



**GALGOTIAS
UNIVERSITY**

**Syllabus of
BBA**

Name of School: School of Business

Department: Management

Year: 2018-2019

GALGOTIAS UNIVERSITY, SCHOOL OF BUSINESS
BACHELOR OF BUSINESS ADMINISTRATION
PROGRAM STRUCTURE 2018-21

First Semester						
Sl. No.	Course Code	Course Title	L	T	P	C
1	BBAD1001	Principles of Management	3	0	0	3
2	BBAD1002	Financial Accounting	3	0	0	3
3	BBAD1003	Microeconomics	3	0	0	3
4	BBAD1004	Business Mathematics	3	0	0	3
5	BBAD1005	Business Communication	3	0	0	3
6	BBAD1017	Basic foundation of information technology.	3	0	0	3
7	BBAD1007	Business World Exposure	0	0	0	2
8	ENVS1001	Energy and Environment Studies	3	0	0	3
	SLBB 1001	Basics of English- I	0	0	2	1
9	FREN1003	FRENCH -I	3	0	0	3
Total Credits						27

Second Semester						
Sl. No.	Course code	Course Title	L	T	P	C
1	BBAD1008	Business Statistics	3	0	0	3
2	BBAD1009	Cost Accounting	3	0	0	3
3	BBAD1010	Macroeconomics	3	0	0	3
4	BBAD1011	Business Law	3	0	0	3
5	BBAD1012	Information Systems for Management	3	0	0	3
6	BBAD1016	Principles of Marketing	3	0	0	3
7	BBAD1014	Organizational Behavior	3	0	0	3
8	BBAD1015	Learning from NGO	0	0	0	2
	SLBB1002	Basics of English- II	0	0	2	1
9	FREN2001	FRENCH -II	3	0	0	3

Total Credits**27****Third Semester**

Sl. No.	Course Code	Course Title	L	T	P	C
1	BBAD2001	Human Resource Management	3	0	0	3
2	BBAD2015	Service marketing	3	0	0	3
3	BBAD2003	International Business	3	0	0	3
4	BBAD2004	Business Environment	3	0	0	3
5	BBAD2005	Production and Operations Management	3	0	0	3
6	BBAD2006	E business	3	0	0	3
7	BBAD2007	Financial Management	3	0	0	3
8	BBAD2008	Social Initiative	0	0	0	2
9	SLBB2001	Skills of Communication	0	0	2	1
Total Credit						24

Fourth Semester

Sl. No.	Course Code	Course Title	L	T	P	C
1	BBAD2009	Research Methods	3	0	0	3
2	BBAD2011	Project Planning and Management	3	0	0	3
3	BBAD2012	Spreadsheet Based Decision Making	3	0	0	3
4	BBAD2013	Operations Research	3	0	0	3
5		Elective 1	3	0	0	3
6		Elective 2	3	0	0	3
7		Elective 3	3	0	0	3
8	BBAD2014	Understanding Business Process	0	0	0	2
9	SLBB2002	Presentation Skills	0	0	2	1
Total Credit						24

Fifth Semester

Sl. No.	Course Code	Course Title	L	T	P	C
1	BBAD3001	Business Policy and Strategic Management	3	0	0	3
2	BBAD3002	Entrepreneurship	3	0	0	3

3	BBAD3003	Business Ethics and Corporate Governance	3	0	0	3
4	BBAD3004	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	BBAD3005	Business Function Report	0	0	0	2
	SLBB3001	Campus to Corporate - Employability Enhancement Skills	0	0	2	1
9	BBAD3006	Econometrics	3	0	0	29
Total Credit						

Sixth Semester						
Sl. No.	Course code	Course Title	L	T	P	C
1	BBAD9999	Industrial Research Project	0	0	0	9
2	BBAD9998	Familiarizing with Research Software	0	0	0	4
Total Credit						13

Elective Courses						
Sl. No.	Course Code	Course Title	L	T	P	C
1	BBMK2015	Sales and Distribution Management	3	0	0	3
2	BBMK2016	Digital marketing	3	0	0	3
3	BBFI2019	Direct tax	3	0	0	3
4	BBFI2016	Financial Markets and Institutions	3	0	0	3
5	BBHR2015	Performance Management	3	0	0	3

6	BBHR2016	Compensation & Reward Management	3	0	0	3
7	BBMK3006	Retail Management	3	0	0	3
8	BBMK3007	Brand Management	3	0	0	3
9	BBMK3008	Advertising Management	3	0	0	3
10	BBMK3009	Consumer Behavior	3	0	0	3
11	BBFI 3006	Financial Services	3	0	0	3
12	BBFI 3007	International Finance	3	0	0	3
13	BBFI 3008	Working Capital Management	3	0	0	3
14	BBFI 3009	Investment Management	3	0	0	3
15	BBHR3006	Organizational change and Development	3	0	0	3
16	BBHR3007	Industrial Relations and Labor Laws	3	0	0	3
17	BBHR3008	Training and Development	3	0	0	3
18	BBHR3009	International HRM	3	0	0	3
19	BBMK2017	B2B Marketing	3	0	0	3
20	BBMK2018	International Marketing	3	0	0	3
21	BBMK3010	Rural Marketing	3	0	0	3
22	BBFI2017	Indirect Tax	3	0	0	3
23	BBFI2018	Banking and Insurance Management	3	0	0	3
24	BBFI3010	Mergers and Acquisitions	3	0	0	3
25	BHR2017	Negotiation and Conflict Management	3	0	0	3
26	BBHR2018	Designing Organizations	3	0	0	3
27	BBHR 3010	Managing Leadership	3	0	0	3

BBA	
Semester	Credit
1	26
2	26
3	23
4	23
5	29
6	13
Total Credit	140

**Bachelor of Business Administration
Detailed Syllabus**

2018-21

Name of The Course	Principles of Management			
Course Code	BBAD1001			
Prerequisite	Basic knowledge of general Management			
Co-requisite	Student must have basic understanding of General Management.			
Anti-requisite				
	L	T	P	C
	3	0	0	3

Course Objectives

1. To help the students gain understanding of the functions and responsibilities of managers.
2. To provide them tools and techniques to be used in the performance of the managerial job.
3. To enable them to analyze and understand the environment of the organization.
4. To help the students to develop cognizance of the importance of management principles.

Course Outcomes- Students will be able to:

CO1	Explain the evolution of management & Analyze the principles of management which enables them to gain valuable insights into the working of organization.
CO2	Utilize the appropriate approach and analytical skills to deal with issues that arise when one is employed or in any management situations in the organization.
CO3	Practice the process of management's four functions: planning, organizing, leading, and controlling.
CO4	Determine the importance to motivate employees, also how to reduce communication barriers within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences, & justify the need for directing & controlling across management levels.
CO5	Appraise the importance of and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issues.
CO6	Evaluate the importance of positive behaviour in the organization.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

Course Content:

School of Business

Unit I: Evolution of Management 8 Hours
Management Concepts, definition, nature, importance, Management as Art, Science and Profession; Principles and Functions, Scientific Management by F.W. Taylor, Administrative Management by Henri Fayol, Bureaucratic Management by Webber, Human Relations Approach by Elton Mayo, Systems Approach and Contingency Approach.
Unit II: Managerial roles 5 Hours
Mintzberg's Managerial Roles, Management Levels and Skills; Challenges of management; Work Life Balance
Unit III: Management Process, Planning & Organising 9 Hours
Management Process; Planning Concept, Objectives, Types and Steps In Planning, Strategic Planning ; Management by objectives (MBO); Decision Making and Steps in Decision Making. Forecasting meaning, Organizing-definition and characteristics; Principles of Organization, Organizational Structure-Peter Drucker; Types of organizational structure-formal and informal; Authority, responsibility and accountability, span of control; Delegation of Authority
Unit IV: Directing and Controlling, Motivation & Leadership 9 Hours
Staffing Function- meaning, process and importance, Directing-Definition and Nature; types and barriers, Leadership- definition& styles, Motivation-definition, theories-Maslow's, Herzberg's and McGregor's Theories of Motivation, Communication: Types and Barriers, Controlling: Meaning, process & Importance, Process of Control, types of control; Employee Engagement, Employee Management System
Unit V: Ethics & Corporate Social Responsibility 8 Hours
CSR- meaning, definition and importance; Areas of corporate social responsibility; Ethics-definition, meaning and importance; Basic approaches to Ethics; Ethical and Unethical Behaviour, Whistle Blowing, Encouraging ethical Behaviour and Creating an ethical workplace , Current corporate social responsibility and ethics issues
Unit VI: Positive Behavior in organization 2 Hours
Organization Citizenship Behavior (OCB), Organizational Loyalty, Interpersonal helping and skills, Courtesy.

Suggested Reading

1. Tripathy, P.C. and P.N. Reddy, Tata McGraw Hill Pub. Co., Ltd.
2. B.P Singh, T N Chabra, Dhanpat Rai Publication, Delhi
3. Koontz, O'Donnell, McGraw Hill, Tokyo

Name of The Course	Financial Accounting			
Course Code	BBAD1002			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: The objective of this course is to introduce problems of financial accounting such as measuring and reporting issues related to assets and liabilities and preparing the financial statements. Students are expected to gain the ability of using accounting information as a tool in applying solutions for managerial problems, evaluating the financial performance, and interpreting the financial structure.

Course Outcomes

CO1	Underline the difference among financial, management and cost accounting and explain cost sheet to understand different costs used for production
CO2	Explain and demonstrate the need of material costing, planning and control for decision making in organization.
CO3	Describe and illustrate the requirement of labour costing, planning and control for Productivity and efficiency of labour
CO4	Demonstrate various determinants to allocate overhead to the product cost and service
CO5	Examine management accounting techniques for planning and control to built decision making regarding how to cut cost productively

Text Book (s)

1. Tulsian, P.C., (2014). A textbook of Financial Accounting, Pearson Education, 2nd edition, New Delhi.
2. Sofat, R. & Hiro, (2014), Basic Accounting, P. PHI, 2nd edition.

Reference Book (s)

1. Ramchandran & Kakani (2013). A Textbook for Financial Accounting for Management, TMH, 2nd Edition.
2. Rajasekran (2012). A Textbook of Financial Accounting, Pearson Education, 1st edition

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, Role of IFRS and GAAP Research Paper: Emerging Dimensions of Accounting Education and Research in India Dr.Gurdip Singh Punjab School of Management Studies Punjabi University, Patiala-147002 Punjab, India	
Unit II: Recording of Transactions –I	10 lecture hours

Understanding Accounting Cycle and Accounting Equation, Accounting Equation(Exercise)
 Types of account, Rules of debit & credit, Journal, Posting from Journal, The Ledger
 STUDENTS' PRESENTATION: Students' presentation on the use Tally software in maintenance of accounts and handwritten accounts.
 Subsidiary books (Cash Book, Purchases (Journal) Book, Sales (Journal) Book, Balancing the Accounts, Preparation of Trial Balance, Searching of Errors, Rectification of Errors
 CASE STUDY: M/S Hari Ram and Sons, Panipat—Journal Entries

Unit III: Depreciation-Provisions & reserve **5 lecture hours**
 Meaning and Need of Depreciation, Methods for providing Depreciation (Overview), Straight Line Method of Depreciation
 ASSIGNMENTS: Assignments on the effect of change in depreciation methods of any company.
 Diminishing value method of Depreciation
 Meaning of Reserves & Provision, Difference between Reserves & Provision
 CASE STUDY: Heda Computing Systems: Depreciation Method

Unit IV: Preparation of Financial Statements **11 lecture hours**
 Distinction between Capital and Revenue, Types of Financial Statements, Preparation of Financial Statements, Need for Adjustments, Adjustment Entries-Closing Stock, Depreciation, Adjustment Entries- Outstanding Expenses, Prepaid Expenses, Accrued Income, Income Received in Advance
 Adjustment Entries- Bad Debts, Provision for Bad and Doubtful Debts, Provision for Discount on Debtors, Adjustment Entries- Interest on Capital, Interest on Drawings, Preparation of Financial Statements -Trading and Profit and Loss Account(Exercise), Preparation of Financial Statements - Balance Sheet(Exercise)
 CASE STUDY: M.N.O. Ltd.—study of Balance Sheet, Profit & Loss Account and Financial Highlights.
 Reading of Annual Report-(Company 1)
 CASE STUDY: Johnson & Johnson
 Questions:-
 1. What the case is all about? Explain the three key points noticed in the annual report of Johnson and Johnson.

Unit V: Analysis of Financial Statements **10lecture hours**
 Need and Purpose of analysis of Financial Statements, Tools for analysis of Financial Statements
 Horizontal and Vertical Statements, Ratio Analysis- Liquidity, Ratio Analysis- Solvency, Ratio Analysis- Profitability, Ratio Analysis- Market Ratios
 Comprehensive Case of Ratio Analysis:
 Questions:
 1. How you will explain these ratios helpful in ascertaining Value of Starbucks Corporation?
 2. What the case is all about? Explain the three key features of the case.
 REPORT ANALYSIS: Annual Report Analysis of some selected companies, to be done by students.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	BBA (Microeconomics)			
Course Code	BBAD1003			
Prerequisite	Consumer Behavior			
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

Microeconomic 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.

Course Outcomes

CO1	Describe basic concepts and techniques of microeconomic analysis and their applications to managerial decision-making to sustain the business in long-run. (K2)
CO2	Explain how demand and supply analysis helps in clearing markets and understand the concepts and determinants of demand and supply elasticities. (K3)
CO3	Demonstrate how a consumer maximizes his utility subject to constraints and the concept of consumer surplus. (K3)
CO4	Use concepts of production, costs and revenue in determining equilibrium of the producer with the help of iso-quants and iso-cost lines. (K3)
CO5	Differentiate between different kind of market forms and their short run and long run equilibrium positions. (K4)

Text Book (s) and References

RECOMMENDED TEXT BOOK	AUTHOR & PUBLICATION
Microeconomics (Connect for McConnell)	Campbell R. McConnell; Stanley L. Brue; Sean M. Flynn
SUPPLEMENTARY READINGS	

Perfectly competitive market [characteristics, supply and demand curve] Case study: Outsourcing to India: Way to Fast Track, 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 (solve problems]

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

School of Business

Name of The Course	Business Communication			
Course Code	BBAD1005			
Prerequisite	OB, POM , HRM			
Co-requisite	Talent Management, HRP Recruitment & Selection, Compensation and Reward Management			
Anti-requisite	Performance Management and Competency Mapping			
	L	T	P	C
	3	0	0	3

Course Objectives

- 1. To provide an overview of Prerequisites to Business Communication.**
- 2. To put in use the basic mechanics of Grammar.**
- 3.To provide an outline to effective Organizational Communication.**
- 4. To underline the nuances of Business communication. e) To impart the correct practices of the strategies of Effective Business writing.**

Course Outcomes

CO1	Illustrate the elements, principles and barriers of business communication, and explain its significance for business.
CO2	Apply verbal and non-verbal communication, various communication styles and required listening skills subsequently develop their reading and comprehensive skills
CO3	Interpret the notion and purpose of business letters, messages and mails thereby enhance their skills for applying these concepts in drafting clear and concise business letters.
CO4	Analyze the basic essence of business etiquettes and develop them as confident personality by learning and practicing.
CO5	Analyze the essentials of business presentation and evaluate their presentation skills
CO6	Analyze the contemporary issues

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

Course Content:

Unit I: <i>Introduction to Business Communication</i>	5 lecture hours
Business Communication, significance of business communication in business organizations, Objective of communication, Communication process, Elements of communication, Dimensions of communication; Channels of communication; Effective communication. Simulation exercise on Channels of Communication, Principles of communication. Barriers of Communication. Over-coming barriers of communication.	
Unit II: <i>Interpersonal Communication and listening skills</i>	9 lecture hours
Communication and the self; Communication Styles, Interpersonal influence, Verbal and Non-verbal Communication, Videos/clippings, Discussion on various verbal and non-verbal communications utilised on a daily basis, Types; Strategy of listening, Improving listening skills. Determining the Purpose and Type of Messages, Choosing a channel and medium for different messages, Different approaches for organizing the business message: Direct, indirect and persuasive approach	
Unit III: <i>Business Letters and messages</i>	9 lecture hours
Need, Functions and Kinds of Business Letters, Significance of Layout of Letter Writing, Different layouts, Types of Letter Writing: Preparing Good and Neutral News Messages, Routine Claims, Routine Requests, Procedural Messages- Circulars, Agenda, Notice, Office Orders, Memorandums. E-mail, Guidelines for preparing E-Mail messages, Effective use of E-mail. Exercise on E-mail Writing, Voice and Wireless Communication, Its advantages for business, Cell Phone Calling, Teleconference, Videoconferencing.	
Unit IV: <i>Business Etiquettes</i>	5 lecture hours

Concept of Business etiquettes, Personal grooming, Rules of Eye contact, Body language, handshakes, Simulation exercise, Greetings and Art of Conversation, Dressing and Grooming, Norms of Business Dressing ,Video Clippings need to be utilised, Norms of Business cards, layout and content , Exercise on designing business cards, Workplace etiquettes: Punctuality, Prioritizing work, staying positive, Business Meals, Table Manners; Norms of business meals.

Unit V: *Business Presentation*

7 lecture hours

Concept of Business Presentation, essentials of business presentation, Organizing the Content of presentation, Layout of effective business presentation

Module VI: Contemporary issues, the future scope and prospects of Business communication **4 lecture hours**

Audience analysis, Methods of Managing stage-fright & anxiety, Strategies for Handling & managing queries & responses

Suggested Reading

- 1.Business Communication Lehman, C.M., DuFrene, D.D., Sinha, M. 16th Edition, Cengage Learning**
- 2.Business Communication for Success McLean, 2016, Flatread**
- 3. Soft Skills for Everyone Butterfield, J. (2012) Cengage Learning**

Name of The Course	Basic foundation of Information Technology			
Course Code	BBAD1017			
Prerequisite	None			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives:

- To understand basic applications of technology and computers systems.
- To understand the concept of various hardware and software terminologies of computers.
- To analyse and understand the possible threats and security issues of computers systems.

Course Outcomes:

CO1	Define applications of computer in real world problems of today.
CO2	Define the role and evolution of computer hardware and software.
CO3	Analyzing the role of IT in E-Business and E-Commerce to benefit the business organizations.
CO4	Identify various technical terms involved in computer skills for better understanding from data manager perspective.
CO5	Analyzing and identifying the threats that could arise while using IT in business organizations.
CO6	Develop the understanding in students about the knowledge of latest trends in IT industry

Text Book (s)

1. Introduction to computers by Peter Norton, 2010, TMH Education

Reference Book (s)

1. Information Technology for Management by Efraim Turban, Linda Volonino, 2010, Wiley
2. Introduction to IT, Pearson

Unit-1 Introduction to IT and Information systems 8 hours
Why use IT in Business, Basic computer terminologies, Data Information System, Difference between data and information, Information system activities and resources, Management Information Systems, Information systems, case study (Use of IS in Restaurant)

Unit-2 Components of Computer system: Hardware and Software Hours	8
Basic structure of any system, Latest Input and output devices, Types of software: application software and system software, discussion on various system software. Memory Hierarchy: primary memory, secondary memory, Brief discussion on evolution of programming languages	
Unit-3 IT in E-Business and E-Commerce 9 Hours	
What is Electronic Business, difference between E-Business and E-Commerce, various E-Commerce models, E-Commerce in India, Internet, WWW, Internet applications; Web based tools for E-commerce, Components of EDI, difference between Internet, Intranet and Extranet in business, case Study: Facebook, Amazon	
Unit-4 Role of DBMS and DSS in Business 6 Hours	
Introduction to DBMS: Advantages, Components of DBMS, DSS, Software for Decision Support, Group Decision making, Enterprise Wide computing, Case Study: DSS in Banking Sector	
Unit-5 Ethical and Security issues in IT 6 Hours	
Need for security, security techniques in use, Firewalls, encryption of data, cyber terrorism and other measures preventing misuse of IT, discussion on possible bugs in computers, Case Study: (E-Mail frauds, spam), future trends in IT security	
Unit VI: Latest Trends in IT	(3 Lecture Hours)
Future trends in IT security, real world cases of E-Mail frauds, spam, Introduction to AI	

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	ENERGY AND ENVIRONMENTAL SCIENCES			
Course Code	ENVS1001			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

To identify the scope and importance of environment and analyze the problems associated with it. Analyze the effects of pollution & different social issues affecting the society. Utilize the different tools of Green Chemistry towards generating a zero waste environment.

Course Outcomes

CO1	Identify the scope and importance of studying the environment and analyze the problems associated with various natural resources. (K4)
CO2	Determine the harmful effects of toxic chemicals on living beings and environment. (K2)
CO3	Identify the harmful effects of environmental pollution and apply suitable control methods. (K4)
CO4	Analyze the different social issues affecting the society and environment. (K4)
CO5	Interpret and utilize the different tools of Green Chemistry towards generating a zero waste environment (K3)

Text Book (s)

- T1. Environmental Studies, Anubha Kaushik, C P Kaushik, New Age International Publishers, 2008, ISBN:978-81-224-2159-0.
- T2. Environmental Studies, Suresh K. Dhameja, S.K. Kataria and Sons , 2008, ISBN: 81-88458-77-5
- T3. Text Book of Environmental Studies, Erach Bharucha, University Press (India) Private Limited, 2005, ISBN: 978 81 7371 540 2
- T4. Environmental Studies (From Crisis to Cure) Second Edition. , R. Rajagopalan, Oxford University Press, 2012, ISBN 0-19-807208-2.
- T5. Environmental Studies, Ranu Gadi, Sunitta Rattan, Sushmita Mohapatra, S.K. Kataria and Sons, 2008, ISBN: 81-89757-98-9.

Reference Book (s)

- R1. Environmental Studies , Benny Joseph , Tata McGraw Hill Education Private Limited, 2009, ISBN: 987-0-07-064813-5.
- R2. Environmental Studies, Anindita Basak, Pearson Education, 2009, ISBN: 978-81-317-2118-6.
- R3. Principles of Environmental Science (Inquiry and Applications), William P. Cunningham & Mary Ann Cunningham, Tata McGraw Hill Education Private Limited, 2007, ISBN: 987-0-07-064772-0.

Unit I: Environment and Natural Resources	10 Lectures
Definition, scope, importance, need for public awareness, Environmental Management Systems its objectives, components, EIA, Natural Resources – forest resources – use,	

<p>exploitation, deforestation, construction of multipurpose dams – effect on forests, Water resources – use of surface and subsurface water; effect of floods, drought, water conflicts, Mineral resources – Use and exploitation, environmental effects of extracting and using mineral resources, Food resources – food problems, advantage and disadvantage of fertilizers & pesticides, effect on environment, Energy resources – need to develop renewable energy, land resources – Land degradation, landslides, soil erosion, desertification & case studies.</p>	
Unit II: Chemical Toxicology	7 Lectures
<p>Toxic chemicals in the environment, Impact of toxic chemicals on enzymes, biochemical effects of arsenic, cadmium, lead, chromium, mercury, biochemical effects of pesticides</p>	
Unit III: Environmental Pollution	10 Lectures
<p>Definition – Causes, pollution effects and control measures of Air, Water, Soil, Marine, Noise, Thermal, Nuclear hazards. Solid waste management: causes, effects and control measures of urban and industrial wastes, pollution measures, case studies, Disaster management: floods, earthquake, cyclone and landslides.</p>	
Unit IV: Social Issues, Human Population and the Environment	10 Lectures
<p>Urban problems related to energy & sustainable development, water conservation, problems related to rehabilitation – case studies, Consumerism and waste products - Environment Protection Act, Air, Water, Wildlife, Forest Conservation Act, Environmental legislation and public awareness. Population growth, variation among nations, Population explosion, Environment and human health, Value Education, Women and Child Welfare, Role of Information Technology – Visit to local polluted site /Case Studies.</p>	
Unit V: Green Chemistry	4 Lectures
<p>Introduction, Basic principles of green technology, concept of Atom economy, Tools of Green technology, zero waste technology.</p>	

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Cost Accounting			
Course Code	BBAD1009			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: The course introduces a number of cost and management accounting tools and quantitative techniques that can be used to analyze how business processes consume resources, create value for a firm and its customers, and how this value may be enhanced through activity and process improvement. Major topics include cost behavior, cost analysis, profit planning and control measures.

Course Outcomes

CO1	To develop understanding of fundamental accounting concepts, basic accounting vocabulary, objective and role of accounting information.
CO2	To explain use of accounting equation and utilize in recording of transaction so as to present data in an accurate and meaningful manner.
CO3	To explain depreciation accounting this is an integral component of income measurement.
CO4	To explain preparation of financial statements and practice of these financial statements.
CO5	To analyze accounting information as a basis for decision-making based on the analysis and interpretation of data from financial statements.

Text Book (s)

1. A Textbook of Cost and Management Accounting, Arora, M. N. (2012), New Delhi
2. Maheshwari, S. N. and S. N. Mittal, Cost Accounting – Theory and Problem, Shri Mahavir Book Depot, New Delhi, 2003, 21st Revised Edition

Reference Book (s)

1. Gowda, J. Made, Advanced Cost Accounting, Himalya Publishing House, 2001, 1st Edition.
2. Jawahar Lal & Seema Srivastava, Cost Accounting, Tata McGraw Hill Publication, - 2008 Edition.
3. Introduction to Cost Accounting, Delhi: Pearson Education.

Unit I: Introduction to Cost Accounting Management Accounting and Decision making, Role of Cost accounting and Financial Accounting; Cost Accountant role in implementing strategy; Cost Management Concepts; Cost terms used for strategic decision making (Direct and indirect); Costs for external reporting (product and period cost); Cost sheet preparation; Analyzing Cost	7 lecture hours
Unit II: Material Costing, Planning and Control	8 lecture hours

Procedure for material procurement and use; Material costing methods; Costing Procedure for spoiled, scrap and defective work ; Planning materials requirement (EOQ , Inventory levels and reserve stocks) ; Materials control (Principles and Methods)

Unit III: Labour Costing, Control and Accounting

7 lecture hours

Productivity and efficiency of labor; Remuneration Methods (Straight piece rate, differential piece rate, Incentive wage plans); Learning curve theory; Organization for labor cost accounting and control; Accounting for labor related costs (Overtime, Bonus payments, vacation pay, guaranteed annual wage plans ,apprenticeship and training programs, pension); Labor related deductions

Unit IV: Factory Overhead Costing and Control

9 lecture hours

Procedure of factory overheads including allocation, apportionment, reapportionment and absorption; Repeated distribution and algebraic method for reciprocal, service department costs.; Calculation and use of Predetermined factory overhead rate; Applied and actual FOH, under /over applied FOH; Traditional Costing Vs. Activity Based Costing; Activity Based Management; Case “Stuart Daw”

Unit V: Marginal costing and Break-Even Analysis

9 lecture hours

Concept of Marginal Costs and Marginal Costing: Assumptions of Marginal Costing; Marginal Costing vs Absorption Costing; Advantages and Limitations of Marginal Costing; CVP assumptions and terminology, Break Even Analysis: Break-Even Point, Margin of safety, Angle of Incidence. Decision Making Areas -products mix, make/buy, pricing decisions.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course		Macro Economics							
Course Code		BBAD 1010							
Prerequisite									
Corequisite									
Antirequisite									
L	T	P	C		L	T	P	C	
3	0	0	3		3			3	

Course Objectives:

1. 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.
2. 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.
3. To critically analyse situations for forward thinking through innovation.

Course Outcomes

CO1	Describe the meaning of macroeconomics and circular flows of income in 2,3 and 4 sector models
CO2	Discuss the theoretical aspects of National Income and its aggregates including solving numerical problems and develop an understanding of Keynesian macroeconomics
CO3	Describe the classical and Keynesian theories of income determination and explain the working of multiplier
CO4	Demonstrate understanding of money supply concepts and Classical and Keynesian theories of demand for money and interest. Use concepts of credit creation and deposit multiplier to solve numericals.
CO5	Examine monetary and fiscal policy and examine their effectiveness in the IS-LM framework

Text Books

3. Macroeconomics Theory and Policy, D.N Dwivedi

Reference Books

1. Principles of Macroeconomics, William A. McEachern & A. Indira, First edition (2012), Cengage India Microeconomics: Theory and Applications,
2. Macroeconomics, R. Glenn Hubbard & Anthony Patrick O'Brien (2007), Pearson Education
3. Economic Environment of Business, V.K. Pailwar, Second edition (2010), PHI, Vanita Agarwal, Pearson Education,
4. Macroeconomics, Chandan Ghosh & Ambar Ghosh. Second edition, 2014, PHI

Unit I:	6 lecture hours
Overview of Macroeconomics & Basic concepts 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 model of Economy, Three sector and four sector model of Economy.

Unit II: National Income and its Determination

6 lecture hours

National Income: Introduction, Case Study: Can National Happiness Be Measured?

Sources: <http://www.grossnationalhappiness.com/>: "IIT-G to conduct gross state happiness index survey on the lines of Bhutan," National Income: Introduction Case Study : Can National Happiness Be Measured?, Sources: <http://www.grossnationalhappiness.com/>: "IIT-G to conduct gross state happiness index survey on the lines of Bhutan," http://articles.timesofindia.indiatimes.com/2012-02-01/guwahati/31012043_1_pilot-survey-assam-gross-national-happiness;
http://www.forbes.com/2010/07/14/world-happiest-countries-lifestyle-realestate-gallup_print.html, National Income aggregates, Measurement of National Income 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

Unit III: Classical and Keynesian Theories of Income Determination and Multiplier
8 lecture hours

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, Case Study : Olympian Effort to Boost Economy Source: "Olympics booster dose for Britain's ailing economy", The Hindu Business Line, 17 April 2012. 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 Multiplier.

Unit IV: 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 V: Monetary and Fiscal Policy and IS-LM Framework

12 lecture hours

Monetary Policy: Introduction, Instruments of Monetary Policy,, Meaning of Fiscal Policy, Case Study: Central Government Health Expenditure-1993 to 2004, Source: "Government Health Expenditure in India: A Benchmark Study", Economic Research Foundation (New Delhi), August 2006; www.macroskan.org, Instruments of Fiscal Policy, Structure of Government Budget, Different types of deficits, Mathematical Illustration on Budget, Case Study: Monetary Policy in India: Objectives, Targets and Framework, 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: Goods Market and Money Market, Disequilibrium to equilibrium: The Process of Adjustment, A shift in the IS-LM curves, Mathematical Illustration on IS-LM Export and imports of India.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Business Law				
Course Code	BBAD 1011				
Prerequisite					
Corequisite					
Antirequisite					
	L	T	P	C	C
	3	0	0	0	3

Course Objectives:

This course is designed to enhance the legal literacy of BBA students by developing a body of legal knowledge and honing legal instincts that will help business leaders attain a competitive edge and promote long-term success. Building on the basic legal concepts, the course will refine students' understanding of how law affects all aspects of business and develops a deeper appreciation of how legal systems operate and how to operate within the boundaries of legal systems. In this course, students will gain a sense of when and how the legal system may affect them in a business setting, particularly in the areas of Contract law, Sales of goods act, Partnership act, Company act and government regulation of business. Students will also discuss situations involving choices that may reach beyond the requirements of the law. When the student's study, they will explore how such situations arise and how they might be solved or even prevented.

Course Outcomes

CO1	Explain the basic concepts related to Indian contract law, performance of contract and discharge of contract in a business organization.(K2)
CO2	Demonstrate the concept of bailment, pledge and guarantee as per the legalities of a business and to identify its fundamental differences.(K3)
CO3	Explain the doctrines and the rights related to Sale of goods Act, 1930 in a business setting for an ethical business environment.(K2)
CO4	Apply the concepts of Indian Partnership Act, 1932 related to its registration, dissolution and its effects on its non-registration for better functioning of a business organization.(K3)
CO5	Discuss the formation and winding-up of companies in an Indian organizational context to brief about the functioning of the company.(K2)

Text Book (s)

1. Business Law: Tejpal Sheth, 2th Edition, Pearson Education, New Delhi.

Reference Book (s)

1. Kuchhal M.C & Prakash Deepa, Business Legislation for Management, Vikas publication House Pvt.Ltd.2007 Edition.
2. Aggarwal S.K, Business and Corporate Laws, Galgotias Publication Pvt Ltd, First Edition.
3. Gulshan S.S, Mercantile Law, Excel Books New Delhi, Second Edition, ISBN-8174463674, 9788174463678.

Unit-1 Indian Contract Act 1872 lecture hours	10
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Meaning of Business law and its significance, sources of business law-Definition of Contract-Definition of agreement- Essentials of a valid agreement-Meaning of contract with examples-Essentials of a valid contract- Distinction between contract and agreement-Classification of contract- Definition of Offer and types of offer-Definition of acceptance-Revocation of offer and acceptance- Performance of contract -Parties of performance of contract-Doctrine of frustration and its exceptions-Discharge of contract-types of discharge of contract-Difference between different terms- Remedies for breach of contracts-types of sue-Case study-Hadley v. Baxendale.

Unit-2 - Bailment,Pledge and Guarantee 6
lecture hours

Concept of Bailment- Essentials of valid bailment- Rights of Bailor and Bailee-Duties of Bailor and Bailee- Concept of Pledge-Essentials of Valid Pledge-Rights of Pawnor and Pawee- Duties of Pawnor and Pawee- Concept of Indemnity and Guarantee-Essentials of Valid Guarantee-Types of Guarantee-Revocation of Guarantee.

Unit-3 Sales of Goods Act 1930 5 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-Distinguish between condition and warranty- Transfer of Goods -Doctrine of Caveat Emptor-Exceptions of Doctrine of Caveat emptor-Unpaid Seller- Rights of unpaid Seller.

Unit-4 Forms of Business Organisation lecture hours

Unit-5 Companies Act 2013 13 lecture hours

Definitions-Characteristics of company-Kinds of Companies-Difference between Public and Private Companies-Memorandum of company and its contents-Memorandum of company and its contents-Alteration of MOA-Article of Association and Its contents-Alteration in AOA, Difference between AOA and MOA-Doctrine of Ultra-Vires-Doctrine of Constructive Notice and Indoor Management- Meaning of Prospectus and contents of prospectus-Share and its types - Debentures and types of debentures-Share Capital-Directors-Types-Power and duties- Numbers-Meetings-Winding-Up of Company-Mode of Winding-up and its process-Role and Power of liquidator in winding-up of company.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

Name of The Course	Information System for Management			
Course Code	BBAD1012			
Prerequisite	Basic understanding of computers systems			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives:

- To understand basic applications and types of information systems.
- To understand the concept of system designing and system development.
- To analyze and understand the possible threats and security issues of information systems.

Course Outcomes

CO1	Analyze the basic essence of information system and explain its various roles in organizations.
CO2	Demonstrate and evaluating the various forms of information system and analyze their implications with respect to different functional areas for increased accessibility of data and communication among these functional areas.
CO3	Evaluating and Apply diverse information system diagrams and define how they can be utilized to increase organizational effectiveness
CO4	Analyze the essentials and importance of security, privacy, and ethical issues as they relate to information systems
CO5	Analyze the significance of effectiveness of information system as a function of cost, value, performance and positioning

Text Book (s)

1. Management Information System: Managing the Digital Firm, Laudon & Laudon, Pearson Education, Eighth Edition

Reference Book (s)

1. Information Technology for Management by Efraim Turban, Linda Volonino, 2010, Wiley
2. Introduction to computers by Peter Norton, 2010, TMH Education

Unit-1 Introduction to information systems	10 hours
Understanding ISs, changing face of Business environment, IT versus IS, Hardware Resources, Software resources, Network Resources, Data resources, Managing E-transformation, IS infrastructure, evolution of business processes and organizational structure, Competitive edge of networks, Technological foundation of a computer network, Internet telephony and VoIP, Network planning and management• Concept of Database management systems, Application of Data base management systems and data warehousing Case study (Class discussion): JetBlue & the Veterans Administration Case (Self Study)	
Unit-2 Information Systems for business applications	8 Hours
IS for sales and marketing, Marketing cycle and components of Marketing Information systems, Sales support systems, Customer support systems, Information systems for HR, Financial, Production, Materials Information System, ERP	

Unit-3 Information System Planning and Development	7 Hours
Business Systems Planning, SDLC, Prototyping, Rapid Application Development, Data Flow Diagrams ER Diagrams, Examples of system design	
Unit-4 Information system security management	8 Hours
Security threats to IS, Security Policy and enforcement, Security Management Standards and Global Practices Security access control systems and technologies, Security Risk Management Framework	
Unit-5 Information System for Business Effectiveness	7 Hours
Impact of IS in business effectiveness, Tangible versus Intangible returns, Evaluating the impact on effectiveness, Effectiveness as a function of cost, value, performance and positioning	

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Principles Of Marketing			
Course Code	BBAD1016			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

Course Outcomes

CO1	Analyse and relate basic marketing principles and terminology to assess marketing's role in discovering and satisfying consumers' needs and wants.
CO2	Analyse marketing environment with an emphasis on creating value in individual and organizational consumption markets.
CO3	Analyse the role of research in marketing environment and understand how companies are utilizing it for their benefits.
CO4	Develop and apply marketing strategies based on product and pricing component of the organizations.
CO5	Develop and apply marketing strategies based on distribution and promotion component of the organizations.

Text Book (s)

Marketing Management-A South Asian Perspective	Kotler, Keller, Koshy &Jha. 12 th Edition Pearson Education, 2011
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Principles of Marketing	Kotler, Armstrong, Agnihotri & Ehsanul Haque , 13 th Edition, Pearson Education, 2011.
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Reference Book (s)

Marketing Management-A South Asian perspective	Kapoor and Iacobucci, 1st Edition, Cengage Learning, 2010.
Marketing Management	Saxena, 4 th Edition, Tata McGraw Hill, 2011
Marketing Management	Ramaswamy, Namakumari, 4 th Edition, McMillan Publications, 2010
Fundamentals of Marketing	Stanton W.J. et al, McGraw Hill
Principles of Marketing	Mcdenial, Lamb, Hair, 2008, Cengage Learning
Marketing Management	Evance& Berman, 2007, Cengage Learning
Marketing Management	Shukla, 1 st edition, VaibhavLaxmiPrakashan
Principles of Marketing	Bushkirk, Richard H, Dryden Pren, Illinois
Journal of Marketing	American Marketing Association
Indian Journal of Marketing	ISSN: 0973-8703, Scopus Indexed

Unit-1 Marketing Principles- An overview: *This module is designed to provide students with an understanding of the concepts of Marketing, with a focus on the management of the marketing activities and how marketing relates to overall organisational functioning, including the management of exchange processes between business units and consumers and between firms The basics of Marketing, the core concepts, newer avenues and approaches on marketing.*

Definition of marketing, 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.

Developing marketing plans and strategies.

Unit-2 Marketing Environment: *This module examines the nature of marketing environment, determines environmental related issues, and provides a context for developing marketing strategies. Analyse the external environment to identify opportunities or challenges to a business. Identify and classify marketing segments and targets, demonstrating the use of marketing research techniques.*

Understanding the Marketing environment and adopting marketing to the changing environment.

Market segmentation, targeting and positioning, niche marketing.

STP- Segmentation ,Targeting & Positioning

Difference, Key characteristics and strategies.

An overview of marketing of services

An overview of international, digital and rural marketing wrt to India.

International Marketing:

Consumer Behavior- definition, models , Buying motives, consumer motivation

Consumer decision making- buying roles an individual plays.

Consumer Decision Making Process & its comparison with organizational buying process

Organizational buying behavior; Meaning, process and types.

Unit-3 Marketing Research: This module explores Marketing Research. It considers how different types of Research methods and types facilitate Consumer Behaviour Research. Students get the concept of market research as the process or set of processes that links the producers, customers, and end users to the marketer through information used to identify and define marketing opportunities and problems; generate, refine, and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process

Types of research design methods(exploratory, descriptive, cause and effect), Process of Market Research.

Marketing Research tools (questionnaires, interview, and projective tests).

Marketing Research:

Process of Market research

Sampling, Sample size, Sampling unit.

Methods of Market research

Unit IV: Understanding the marketing mix: This module discusses the fundamentals of Product, Price, Place & Promotion -A marketing expert named E. Jerome McCarthy created the Marketing 4Ps in the 1960s. And how company deploys them as it is about putting the right product or a combination thereof in the place, at the right time, and at the right price.

PRODUCT:- Definition of product, levels of product

PRODUCT: - Types of product; Packaging and labeling.

Product line management , line depth, width , length concerns

Product mix, Product differentiation,

Theory of diffusion of an innovation.

PLC- stages and corresponding strategies,

New Product Management

Product Management and marketing strategies

PRICE: - Pricing objectives, factors influencing pricing. Price strategies.

What is the Importance of pricing?

Concept Types of sales promotion (Trade promotion, consumer promotion), Difference b/w Advertising & Sales Promotions

Promotion: promotion mix, Advertising- 5 M's, Role and functions of advertising, Sales Promotion.

Unit-5 IMC

Distribution:- Types of distribution channels;Channel strategy decisions, Physical distribution management, Role of intermediaries, functions and utility-Supply chain management

Retailing and wholesaling

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course		French-I						
Course Code		FREN-1003						
Prerequisite		None						
Corequisite		NA						
Antirequisite		NA						
L	T	P	C		L	T	P	C
3	0	0	3					3

Course Objectives:

Course Outcomes

CO1	interpret simple sentences, and read short sentences and paragraphs
CO2	apply simple sentences to discuss about their family members, friends etc.
CO3	develop an understanding of French society and culture
CO4	apply French language with day to day situations
CO5	develop the knowledge of proficiency equivalent to A1.1 level of the French Language Proficiency Test

Text Book (s)

1. M. Denyer, A. Garmendia, C. Royer, Marie-Laure Lions-Olivieri, Version Originale 1 (A1) Livre de l'élève. Paris: Maison des Langues, 2009.
2. M. Denyer, A. Garmendia, C. Royer, Marie-Laure Lions-Olivieri, Version Originale 1 (A1) Cahier d'exercices. Paris: Maison des Langues, 2009

Reference Book (s)

1. Alter Ego 1- méthode de français, Annie Berthet, Catherine Hugot, V. Kizirian, Béatrix Sampsonis, Monique Waendendries, Hachette.
2. Echo A1, Author: Jacky Girardet, CLE International
3. Girardeau, Bruno et Nelly Mous. Réussir le DELF A2. Paris: Didier, 2010

Unit-1 Introduction	8 hours
Entrer un contact avec quelqu'un, saluer, salutations formelle et informelle, découvrir l'alphabet, s'excuser, communiquer avec tu et vous, masculin/féminin, les nombres 0 à 100	
Unit-2:- Se présenter, remercier, le genre des noms, les pronoms sujet et tonique, l'article défini et indéfini.	
Unit-3:- Parler de ses goûts et de ses loisirs, poser des questions, décrire quelqu'un, les verbes au présent, la négation du verbe, le pluriel des noms, les adjectives.	
Unit-4:- Demander/donner des informations sur une personne, parler de soi, de sa famille, comprendre et écrire un mail, l'adjectif possessif, le verbe « aller », l'article	
Unit-5:- Nommer/situer un objet, exprimer la surprise, demander de faire quelque chose, exprimer une obligation,	

l'adjectif interrogatif, les prépositions de lieu, la négation de l'article indéfini, il faut..., pouvoir, vouloir.
Demander/dire l'heure, demander pourquoi et répondre, l'interrogation, faire, connaître, l'accord des adjectifs en genre et en nombre, le pronom "on"

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

Name of The Course	German-I			
Course Code	GERN1003			
Prerequisite	NA			
Corequisite	NA			
Antirequisite	NA			
	L	T	P	C
	3	0	0	3

Course Objectives:

Course Outcomes

CO1	On completion of the course, the students will be able to carry out simple conversations, read short paragraphs and simple stories in German.
CO2	They would be able to give their brief self-introductions and can speak briefly about their family members and friends verbally.
CO3	They will have an understanding of German society and culture.
CO4	Assess all the four skills: reading, writing, listening and speaking
CO5	

Text Book (s)

T1. Dengler, Stefanie, Netzwerk A1: 2015

T2. Hieber, Wolfgang. Lernziel Deutsch. München: 2005

Reference Book (s)

R1. Gick, Cornelia, Momentmal, Grundstufenlehrwerk Deutsch als Fremdsprache.M: 2003

R2. Maria Dallapiazza, Eduard von Jan, Til Schonherr.Tangram, Deutsch als Fremdsprache.Berlin: 2005

R3. Griesbach, Schulz. Deutsche Sprachlehre für Ausländer. München: 2005.

Unit-1 Begrüßung / Greeting, Nummern/numbers Monate, Wochentage/ Name of months, days
Sich vorstellen – Introduction Interviewspiel mit Fragen und Antworten

Unit-2
Information zu Ländern, Nationalitäten und ihre Sprachen/ Name of countries, nationalities and languages.
Unit-3
W-fragen/ Questions Nominativ Kasus/ Nominative case Pronomen / pronouns (Nominative)
Unit-4
Regelmäßige Verben / Regular Verbs Verbkonjugation/ Verb conjugation (sein und haben)
Unit-5
Leseverstehen Hörverstehen Sprechen Schreiben

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

Name of The Course	Human Resource Management			
Course Code	BBAD2001			
Prerequisite	Understanding of general principles of management			
Co-requisite	Understanding of Organizational Behavior and Business Communication			
Anti-requisite				
	L	T	P	C
	3	0	0	3

Course Objectives

1. To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
2. To help the students focus on and analyse the issues and strategies required to select and develop manpower resources

3. To develop relevant skills necessary for application in HR related issues
4. To Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

Course Outcomes

CO1	Illustrate the basic essence of Human Resource Management and identify the challenges faced by modern Human Resource Management.
CO2	Analyze the concept of human resource planning, job analysis, recruitment and selection including their different methods to increase organizational efficiency
CO3	Apply various methods of training and development, and performance appraisal in changing business scenario and analyze their appropriateness as per individual, social and organizational context
CO4	Interpret the compensation management and job evaluation, and analyze how organization can utilize suitable compensation plan and job evaluation scheme to make employees more productive.
CO5	Analyze the essentials of Industrial Relations, Human Resource Outsourcing and changing face of Human Resource Management and apply these notions effectively to achieve organizational goals.
CO6	Determine the contemporary issues and practices in the area of human resource development

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

Course Content:

Unit I: Introduction to Human Resource Management	5 lecture hours
<p>Human Resource Management – definition, scope and nature. Role and function of Human Resource Management. Evolution of Human Resource Management. Challenges and New trends in Human Resource Management, Personnel Management vs. Human Resource Management, Research paper: The transfer and diffusion of Human Resource Management practices within MNCs: lessons learned and future research directions by Flora F. T. Chiang, Lemaski, & Birtch http://www.tandfonline.com/doi/abs/10.1080/09585192.2016.</p> <p>Strategies for the New Millennium: Role of Human Resource Management in Strategic Management Concept. Case Study: Why doesn't the HR department get any respect? – A case study by Robert Galford adapted from HBS Premier case collection. https://hbr.org/1998/03/why-doesnt-this-hr-department-get-any-respect.</p>	
Unit II: Human Resource Planning, Recruitment and Selection	7 lecture hours
<p>HR Planning – Objectives, Process and challenges. Job Analysis- definitions, importance, problems. Job Description and Job Specification. Recruitment – Sources, Process and methods- merits/demerits, Selection Process – Tests and Interviews, Placement and Induction. Job Changes – Transfers, Promotions/Demotions, Separations</p> <p>Role Plays:</p> <ul style="list-style-type: none"> • An Organization XYZ is introducing a new product line, being HR manager create a draft for Manpower planning. • Play roles of a selection committee. <p>Experiential Learning: 1. Being an HR manager prepare a selection process, interview questions, related resume and an interviewee (either from the other groups or anyone else they want) for the job advertisement against the position of production Manager, Sales manager and HR manager.</p> <p>2. Prepare a Job Description and Job specification of Production Manager, Sales manager and HR manager.</p>	

Case Study based Group discussion: Promoting the protégé, (Human Resource Management, text and Case, K, Aswathappa, Page no. 133),

School Of Business

Name of The Course	Service Marketing			
Course Code	BBAD2015			
Prerequisite	Basic knowledge of Marketing			
Co-requisite	None			
Anti-requisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives

- 1. To determine the nature and scope of services marketing and identify the unique challenges involved in marketing and managing services.**
- 2. With the help of case studies, students will be able to apply all the case studies in a way to make the business sustainable in the long-run.**
- 3. To develop the service concept and its value proposition through 4P's, for designing a successful marketing plan for a service firm**
- 4. To identify & use the extended 3Ps (Processes, Physical Evidence and People) in delivering superior value to the customer**
- 5. The students will be able to understand the values and rationale behind the strategies of business and incorporate such values in understanding the real scenario.**
- 6. Student will able apply relevant theories to overcome contemporary issues & key challenges faced by service marketers.**

Course Outcomes

CO1	Identify the special management issues and unique challenges involved in marketing and managing services
CO2	Identify the expectations of customers and know how to apply this knowledge into (positioning) genuine value for customers.
CO3	Interpret service behaviour and service consumption in the light of service-dominant marketing logic and apply this knowledge to in designing and developing services, elements of 7 P's
CO4	Apply new approaches to managing customer relationship through the use of extended 3Ps (Processes, Physical Evidence and People) in delivering superior value to the customer
CO5	Appraise new theories and concepts pertaining to explaining the characteristics of customers' purchasing and consumption behaviour of services
CO6	Apply services marketing theories, research and analysis skills to overcome contemporary emerging issues and challenges.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
50	-	50	100

Course Content:

Unit I: Foundations of Service Marketing	9 Hours
<p>Introduction : Definition of Services, Distinct Aspects of Service's, Service products, Introduction to Service Marketing Case Insight: Marketing Product- intangibles and intangible Products Characteristics of services, Classification of services</p> <p>Article: How can service businesses survive and prosper Marketing implications of service characteristics</p> <p>Article: A Service-Orientated Approach to Marketing of Services</p> <p>Introduction to service marketing mix elements: Product, price, place, promotion, people, physical evidence and process.</p> <p>You Tube Video : Service marketing mix or the 7 P's of marketing is explained in this video with example of Etihad airways Growth Drivers of services; Case Study 1: Fundisk</p>	
Unit II: Managing Consumer Behaviour	8 Hours
<p>Basic concepts; Service encounters; Introduction to servuction model, role theory , script theory and Theatre model of consumer Behaviour "Consumers and markets" "High and low contact service encounters Article: Clueing in to customers "The purchase process for services "Segmentation & Service Positioning "Listening to the customer Case Study 2 : Progressive Insurance Delight its Customers</p>	
Unit III: Key Elements of Services Marketing	8 Hours
<p>"Product elements ;Flower of service, Revenue Management, Pricing,4 P's" "New Service Development Designing the service" Service Branding "Promotion and education (communications strategy) Communicating the service ""Service distribution: Flower of service; Distribution of Core and supplementary services. Case Study 3: Montecito State College (MSC) "Performing the service Service distribution: Franchising Foundation of pricing strategy & ethical concerns in service pricing Case Study 4: Pizza Hut: Competitors' Envy, Consumers' Choice</p>	
Unit IV: Managing the Service	8 Hours
<p>Service Blueprinting; "Designing and managing Service Processes" Balancing Demand and productive capacity The Service Environment</p>	

Research Paper Discussion: Impact of Servicescape on Quality Perception "Managing People Case 5: Westjet airlines"	
Unit V: Implementing profitable service strategies Hours	5
"Managing Relationships with customers" Building Customer Loyalty Complaint Handling and service recovery "Service Guarantees" "Service Leadership" Case 6 : MakeMyTrip: The Company and the Product "Service Quality " Service productivity"	
Unit VI: Contemporary Issues in Services Marketing 2 Hours	
"Emerging Issues in services marketing" "Key Challenges of Services Marketing" "Services marketing theories to overcome from challenges & issues" Research Paper Discussion: Problems and Strategies in Services Marketing	

Suggested Readings

Text Book (s)

1. **Services Marketing: People, Technology, Strategy**, Christopher H. Lovelock and Jochen Wirtz, fifth edition. Upper Saddle River, NJ: Prentice Hall, 2004
2. **Services Marketing and Management**, Audrey Gilmore,, Sage publications, 2nd edition, 2003
3. **Services Marketing Management: A strategic perspective**, Hans Kasper, Piet van Helsdingen, Mark Gabbott, 2nd edition, Wiley publications, 2006
4. **Services Marketing: Concepts, Strategies & Cases**, K. Douglas Hoffman and John E. G. Bateson, , South-Western, Cengage Learning, 4th edition, 2011

Name of The Course	International Business			
Course Code	BBAD 2003			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	3	0	3

Course Objectives:

1. To acquaint students with basic concepts and theories of international business and their applications to managerial decision-making to sustain the business in long-run.
2. 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.
3. To critically analyse situations for forward thinking through innovation.

Course Outcomes:

CO1	Identify the drivers of globalization and identify differences and political, legal, cultural and social systems between countries
CO2	Use international trade theories to explain why countries trade and what determines their success.
CO3	Examine foreign exchange markets , currency convertibility and the role of FDI
CO4	Differentiate between the various modes of foreign entry by business firms and understand their advantages and disadvantages
CO5	Relate marketing , human resources and accounting strategies in the conduct of International Business

Text Book (s): International Business by Charles Hill and Arun Jain, Tenth edition, TMH

Reference Book (s): International Business: Text and Cases Francis Cherunilam, Fifth edition, PHI

International Business Justin Paul, Fifth edition, PHI

1. International Business Rakesh Mohan Joshi, First edition, Oxford University Press
2. International Business: Environments and Operation Sullivn, Salwan, Radebaugh, Daniels, Twelfth edition, Pearson
3. International Business K. Aswathappa , Fifth edition, TMH

<p>Unit-1 Introduction to International Business and environment framework Lecture Hours: 6</p> <p>Meaning of Globalization, Emergence of Global institutions, Drivers of globalization, Globalization debate, Managing in global market place, Global economic environment, Differences in political system, Differences in economic system, Differences in legal system, Differences in culture, values and norms, Case Study- McDonald's and Hindu culture</p>
<p>Unit-2 International trade theory and regional integration Lecture Hours:8</p> <p>An overview of trade theory, Absolute advantage, Comparative advantage, Heckscher-Ohlin theory, National competitive advantage: Porter's diamond, Level of economic integration, Case for regional integration, Case against regional integration</p>
<p>Unit-3 Global Monetary system and FDI Lecture Hours: 8</p> <p>Function and nature of foreign exchange market, Economic theory of exchange rate determination, Currency convertibility, Gold standard, Bretton Woods system, Fixed vs Floating exchange rate, FDI in world economy, Horizontal FDI, Vertical FDI</p>
<p>Unit-4 Strategy and structure of International Business Lecture Hours: 8</p> <p>Strategy of firm and international business, Global strategy and profitability, Cost pressures, local responsiveness, Basic entry decisions, Entry modes, selecting an entry mode, Strategic alliances Organization of International Business, Organization structure, Organizational culture, Organizational change</p>
<p>Unit-5 Managing International Business Lecture Hours:10</p> <p>Globalization of markets and brands, Market segmentation, Distribution strategy, Case Study- Giant Bicycles of Taiwan goes global, Strategy, production and logistics, Managing a global supply</p>

chain, Strategic role of international HRM, Staffing policy, Country differences in accounting standards, Consequences of different accounting standards

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Business Environment			
Course Code	BBAD 2004			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

4. To acquaint students with the factors which can affect the business decision making.
5. To help students in correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices in a given condition.
6. To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment.
7. To critically analyse situations for forward thinking using the latest tools and techniques.

Course Outcomes

CO1	Describe different types of environments and its constituents which affect business decision making.
CO2	Appraise national income, economic planning, NITI Aayog and industrial licensing policy of India in a business context.
CO3	Examine the major economic problems, their causes and effects in India.
CO4	Appraise the role of the money market, capital market and government's monetary and fiscal policies to regulate these markets.
CO5	Appraise India's economic transaction with the rest of the world through developing their understanding in concepts, policies and trends of trade and investment.

Text Books

2. Saleem, S. Business Environment for B.Com. Pearson, 1/e.

Reference Books

3. Cherunilam, F. Business Environment: text and cases. Himalaya Publishing House
4. Fernando, A.C.. Business Environment. Pearson.

5. Pailwar, V. K. Business Environment. PHI.

Course Content

<p>Unit I: Introduction to Business Environment</p> <p>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.</p>	<p>5 lecture hours</p>
<p>Unit II: National income and Economic planning in India</p> <p>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.</p>	<p>8 lecture hours</p>
<p>Unit III: Economic problems in India</p> <p>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 imbalance.</p>	<p>10 lecture hours</p>
<p>Unit IV: Financial markets in India and Government policies</p> <p>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.</p>	<p>9 lecture hours</p>
<p>Unit V: External Sector</p> <p>Export and imports of India – Components and directions, Export promotion measures, Foreign investment- meaning and need, Meaning of MNCs, Reasons for growth of MNCs, Impact of MNCs</p> <p>Case Study- Ranbaxy Sellout, WTO- Principles and functions, Major agreements under WTO.</p>	<p>8 lecture hours</p>

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Production & Operations Management			
Course Code	BBAD 2013			
Prerequisite	Production concepts/Manufacturing Concepts			
Corequisite	None			
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: 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, labor, 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.

Course Outcomes

CO1	To describe the basic concepts of the Operations Management in service and manufacturing..
CO2	To identify the different tool and technique in forecasting.
CO3	To analyze and understand the different tools and technique of quality management.
CO4	To utilize the conceptual understanding of plat location and plant layout.
CO5	To develop the understanding of material management and concept of inventory management.
CO6	Analyze the latest trends in production and address the contemporary issues and challenges of Production

Text Book (s)

1. Productions and Operations Management S.N. Chary, Tata Mc. Graw Hill
2. Operations Management ,Willam .S. Stevenson,Mc.Hill

Reference Book (s)

1. Productions and Operations Management Upendra Kachhru, Pearson Education Ltd
2. Productions and Operations Management Adam, Everett E & Ronald J. Ebert, Prentice Hall

Unit I: Introduction to Production & Operations
 Introduction to Production Management, Brief history of Production Management, Basic Concept of Production, Transformation processes, Types of Transformation process, Roles and Responsibilities of Operations Manager, Production Cycle, Classification of decision areas.

Unit II: Forecasting in operations Management
 Introduction of forecasting, Qualitative and Quantitative Forecasting, Causal Forecasting Technique.

Unit III: Quality Management and Statistical Quality Control
 Concept of Quality and Dimensions, Evolution of Quality concept, Quality Guru's and Awards, Total Quality Management, Quality Specification, Design Quality: Tools and Techniques, Zero Defects: Concept of Six Sigma, Six Sigma – Methodology: DMAIC, DMADV, Cost of Quality, Continuous Improvement, Control Charts, Statistical Quality Control: Managerial Roles, Basic QC tools: Control Charts.

Unit IV: Facility Location, Capacity Layout
 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 V: Introduction to Material Management & Inventory Models
Introduction to materials management, Purchasing Function and management : sourcing and outsourcing, Concept and types of Inventory: ABC, VED, FDN analysis, Classification of inventory and Inventory Models.

Unit VI: Latest Trends & Contemporary challenges in production (4 lecture hours)

 Latest trends in production & operations management:- Lean Production & Just in time Manufacturing, Flexible manufacturing (concepts), Synchronous Manufacturing(concepts), World class manufacturing, Contemporary issues in Production Management:- Globalization ,Sustainability, Ethical conduct in production

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

School of Business

Name of The Course	E-Business			
Course Code	BBAD 2006			
Prerequisite	Basic understanding of business processes			
Co-requisite				
Anti-requisite				
	L	T	P	C
	3	0	0	3

Course Objectives

1. To acquaint students with basic concepts of E-business and E-Commerce.
2. To understand the working of various E-Business models and the design issues of any E-Business architecture.
3. To analyze the use of certain E-Business tools like – CRM and SCM.
4. To recognize and analyse the use of latest technologies in E-Business.

Course Outcomes

CO1	Applying the knowledge about basic concepts of E-commerce and various business models for decision making.
CO2	Creating knowledge of E-Commerce business pattern and use them for market analysis.
CO3	Analyzing and create various strategies of E-Commerce for real time business problems.
CO4	Analyzing Technical concepts of E-Commerce and use of various business communicative applications in E-commerce.
CO5	Applying Practical knowledge of various technical and customer applications of E-Commerce projects.
CO6	Developing understanding among students about the latest trends and technologies used in E-Business.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

Course Content:

Unit I: Introduction to E-Business and spotting E-Business trends (9 Hours)
Defining need of E-Commerce and brief history, shifting to E-Business from E-Commerce Framework, Types of business model, Case Discussion: Pepperfry, AliBaba, Trends Driving e-business, Customer oriented trends, Organizational trends, Employee Megatrends, Case Discussion: Amazon India

Unit II: Digitizing the E-Business Design (8 Hours)
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E-business patterns: the structural foundation, Click and brick pattern, portal pattern, e-market maker pattern, Case Discussion: Intuit, IRCTC, Interlocking layers of e-business, Self diagnosis, Operational, Service and continuously innovation excellence models	
Unit III: Strategy formulation for E-Business design (7 Hours)	
Constructing the E-Business architecture, the new era of cross functional integrated applications, Problems caused by lack of integration, Case Discussion: Flipkart, Yebhi, Strategy formulation for e-business design, Roadmap to move a company into E-Business	
Unit IV: E-CRM, supply chain management and various business applications (6 Hours)	
Implementing Supply chain and CRM, 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	
Unit V: Use of IT technologies in various business applications (6 Hours)	
Use of IT in E-business applications, Use of Cloud computing in business, Use of Green computing in business, Use of Tally in finance Applications	
Unit VI: Latest Trends in E-Business (4 Hours)	
use of SAP in business, Use of nanotechnology in E-business applications, introduction to Salesforce.com	

Suggested Reading

1. **E-Business 2.0, Roadmap for Success by Dr. Ravi Kalakota & Marcia Robinson, Pearson Education. 2nd Edition**
2. **E-Business: A Management Perspective by Jonathan Reynolds, Oxford**
3. **E-Business and E-Commerce Management by Dave Chaffey, Pearson, 3rd Edition**

	Financial Management			
Course Code	BBAD 2007			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: The 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 financial management 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.

Course Outcomes

CO1	Determine the theory and practice of corporate finance techniques
CO2	Analyze common investment criteria and project cash flows associated with corporate project evaluation.
CO3	Apply measures of cost of capital and financial leverage to form long-term financial policies for business.
CO4	Apply techniques for estimating the cost of each component of the cost of capital and describe the common factors influencing dividend policy
CO5	Apply techniques of working capital, receivables and investment management for long term financing of the firm

Text Book (s)

1. I M Pandey, 'Financial Management', 11th Edition, Vikas Publishing House Pvt. Ltd.
2. Van Home, J.C. 2011, "Financial Management and Policy" 12th Ed., Prentice Hall of India.
3. Damodaran, A. 2009, "Corporate Finance : Theory and Practice" 2nd Edition., Wiley & Sons

Reference Book (s)

1. Prasanna chandra, "Financial Management", Tata McGraw Hills, New Delhi
2. Brigham Eugene F; Ehrhardt Michael C., "Financial Management" India Edition, Cengage Learning.

Unit I: Introduction to Financial Management	6 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	10 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, Risk Analysis in Capital Budgeting. Investment Evaluation Criteria: NPV based numerical, IRR: Concept, Limitations and its significance, Payback: Meaning, and calculating payback periods ARR: Meaning, Scope, and calculating ARR, Profitability Index: Meaning, Nature, Significance, and functions. How to calculate 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 III: Investment 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 IV: Financing Decisions and Dividend Decisions	8 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.	
Unit V: Working Capital Management	8 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, Derivatives: Concept, meaning, objectives, and applications, Derivative as tool for managing risk
Case Study: Whirlpool and the built-in appliance industry in India by Sandeep Puri, Adeshwar Raja Balaji Prasad, Natarajan Anc, Parasaran Vs, Sashikanth Yenika, Vijay Kumar Venna

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Research Methodology			
Course Code	BBAD2009			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

Research Methods is a course designed to impart education in the foundational methods and techniques of academic research in social sciences and business management context. Research scholars would examine and be practically exposed to the main components of a research framework i.e., problem definition, research design, data collection, ethical issues in research, report writing, and presentation. Once equipped with this knowledge, participants would be well-placed to conduct disciplined research under supervision in an area of their choosing. In addition to their application in an academic setting, many of the methodologies discussed in this course would be like those deployed in professional research environments.

Course Outcomes

CO1	To illustrate the basic essence of research methodology; research objectives, research problem selection, research hypothesis formulation, research design, including literature reviews and critically analyze their significance for diverse decision-making scenarios in business.
CO2	To describe the various methods of data collection to critically analyze its implications at diverse business problems.
CO3	To analyze diverse sampling techniques along with the changing problems so as appropriateness of sampling methods can be analyzed.
CO4	To analyze the application of Statistical Tools and Techniques in order to identify how research can contribute more effectively in business decision making.
CO5	To interpret the essentials of data interpretation and report writing.

Text Book (s)

Reference Book (s)

Unit I: Introduction to Research 10 lecture hours Research Types, Research Designs, Case: Mini case on selecting research design, Nature of Research Methodology, Mini project: students choose research design for their respective topics, Scope of Research Methodology, Formulation of Research Problem, Statement of Research Objectives, Research Hypothesis, Sage case on hypothesis: www.eifl.net › E-Resource.
Unit II: Measurement and scaling technique 10 lecture hours Collection of data, types, primary & secondary methods, Scaling

meaning of scaling, classification and basis, Scaling techniques, rating scales & ranking scales, Methods of Data Collection: Observation Design, Methods of Data Collection: Interviewing for Research, Formulation of Questionnaires (Mini project continued), Formulation of Questionnaires, Techniques of Data Analysis, Through paper by Dr Nidhi: Translating the challenges to enablers of VT involved in software projects.(soft copy given to students)

Unit III: Sampling Techniques 4 lecture hours
Probability and non-probability sampling, (Research paper summary submission), Probability and non-probability sampling, Probability and non-probability sampling, Case Study: Motorola: Projecting the moto life style (Marketing research: an applied Orientation, By Naresh Malhotra and Das, Page No. 356-357), Theory of estimation of sample size (Numerical on sample size calculation)

Unit IV: Data Analysis 8 lecture hours
T-test, ANOVA Through paper by Dr Nidhi: Translating the challenges to enablers of VT involved in software projects. (soft copy given to students), Chi-square Test, Correlation, Regression, Research paper on analysis of economic performance:
www.afahc.ro/ro/afases/2014/manag/Fechete_Nedelcu_b.pdf

Unit V: Research Report Writing 8 lecture hours
Interpretation of Data and Drawing Inferences, Research Report Writing

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Project Planning and Management			
Course Code	BBAD 2011			
Prerequisite	Financial Management, statistics, Operation Research			
Corequisite	None			
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

The purpose of this module is to acquaint students with basic concepts of the Project Management and its uses in real life situation, and the formulation of the problems, to understand the basic insight of Capital Budgeting decision, recognize and analyze the Market – Demand & Supply factors affecting

the Project Execution along with the study of risk factors associated with Project Management. Also to plan, organize and control the resources to achieve specific goals.

Course Outcomes

CO1: Explain the basics of Projects and Identify the need of Project Management (PM).
CO2: Explain the various theories and tools of project capital expenditure decisions.
CO3: Analyze the different forecasting technique in Project Execution.
CO4: Apply different tools and techniques in solving different type of risk associated with Project Management.
CO5: Calculate time-analysis results for time management of projects

Text Book (s)

1. Project Management, Prasanna Chandra, Mc. Graw Hill,2016

Reference Book (s)

1. Project Management in Practice, Meredith, Jack R., Sutton, Margaret M., Shafer, Scott M., Wiley Publication
2. Project Management, S Chaudhry, Mc. Graw Hill.

<p>Unit-1 <i>Introduction to Project Management: Concepts</i>, Introduction to Project Management, Uses, scope and applications of Project Management in managerial decision-making. Characteristics of Projects Classification of Projects: National & International. Tools and Techniques. Roles and Responsibilities of Project Manager. Project Life cycle. Project Selection Process</p>
<p>Unit-2 <i>Capital Expenditure Decisions</i> 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</p>
<p>Unit-3 <i>Market Demand Analysis</i> Information required for marketing and demand analysis. Types of demand forecasting. Qualitative & Quantitative technique of forecasting. Demand forecasting, Uncertainties in demand forecasting. Coping with uncertainties: Technical and Financial Analysis. Technical and Financial Analysis</p>
<p>Unit-4 <i>Determination of Risk factors</i> Analyses of Project Risk. Market Risk and Firm Risk. Factor which reduces risk. Certainty equivalent method</p>
<p>Unit-5 <i>Network Analysis</i> Introduction to CPM and PERT. Rules for drawing the network diagram. Application of CPM and PERT techniques in project planning and control.</p>

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Spreadsheet Based Decision Making			
Course Code	BBAD2012			
Prerequisite	Basic knowledge of handling computers			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives:

- To understand the usage of MS Excel in day to day business processes.
- To make the students familiar with the working knowledge of various MS Excel functions.
- To understand how MS Excel can be used for the data interpretation and analysis purpose.

Course Outcomes:

CO1	To gain knowledge of basics of excel functions and apply in real world environmental to find solutions
CO2	understand, analyze the excel formulas and their applications to design ethical innovate solutions
CO3	To analyze the self information technology tools to implement effective decision making.
CO4	analyze , evaluate and making assumptions about the excel strategies to acquire business knowledge
CO5	To analyze the excel formulas and their applications.

Text Book (s)

1. Microsoft Excel 2010: Data Analysis and Business Modeling by Wayne L.Winston, PHI

Reference Book (s)

1. Microsoft Office Excel 2007: by Torben Lage Frandsen

Unit-1 MS Excel basic functions and look-up functions	9 hours
Significance of Spreadsheets in decision making, basic functions – sum, sumif, average, count, countif, if, nested if, Lookup function in MS Excel, VLookup and HLookup examples, Vlook up ,Hlookup and look up(Situation based problems)	
Unit-2 Index, Match and Text functions	9 Hours
Syntax of index function and problem, Problems of index functions, Syntax of match function and problem (Situation based Testing assignment), Problems of match function and syntax of text functions (LEFT, RIGHT, MID, TRIM, LEN, FIND, SEARCH, REPT)(Situation based problems of match), Syntax of text functions (CONCATENATE, REPLACE, VALUE, UPPER, LOWER, CHAR)	
Unit-3 Financial functions in MS-Excel	5 Hours
Excel NPV function(Self Study), NPV with irregular intervals, Problems of NPV functions(Situation based Problems), IRR of cash flows, Unique IRR, MIRR, FV, PV, CUMPRINC, CUMIPMT, Problems of FV, PV, CUMPRINC, CUMIPMT(Situation based Problems)	
Unit-4 Time functions and Date formulas	9 Hours

Handling Dates in Excel, DATEVALUE, TODAY, YEAR, MONTH, DATE, DATEIF functions(video of date functions, Problems (Situation based problems of students age, working days)Handling Date and Time simultaneously, NOW, TIME, TIMEVALUE, Problems (Situation based problems of calculating employee salary) , Problems (Interpretation and decision making problem of mass communication database)

Unit-5 Sensitivity analysis, data tables and pivot tables

8 Hours

Problem Sensitivity Analysis with Data Tables, Goal Seek application (Interpretation and decision making of online shopping system), Types of histograms: symmetric, Positively skewed, negatively skewed, multiple peaks, Problems Types of histograms: symmetric, Positively skewed, negatively skewed, multiple peaks(Interpretation and decision making online shopping)

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Operations Research			
Course Code	BBAD 2013			
Prerequisite	Basic Mathematical operations			
Corequisite	None			
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: The objective of this paper is to develop student's familiarity with the basic concept and tools in Operations Research. To provide the real life exposure about the Optimization Techniques those are 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.

Course Outcomes

CO1	Identify the use of Operation Research and its importance in business application for Optimization.
CO2	Use of Linear programming problem and Transportation problem in of management to optimize and decision making
CO3	Determine the Assignment problems and its application in Business Related problems(K4)
CO4	Utilize the concept game theory which determines a stable strategy for optimize the Payoff in different conditions of business environment.(K3)
CO5	. Develop the various networks schedules for different projects by using Project Management techniques.(K4)

Text Book (s)

1. J.K Sharma, Operations Research (Theory & Applications), 6th edition, Trinity Press

Reference Book (s)

1. N.D Vohra, Quantitative Techniques in Management, 2nd Edition, Tata Mcgraw Hill
2. Hamdy A Taha, Operations Research-An Introduction 7th Edition, Prentice Hall
3. Peter C Bell- Management Science/ Operations Research: A strategic perspective, South-Western College Pub.

Unit-1 Unit I: Introduction to Operations Research & Linear programming Problem-I
Introduction to OR, Use ,scope and applications of OR, Introduction to Linear Programming problem, Mathematical form of LPP, Solution to LPP, Graphical Method and its limitations, Types of solution in graphical method , Multiple solution, unbounded solution and infeasible solutions , Case study

Unit II: Linear programming Problem-II and Concept of Transportation Problem
 Solution of LPP by simplex method, Maximization and Minimization examples, Duality in LPP, Introduction to Transportation problem, Mathematical form of TP, North West Corner Method, Vogel's approximation method, least cost Method, MODI method for optimum solution

Unit III: Assignment Problems and its application in business (7 lecture hours)
 Introduction to Assignment Problem, Mathematical form, Method of solution- Hungarian method, unbalanced assignment problem, restricted assignment problem, Applications of assignment problem in business, case study

Unit IV: Concepts of Game Theory
 Introduction of game theory, concepts, Two persons game, Zero sum Game, Strategy, Mixed Strategy game & Pure strategy games, Methods of solution, Maximin-Minimax principle, Probability Method, Graphical Method, Principle of Dominance

Unit V: Project Management
 Project Management - Basic concepts, activity, event, preceding activity, Succeeding activity, Rules for constructing network diagram, Critical Path Method, Time Analysis in CPM. PERT Analysis, Difference between CPM & PERT

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

Name of The Course	Sales and Distribution Management			
Course Code	BBMK2015			
Prerequisite	Basic knowledge of Marketing			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives: The student will be able to identify and define special management issues and unique challenges involved in marketing and managing services. With the help of case studies, students will be able to apply all the case studies in a way to make the business sustainable in the long-run. It requires basic skills and attributes to understand the contemporary corporate world.

The students will be able to understand the values and rationale behind the strategies of business and incorporate such values in understanding the real scenario.

Course Outcomes

CO1	Explain the concepts, attitudes, techniques, communication skills and approaches required for effective decision making in the areas of Sales and Distribution.(K3) (PO1 Business and Domain Knowledge)	
CO2	Outline the ways for the sales force effectiveness, personal selling, designing the sales organization, implementing Sales Force Automation and come up with innovative ways to implement sales strategies in the business environment.(K3) PO1 Business and Domain Knowledge	
CO3	Examine and select sales territories , quota in real time situations and evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team to tackle ethical selling dilemmas(K3)(PO2 Critical Thinking)	
CO4	Construct strategies to effectively control the company's sales force, sales force compensation and demonstrate sales analytics and performance appraisal of sales force(K3) (PO3 Effective Communication)	
CO5	Summarize the importance of distribution of channels and their links with other marketing variables to build up environment for sustainable growth and development of intermediaries involved in distribution channels(K3)) (PO7 Environment and Sustainability)	

Text Book (s)

1. Sales and Distribution Management Tapan Panda & Sunil Sahadev, Oxford, 2nd Edition.
2. Sales and Distribution Management Dr Ramendra Singh, Vikas Publications, 1st Edition

Reference Book (s)

1. Sales and Distribution Management, Text and Cases Krishna Havaladar & V.M Cavale, TMH, Second Edition.
2. Marketing Channels Anne T. Coughlan; Pearson Education.
3. Sales and Distribution Management: An Indian Perspective Pingali Venugopal, SAGE
4. Sales and Distribution Management Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri ,Sixth Edition, Pearson
5. Fundamentals of Sales and Distribution Management Bholanath Dutta

6. Marketing Channels Anne T. Coughlan; Pearson Education.

Unit-1 Sales Management	6Hours
An introduction to sales management, evolution, nature and role of sales mgmt. Importance of sales mgmt., types of personal selling, types of selling, Difference between sales & marketing, role of sales mgmt. in mktg., Sales mgmt. process, Emerging trends in sales mgmt. Selling skills – Communication skills, Selling skills – Listening, Conflict skills, Selling skills – Negotiation, problem solving skills.	
Unit-2 Sales Management for effectiveness	11Hours
The selling process first four stages, Types of SFA, Importance of Prospecting, how to prospect, sources of prospecting, The selling process last four stages, How to close sales? How to overcome customer objections? The selling process first four stages, Sales Force Automation, Organization design – Line organisation design by territory, Organization design – Organization Design by product, Organization design by customer, Organization design – Combined organisation. Design, No. of sales people - Incremental method.	
Unit-3 Sales territory	6Hours
Management of sales territory, Management of sales quota – Sales Volume quota Management of sales quota – Sales budget quota, Sales activity quota, Combined quota, Preparing of sales budget, Preparing of sales budget, Sales force compensation – Factors, Financial compensation, Sales force compensation – Non financial compensation, trends Sales Force Control, Performance Appraisal of the sales force.	
Unit-4 Distribution Management	8Hours
Distribution Channel mgmt. – Activities, Need for distribution channels : value addition Channel strategy, Rural distribution channels, Channel Levels, Channel Systems	
Unit-5 Designing channels	9Hours
Designing channel & planning process, Case Study discussion Selecting channel partners, Managing channel behaviour (power & conflict),Market Logistics & SCM - definition & scope of logistics and its extension into SCM, logistics & other functions : Interface, Market Logistics & SCM - Inventory Management, Warehousing, Transportation.	

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Digital Marketing			
Course Code	BBMK 2016			
Prerequisite	Basic of Marketing			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives:

To understand how digital technology or media can impact firm's tactical marketing activities and drive firm's performance."

To understand how to apply different digital marketing techniques \

To align digital marketing activities with the firm's marketing strategy.

To manage digital content and apply analytics for effective digital marketing

Course Outcomes:

CO1	Identify the need of digital marketing application for the organization keeping in mind cross-cultural and ethical issues in globalized digital markets context.
CO2	Apply digital marketing mix SEO and SEM concept to get competitive advantage for the organization.
CO3	Practice affiliate marketing and social media marketing activities for effective campaign management.
CO4	Use mobile marketing, video marketing , email marketing, ECRM strategies to be ahead of the competitors.
CO5	Employ data analysis skills for better understanding the consumers.

Text Book:

- Digital Marketing: Strategy, Implementation and Practice, Chaffey, Ellis-Chadwick, Fiona, Pearson, 5th International Edition, 2014
- Understanding Digital Marketing, Damian Ryan, Kogan Page Publishers, 03-Nov-2016

Strategic Digital Marketing Eric Greenberg, Alrxander Kates, McGraw Hill Education, 1st Edition, 2016

Reference Book (s):

- Ecommerce Commerce 2016, Efraim, Turban, King, Lee, Pearson, 7th Edition
- E-Marketing, Strauss and Frost, Pearson, 7th International Edition, 2013
- The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaign, Ira Kaufman, Routledge; 1 edition (October 22, 2014)
- Digital Marketing Strategy: An Integrated Approach to Online Marketing, Simon Kingsnorth, Kogan Page; 1 edition (May 28, 2016)

Unit-1	
Digital Marketing Fundamentals, Digital Marketing Mix	9 hours
An introduction to Digital Marketing, E- Business, E-commerce, E-marketing/ internet Marketing, Digital Marketing Platforms, Applications of Digital Marketing, key Communications Concepts for Digital Marketing, Aligning Internet with business objectives, Modern digital consumer behaviour, Application of digital marketing, 5S model, Digital Marketing Mix: Product, Categories of New Products, Creating Customer Value Online, Digital Marketing Mix: Price, Pricing strategies,	

Payment options, Digital Marketing Mix: Place, Functions of a Distribution Channel, E-Business Models, Shopping Cart Abandonment, The Last Mile Problem, Digital Marketing Mix: IMC, Digital Marketing Communication IMC approach, Owned Media, paid and earned media, The Goals and task of Communication, Digital Communication Mix Tools, Media Performance Metrics, Digital Marketing Mix: Place People, Process & Physical Evidence,	
Unit-2 Managing Content in Digital Age, Search Engine Optimization and Search and Display Advertising	9 hours
<p>Managing Content in Digital Age, What is content? Importance of Content Marketing, Matching content formats to objectives, Content Creation, The 70/20/10 Content Planning Model, Content Management, Building A website that Generates Results, From Discovery to Launch, Measurement and Analytics, Basics of Search Engine Optimization</p> <p>Elements of Search Engine, What is a SEO Algorithm? SEO Techniques, A search engine friendly website structure,</p> <p>A well-researched list of key phrases, Content optimized to target those key phrases, Link popularity, User insights, Algorithm Updates, Benefits and Challenges, Search Trends, Search Engine Marketing, Basics of Search Advertising and Online Advertising, The Elements of a Search Ad, Segmentation Targeting and Positioning</p> <p>Bidding and Ranking for Search Ads, Tracking, Difference between Online Advertising and Search Advertising, Online Advertising Objectives, Types of Display Adverts</p> <p>Payment Models for Display Advertising, Getting Your Ads Online, Targeting and Optimizing, Challenges of Online Advertising, Advantages of Online Advertising</p> <p>The Future of Online Advertising"</p>	
Unit-3 Social Media Marketing	8 hours
<p>Social Media Marketing Basics, Traditional VS Social Media, Social Media Networking, Overview of Facebook, Twitter, LinkedIn, Instagram, YouTube, Content Creation</p> <p>Image sharing, Video Sharing, YouTube and Marketing, Tracking Social Media Campaigns, Social Media Strategy, Dealing with Opportunities and Threats</p>	
Unit-4 Affiliate Marketing, Mobile Marketing, Video Marketing, Email Marketing and ECRM	8 hours
<p>Introduction to Affiliate Marketing, The Building Blocks of Affiliate Marketing, Action and Reward, Tracking, Affiliate Networks, Case Study# Affiliate Marketing</p> <p>Setting Up a Campaign, Advantages and Challenges, Introduction to Mobile Marketing, The Role of Mobile in Personal Communication, Mobile Messaging Channels</p> <p>Location and Mobile, Mobile Commerce, Integrating Mobile into Online Marketing, Augmented Reality, Mobile Analytics, Introduction to Video Marketing, Email Marketing and ECRM</p>	
Unit-5 Data Analytics	6 hours
Data Analytics Basics, Working with data, Tracking and collecting data, Analysing data, Performance Monitoring and Trends	

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	B2B Marketing			
Course Code	BBMK2017			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

The course provides students insight into the unique features of understanding, creating and delivering value in business-to-business markets. Students are able to use frameworks and conceptual tools when analyzing business market opportunities and organizational buying behavior as well as formulating business marketing strategy. Students can apply all this knowledge to analyze and solve practical management problems in business-to-business environment.

Course Outcomes

CO1	After studying this module, the students will be able to understand business marketing, know differences in the characteristics between B2B and B2C marketing.
CO2	This module will help students to understand organizational buying objectives, buying process, identify the members of decision making units and choose suppliers.
CO3	After studying these module students will be able to understand the distinctive nature of business marketing channel, know channel design process, learn the role of supply chain management in business marketing.
CO4	The module familiarizes the students with the pricing and promotion strategies of B2B marketing. It discusses different pricing policies used in business to business marketing and also the communication strategies
CO5	The module deals with defining the marketing strategies for B2B marketing. It discusses the assement of marketing opportunities, market segmentation and targeting strategies.

Text Books

- Havildar, Business Marketing Tata McGraw-Hill Education, 3rd Edition 2010
- Vitale, Giglierano, & Poersch, Business to Business Marketing: Analysis and Practice, Pearsonl

Reference Books

- Business Marketing Management, Michael D. Hutt, 10th Edition, Cengage Learning India; (2012)
- Principles of Marketing, Kotler, Armstrong Agnihotri and Haque, 13th Edition, Pearson Education, 2011
- Marketing Management-A South Asian perspective, Kotler, Keller, Koshy & Jha, 13th Edition, Pearson Education, 2011
- Marketing Management, Saxena, Tata McGraw Hill Publication, 4th Edition, 2009
- Myers, Chris A., The Marketing Plan Companion: Analysis and Cases, Kendall Hunt Publishing 2013

Unit-1 Overview of B2B Marketing: (10 Lecture)
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Introduction to B2B, – B2C- C2C, marketing, Type of business customers :Classification of industrial products ,and Industrial services Case: Flipkart Vs Amazon: Vendor Management, Marketing implications for different customers, AND Product Types, Business Customers Purchasing Orientation ,Environment Analysis in Business Market- Market Opportunity Identification–Analysis & Evaluation, Product Management: New Product Dev and Business Services, Changes in product strategy, Branding in business market, Case Study

Unit-2 Organizational Buying Behaviour: (8 Lecture)

Understand organizational buying objectives. The organizational buying process, identify key members of buying centre, Model of organizational buyer behaviour, Learn of the major factors that influence buyer seller relationships, Customer Relationship Management Strategies for Business Markets. Case Study

Unit-3 Formulating Channel Strategy (8 Lecture)

Understand the importance of customer, and supplier involvement in the development of new offerings, Distribution Channel characteristics, Conditions Influencing channel decisions, E-Distribution, And its impact on existing structures, Supply Chain & Logistic Integration for Competitive Advantage. Vendor selection and development, Buy-Grid Framework, Integrated Multi-channel Models. Case Study

Unit-4 Business Marketing Strategies (7 Lecture)

Pricing; Factor influencing the pricing decision, Pricing Strategies and Pricing policies, Need and Effectiveness of Communication.; Usefulness of Promotions for Business Products or Services, developing business communication program, Positioning: Process of Developing Positioning Strategy, B2B form of E-Commerce, Marketing Strategy for E-Market Place, Integrated Multi-channel, Models. Case Study

Unit-5 Planning, Implementation and Control in Business Marketing : (7 Lecture)

Assessing Market Opportunities through Strategic perspectives Market segmentation Identify bases used for segmenting business markets, Target Marketing, Role of marketing in strategic planning, Implementing and controlling marketing plan. Case Study

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	International Marketing			
Course Code	BBMK2018			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives The purpose of the course is to identify and evaluate the specific issues related to design of an international marketing strategy and implementation of marketing operations on an international/multi domestic or Global scale. The course aims to build knowledge and skills in problem solving such as identifying and evaluating opportunities in international markets, developing and adapting marketing tactics for specific market needs and constraints, and coordinating strategies across global markets.

Course Outcomes

CO1	To identify the concepts, theories, tools, and international terminology necessary to understand international problems and issues.
CO2	To apply the understanding of marketing research in international marketing to gain insights into similarities/differences across cross-cultural markets and their marketing implications.
CO3	To analyze the international marketing efforts related to market entry by examining various entry modes and various opportunities & challenges associated with them.
CO4	To appraise the international marketing efforts related to marketing mix strategies and to appreciate the designing and managing of the 4 P's (Product, Price, Place, Promotion) in international marketing programs for consumer markets
CO5	To identify various international economic institutions by gaining an understanding of their role and functions for the smooth conduct of the business across the globe.

Text Book (s):

1. Rakesh Mohan Joshi, ' International Marketing' 1st Edition, Oxford Publications.
2. Czinkota, M., Ronkainen, I., ' International Marketing Strategy: Environmental Assessment and Entry Strategies' .The Dreyden Press: New York. ISBN 0-03-098373-8, 1994
3. "Cateora, P.R, Graham, J.L and Salwan, P., ' Global Marketing Management' (13th ed.), Tata McGraw Hill Company, 2008"

Reference Book (s)

1. Albaum, G., Strandkov, J., Duerr, E., Dowd, L. Addison-Wesley: Reading, Massachusetts. ISBN 0-201- 542803, 1995
2. Vasudeva, P.K, 1st Edition, ' International Marketing' Excel Publications
3. Hollis, N,, Millward Brown Palgrave Macmillan, ' the Global Brand: How to create and develop lasting brand value in the world market ', ISBN 978-0230-62056-8, 2010

Unit-1 Introduction to International Marketing 8 hours Introduction to International Marketing , Scope of International Marketing, International Marketing Vs. Domestic Marketing, Evolutionary Process of Global

Marketing; International Marketing Environment: PESTEL Analysis; Challenges in Global environment; Adaptation Vs. Standardization; EPRG Framework; Theories of International Trade; Trends in World Trade, Overview of India's Foreign Trade.

Unit-2 International Marketing Research

6 hours

Challenges to International Marketing Research; Cross-Cultural Marketing Behaviour & Research: Religion, Value System, language etc; Comparison of Cross Cultural Behaviour- Hofstede's classification; Process of International Marketing Research: Problem Identification, Deciding Research Methodology, Working out Information requirement; Process of International Marketing Research: Identify sources of information, prepare research design, collect information, Analyse and evaluate.

Unit-3 International Market Entry Strategies

7 hours

The concept of International Market Entry; Modes of International Market Entry: Production in home country; Modes of International Market Entry: Production in foreign country (Contractual Mode); Modes of International Market Entry: Production in foreign country (Investment Mode); Factors affecting the Selection of Entry Mode; Choosing the Right International Market Entry Mix

Unit-4 4Ps for International Marketing Mix

11 hours

Approaches for Developing Products; Product Adaptation vs. Product Standardization; Factors influencing Product Adaptation; Product Launch for International Markets; PLC in International Markets; International Product Strategy: International Competitive Posture Matrix; Product- Promotion Strategies for International Markets; International Pricing Strategies, Pricing Approaches, Factors influencing pricing decisions in international Markets: Dumping and Price Distortion, Transfer Pricing International Distribution & logistic Planning: Introduction & Importance; Direct and indirect Channels Factors involved in Distribution system, Modes of Transportation

Marketing Communication Strategies, Factors Influencing International Communication Decisions, Tools for IMC: Advertising, Direct Marketing, Personal Selling

Tools for IMC: Sales Promotion, & Public Relations

Unit-5 International Economic Institutions

8 hours

Trade barriers, quotas, Implication of tariffs;

Type of Agreements, GATT

International Financial Institutions: WTO (Objectives & Functions)

EXIM Policy

Export Promotion Schemes & Incentives

Discussion Question: Evaluate Current business environment and its impact on export promotion

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Direct Tax			
Course Code	BBFI 2019			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: The basic objective of this course is to provide an insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices. The focus is exclusively on corporate income tax.

Course Outcomes

CO1	To describe Indian Income Tax Laws.
CO2	To apply concepts of income tax laws.
CO3	To evaluate income tax issues and various problems.
CO4	To apply critical thinking in solving income tax issues.
CO5	To analyse income tax problems for personal and at corporate level.

Text Book (s)

1. Income Tax, Girish Ahuja, Bharat Publication, (2017).

Reference Books

1. Corporate Taxation, Vinod Singhania, Taxman, (2017).

Unit I: Introduction to Income Tax	10 lecture hours
Basic Rules of Income Tax, Rule of Corporate Tax, Residential Status of a Company. Heads of Income , Incomes forming part of Salary - Basic Salary, Fees, Commission and Bonus, Taxable Value of Cash Allowances , Deductions from Gross Salary, Computation of income from Salary, Basis of charge (Section 22): Applicability of Section 22 , Property incomes exempt from tax.	
Unit II: Computation of Income Tax	9 lecture hours
Computation of income from let out house property : Determination of annual value, Deductions under section 24 , Computation of income from self-occupied house property, Some special provisions relating to income from house property , Objective and Basis of Charge, Capital Assets : Types of Capital Asset, Types of Capital Gain, Transfer , Computation of Capital Gain: Full Value of Consideration , Cost of Acquisition, Cost of Improvement , expenditure on Transfer, Exemption from Capital Gain : Exemption u/s 54, Capital Gain on Depreciable Asset. Method of Accounting and basis of	

charge, Specific Deductions :Rent, rates, taxes, repair and insurance of building, Repair and insurance of plant, machinery and furniture , Depreciation, Exceptions to the rule , Scientific research expenditure , Amortization of preliminary expense, Bonus or commission to employees, Interest on borrowed capital.

Unit III: Specific Disallowance 8 lecture hours
 Specific Disallowance : Amount not allowable under section 40(a) , Amount not deductible under section 40A (2) , Amount not deductible under section 40A (3) , Amount not deductible in respect of certain unpaid liabilities, Incomes Specified in Section 56 , Incomes not Specified in Section 56 , Taxability of Select Income, Taxability of dividend , Taxability of Winning, Taxability of Interest on Securities

Unit IV: Deductions 9 lecture hours
 Introduction ; Deductions from gross total income, Basic rules governing deductions under sections 80C to 80U , Deductions to encourage savings : Deduction in respect of life insurance premium, etc.80C , Deduction in respect of pension fund 80CCC, Deductions to encourage savings: Deduction in respect of contribution to pension scheme of central government 80CCD , Deductions for certain personal expenditure : Deduction in respect of medical insurance premium 80D.

Unit V: Deduction in respect of repayment of loan 9lecture hours
 Deduction in respect of repayment of loan taken for higher education - section 80E, Deductions for socially desirable activities : Donation to certain funds, charitable institution etc. (section 80G), Amount of rent paid - section 80GG , Deductions for persons with disability : Deduction allowed to a person with disability - section 80U, Guest Lecture by a person from Industry.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Financial Market and Institutions			
Course Code	BBFI 2016			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: **Financial institutions provide 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. 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 financial institutions and markets**

Course Outcomes

CO1	To apply concepts relevant to financial markets and financial institutions
CO2	To explain students with flow of funds, levels of interest rates and interest rate differentials, to current events or topical issues.
CO3	To evaluate empirical evidence of market performance.
CO4	To contrast market performance with theories of market performance.
CO5	To determine and analyze the appropriate measures of risk and return for various financial instruments.

Text Book (s)

1. Pathak, B: Indian Financial System, Pearson Publication, 5th Edition,
2. Khan, M.Y. Indian Financial System, Tata McGraw Hill, Delhi, (2013).
3. Bhole, M.K Financial Marketys and Institutions, Tata MCGraw Hill, Delhi, (2014).
4. Ghosh, D : Banking Policy in India, Edition (2012), Allied Publications, New Delhi.

Reference Books

- 1 Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi, (2014).
- 2 Giddy, J.H: Global Financial Markets, ALTBS Publishing House, New Delhi, (2013).
- 3 Avdhani: Investment and securities Markets in India, Himalaya publications, Delhi, (2014).

Unit I: Financial System	10 lecture hours
Nature of Financial system, Role of Financial System in an Economy, Financial system and economic development; Indian financial system. An	

overview about Indian Financial System, An introduction, nature and role of money market. Constituents of money markets and its various instruments, Recent trends in money market, Working of money market instruments in India. An introduction to capital market, Constituents of capital markets and its various instruments. Recent trends in capital market, Money market Vs Capital market, Role of RBI in money market, Role of SEBI in Capital market, Organisation management and functions of SEBI.

Unit II: Credit creation and control

8 lecture hours

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

Unit III: Development Banks

10 lecture hours

Present structure; 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, Operational and promotional activities of development banks. Objectives, functions and role of state level development banks, Role of state level development banks in industrial finance, Objectives and role; Investment practices of LIC and GIC investment policies of non-banking financial institutions in India.

Unit IV: IRDA, UTI and Non-banking Financial Institutions

6 lecture hours

Insurance Regulatory and Development Authority- role and functions, Objectives, functions and various schemes of UTI, Concept and role of non-banking financial institutions; Sources of finance. Functions of non-banking financial institutions, Role of UTI in industrial finance. The concept of mutual funds.

Unit V: Mutual Funds and Policies

7 lecture hours

Regulation of mutual funds (with special reference to SEBI guidelines), Performance evaluation of mutual funds, Designing and marketing of mutual

funds schemes, Latest mutual fund schemes in India- an overview, Comparison of some schemes of UTI with other players. Concept, functions and growth of Merchant Banking, Government policy on merchant banking services, SEBI guidelines. Future of merchant banking of India.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Banking and Insurance Mngement			
Course Code	BBFI 2018			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: The subject provides comprehensive training to students in the field of banking, insurance and other related financial services by way of interaction, projects, presentations, industrial visits, practical training, job orientation and placements. It is a perfectly designed full time programme for all those aspiring to make a career in the growing and ever evolving field of banking & insurance.

This course provides the students an insight into the various aspects of bankin-g and insurance sector which includes financial investments, legal parameters, economics, communication etc.

Course Outcomes

CO1	To impart knowledge about the basic principles of the banking and insurance
CO2	To disseminate knowledge among the students inculcate their theoretical structures and products about banking
CO3	1. To examine latest trends and regulations in commercial banking arena
CO4	1. To train and equip the students with the dextrin of skills with which modern banking and insurance is run.
CO5	1. To disseminate knowledge among the students inculcate their theoretical structures and products about insurance.

Text Book (s)

1. Agarwal, O.P., Banking and Insurance, Himalaya Publishing House
2. Satyadevi, C., Financial Services Banking and Insurance, S.Chand
3. Suneja, H.R., Practical and Law of Banking, Himalya Publishing House

Reference Books

- 1 Chabra, T.N., Elements of Banking Law, Dhanpat Rai and Sons
- 2 Arthur, C. and C. William Jr., Risk Management and Insurance, McGraw Hill
- 3 Saxena, G.S; Legal Aspects of Banking Operations, Sultan Chand and Sons

Unit I: Introduction to Banking Business 6 lecture hours Origin of Banking, Banking System-Concept and Different Important Terms used in Banking Business, Banking Sector Reforms in India, Banker and customer relationship, General and special
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types of customers, Overview of Banking Regulation Act 1949

Unit II: Banking Products and Banking Services

12 lecture hours

Financial Services offered by banks, Asset-Liability Management, Liability Products – Types of Loans and Advances, Asset Products - Types of deposits, CASA Score, Role of the Central Bank as Regulator, RBI's Policies for commercial banks International Security Standards in Banking, Internet Banking :Meaning, Benefits, Home banking, Mobile banking, Virtual banking, E-payments, ATM Card/Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse.

Unit III: Banking Lending and Monitoring Process

8 lecture hours

Principles of sound lending, KYC Policy, Secured vs. unsecured advances, Advances against various securities, Securitization of Standard Assets, Antimoney Laundering Guidelines, Credit Information Bureau of India, Credit Appraisal Process, Loan Syndication, Credit Monitoring, Credit Recovery.

Unit IV: Risk and Insurance

6 lecture hours

Types of Insurance- Life and General- Insurance and Risk Mitigation Basic concept of insurable risk, Perils and Hazards, Types of business risk, Assessment and transfer, Basic principles of utmost goodfaith, Indemnity, Economic function, Proximate cause, Subrogation and contribution

Unit V: Insurance Business

7 lecture hours

Concept of Insurance- Actuarial Practice for Life and Non-life, Re-insurance, Risk and return relationship, Legal Aspects of Insurance Contracts, Regulatory Framework of Insurance, and Overview of IRDA Act, Power, Functions and Role of IRDA, Online Insurance, Banc assurance

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Performance Management			
Course Code	BBHR2015			
Prerequisite	OB, POM , HRM			
Corequisite	Talent Management, HRP Recruitment & Selection, Compensation and Reward Management			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives:

Performance Management system helps employees to identify ways to improve performance and provides the opportunity to discuss career direction and prospects. It focuses on creating, facilitating and enabling performance culture in which individual/team on their own unleashes 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.

Course Outcomes

CO1	Illustrate the impact of various organizational structures on the process of performance management, using the knowledge of the scope and significance of performance management.(K3)
CO2	Apply the understanding of the process of Performance Management, to list the components of a successful Performance Management System linking it to various methodologies of performance planning.(K3)
CO3	Illustrate with industry specific instances, the various approaches of performance management relating to organizational and individual goals for measuring performance(K3)
CO4	Examine the pros and cons of traditional and modern methods of performance appraisal utilized in today's organization(K4)
CO5	Evaluate the role of Performance review and counseling for the overall improvement of performance levels of employees.(K5)

CO6	Analyze the contemporary issues and integrate it with the future scope and prospects .
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Text Book (s)

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

Reference Book (s)

1. Kohli, A.S. & Deb T. (2009),Performance Management, Oxford Pub.
2. Aguinis, H. (2009), Performance Management, Pearson Education.
3. Bhattacharya,D.K.(2011.),Performance Management Systems and Strategies, Pearson.
4. Singh, B. D.(2010), Performance Management System, Excel Books.

Unit 1 - Introduction to Performance Management & its alignment with Organizational Structure 11 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,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-2 Performance Management Process 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,	6 lecture hours
Unit-3 Defining Performance and Performance Management Metrics Defining Performance and Cascading organizational goals to individual goals,Approaches for defining performance – Behaviour-based approach,Approaches for defining performance- Task-based approach,Approaches for defining Performance- Result-based approach,Limitations of each approach,Performance Measurement – Deciding the correct method.	7 lecture hours
Unit-4 Performance Appraisal 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 behavior, status effect, Common Problems in employee Assessment	10 lecture hours
Unit-5 Performance Review and Counselling Objectives and rules of Performance review meetings,Performance Counselling – concept and principles,Performance Counselling Skills – active listening, responding and questioning. Role play on Performance Counselling	6 lecture hours

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

Name of The Course	Negotiation and Conflict Management			
Course Code	BBHR2017			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

1. Graduate will grow personally and professionally to be successful in dynamic business environment globally.
2. Graduate will lead with creative, analytical and entrepreneurial skills to help organizations achieve a competitive advantage.
3. Graduate will contribute as socially and ethically responsible citizen or the sustainable development of environment and society at large.

Course Outcomes

CO1	Apply the skills of management to identify the aspects of conflict in an organisational setup and recognize the steps in analyzing and managing critical conflict situations.
CO2	CO 2: Illustrate the processes involved in managing conflict in corporates in order to gain better industrial relations amongst the stakeholders of the organisation.
CO3	CO 3: Develop a broad and intellectual understanding of the central concepts in different types of negotiation situations able to correlate these concepts with effective conflict management.
CO4	CO 4: Examine and develop effective managerial solutions to industrial disputes giving rise to conflicts through reflection, evaluation of the costs and benefits of alternative actions and handling out of course settlement.
CO5	CO 5: Demonstrate the role of power in negotiation and how can one gain leverage through power and persuasion in a negotiated agreement.

Text Book (s)

Reference Book (s)

SUPPLEMENTARY READINGS	
Harvard Business Review on Negotiation and Conflict Resolution	Harvard Business School Press, 2000
Negotiating Essentials-Theory, Skills, and Practices	Michael R Carrell & Christina Heavrin, 8th Edition (Reprint), Pearson Education, 2014
Essentials of Negotiation - Reading, Cases and concepts	Lewicki J. Roy, Saunders M. David, & Barry Bruce 5 th Edition, McGraw Hill, 2010
The Conflict Resolution Toolbox: Models and Maps for Analyzing, Diagnosing, and Resolving Conflict.	Furlong, G.T. (2005) New York: Wiley (ISBN-13: 978-0470835173)

Unit-1 Introduction	8 hours
Concept and importance of Conflict; Features of Conflict; perception of conflict, Functional and Dysfunctional aspects of conflict; Levels of Conflict- Conflict Continuum and Power Continuum; Sources of Conflict and Causes of Conflict; Structural Factors and Personal Factors in conflict; Structural Factors and Personal Factors in conflict; Stages in Conflict	
Unit-2	8 hours
Process of Conflict- Potential opposition, cognition and personalisation and behaviour; Types of conflict- perceived, latent, manifest, line and staff, organised and unorganised; Dynamics of conflict; Classification of conflict- personal and interpersonal; Classification of conflict- group and organisational conflict ; Strategy and management of conflict-preventive measures and curative measures	
Unit-3	8 hours

Introduction to negotiation; Definition, scope and characteristics of negotiation; Elements of negotiation- interdependence, mutual adjustment; Elements of negotiation- value claiming and value creating, conflict management; Elements of negotiation- value claiming and value creating, conflict management, bargaining, settlement and closure; Negotiation strategies

Unit-4	8 hours
Distributive bargaining (DB)-concept, components; Opening offers and bracketing in DB; Social Norms, Counteroffers and frames in DB; Integrative Bargaining (IB)-concept, difference between IB and DB; Key steps in IB process- identify and define the problem, understand the problems, identify types of interests and needs; Key steps in IB process-generate alternative solutions, evaluate and select alternatives; Resolution of Conflict- alternative to Court; Advantages of Alternative Dispute Resolution (ADR)-arbitration and mediation; Ways to keep disputes out of court	
Unit-5	8 hours
Leveraging power from BATNA; Power and persuasion concept; Sources of Power; leveraging power through persuasion; Creating persuasive arguments-passion, logic, character; Common Non-verbal behaviour of negotiators; Using persuasive language-metaphor, humour, props, story-telling etc.; Tools for persuasive communication-verbal and non-verbal communication; Persuasion through process-identify the decision-maker, address needs of team-members, frame the issues and share the diagnose; Closing the Negotiation Process for effective conflict resolution	

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Business Policy and Strategic Management			
Course Code	BBAD3001			
Prerequisite	None			
Corequisite	None			
Antirequisite	None			
	L	T	P	C
	3	0	0	3

Course Objectives:

The objective of this course is to introduce the student with working knowledge of corporate restructuring, mergers and acquisitions and alliances which most organizations are undergoing in today's turbulent globalized environment and familiarize them with emerging thoughts and practices in the field of strategic management.

Course Outcomes:

CO1	Understand the basic concepts of strategic management and methods to earn above-average returns.
CO2	Analyze external and internal environment of an organization and suggest suitable strategies.
CO3	Analyze strategic options at various levels and develop a clear and specific strategy.
CO4	Identify and analyze key strategic measures for attaining long term competitive advantage.
CO5	Understand the relation between organizational strategy and structure and evaluate its corporate governance mechanism.

Text Book:

- Strategic Management, Hitt Michael A, Ireland R. Duane, Hoskisson Robert E., Manikutty S., 9th Edition, Cengage Learning, New Delhi
- Azhar Kazmi, Adela Kazmi Strategic Management, 4th edition, , Tata McGraw Hill, New Delhi
- R.M Srivastava, Shubhra Verma ,Strategic Management: Concepts, Skills & Practices, , Kindle Edition, Prentice Hall India Learning Private Limited (2012),New Delhi

Reference Book (s):

- Johnson, Scholes and Whittington , Exploring Corporate Strategy, , 7th Edition, Pearson, New Delhi
- Dess, Lumpkin and Eisner, Strategic management: Text and cases, , 3rd Edition, Tata McGraw Hill, New Delhi

Unit-1 Strategic Direction	9 hours
Define Strategy, strategic groups, strategic dimensions, Introduction to Business Policy and Strategic Management, Global Competitive Landscape, I/O Model of Above-Average Returns, Resource-Based Model of Above-Average Returns, Core Competencies and Competitive Advantage, Strategic Focus: Effective Vision and Mission, Stakeholder Analysis, Classifications of Stakeholders, Strategic Leaders, Strategic Management Process	

Unit-2 Environmental Appraisal	9 hours
External Environmental Analysis, Segments of the General Environment, PESTEL, Industry Environment Analysis; Five Forces Model of Industry analysis, Competitor Analysis, The Internal Organization Analysis: Resources, Capabilities, Core Competencies, and Competitive Advantages, Building sustainable Competitive Advantage, Value Chain Analysis, and Outsourcing: Strategic Rationales and issues.	
Unit-3 Strategy Formulation	8 hours
Strategic options- different types and levels; Business-Level Strategy: Purpose, Types, risks; Relation between customers and business-level strategies; A Model of Competitive Rivalry; Competitor Analysis, Competitive Rivalry, Likelihood of Attack, Likelihood of Response, Competitive Dynamics, Corporate-Level Strategy; Diversification: Levels, Reasons and Value-Creating Diversification	
Unit-4 Pursuing strategies	8 hours
Merger and Acquisition Strategies; Meaning, Reasons and Problems in achieving success, Restructuring: Downsizing, Down scoping and Leveraged Buyouts; Restructuring Outcomes, Cooperative Strategy; Strategic Alliances: Types and Reasons Firms Develop Strategic Alliances, Business-Level Cooperative Strategy, Corporate-Level Cooperative Strategy, International Strategy; Choice of International Entry Mode	
Unit-5 Corporate governance and sustainability	6 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	

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
20	30	50	100

Name of The Course	Entrepreneurship			
Course Code	BBAD 3002			
Prerequisite	Basic knowledge about entrepreneurship			
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives

1. To provide an opportunity of using their knowledge and skills in recognizing situations which offer business opportunities.
2. To understand the support system, incentives, policies and programmes available for entrepreneurial development in India.
3. Enable students to obtain a critical and practical understanding of the various aspects of entrepreneurship.
4. To motivate them to look at entrepreneurship as a viable, lucrative and preferred career.

Course Outcomes

CO1	Discuss the role of entrepreneurship and the myth, successful traits associated with the different entrepreneurs.
CO2	Illustrate the different opportunity selection and idea generation techniques which help to understand the market feasibility.
CO3	Explain the various business models and to help the students to develop business plan for the initiation of an entrepreneurship firm.
CO4	Differentiate between the types of ownership structures, sources of finance and the issues relating to launch of a new venture.
CO5	Explain the various schemes, initiative and agencies which are provided by the Government for the assistance of entrepreneurs of India.
CO6	Evaluate opportunities to design and develop a start up by looking into the problems and reasons of failure.(K5)

Text Books

2. Barringer (2008). Entrepreneurship: Successfully Launching New Ventures. Pearson Education Publishing.

Reference Books

1. Hisrich & Peters (2010), Entrepreneurship, TMH Publications.
2. Kuratko, Donald F. & Hodgetts (2009), Entrepreneurship in the New Millennium, Cengage Learning.
3. Morris Michael H. Kuratko, Donald F. & Covin Jeffrey G. (2008), Entrepreneurship and Innovation in Corporations, Cengage Learning

<p>Unit-1 The Entrepreneurial Perspective 9 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.</p>
<p>Unit-2 Understanding Opportunity and Market feasibility 9 hours Idea versus opportunity- sources of ideas and the idea generation process-Idea generation process- Understanding environmental trends suggesting business or product opportunity gaps and Problem-Idea generation techniques-Encouraging and protecting new ideas-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.)</p>
<p>Unit-3 Understanding Business Plan & Business Model 3 hours Growing with opportunities: concept of business model and its importance, components of an effective</p>

business model. The business plan and its components, writing an effective business plan.

Unit-4 Starting and Managing Growth of an Entrepreneurial Firm 12 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-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-External growth strategies: mergers and acquisitions, licensing-Strategic alliances & Joint Ventures and Franchising.

Unit-5 Entrepreneurial Support System and Regulatory Framework/Mechanisms for Entrepreneurs 7 hours
 Public Relations and Publicity, Entrepreneurial Advertising Decisions. Economic, Social and technological environment, Trends, Business cycles, Industry cycles, Supporting Institutions, Incentives and Subsidies, How to avoid enterprise failures.

Module VI: Position of Startups in India. 2 Hours

Startup Scenario in India-Issues and Challenges for startups-Reasons for failures- Opportunities for startups.
Research Paper- Indian Startups- Indian Startups-Issues, Challenges and Opportunities

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Suggested Reading

Entrepreneurship: Successfully Launching New Ventures- Barringer (2008), Pearson Education Publishing.

Entrepreneurship: Hisrich & Peters (2010), TMH Publication.

Entrepreneurship in the New Millennium- Kuratko, Donald F. & Hodgetts (2009), Cengage Learning.

Fundamentals of Entrepreneurship and Small Business Management- Desai Vasant, (2009), Himalaya Publishing House.

Name of The Course	Business Ethics and Corporate Governance			
Course Code	BBAD3003			
Prerequisite	Understanding of the concepts of management			
Co-requisite	Understanding of Organizational Behavior and Business Communication			
Anti-requisite				
	L	T	P	C
	3	0	0	3

Course Objectives

1. To enable the students to understand the legal and ethical responsibilities of shareholders, directors, and management of a corporation.
2. To enable the students to analyze and address situations in which corporate governance issues exist, providing potential practical solutions to such issues
3. To help the students focus on and analyse the legal and business cases and ethical dilemmas
4. To enable the students to understand the responsibilities of business corporations beyond profit maximisation.

Course Outcomes

CO1	Illustrate the relevance of Ethics, code of ethics, values and ethical decision making for making the business transactions morally bound. (K4)
CO2	Evaluate the theoretical aspects of Ethics in Indian context, pluralism approach of Indian business practices and International standards. (K4)
CO3	Analyse the rights of a consumers and environmental ethics with the statutory duties of the businesses. (K4)
CO4	Illustrate the role and relevance of Corporate Social responsibility in the current business scenario. (K3)
CO5	Determine the theories and best practices of Corporate Governance carried out in organizations across the world and in India. (K4)
CO6	Illustrate the contemporary issues in ethical practices of business. (K3)

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

Course Content:

Unit I: Business Ethics-an overview	6 lecture hours
Definition and concept of Ethics and business ethics, history of Ethics-Principles of personal and professional ethics, Values and Ethics, ethical dilemmas, Ethical decision making at workplace, whistle blowing-Institutionalising Ethics through MDP, ethical committees and code of ethics-Significance and need for business ethic-Steps to achieve ethics in corporations, characteristics and benefits of ethical organisations	
. Unit II: Theories of Business Ethics	7 lecture hours
Theories of Ethics-Consequential and Non-consequential theory Normative theories- Egoism theory- Utilitarianism: Ethics of Welfare, criticisms-Kantianism: Ethics of Duty, criticisms-Other Normative Theories- Stockholder theory Stakeholder Theory Social Contract Theory- Criticisms -Indian Ethical Traditions-Teachings from Gita, Islam, Christianity-Gandhian principles-Group Discussion: Are religious organizations more ethical?	
Unit III: Ethics of Consumer Protection & Environmental Ethics	7 lecture hours
Consumer and Consumer Protection- Definition; Parties to consumer protection-Consumer Duties and responsibilities-How are Indian Consumers Exploited-Legal Protection to Consumers Consumer Protection Act, 1986-Environmental Preservation: Role of Stakeholders-Waste Management and Pollution Control, Key Strategies for Industrial Pollution Prevention Managing Environmental issues-	
Unit IV: Corporate Social Responsibility	9 lecture hours

Definitions; Why social responsibility of business?-Theories of CSR: Trusteeship Model, Social Entity Theory

Pluralistic Model-Models of CSR: Ethical Model, Statist Model, Liberal Model

Stakeholder Model-Advantages of CSR; Scope of CSR-CSR of Stakeholders: Consumers and community, Employees, Owners-Steps to Attain CSR

**Unit V: Corporate Governance: An overview, Theory and Practice of Corporate Governance
11 lecture hours**

Definitions of Corporate Governance; Market Model & Control Model of Governance- OECD Requirements of CG; Cadbury Committee Report on CG-Issues in the corporate governance-Relevance of corporate governance; Benefits of good corporate governance to a corporation; Benefits to Society-Concept of corporation and corporate, Characteristics of Corporation-Theories of corporate governance- Agency Theory, Stewardship theory-Stakeholder and sociological theory, Criticisms-Corporate Governance Systems: The Anglo American Model of Governance, The German Model of Governance, Indian Model of Governance-Good Corporate Governance: Obligation to Society: Obligation to Employees; Obligation to Customers

**Unit VI: Contemporary issues in Business ethics
2 lecture hours**

Contemporary issues in business ethical practices post Covid 19, Impact of covid 19 on CSR and marketing philosophy, ethical dilemmas post covid 19.

Suggested Reading

A.C. Fernando, 'Business Ethics and Corporate Governance' , 2nd edition, Pearson Education, 2012

CSV Murthy, 'Business Ethics and Corporate Governance', 2nd edition, Himalaya Publication, 2010

William H Shaw, 'Business Ethics', 6th edition, Cengage Learning, 2014

S K Bhatia, ' Business Ethics and Corporate Governance', 1st edition, Deep and deep publications, 2010

Name of The Course	Retail Management			
Course Code	BBMK 3006			
Prerequisite				
Co-requisite				
Anti-requisite				
	L	T	P	C
	3	0	0	3

Course Objectives

Retail Industry has gone through the greatest evolution over past decades. The students studying this course should be aware of all Retail Concepts and Formats and should be in a position to use the knowledge in the best possible way to meet the challenges of all times. The course aims at creating well-groomed Retail Professionals.

Course Outcomes

CO1	Describe the basic concepts of retail management and select retailing formats.
CO2	Identify the critical role of store location, know process of deciding store location and explain the role of technology in enhancing customer experience.
CO3	Apply concept of merchandising, evaluate factors affecting the buying functions and category management.
CO4	Comprehend the pricing process and strategies and develop communication programs to increase footfall and retail sales.
CO5	Examine the concept of retail image, store design and operations to attract customers.
CO6	Practical application what they have learnt to face modern retail challenges.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

Course Content:

Unit-1 Introduction to the World of Retailing and Delivering value through Retail hours	7
<p>"What is retailing? Evolution of Retailing in India Importance of Retailing, Drivers of Retail Change in India, Function of Retailing, Organized and unorganized Retailing, Theories of retail development, Emerging Trends in Retailing, Global Retailing Scenario, Indian Retail Industry, Retailing Environment in India, Career in retailing , "It happened only in India" by Kishore Biyani, Classification of Formats, Classifying on the Basis of Ownership, Independent Retailers, A Chain Retailer, Franchising, Leased Department, Cooperatives, Classification on the basis of Merchandise offered, Food Based Retailing, Non food based retailing, Non Store Retailing, Service Retailing, New Retailing Formats, Challenges to Retail Development in India</p>	

Unit-2 Deciding Store Location and Role of Technology in Retailing **6**
hours

They will also be able to understand the role of technology in enhancing customer experience, know the use latest technology in retailing. They will also be able to understand various challenges in the use of technologies in retailing.

Role of Location in Retail Business. Types of Store Location and Level of Store Location. Steps involved in store location

Methods of evaluating trading area Determine Location for Online Retailers. Trends in retail property in India. Need and importance of Technology in Retailing. Gaining the Technology Edge Wal-Mart Way.

Role of Technology in Retail. Retail Information System. Types of technology used in Retailing

Unit-3 Basics of Merchandising and Category Management

6 hours

This module will help to understand the concept of merchandising, evolution of merchandising, factors affecting the buying functions and category management Understanding retail buying behaviour, Merchandise Mix, Devising Merchandise Plans, Buying Organization Formats and Processes, Factors affecting the buying function of different types of organization, methods of buying, Implementing Merchandise Plan, Process of Merchandise Planning, Merchandise security and reverse logistics, Category management and its need. Key areas of category management, Factors Affecting the Growth of Category Management, Category Management Process

Unit -4 Retail Pricing and Retail Communication Mix

7 hours

After studying this module the students will be able to understand the pricing process and gain insight into the various factors that influence a retailer's pricing decisions. They will also know different pricing strategies and bases of pricing etc. The students will be able to apply communication program to develop brand image and build customer loyalty. Product line management , line depth, width , length concerns. Establishing a pricing strategy, factors affecting pricing decisions. Pricing Options for Retailers, Retail pricing policies and strategies, / price setting, Pricing on the Internet, Retail as a Communication Medium Retailer and Manufacturer Advertising Strategy Retail communication mix, Planning a retail promotional strategy, Retail distribution Strategies

Unit-5 Retail Pricing and Retail Communication Mix

5 hours

After studying this module students will be able to examine the concept of retail image and its importance. They will recognize the role of store layout and design to attract customers.

The aim of this module is to help students understand the concept of store operation, key elements of store operations, store administration process and managing events and promotion. They will also be able to understand the elements of store design and visual merchandising. Store Design and Visual Merchandising The Principles of Store Design. Elements of Store Design. Online Retailer Store Front. Visual Merchandising. Planogram. Basic of store operations, store administration and management of premises. Responsibility of a Store Manager. Key Components of Retail Operations

Managing Promotion, Events, Alliances and Partnership

5S of retail operations

Unit 6 Retail Projects

8 hours

Students should be encouraged to take live retail projects in the industry and apply all they have learnt from the very beginning of the course. Each student should present his/ learning in-front of the class which will lead to overall learning of the class. Also the students will participate through class discussion initially and later on through Class Presentations. The presentations will be judged by external jury.

Suggested Reading

1. Text Book (s)

1	Retail Management - Bajaj, Tuli and Srivastava, Oxford, 2 nd Edition 2014.
2	Retail Management: A Strategic Approach- Barry Berman, Joel R. Evans & Mini Mathur, Pearson, 11 th Edition, 2014.
3	Retailing Management- Levy, Weitz & Pandit, TMH, 8 th Edition , 2014.

2. Reference Book (s)

Managing Retailing- Sinha & Uniyal, Oxford, 2 nd Edition 2014.
Retailing Management- Swapna Pradhan, Tata McGraw, 4 th Edition 2014.
Introduction to Retailing- Dunne, Lusch & Carver, Cengage, 7 th Edition, 2014.

Name of The Course	Brand Management			
Course Code	BBMK3007			
Prerequisite				
Co-requisite				
Anti-requisite				
	L	T	P	C
	3	0	0	3

Course Objectives

1. Understand key principles of branding
2. Explain branding concepts and ideas in their own words
3. Understand and conduct the measurement of brand equity and brand performance
4. Practically develop a brand, including positioning and communication

Course Outcomes

CO1	Illustrate key principles of branding
CO2	Understand and initiate the measurement of brand equity and brand performance
CO3	Develop a brand, including positioning and communication
CO4	Design marketing program to develop brand equity
CO5	Recognize the secondary brand associations to develop brand equity
CO6	Understand the concept of brand love

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
50	-	50	100

Course Content:

Unit I: Introduction
Concept of Brands, The genesis of Brands, Branding challenges and opportunities, The need for Brands, Products as distinct as , Can services be branded?, Case Study: Makeover of Britannia : A path less travelled, Case Study: Nestlé's Brand Management Strategies

Unit II:Customer based brand equity	8 Hours
Making a brand strong: brand knowledge,Sources of brand equity,Four steps of brand building,Creating customer value, Case study: Himalaya Drug Company - Branding Ayurveda	
Unit III: Brand positioning	Hours
Identifying and establishing brand positioning, Positioning guidelines, Defining and establishing brand mantra, Case Study: P&G's Brand Management System	
Unit IV: Planning and implementing brand marketing	Hours
Choosing brand elements- I, Case Study: BARBIE VERSUS BRATZ, Option and tactics of brand elements,New perspective on Marketing ,Case Study:L'Oreal Building A Global Cosmetic Brand*,Product strategy,Price strategy,Channel strategy,Integrated marketing communication to build brand equityMarketing communication options,Developing integrated marketing communication program	
Unit V: Leveraging secondary brand associations to build brand Equity & Managing Brand overtime	Hours
Conceptualizing the leveraging process, Company , country of origin, co-branding, channel of distribution, Licensing, celebrity endorsement, sporting, cultural and other events, Case Study: The Siyaram Celebrity Endorsement Experience,Designing and implementing brand strategies,Brand architect, brand hierarchy , designing a branding strategy,Brand Extension Case Study: Virgin - Brand Extension or Brand Dilution? Reinforcing brands, revitalizing brands,Class Discussion:lifecycle of Brands,Case Study: Samsung - The Making of a Global Brand ,Case Study: Branding a Commodity - The Tata Steel Way,Case Study: Beetle: The Birth, Growth, Death and Revival of a Cult Brand	
Unit VI Conceptualizing brand love	
Brand love, Brand hate, emotions attached with brand	

Suggested Reading

1. Strategic Brand Management, Kevin Lane Keller, Ambi Parmeswaran, Issac Jacob, Pearson, 3rd Edition 2013.
2. Product and Brand Management Tapan K Panda, 2016, Oxford University Press
3. Product and Brand Management UC Mathur, Excel Books, 2010
4. Positioning: The Battle for your mind Al Ries & Jack Trout, TATA McGraw,Hill, 2003 edition+D32

Name of The Course	Advertising Management			
Course Code	BBMK3008			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

The purpose of this course is to familiarize the students with the role of advertising in the in context of Promoting products and services. Advertising is one of the most ubiquitous promotional tools on which big money is spent. It is important to understand the advertising process and key decision areas for effective management of this function. Students will be able to apply the range of tools available for marketing Communications. They will also understand of the basic principles of planning and execution in Marketing Communications.

Course Outcomes

CO1	To acquaint students with basic concepts and techniques of marketing communication and its application to strategic marketing decision-making.
CO2	To equip the students with knowledge about the nature, purpose and skill in the planning and execution of an effective Integrated Marketing Communications
CO3	To develop the ability in students to be able to plan and implement the strategic and tactical decisions of IMC
CO4	To equip students with strong strategic frameworks to make effective IMC decisions
CO5	The module deals with defining the marketing strategies for B2B marketing. It discusses

Text Books

Advertising and Sales Promotions, Kazmi and Batra, Excel Books, 3rd Edition 2010
Integrated Advertising, Promotion and Marketing Communication, Clow, K.E., & Baack, D. (2015), 6th Edition. Pearson. 2015

Reference Books

Advertising and IMC, Kruti Shah, Mcgraw, 1st edition, 2014
Advertising and Promotions an IMC Perspectives Belch and Purani Mcgraw, 9th edition, 2016
Advertising Principles and Practice, Wells, D.Williams & Burnett, J and Moriarty, S (2013), 7th Edition. Pearson. 2013
Brand Positioning, Strategies for Competitive Advantages, Sengupta, Subroto, McGraw Hill Education (India) Private Limited; 2nd Eedition (25 January 2005)
Brand Building Advertising, Ambi Prameswaran, McGraw, 1st Edition, 2014
Advertising, Jefkins F., & Yadin D., Pearson Education
The Uncommon Sense of Advertising Tiwari S., Response Books, 2012
Ogilvy on Advertising Ogilvy D., Knopf Doubleday Publishing Group, 2013.

Unit I: Introduction to Advertising (7 lecture hours) Introduction to Advertising Introduction to advertising, brief history, advertising classification functions and benefits, Economic, ethical and social issues,
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Understanding the Marketing communications process, Source, message and medium factors, Consumer Behaviour Perspectives, Consumer Behaviour Process , How Advertising works, "Advertising Agency Management, Types of Ad Agency, Why to Choose Advertising Agencies?"Steps in Selecting an Ad Agency, Evaluation Criteria in Choosing an Ad Agency, Agency Companies

Unit II: IMC Planning Process (9 lecture hours)

IMC plan, Marketing Plan, "Planning Steps, Identify the Target Audience, Promotional Program Situation Analysis, Determine a Problem or Opportunity, Analysis of Communication Process
Determine Communication Objectives, Budget Determination, "Integrate and Implement IMC Strategies, Monitoring, Evaluating and Control IMC Communication Program
Market Segmentation ,Targeting and Positioning

Unit III: Corporate Image and Brand Management (6 lecture hours)

Introduction to Corporate Image and Brand Management, "Role of Corporate image, identifying desired image, Creating right image, rejuvenating an image, Branding, types of brands, developing brands, Brand Loyalty. Brand equity, private brands, packaging

Unit IV: Advertising Design (12 lecture hours)

Target customers, and developing advertising strategies that can increase sales.
"Theoretical Frame work ,Hierarchy of Effects Model, Means-End Theory, Leverage Points
Taglines, "Verbal and Visual Elements, Advertising Appeal, Types of Appeal, Emotion used in Advertisements, "Message Strategy, Cognitive Message Strategy, Affective Message Strategies, Conative Message Strategies, Executional Framework, "Principles of Effective Advertising
Beating Ad Clutter, "Copy Writing, Copy Writing: The language of Advertising, Copy Writing for Print, "Creating Radio Commercial, Guideline for Radio Script Writing, "Creating TV Commercials
Writing for the Web, "Media Planning and strategy, types of media, Market analysis and identifying the

target market, "Establishing media objectives, Developing and implementing media strategies, Media evaluation, Planning advertising campaign, Steps in Advertising Campaign

Unit V: Promotions and Public Relations (5 lecture hours)

Assessing Market Opportunities through Strategic perspectives Market segmentation Identify bases used for segmenting business markets, Target Marketing, Role of marketing in strategic planning, Implementing

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Consumer Behaviour			
Course Code	BBMK3009			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

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 underlie the effectiveness of marketing strategy in terms of impact on consumer behaviour in cross cultural context both local and global.
To assist students to develop consumer insight for effective marketing decisions with ethical and value orientation.
Analyze the trends in consumer behaviour, and apply them to the marketing of an actual product or service.

Course Outcomes

CO1	Relate the framework of Consumer Behaviour and the fundamental concepts of marketing significant in determining consumer behaviour so that effective marketing programs can be designed
CO2	Analyze the psychological concepts that account for individual behaviour and how these dimensions influence consumption related behaviour.
CO3	Employ the psychological processes in determining consumer behaviour.
CO4	Appraise the impact of socio cultural fabric on consumer behaviour and the process of consumer decision making.
CO5	Relate consumer behaviour in networked era.

Text Book (s)

1	Consumer Behaviour Schiffman & Kanuk, 10th edition, Pearson Education, 2010.
2	Consumer Behaviour-Buying, Having and Being Michael R. Solomon, 12th Edition, Pearson, 2017.

3	Consumer Behaviour: Insights from Indian Market Ramanuj Majumdar , PHI, 2010.
4	Consumer Behaviour : The Indian Context (Concepts and Cases) S Ramesh Kumar, Pearson ,second edition, 2017.

Reference Book (s)

Consumer Behaviour – In Indian Context Srivastava and Khandai, 1st edition Galgotias Publishing Company, 2008.
Consumer Behaviour, Leon G Schiffman & Joseph N Wisenblit, 11th edition, Pearson Education, 2015.
Cracking the Code: Leveraging Consumer Psychology to Drive Profitability Steven S. Posavac and the Society for Consumer Psychology,2012.
Ethics in Consumer Research: an Overview and Prospectus", in Morris B. Holbrook (1994) , NA - Advances in Consumer Research Volume 21, eds. Chris T. Allen and Deborah Roedder John, Provo, UT : Association for Consumer Research, Pages: 566-571.

<p>Unit-1 Introduction to Consumer Behaviour 8 hours</p> <p>Introduction to Consumer Behaviour: Introduction to Consumer Behaviour; Marketing Concept; Value, Satisfaction and Retention-Application of consumer behaviour knowledge, simple model of consumer behaviour-Case Study: Amazon.com: World's most customer centric Company-Consumer Research: Introduction to research and types -Case Study 2: Nike: Associating Athletes, Performance, and the Brand- Consumer Research: Process of Research and Problems faced during research-Consumer Research: Process of Research and Problems faced during research-STP: Market Segmentation - Definition and Types, Bases for Segmentation-STP: Customer Targeting Strategies; Positioning & its Strategies-Case Study 3: Tide Goes after Green with New Pods.</p>
<p>Unit-2 Consumer and Psychological aspects Consumer Motivation: Needs, Goals & Dynamics of Motivation-Consumer Motivation: Maslow's Need Hierarchy theory of Motivation-Personality & consumer Behaviour: Trait Theory & its applications-Freud's theory and its applications, Brand Personality -</p>

Case Study 4: Jack Link's Beef Jerky Going Hip & Healthy-Consumer Perception: Marketing implications of Perception and elements of perception.

Unit-3 Psychological aspects in Consumer Behaviour
 Consumer Learning: What is Learning; Behavioural Learning theories-Consumer Learning: Effect of Learning on Consumer Behaviour-Consumer Learning: Cognitive Learning Theories -Consumer Attitude: Attitude Formation-Consumer Attitude: Theories of Attitude – Case Study 5: Colorox Green Works Line.

Unit-4 Consumer in their Social & Cultural Settings & Consumer Decision Process
 Reference Groups & Family Influences: Family Life Cycle, Role of Buyers-Research Paper: Family structure & Joint Purchases-Reference Groups & Family Influences: Family Life Cycle, Role of Buyers-Reference Groups & Family Influences: Socialization Case Study 6 : Ranbir Singh- Buying Insurance-Reference Groups & Family Influences: Functions of family-Cultural & Cross Cultural Influences: Measurement of Culture-Cultural & Cross Cultural Influences: Religious and National Subcultures-Information Gathering & Evaluation: Information Search, Defining criterion for choice-Information Gathering & Evaluation: Evaluation rules used by consumers Case Study 7: Re-launching of Parx-Information Gathering & Evaluation: Mapping attributes, comparison of brands; positioning options, product and promotions related strategies. Youtube Video: Decision Making Process-AMD: Simplifying Customer's PC Buying Decisions

Unit-5 Consumer Behavior in networked era & Marketing ethics and consumer behavior
 Consumer behaviour issues in online and social media context-Consumer behaviour and mass disruption in retail-Shopping Malls –A new shopping experience-Marketing ethics and consumer behaviour-PepsiCo's deal with Indian Medical Association to promote Tropicana and Quaker Oats raises ethical Concerns.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
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30	20	50	100
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Name of The Course	Rural Marketing			
Course Code	BBMK3010			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: Indian rural economy contributes nearly 50% of the country's GDP and size of rural market in consumer durables and FMCG is significantly higher than its urban counterparts. Recently, rural marketing has emerged as an important internal sub-division within marketing discipline particularly in context of a large rural economy like India. But questions like "Is there any difference between rural marketing and mainstream marketing?" have not been answered satisfactorily. Through this course, the participants will be introduced to a more holistic perspective of rural marketing.

Course Outcomes

CO1	Determine the challenges and opportunities in the field of rural marketing.
CO2	Develop an insight into rural marketing regarding different concepts and basic practices in this area.
CO3	Discuss relevant product decisions and develop product strategies at different stages of product lifecycle as applicable to rural markets.
CO4	Understand and apply the various pricing and promotional strategies adopted in rural markets.
CO5	Identify the channels of distribution and related logistics challenges in rural areas.

Text Book (s):

1. Pradeep Kashyap, 'Rural Marketing', Pearson India, 2016, ISBN 10: 9332543607/ISBN 13: 9789332543607
2. Balram Dogra & Karminster Ghuman, 'Rural Marketing Concepts and Practices', McGraw Hill Education, ISBN 10: 007066000X/ISBN 13: 9780070660007
3. T P Gopalaswamy, 'Rural Marketing - Environment, Problems And Strategies', Vikas Publishing, ISBN-10: 8125930973/ISBN-13: 978-8125930976
4. N. V. Badi and R. V. Badi, 'Rural Marketing', Himalya Publishing, ISBN 10: 9351423476 ISBN 13: 9789351423478

Reference Book (s)

1. C.S.G Krishnamacharyulu and Lalitha Ramakrishna, 'Rural Marketing: Text & Cases', Pearson Publication, ISBN 10: 8178085763/ISBN 13: 9788178085760
2. Velayudhan Sanal Kumar, 'Rural Marketing: Targeting the Non-Urban Customers', Response Books, Sage Publication, ISBN 10: 0761935886/ISBN 13: 9780761935889
3. SS Acharya and NL Agarwal, 'Agricultural Marketing', Oxford and IBH Publishers, ISBN-10: 8120417550/ISBN-13: 978-8120417557
4. K.S. Habibur Rahman, 'Rural Marketing in India', Himalaya Publishing House, ISBN Number : 978-93-5051-101-5

<p>Unit-1 Introduction to Rural Market 8 hours Rural India: A promising market place, Evolution of Rural Marketing, Rural Market Structure, Size and Nature of Rural Market, The Rural Economic Structure, The Rural Infrastructure.</p>
<p>Unit-2 Rural Consumer Behaviour and STP Strategies 7 hours Consumer Buying Behaviour Models, Characteristics of Rural Consumer, Segmentation: Heterogeneity in Rural, Pre-requisites of Segmentation, Degree of Segmentation, Basis of Segmentation and Approaches to Rural Segmentation, Targeting and Positioning in Rural Markets.</p>
<p>Unit-3 Rural Product Strategies 7 hours Product Concepts, Rural Product Categories, New Product Development, Consumer Adoption Process, Product Mix, Packaging & Branding in Rural India, Fake Brands.</p>
<p>Unit-4 Rural Pricing and Communication Strategies 10 hours Pricing Objectives, Internal & External Influences, Pricing Strategies, Market Entry Strategies, Rural Communication Process & Challenges, Rural Media: Mass Media, Non-Conventional Media and Personalized Media, The Media Model, Influence of Consumer Behaviour on Communication Strategies.</p>
<p>Unit-5 Rural Distribution Strategies 8 hours Accessing Rural Markets: Coverage Status in Rural Markets, Evolution of Rural Distribution System, Prevalent Rural Distribution Models, Syndicated Distribution.</p>

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Financial Services			
Course Code	BBFI 3006			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course 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.

Course Outcomes

CO1	To use the concept, emergence and development of financial services.
CO2	To examine the mechanics, operations and procedures of mechanics in performing the financial services.
CO3	To choose from opportunities available in the financial service industry.
CO4	To correlate appreciation among the students for the banking services and products.
CO5	To describe funds investment strategies in analyzing a fund and credit rating procedure of business.

Text Book (s)

1. Khan, M. Y, Indian Financial System, Latest Edition, Tata McGraw-Hill, New Delhi.
2. Avdhani: Investment and securities Markets in India, Himalaya publications, Delhi, (2014).
3. 'Bhole, M.K Financial Marketys and Institutions, Tata MCGraw Hill, Delhi, (2014).
4. Ghosh, D : Banking Policy in India, Edition (2012), Allied Publications, New Delhi.

Reference Books

1. Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi, (2014).
2. Giddy, J.H: Global Financial Markets, ALTBS Publishing House, New Delhi, (2013).

Unit I: Introduction to Financial markets, Merchants Banks and Issue Management

8 lecture hours

Nature of financial services in an economy, Scope and meaning of financial services in an economy, Significance of financial services in an economy. Meaning of merchant banking, Origin and growth of merchant banking, Evolution of merchant banking in India, Scope and functions of merchant banking services, 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. Issues involved in Factoring Business. Bill Discounting and Forfeiting. Case Study : Financial Services and performance Improvement: A Case Study of Aditya Birla Financial Services Group (ABFSG)

Unit II: lease financing, Hire Purchase and Factoring & Forfeiting

8 lecture hours

Types of Leasing. Fixation of Lease Rentals, 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. 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. Corporate Financial Frauds-A Case Study on First Leasing Company of India Ltd

Unit III: Credit Rating **8 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 CRISIL and ICRA. Concept of mutual fund, types and 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 IV: Venture Capital and Banking

8 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. Agencies involved in providing Venture Capital, Finance Ministry Guidelines, Different stages of venture capital financing & Computation. Introduction to Banking Services, Commercial Credit, Retail Credit, Deposit & Fees-based Products. Case Study: THE GROWTH OF VENTURE CAPITAL IN INDIA

Unit V: Insurance services and Depository Services

8 lecture hours

'Life, Non Life & Other types of Insurance Health Insurance, Group Insurance, Deposit & Fees-based

Products. Computation on the basis of Human Life Value Index, Pension Schemes Insurance Intermediaries Agents & Brokers. Conversion of Physical Securities to Electronic form, Pan card requirement - Advantages of Demat A/c and Service Charges – Know Your Customer -Norms stipulated by SEBI.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	International Finance			
Course Code	BBFI 3007			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: International finance (also referred to as international monetary economics or international macroeconomics) is the branch of financial economics broadly concerned with monetary and macroeconomic interrelations between two or more countries. International finance examines the dynamics of the global financial system, international monetary systems, balance of payments, exchange rates, foreign direct investment, and how these topics relate to international trade. The course provides an analytic framework for understanding how cross-border financing, valuation, risk management, and investment decisions are influenced by a variety of factors including exchange rates, legal & tax considerations and country risk. The course aims to equip students with tools and techniques to understand how firms can create, measure and sustain value across borders.

Course Outcomes

CO1	Explain the role of multinational corporation in an international business scenario, goals of MNC and motives and risks of international business
CO2	Describe the background and corporate use of international financial markets and factors influencing exchange rates
CO3	Discuss the developments in international monetary system
CO4	Explain the various functions involved in managing foreign exchange exposures
CO5	Apply the currency derivatives concepts to hedge against exchange rate movements and determine the importance of FDI.

Text Book (s)

1. Bhalla, V. K. (2014). A Textbook of International Financial Management (Text and Cases), New Delhi.

Reference Books

1. Verma, Sumati. (2013). Book on International Finance.
2. Hill, W.L. Charles. (2011). International Business, Competing in the Global Marketplace
3. Madura, Jeff.(2014). A Textbook of International Financial Management, New Delhi

Unit I: Introduction to International Finance
5 lecture hours

Financial Management in a Global Context, International Financial Environment: 'Globalization', goals of International Financial Management, Objective of the Firm and the impact of risk, Nature of risk exposure and its measurement, Country Risk Analysis: country risk factors, assessment of risk factors, Techniques through which the country risks can be assessed as well as measured.

Unit II: International Markets **6 lecture hours**

Characteristics of Global Foreign Exchange Markets, Spot and Forward Market, Relationship between Spot and Forward Rates, Activities in the Forex Markets, Market Participants, Correspondent Banking, Determination of Exchange Rates, Theories of Exchange Rate Determination, Indian Forex Market & its Structure, Central Bank Interventions

CASE STUDY : Decision to use international financial markets, CASE STUDY : Assessment of future exchange rate movements

Unit III: International Monetary System
9 lecture hours

International Monetary System, Balance of Payments and International Economic Linkages, The Bretton Woods System & further developments, Economic Monetary Union - the emergence of Euro, Balance of Payment: The Current Account Deficit and Surplus and Capital Account Convertibility, Emerging Indian BOP scenario

CASE STUDY : BREXIT

Unit IV: Managing exposure to Exchange Rate Risk
8 lecture hours

Foreign Exchange Risk Management, Transaction Exposure, Economic Exposure, Translation Exposure
International Capital Budgeting: Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis

CASE STUDY: Decision to expand internationally,
CASE STUDY : Assessment of government influence on
exchange rates, cases on cross border acquisitions.

Unit V: Currency Derivatives **12 lecture hours**

An Introduction to Currency Derivatives, Interest Rate &
Currency Swaps, Currency Futures, Currency Options

CASE STUDY : Use of currency derivative instruments

Medium & Long Term International Financing,
Eurocurrency Markets, Development Banks and
Multilateral Lending Agencies, Foreign Currency
Convertible Bonds/ American Depository Receipts/
Global Depository Receipts/ Foreign Institutional
Investors, Project Finance Instruments Loan Syndication /
Guarantees Short term Financing and Current Assets
Management

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Working Capital Management			
Course Code	BBFI 3008			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives: 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.

Course Outcomes

CO1	Estimate working capital requirement
CO2	Assess impact of credit policy on profitability
CO3	Ascertain optimum level of inventory
CO4	Understand techniques of cash estimation and planning
CO5	Appreciate different approaches and sources of working capital financing

Text Book (s)

1. Mathur, S. B. Working Capital Management: Strategies & Techniques. New age Publications.
2. Pandey, I. M. Financial Management. Vikas Publishing House Pvt. Ltd., New Delhi. 11/e.

Reference Books

1. Bhattacharya, Hrishikesh, Working Capital Management: Strategies and Techniques, PHI, N.Delhi.
2. Srinivasan. Cash & Working Capital Management. Vikas Publishing House Pvt. Ltd., New Delhi.
3. Hampton, J.J. & Wagner, C. L. Working Capital Management, John Wiley & Sons.
4. Agrawal, N.K. Management of Working Capital. Sterling Publishers Pvt, Ltd, New Delhi.

Unit I: Introduction **8 lecture hours**

Meaning, nature and scope of WCM; Determinants of WCM; Current Assets vs Total Assets, Operating Cycle- Meaning, types and computation; Estimation of working capital requirements- Formula, application; and control mechanism.

<p>Unit II: Receivables Management and Credit Policy 9 lecture hours Basics of Receivables Management; Elements of Credit Policy; Credit granting decisions; Impact of Credit policy changes; Collection; Monitoring; and Control of receivables..</p>
<p>Unit III: Inventory Management 11 lecture hours Meaning of Inventory, Motives of Holding Inventory, Inventory Behaviour, Costing of Inventory, Valuation of Inventories: FIFO, LIFO and WAC; Techniques of Inventory Management: Concept, formula and application of EOQ; Comparative evaluation of inventory policy; and Selective inventory control.</p>
<p>Unit IV: Cash Management 8 lecture hours Concept of Cash Management; Measurement of Liquidity; Collection Management; Disbursement Management; Cash Forecasting: Types; Cash Budget- Meaning, utility and format; and Cash Budget: Preparation.</p>
<p>Unit V: Financing of Working Capital Requirements 4 lecture hours Approaches to Working Capital Financing; Short term and long term sources of funds; Factoring and Lending.</p>

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

Name of The Course	Investment Management			
Course Code	BBFI3009			
Prerequisite	Basic knowledge of Investment management			
Co-requisite				
Anti-requisite				
	L	T	P	C
	3	0	0	3

Course Objectives

Course Outcomes

CO1	Explain basic concepts of investment management and identify various investment alternatives to diversify risk
CO2	Discuss the concepts of risk and return which will help the students to apply various techniques of measuring risk and return for individual securities and portfolio.
CO3	Identify various sections of fundamental analysis: economic, industry and company analysis to utilize the information for investment decision making.
CO4	Analyze the theory and empirical evidence relevant for investing, particularly in the context of portfolio construction and management.
CO5	To Explain various rights given to investors and how their grievances can be solved and detailed knowledge on SEBI.
CO6	To analyse the stock market, various knowledge of shares, right strategies about different shares.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20-	50	100

Course Content:

Unit 1	The Investment Environment		Number of Lecture Hours	6
	The investment decision process, Savings, Investment and Speculation. Types of Investments Commodities, Real Estate and Financial Assets, The Indian securities market, the market participants and trading of securities, security market indices, sources of financial information, Concept of return and risk: Calculation, Tradeoff between return and risk, Impact of taxes and inflation on return			
Pedagogy tools	Lecture	Lecture		
Unit 2	Fixed Income Securities		Number of Lecture Hours	8
	Bond Fundamentals, Estimating bond yields, Bond Valuation, Types of bond risks.			
Pedagogy tools	Blended Learning	Blended Learning		
Unit 3	Approaches to Equity Analysis		Number of Lecture Hours	10

	Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, Valuation of Equity Shares.			
Pedagogy tools	Blended Learning	Blended Learning		
Unit 4	Portfolio Analysis and Financial Derivatives		Number of Lecture Hours	10
	(a) Portfolio and Diversification, Portfolio Risk and Return (b) Mutual Funds (c) Introduction to Financial Derivatives-Forwards, Futures & Options, Financial Derivatives Markets in India.			
Pedagogy tools	Blended Learning	Blended Learning		
Unit 5	Investor Protection		Number of Lecture Hours	4
	Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading.			
Pedagogy tools	Blended Learning	Blended Learning		
UNIT6	Pandemic effects on Stock market		Number of Lecture Hours	2
	Perception of Investors in stock market towards stock market by analyzing before and after COVID-19			

Suggested Reading

RECOMMENDED TEXT BOOK	AUTHOR & PUBLICATION
Investment & Portfolio Management	Prasanna Chandra, Tata McGraw Hill
Investment Analysis and Management,	Jones, C.P. Wiley
SUPPLEMENTARY READINGS	
Investment Analysis and Portfolio Management	Frank K. Reilly, Keith C. Brown, Cengage Learning
Security Analysis & portfolio Management	S Kevin, PHI
Security Analysis and Portfolio Management	Punithavathy Pandian, Vikas Publishing
Security Analysis and Portfolio Management	Fischer & Jordan, PHI
Fundamentals of Investments	Alexander, Gordon, Jeffery, and Sharpe Williams

Fundamentals of Investment Management	Hirt and Block, Tata McGraw Hill
Financial Management	Khan & Jain, Tata McGraw Hill
Investments and Portfolio Management	Bodie, Kane, and Marcus, McGraw-Hill

Name of The Course	International Human Resource Management			
Course Code	BBHR 3009			
Prerequisite				
Corequisite				
Antirequisite				
	L	T	P	C
	3	0	0	3

Course Objectives:

Graduate will grow personally and professionally to be successful in dynamic business environment globally.

Graduate will lead with creative, analytical and entrepreneurial skills to help organizations achieve a competitive advantage.

Graduate will contribute as socially and ethically responsible citizen or the sustainable development of environment and society at large.

Course Outcomes

CO1	Relate to the differences between international and domestic HRM in order to illustrate the significance of cross cultural communication in international workplace settings while discussing the various dimensions of culture.
CO2	Illustrate the advantages/disadvantages of various staffing approaches used in the international context for demand and supply of Human Resources.
CO3	Illustrate the need of global training among expatriates and discuss the components of effective expatriate training and development programmes.
CO4	Examine the various approaches used in the designing of compensation of expatriates to identify the complexities involved in managing international compensation.
CO5	Evaluate the peculiarities of global strategic management in order to describe various approaches of industrial relations in the international context.

Text Book (s)

RECOMMENDED TEXT BOOK
P. SubbaRao (2011), International Human Resource Management 3rd Edition, Himalaya Publishing House.

Reference Book (s)

1. K. Aswathappa(2013), International Human Resource Management 2nd Edition, Tata McGraw Hill Education Pvt. Ltd
2. P.L. Rao(2008), International Human Resource Management,Excel Books
3. Peter. Dowling(2012), International Human Resource Management: Managing People in a Multinational Context 5th Edition, , Cengage Learning

Unit-1 Introduction	12 hours
Concept of IHRM, Objectives of IHRM, Difference between International and Domestic HRM; Issues in IHRM, Barriers to effective global HRM,Expanding the role of HRM in international firms, 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	
Unit-2	8 hours
Human Resource cycle; Human Resource Planning; Features of HRP, Process of HRP - Forecasting of Human Resources, International Labour Market sources-PCN, HCN, TCN,International Staffing Approaches - Ethnocentric, Polycentric and Geocentric, Regiocentric approaches, Selection Criteria; Selection Techniques; Expatriate Assignment Life Cycle; Expatriate Failure, Development of effective workforce-Orientation.	
Unit-3	8 hours
Reasons for Global Training– cultural awareness programmes, Process of cross cultural training, International trainings of PCNs, 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-4	8 hours
Introduction to International Compensation; Designing Compensation Programme, Objectives of International Compensation, Complexities in International Compensation, Factors affecting International Compensation, Approaches to International Compensation- The going rate approach, the balance sheet approach, Taxation, International living cost.	
Unit-5	8 hours
Nature of IR; Approaches to IR,Key players in IR; Trade Unions, Concerns of Trade Unions in MNCs, Peculiarities of Global Strategic Management, Strategic issues before Employers/ Employees/MNCs, Organizational and Human Resource Strategies	

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Test (MTE)	End Term Test (ETE)	Total Marks
30	20	50	100

BBAD9999 Industrial Research Project

BBAD9998 Familiarizing with software

School of Business

Name of The Course	Organizational Change and Development				
Course Code	BBHR3006				
Prerequisite	Basic knowledge of general Management				
Co-requisite	Student must have basic understanding of General Management.				
Anti-requisite					
		L	T	P	C
		3	0	0	3

Course Objectives

1. Developing a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.
2. Developing an understanding of the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance.
3. Developing a basic understanding and fundamental knowledge of the models and theories of change management.
4. Developing a basic understanding of how organizations behave and react to change, why change efforts can fail, overcoming organizational resistance, and making change possible.
5. Developing an overall awareness of change as relates to a number of different companies and industries, including the issues associated with operational change, process change, cultural change, technology change, strategic repositioning and human relations.

Course Outcomes-Students will be to:

CO1	Illustrate the basic concept and theories of organizational change and describe the challenges in implementing change with reference to the dynamic business environment.
CO2	Illustrate the processes of planned change via different model and apply various approaches to minimize the resistance to change.
CO3	Analyze the concept of managing change for increasing organizational effectiveness and interpret the skills required for change agents.
CO4	Analyze the different models of organization development and describe the role of external consultants in bringing change in the organization.
CO5	Identify the basic diagnostic process and different organizational development interventions to detect the problems of an organization.
CO6	Infer the role of knowledge management and learning for the organizational change.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

Course Content:

Unit I: Fundamentals of Organizational Change 7 Hours	
Meaning and Importance of Organizational Change, Significance of Organizational Change, Types of Change – Radical and incremental, Planned vs. Emergent ,Transitional & Transformational change, Essentials for Organizational Change, Challenges in Implementing Organizational Change	
Unit II: Introduction to change mechanism 9 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, role of information technology and Future of BPR, BP Reengineering Vs BP restructuring, Process of Change; Characteristics of Organizational Change, Kurt Lewin’s Force Field Analysis , Resistance to Change, Overcoming Resistance to Change, Kurt Lewin’s Three Stage Process of Change, Burke-Litwin Model of Organizational Chang	
Unit III: Managing Organizational Change 6 Hours	
Change Management- The Skill Requirements, Change Management Iceberg, Culture and Change; Effective Change Management, Employee Attitudes in Organizational Change Process, Research article Bernard Burnes & Philip Jackson (2011) Success and Failure In Organizational Change: An Exploration of the Role of Values, Journal of Change Management	
Unit IV: Introduction to Organizational Development 9 Hours	
Definition & Concept of OD, Action Research Process; Evolution of OD, Features of OD; Stages in OD, OD in different organizations; Significant triggers for OD, OD & Leadership Development; Role of External Consultant in OD Processes	
Unit V: Organizational Diagnosis and OD intervention 9 Hours	
Objective of Organizational Diagnosis; The Diagnostic Cycle, Different forms of Organizational Diagnosis; Use of Interviews as a diagnostic Tools, Observational Methods of Diagnosis, Questionnaire Development for Organizational Diagnosis, Overview to OD Intervention and Strategies; Features of OD Interventions, Planning & Design of Interventions	
Unit VI: Contemporary Issues in Organizational Change 4 Hours	
Knowledge Management - Meaning, Assumptions and Benefits; Knowledge management and Change; Learning Organizations and Benefits; Learning Organizations & Organizational Change; Cross-Cultural Diversity Issues; Globalization and Organizational Change	

Suggested Reading

1. Organizational Change and Development: Dipak Kumar Bhattacharya, Oxford University Press, 2011.
2. Organizational Change and Development Kavita Singh, 2013, Excel Books
3. Organizational Development and Change Thomas G. Cummings and Christopher G. Worley, 2002, 7e, Thompson learning- India
4. Organization Development: Interventions & Strategies S. Ramnarayana, T. V. Rao, K. Singh, 2011, 2e Response Books, Sage Publications

Name of The Course	Industrial Relations and Labor Laws			
Course Code	BBHR3007			
Prerequisite	Human Resource Management			
Co-requisite				
Anti-requisite				
	L	T	P	C
	3	0	0	3

Course Objectives

1. The Course aims to educate and create awareness among the students about various facets of Industrial Relations
2. It aims to provide student a platform to understand the salient features of welfare and wage Legislations, Trade Unionism.
3. It aims to make the student understand the laws relating to Industrial Disputes, Social Security and Working conditions
4. It aims to equip students with various aspects of labour legislation in India.

Course Outcomes

CO1	Determine the role of Industrial Relations in achieving organisational objectives through cooperation and team work(K4)
CO2	Examine various aspects related to formation and regulation of Trade Unions in industries thereby application of Trade Union Act, 1926 for effective industrial relations(K4)
CO3	Identify the importance of collective bargaining as a successful tactic to achieve desirable industrial relations and preventing industrial disputes(K4)
CO4	Illustrate the causes of industrial disputes in organisations and regulating them through successful implementation of Industrial Disputes Act, 1947. Also to identify the practices of organisations which lead to better industrial relations by minimizing acts of indiscipline and resolving conflicts through effective grievance management. (K3)
CO5	Illustrate the importance of implementing important Labor Laws in the industry as non-adherence attracts penal provisions(K3)
CO6	Appraise the contemporary issues related to Employee relations to attain industrial peace and avert industrial disputes.(K5)

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

Course Content:

Unit I: Introduction to Industrial Relations 7 Hours 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 Unionism	8
Hours	
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, Case Study: Does this company need a union?	
Unit III: Collective Bargaining	5
Hours	
Meaning, importance, Types, Process of Collective Bargaining, Bargaining Tactics, Bargaining Strategies, Levels of Collective bargaining, Hurdles to collective bargaining,	
Unit IV: Industrial Disputes & Employee Grievances and Discipline	
10 Hours	
Concept of an Industrial Dispute, Strike, lockouts, layoff and retrenchment, Types of strike, reasons that cause strikes, Conditions to go on a strike. Conditions to go on a strike, Dispute resolution under the Industrial Disputes Act, 1947, Case Study: Strike at British Airways.	
Definition, Nature of grievances, Causes of grievances, Model grievance procedure, Discipline, Causes of Indiscipline and Approaches.	
Unit V: Labour Legislation in India	10
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, Case Study: Boeing: No Nerds, No Birds	
Unit VI: Contemporary Issues in Employee Relations:	
Introduction, Stress and Employee wellness in organization, Organizational Justice, Organizational Misconduct, Employee relations during crises – Recession.	

Suggested Readings:

1. C.S. Venkata Ratnam, Industrial Relations ,Oxford Publications (2016)
2. Mamoria and Mamoria, Dynamics of Industrial Relations Himalaya Publications (2014)
3. N.D. Kapoor, Labor Laws, Sultan Chand and Sons. (2014)

Name of The Course	Training and development			
Course Code	BBHR3008			
Prerequisite	Understanding of general principles of management			
Co-requisite	Understanding of Human resource management and Business Communication			
Anti-requisite				
	L	T	P	C
	3	0	0	3

Course Objectives

1. To enable the students to understand the Training and Development at various levels in general and in certain specific industries or organizations.
2. To help the students focus on and analyse the issues and strategies required to select and develop manpower resources
3. To develop relevant skills necessary for application in HR related issues
4. To Enable the students to integrate the understanding of various Training and Development concepts along with the domain concept in order to take correct business decisions

Course Outcomes

CO1	Generalize the concepts of training needs, various tools and techniques, process to conduct the training programme at the organizational level.
CO2	Identify and relate the creativity and innovative thinking to make good decisions in a complex global environment by identifying problems and opportunities existing within the organizations so as to capitalize on the human capital by designing different training programs.
CO3	Examine the ability to assess and apply various methods, techniques and sources of training.
CO4	Determine the effectiveness of the training once completed from the individual employee and the organization's viewpoint.
CO5	Assess the importance of employee development in today's environment and develop an employee development plan.
CO6	Determine the recent trends in training and development domain.

Continuous Assessment Pattern

Internal Assessment (IA)	Mid Term Exam (MTE)	End Term Exam (ETE)	Total Marks
30	20	50	100

Course Content:

Unit I: Introduction to Training and development and training process 12 hours
Concept, definition and need of training-Difference between training, development and education; Importance, objectives and scope of training-Forces influencing learning , Problems of training-Opportunities & Challenges for Training, Contemporary Issues-Overview of the Training Process - Pre-training, Training, and Post-training, Approaches for TNA (Proactive & Reactive); Training Needs Identification (different methods of data collection like reviewing existing documents, individual interviews-work diaries, observation- self-assessment, questionnaires, critical incident technique)

Training Need Analysis – Organizational Analysis, Task Analysis and Person Analysis-Significance of Training Need Analysis, Strategies and Approaches of TNA	
Unit II: Designing Training Programs	7 hours
Training Design and Factors affecting Training design- Constraints in the Design (Organizational Constraints and Budgeting for Training) -Developing and Establishing Training Objectives- Types of Training Objectives, Design Theory -- ADDIE Training design model -Outcome of Design	
Unit III: Training Methods and Trainer’s Skills and Styles	7 hours
Training Methods – Definition Classification of Training Methods and Methodologies On-the-job methods (Coaching, Mentoring, Job rotation, Apprenticeship & Off-the-job methods (Lectures, conferences, vestibule training, and simulation: (Traditional Training Methods)-Modern Training Methods Simulation, Role play, Scenario based trainings-Types of Difficult Trainees, Trainers (Technical, business, interpersonal, intellectual -competencies), Trainers (Selection & Training of trainers)-Training Styles	
Unit IV: Evaluation of Training	6 hours
Evaluation of Training – Definition, Importance and Issues-Method of training evaluation Models for Evaluation of Training Programs Concept of Return on Investment, Concept of Cost-benefit Analysis-Training audit – Objective, Functions and Benefits Effectiveness of Training Programme	
Unit V: Management Development	6 hours
Management Development – Concept and Definition-Assessment and Development Centers, Mentoring and Coaching-Cross-cultural training for managers	
Unit VI: Digital Training	7 hours

Suggested Reading

Training and Development, B. Janakiram, Indian Text Edition, Biztantra, 2011

Training & Development, G.Pandu Naik, 1st edition, Excel Books India, 2014.

Enriching Human Capital Through Training and Development, P L Rao, Excel Books India, 2013.

Training and Development (Text, Research and Cases) P.Nick Blanchard, James W. Thacker, V. Anand Ram, 4Edition, Pearson Education India, 2010

Employee Training & Development , Raymond A. Noe, & Amitabh Deo Kodwani, 5th edition, Tata McGraw-Hill Education, 2012

