that affect International Compensation; Approaches to International Compensation- The going rate approach, the balance sheet approach; Taxation, International living cost.

**Unit V: International Industrial Relations**

**8Lecture Hours**

Nature of IR; Approaches to IR; Key players in IR; Trade Unions; Concerns of Trade Unions in MNCs; Peculiarities of Global Strategic Management; International Business Strategies; MNCs business strategies and IHRM Strategies; Organizational and Human Resource Resources Strategies.

**Unit VI: Cross-Cultural Management**

**7Lecture Hours**

Understanding culture – what is culture; why do cultures differ; Importance of Cultural Sensitivity; Elements of Culture; Determinants of Culture; Hofstede’s Cross Cultural Dimensions; Cross Cultural Communication and Differences in Workplace; Case Study adapted from HBS: Cultural Challenges of Integration: Value Creation and Daiichi Sankyo’s Indian Acquisition.

<b>MKT 371</b>	<b>Digital Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3

Prerequisite	
Co-requisites	

### Course Background and Learning Objectives:

Digital marketing is changing quite rapidly. Consumers are spending more time in front of the digital and mobile devices, and social media is the main way people are interacting with digital content. Marketing has a lot of “ah-ha” moments. Marketers need to capture these moments and tell a story to the organization so that they can embrace digital marketing and, more importantly, allocate more money into the channel.

The *learning goals and objectives* of this course for students to pursue management education are:

- To acquaint students with basic concepts and techniques of digital marketing and their applications to managerial decision-making to sustain the business in long-run.
- To assist students in developing their creativity and innovative thinking to increase visibility of brand through online techniques in making the best choices to maximize profit and market share.
- To acquaint students with techniques of data analyses in various situations for forward thinking through creativity.

### Text Books:

1. Dave Chaffey, Kevin Johnston, Richard Mayer, Fiona Ellis-Chadwick, *Internet Marketing: Strategy, Implementation and Practice*, 3<sup>rd</sup> edition, Pearson Education, 2006.

### Reference Books:

1. Catherine Juon, Dunrie Greling & Catherine Buerkle, *Internet Marketing: Start to Finish*, Pearson Education, 2011.
2. Melissa Barker, Donald Barker, Nicholas Bormann, Krista Neher, *Social Media Marketing – A strategic approach*, Cengage Publication, 2012.
3. Ward Hanson, Kirthi Kalyanam, *Internet Marketing & e-commerce*, Cengage Publication. 2012

### Course Content:

#### Unit I: Internet Marketing Fundamentals

**8 lecture hours**

An introduction to Digital Marketing, Nature and scope. Evolution of WWW and the Digital World  
Digital Marketing , Meaning, scope and importance of internet marketing, Application of internet marketing  
Class Assignment: Collect and analyse the views of different people in your environment about the advantages and disadvantages of internet marketing Internet versus traditional marketing communication, The internet micro environment, B 2 C and B to B Internet Marketing, Internet marketing strategy.

#### Unit 2: Digital Buying Behaviour

**8 lecture hours**

Basics of digital buying behaviour, Psychology of social shopping ,The Online Exchange  
Process Technological, social/cultural and legal context broad individual characteristics, psychology  
Consumer resources, outcomes that consumers seek from online exchanges.

#### Unit 3: The Digital Marketing Mix

**16 lecture hours**

Creating Customer Value online ,Product benefits and Product mix strategies, Basic concepts of pricing, pricing strategies, Online payment systems, Digital Distribution basics, major functions of a distribution, How the internet is affecting distribution channel length, Digital Marketing Communication IMC approach, Owned Media , website, blogs, email, text messaging , Sales promotion offers, Online games, Social network, microblog ,Distinguish between traditional media and social media, content marketing Paid media , Display ads, Sponsorships, Classified ads, Mobile ads, Display ads , Rich Media Ads, Product placement, Earned media, Search engine Optimization and Search Engine Marketing, Social Media Marketing: Facebook, LinkedIn, Twitter, You Tube, Google+ .

**Unit 4: Digital Marketing: STP**
**4 lecture hours**

Market segmentation to reach online, segmentation bases, Internet usage segments and their characteristics  
 Online target market strategies, differentiation and positioning strategies.

**Unit 5: ECRM**
**4 lecture hours**

From Mass Marketing To Relationship Marketing, 3 pillars of Relationship Marketing, Social CRM, Building Blocks for Successful CRM, Rules for CRM success.

<b>MKT 372</b>	<b>Advertising Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

This course helps students to evaluate the effectiveness of integrated advertising and marketing communications initiatives, develop an integrated marketing communications plan and persuasively present it, develop creative solutions to address marketing communications challenges, determine, analyze and respond to clients' marketing communications objectives, perform a market segmentation analysis, determine the organization's target market/audience and define the consumer behaviour of each segment.

This course is intended to serve students who anticipate careers as brand/Communication/advertising managers or have these roles as marketing managers. The course aims to familiarize students with the communications mix available today. It aims to develop understanding of techniques, frameworks and methodologies of advertising research, budgeting, regulations, ethics and campaign management.

The *learning goals and objectives* of this course are:

- Identify Marketing communication decision areas.
- Develop skills marketing communications functions such as advertising, direct marketing, the Internet, interactive media, and sales promotion.
- Research and evaluate a firm's marketing and promotional situation.
- Develop effective marketing communication strategies and programs.
- Understand the implications of current trends in advertising and promotion.
- Develop an advertising campaign plan that reflects an integrated marketing communications (IMC) perspective.

**Text Book:**

1. Clow, K.E., & Baack, D., *Integrated Advertising, Promotion and Marketing Communication*, 3<sup>rd</sup> edition, Prentice Hall, 2013

**Reference Books:**

1. Belch G.E., Belch, M. A., & Purani, K., *Advertising and Promotion-An Integrated Marketing Communications Perspective*, 7<sup>th</sup> edition, Tata McGraw Hill, 2010.
2. Robert B. Cialdini, *Influence: the Psychology of Persuasion*, Revised Edition. New York: Collins Business. 2007.
3. Adam Morgan, *Eating the Big Fish: How Challenger Brands Can Compete Against Brand Leaders*, Wiley, 2009.
4. Aaker, David A., *Advertising Management*, 4<sup>th</sup> edition, New Delhi, Prentice Hall of India, 1985.
5. Borden, William H., *Advertising*, New York, John Wiley, 1981.
6. Kleppner, Otto, *Advertising Procedure*, Englewood Cliffs New Jersey, Prentice Hall Inc., 1986.
7. Sengupta, Subroto, *Brand Positioning: Strategies for Competitive Advantages*, Tata McGraw Hill, 1990.
8. Ogilvy, David, *Ogilvy on Advertising*, London: Longman, 1993.

9. Blattberg, Robert C and Scott, A Neslin, *Sales Promotion Concept, Methods and Strategies*, Englewood Cliffs, New jersey, Prentice Hall Inc, 1990.
10. Schultz, Don E and Robinson, William, A., *Sales Promotion Management*, Chicago Crain Books, 1990.

**Course Content:**

**Unit I: Introduction to Advertising and Marketing Plan 8 Lecture Hours**

Introduction of Advertisement Management and its functions, Advertising Planning Framework – I, Advertising Planning Framework – II, Marketing Strategy and Situation Analysis, Marketing Plan; Communication & Persuasion Process; Advertising Plan.

**Unit II: Objective Setting and Marketing Positioning 8 Lecture Hours**

Role of Advertising within the “Communications Mix”; Public Relations; Sales Promotion , Segmentation Strategies, Positioning Strategies , Determination of Positioning Strategy and Making Positioning Decision, Brand Communications, Brand Equity; Brand Personality Associations, Brand Personality Strategy, The DAGMAR Approach, Informational Influence and Normative Influence

**Unit III: Advertising Agency and Message Tactics 8 Lecture Hours**

Introduction to Advertising Agency; Parts of an Agency and respective Role, Parts of an Agency and respective Roles, Creative Approaches: Rational Creative Approaches and Emotional Creative Approaches, Use of Endorses and Distraction Effects, Types of Television Commercials

**Unit IV: Advertisement Production and Media Strategy 8 Lecture Hours**

Advertising Production Process and Client – Agency Relationship – I, Advertising Production Process and Client – Agency Relationship – II, Economic Analysis in Budget Allocation; Budgeting Decision Rules  
Media Class Decisions, Media Vehicle Decisions , Media Option Decisions, Scheduling and Timing Decisions; Creativity in Media Planning; Media Buying and Organization, Creativity in Media Planning, Media Buying and Organization

**Unit V: Broader Environment 8 Lecture Hours**

History of Federal Regulation of Advertising , Deceptive Advertising; Competitor Lawsuits and Self-Regulation, Advertising and Society: Nature and Content of Advertising, Effects on Values and Lifestyles of Advertising Advertising and Society: Economic Effects of Advertising; Advertising: Globalization and Markets; Cultural Differences Global Branding, Positioning and Advertising

<b>MKT 373</b>	<b>Consumer Behaviour</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

**Course Background and Learning Objectives:**

This course attempts to examine and explain the behaviour that consumers display in searching for, purchasing, using, evaluating and disposing of products and services that they expect will satisfy their needs. It focuses on how individuals make decisions to spend their available resources (time, money, effort) on consumption-related items that includes what they buy, why they buy, when they buy it, where they buy it, how often they buy it, how often they use it, how they evaluate it after the purchase and the impact of such evaluations on future purchases, and how they dispose of it.

Theoretical and technological advances in the field of psychology today enables us to have a profound

understanding of the intricacies of the human mind, thereby empowering marketers with tools and models to test new products and packaging, make predictions about emerging needs, design promotion and advertising executions, and conceptualize the marketing strategy in new ways.

This course revolves around the three quintessential components of understanding buyer behaviour, i.e., why consumers make the purchases that they make, what factors influence consumer purchases, and the changing factors in the world that we live in, that contributes and affects the consumer decision-making process. It is designed around a model of human cognition consisting of sequential mental processing steps (e.g., awareness, interpretation, attitude, etc.) that intervene between the marketing mix (input) and purchase behaviour (output). Based on this conceptual framework, the course covers the major topics of consumer behaviour, including attitudes, impulsive vs. deliberative purchase, psychographic profiling and assessment, brand loyalty, experiential marketing, self and identity, and product satisfaction.

The *learning goals and objectives* of this course are:

- To equip students with basic concepts and techniques of psychological processes that drive consumer behaviour so that effective marketing programmes can be designed.
- To acquire an understanding of the psychological processes that underlies the effectiveness of marketing strategy in terms of impact on consumer behaviour in cross cultural context both local and global.
- To create Proficiency and knowledge in students about the various disciplines contribution in understanding of consumer behaviour in an integrated manner.
- To make students familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions.
- To assist students to develop consumer insight for effective marketing decisions with ethical and value orientation.

**Text Book:**

1. Schiffman, L. G. and Kanuk, L. L., *Consumer Behaviour*, New Delhi, Prentice Hall, 2013

**Reference Books:**

1. Assael, H., *Consumer Behaviour and Marketing Action*, Ohio, South Western, 1995.
2. Engle, J. F., Blackwell, R. and Miniard, P., *Consumer Behaviour*, Chicago, Dryden Press, 1993.
3. Howard, John A., *Consumer Behaviour in Marketing Strategy*, Prentice Hall, Englewood Cliffs, New Jersey, 1989.
4. Hawkins, D I, Coney, K.A. and Best, R.J., *Consumer Behaviour Implications for Marketing Strategy*, Texas, Business, 1995.
5. Mowen, John C., *Consumer Behaviour*, New York, MacMillan, 1993.

**Course Content:**

**Unit I: Introduction to Consumer Behaviour**

**8 Lecture Hours**

Introduction to Consumer Behaviour; Marketing Concept; Value, Satisfaction and Retention, Introduction to Consumer Behaviour; Marketing Concept; Value, Satisfaction and Retention, Consumer Research: Introduction to research and types, Consumer Research: Process of Research and Problems faced during research, STP: Market Segmentation - Definition and Types, Bases for Segmentation, STP: Customer Targeting Strategies, STP: Positioning & its Strategies.

**Unit II Consumer and Psychological Aspects**

**8 lecture Hours**

Consumer Motivation: Needs, Goals & Dynamics of Motivation, Theories of Motivation, Personality & Behaviour, Personality Trait & its types, Consumer Perception: Dynamics, Consumer Imagery & Perceived Risk, Consumer Learning: What is Learning; Behavioural Learning theories, Consumer Attitude: Attitude Formation and theories

**Unit III: Consumer in their Social & Cultural Settings**

**8 Lecture Hours**

Reference Groups & Family Influences: Family Life Cycle, Role of Buyers, Reference Groups & Family Influences: Socialization, Reference Groups & Family Influences: Functions of family, Cultural & Cross Cultural Influences: Measurement of Culture, Cultural & Cross Cultural Influences: Religious and National Subcultures

**Unit IV: Consumer Decision Making process**

**8 Lecture Hours**

Steps in Consumer Decision-making: Need recognition, Information Search & Gathering, Assessing & Evaluation of choices, Purchase decisions, and Post-purchase behavior; Defining criterion for choice, Evaluation processes followed by consumers; Mapping attributes, comparison of brands, options for segmentation, targeting and positioning, marketing strategies involving product and promotions; Consumer Expectations & Perceptions: Satisfaction & Value; Post-purchase Processes, Measuring satisfaction and value; Value/Satisfaction delivery process and programs; Satisfaction and retention; Quality vis-a-vis satisfaction; Perception, Thresholds of perception, Subliminal perception, Sensory dynamics of perception; elements of perception; Perceptual Interpretation; Positioning methods and measurement; Perceptual mapping methods, multi dimensional scaling; Consumer imagery; Perceived value components, Perceptual Mapping & Positioning: Value perception