

ACADEMIC YEAR 2017-18**BACHELOR OF BUSINESS ADMINISTRATION (BBA)****I Year**

SEMESTER - I	SEMESTER - II
Human Values and Gender Sensitisation	Environmental Studies
English-I	English-II
Second Language	Second Language
Principles of Management	Principles of Marketing
Principles of Accountancy (T+P)	Financial Accounting
Fundamentals of Business Economics	Principles of Organizational Behavior
	Business Ethics & Corporate Governance

II Year

SEMESTER - III	SEMESTER - IV
Elements of Information Technology	Business Statistics (T+P)
English-III	English-IV
Principles of Human Resource Management	Business Research Methods
Fundamentals of Financial Management	Cost & Management Accounting
Legal Aspects of Business	Management Science
Business Environment	Fundamentals of Technology management

III Year

SEMESTER - V	SEMESTER - VI
Fundamentals of Business Analytics (T+P)	Social Media Marketing

Entrepreneurial Development	Taxation
Business Policy & Strategy	International Business
MARKETING ELECTIVE	MARKETING ELECTIVE
1. Advertising & Brand Management	1. Customer Relationship Management
2. Distribution & Supply Chain Management	2. Consumer Behaviour
3. Marketing of Services	3. International Marketing
FINANCE ELECTIVE	FINANCE ELECTIVE
1. Financial Services	1. Investment Banking
2. Strategic Corporate Finance	2. International Finance
3. Investment Management	3. Security Analysis & Portfolio Management
HR ELECTIVE	HR ELECTIVE
1. HRD: Systems & Strategies	1. Leadership Development
2. Training & Development	2. Change Management
3. Management of Industrial Relations	3. Compensation Management
	Project Report & Viva

SYLLABUS COPY

ACDEMIC YEAR 2017-18

BBA SEMESTER I

HUMAN VALUES AND GENDER SENSITISATION

Objectives and Expected outcome:

1. To help the students to discriminate between valuable and superficial in the life.
2. To help students develop sensitivity and awareness; leading to commitment and courage to act on their own belief.
3. To help students live in harmony with self, family, society, nature and existence.
4. To sensitize the students towards gender discrimination/ violence and create awareness for gender equality
- 5.

Unit I: Human Values:

Course Introduction - Need, Basic Guidelines, Content and Process for Value Education

i) Understanding the need, basic guidelines, content and process for Value Education.

- Self Exploration–Meaning- its content and process- Natural Acceptance and Experiential Validation- as the mechanism for self exploration.
- Continuous Happiness and Prosperity- A look at basic Human Aspirations
- Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority
- Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
- Method to fulfill the above human aspirations: understanding and living in harmony at various Levels

ii) Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship

- Understanding harmony in the Family- the basic unit of human interaction.
- Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship.
- Understanding the meaning of Vishwas; Difference between intention and competence
- Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship
- Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals
- Visualizing a universal harmonious order in society- Undivided Society (AkhandSamaj), Universal Order (SarvabhaumVyawastha)- from family to world family!

Unit II: Gender Sensitization: The need for gender sensitivity

i) **Introduction:**

- Recognize and identify gender differences-Accept and respect difference-Accommodate difference
- Gender Imbalance- Sex Ratio- sex selection/female infanticide and the government policies/ acts (PNDT Act 1994, 'Beti Bachao Beti Pado' / Save the girl child/ Selfie with the daughter). Statistics

ii) **Gender Stereotyping-** as a root cause for gender discrimination and violence

- What is Stereotyping? Imposing gender traits through socialization (Parents, education, media)
- Subordination of the girl child through partiality.
- Dangerous models of masculinity
- Gender Binary

Unit III : Gender discrimination and violence (Sexual Harassment , Domestic Violence)

- Forms of sexual harassment:
 - Eve-teasing; Stalking and e-stalking (cyber crime); Coping with everyday harassment- is women's dressing to be blamed?; Rape
 - Constitutional protection against sexual harassment : Nirbhaya Laws; IPC section 354 (A-D)
- Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013
- Protection of Women from Domestic Violence Act 2005; Forms of domestic violence: Physical violence; Emotional abuse; Sexual assault; Honor killing; Dowry-related abuse and deaths
- Conclusion : Just relationships; being together as equals

Text Books:

- R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Value Education.(English)
- R R Gaur, R Sangal, G P Bagaria, 2009, Teacher's Manual.(English)
- Towards a World of Equals: A bilingual Textbook on Gender; Telugu Akademi, Hyderabad.

Books

1. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and HarperCollins, USA
2. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
3. A Nagraj, 1998, JeevanVidyaekParichay, Divya Path Sansthan, Amarkantak.
4. R.Pradeep Kumar, 2013, JeevanaVidya to Na Prayanam, Hyderabad
5. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
6. PL Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Purblishers.
7. A.N. Tripathy, 2003, Human Values, New Age International Publishers.
8. SubhasPalekar, 2000, How to practice Natural Farming, Pracheen(Vaidik) KrishiTantraShodh, Amravati.
9. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome's report, Universe Books.
10. E G Seebauer& Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, OxfordUniversity Press

11. M Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
12. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.
13. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.

Relevant CDs, Movies, Documentaries & Other Literature:

- i. Value Education website, <http://www.uptu.ac.in>
- ii. Story of Stuff, <http://www.storyofstuff.com>
- iii. Al Gore, An Inconvenient Truth, Paramount Classics, USA
- iv. Charlie Chaplin, Modern Times, United Artists, USA
- v. . IIT Delhi, Modern Technology – the Untold Story
- vi. Anand Gandhi, Right here right now, Cyclewala production

Website:

<http://www.apcpe.gov.in/veldata/HVPE%20youtube%20links.pdf>

English –I

Course Objective: To provide the students with a foundation in Language Development & to address the common errors in English

Course Code:- EN.05.501.11T

Unit	Topic	No of Hrs 60
Unit I	Poetry: Dreams- Langston Hughes Soft Skills: Goal Setting Prose : Principles of Good Writing –L.A. Hill Lang.Dev: Paragraph Writing: Connectives/Discourse markers	12
Unit II	Prose: Playing the English Gentleman- M K Gandhi Soft Skills/Values: Time Management /Personality Development (SWOC) Lang.Dev: Corrective English: Common errors in concord/articles/prepositions	12
Unit III	Poetry: Still I Rise-Maya Angelou Soft Skills: Positive Thinking Lang.Dev: Editing Skills: Punctuation(Capitalization, Semicolon, Comma, Apostrophe, Parenthesis, Ellipses)	12

Unit IV	Prose: Tune in to the voice of the Deprived- Aruna Roy Soft Skills/Values: Team Building/Civic Engagement/ Social Responsibility Lang Dev: Description/Narration: Describing objects/processes	12
Unit V	Prose: Refund- Fritz Karinthy Soft Skills: Problem Solving Lang. Dev: Reading Comprehension (Reading skills)	12

Reference Books:

1. The English Errors of Indian Students, T L H . Smith- Pearse, Oxford India, 2006.
2. Practical English Grammar, A J Thomas, Martinet, Oxford University Press, 2010.
3. High School Grammar and Composition Wren & Martin, S.Chand & Co.
4. Corporate Soft Skills, Sarvesh Gulati, Rupa & Co.,2007.
5. Communication at Work-Judith Taylor, Cogan page, 2002.
6. Writing Skills, Anne Laws, Orient Black Swan,2011

PRINCIPLES OF MANAGEMENT

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.05.301.11T

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives:

To provide fundamental knowledge and exposure to the concepts, theories, functions and practices in the field of management.

Course Outcomes:

On successful completion of this course, the students should have understood

- Understand the management evolution and how it will affect future managers.
- Practice the process of management's four functions: planning, organizing, leading, and controlling.
- Evaluate leadership styles to anticipate the consequences of each leadership style.
- Gather and analyze both qualitative and quantitative information to isolate issues and formulate best control methods
- Identify and evaluate ethical issues involved in business situations and logically articulate own position on such issues.

Unit I

Management: Introduction, Concept, Nature, Scope and Importance- Management – Science or art, Management as a profession, Management vs Administration- Levels of Management, Functions, Managerial Skills, Styles, and managerial roles (Mintzberg) , Evolution of Management thought – Classical theory- Contributions of Fredrick .W. Taylor, and Fayol , Human relations - Hawthorne Studies. Modern Management – Systems view, Contingency view.

Unit II

Planning: Introduction, Meaning, Nature & Importance of planning, Types of planning, Reasons of planning, Process of planning. Management by Objectives, Limitation of planning- Decision Making: Meaning , Decision making conditions, Types of decisions, Steps in the decision making process.

Unit III

Organising: Concept of organisation and organizing, Nature, Significance- Organisation structure - Centralisation, Decentralisation , Span of control, Committees- Authority, Responsibility, Accountability relationships, Delegation of Authority, Organisational Structure – Key elements of organization structure, Line, line and staff, functional, Divisional, Project, matrix- advantages and disadvantages.

Unit IV

Staffing: Concept of staffing, definition, factors affecting staffing, Directing concept, Principles, Importance **Motivation-** concept, Basic Motivational Model, McGregor's X & Y, Theory Z, **Leadership:** Meaning, Importance, traits of Leader, Leadership vs Management, Leadership Styles – Laissez-Faire, Autocratic, Participative, Transactional, Transformational

Unit V

Coordination- Concept , need and importance of coordination; Techniques for effective coordination, **Control** – Concept, types, process of control, Controlling and Management by exception, Benefits of management by exception, control tools, characteristics of effective control- Business Ethics – meaning, Need, Principles of Business ethics

Text Books:

1. T.Ramaswamy, **Principles of Management**, Himalaya Publishing House, 2008
2. L.M. Prasad, **Principles & Practice of Management**, Sultan Chand & Sons, New Delhi, 2006.

Reference Books:

1. Joseph M Putti, **Principles and Practices of Management**, Macmillan Publishers India Ltd, 2013
2. Stoner, Freeman and Gilbert, **Management**, Jr. Prentice Hall of India, New Delhi, 2008
3. VSP Rao , **Management-Text & Cases**, Excel Books, Delhi, 2002

PRINCIPLES OF ACCOUNTANCY
(T+P)

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture + Practical
Course Code	:	BC.05.101.114T

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives:

To understand the basics of accounting and concepts of double entry system, details on recording of transactions and preparation of final accounting statements for business organizations

Course Outcomes:

On successful completion of this course, the students should have understood

- The mechanics of Systematic recording of books of accounts
- Practical application of Accounting using Tally

UNIT I: Introduction to Accounting

Understanding the Meaning, nature, functions and usefulness of accounting, branches of accounting, accounting equation, accounting concepts and conventions Generally Accepted Accounting Principles.

Lab work: Introduction to accounting Software Tally, Features of software, creation of company, selection of company, alteration of company

UNIT II: Recording of Transactions

Concept of double entry system. Understanding the Accounting cycle. Journal, ledger. (Simple problems).

Lab work: Entering transaction: Voucher Entry-Sales voucher-Purchase voucher-Receipt voucher-Payment voucher-Contra Voucher-Journal Voucher-Debit & Credit voucher-Editing and deleting Voucher.

Unit III: Subsidiary Books

Meaning-needs-types of subsidiary books-Preparation of subsidiary books including purchase book, sales book, purchase returns book and sales return books (simple problems). Cash book, (single column cashbook, double column cashbook, triple column cashbook and petty cash book.)

Lab work: Creation of Accounts-Cash book-Sales Register, Purchase register, Bank book-Journal register

UNIT IV: Bank Reconciliation Statements

Causes for difference in the pass book and cashbook. Procedure for preparation of bank reconciliation statement (favorable balance and overdraft situations) – simple problems.

Lab Work: Preparation of BRS: Bank Reconciliation Statement

UNIT V: Trial Balance & Final Accounts

Trial Balance-Meaning-Objectives-Preparation of Trial Balance (simple problems)

Final Accounts- Meaning-Objectives- Preparation of Trading account, Profit and Loss account and Balance Sheet along with adjustments.(simple problems).

Lab work: Preparation of Trial balance, Trading and Profit & Loss account and Balance sheet

Text Books:

1. S.P.Jain & K.L Narang, Financial Accounting-I, Kalyani Publishers, 11th Ed, 2012
2. M.N.Arora,K.V.Achalapathi & S.Brinda Financial Accounting-Taxmann's Publications,2013

Reference Books:

1. Maheshwari, S.N., Advanced Accountancy Volume-I, Ninth Edition, Vikas Publishing House Pvt. Ltd., 3rd Ed, 2005
2. Maheshwari, S.N., & Maheswari S.K. Advanced Accountancy Volume-I, Ninth Edition, Vikas Publishing House Pvt. Ltd, 3rd Ed.,2005
3. Grewal, T. S., Shukla, M .C, Advanced Accountancy, Sixteenth Edition, Sultan Chand and Sons,2011

4. Tulsian, P.C, Financial Accounting , Pearson Education.,2005

FUNDAMENTALS OF BUSINESS ECONOMICS

Scheme of Instruction

Total duration : 60 Hrs.
Hours/Week : 5 Hrs.
Credits : 5
Instruction Mode : Lecture

Scheme of Examination

Max. Marks : 100
Internal Examination : 30
SBT : 10
External Examination : 60

Course Code : BC.05.101.115T Exam Duration : 3 Hrs

Course Objectives:

To impart the students with the knowledge about Critical thinking skills needed to make effective decisions in Macro and Micro Environment.

Course Outcomes:

On successful completion of this course, the students should have understood

- To apply method of economic analysis (Supply, Demand, Price.etc) to behavior and social Phenomena.
- Develop in-depth competency in the Microeconomic & Macroeconomic Theory.
- The Different types of markets & how prices are Determined under those markets.

Unit I: Introduction of Economics

Definition, Nature and scope of Economics; Subject matter of Economics; Methods of Analysis ; inductive & deductive method; significance of Economics

Unit II: Theory of Consumer Behaviour

Introduction to Consumer Behaviour Marginal Utility Analysis-cardinal Utility and ordinal utility Analysis Consumer Surplus, Price line indifference curve Analysis, Properties Consumer Equilibrium

Unit III: Demand & Supply

Meaning of Demand, Determinants of Demand, Law of Demand, Expansion & Contraction of Demand- Elasticity of Demand-Definition-Price Elasticity-Measurement of Elasticity-Determinants of Price Elasticity-Income, Cross & Substitution, Elasticity-Uses of Elasticity Demand.

Supply; Introduction to supply, Determination of Supply, Law of Supply ,Supply Curve- increase or decrease in supply-Elasticity of Supply ,Measurement of Elasticity of Supply-Determinants Elasticity of Supply

Unit IV: Law of Production and Law of Cost

Production: Introduction, Factors of Production, Law of Variable Proportion & Law of Returns to scale.

Cost of Production; Introduction-Real cost ,Opportunity cost, Money cost-Explicit & Implicit cost, Accounting and Economic cost ,Fixed cost & Variable cost ,Total cost, Marginal cost, Short run total cost of a firm-TFC,TVC curves

Unit V: Market Structure

Perfect Competition, Monopoly, Monopolistic & Oligopoly Competition, Characteristics & Price determination under all market conditions

Text Book:

1. D.M. Mithani ,Fundamentals of Business Economics ,Himalaya Publishing House, 2007

Reference Books:

- 1 D.M.Mithani ,Managerial Economics, Himalaya Publishing House, 2008
2. D.N Dwivedi ,Managerial Economics, Vikas Publishing, 7th Ed, 2007
3. P.N.Chopra, Introduction to Business Economics ,Kalyani Publisher , 2002
4. D.M.Mithani, Managerial Economics Theory & Application, Himalaya Publishing House, 2010

BBA SEMESTER-II

ENVIRONMENTAL STUDIES

Course Objectives:

1. To provide a conceptual framework for understanding and analyzing environmental problems;
2. To provide an introduction to the scientific basis of key environmental problems
3. To place efforts to find solutions to environmental problems and
4. To integrate environmental knowledge across the natural and social sciences, as well as the arts and humanities.

Course Content

Unit I. Ecosystems, Natural Resources, Biodiversity and Conservation

- Definition, Scope & Importance of Environmental Studies.
- Structure of Ecosystem – Abiotic & Biotic components Producers, Consumers, Decomposers, Food chains, Food webs, Ecological pyramids)
- Function of an Ecosystem : Energy flow in the Ecosystem (Single channel energy flow model)
- Renewable & Non – renewable resources,
- Definition of Biodiversity , Genetic,Species & Ecosystem diversity , Hot-spots of Biodiversity, Threats to Biodiversity , Conservation of Biodiversity (Insitu & Exsitu)
- Water Conservation.

Unit II: Environmental Pollution, Global issues and legislation

- Causes, Effects & Control measures of Air Pollution, Water Pollution , Noise, Soil Pollution, Ill – effects of Fire- works
- Solid Waste Management
- Global Warming & Ozone layer depletion.
- Disaster management and Nuclear Hazards
- Environment and Human Health
- Environmental legislation :- The Environment Protection Act, 1986 Current Central and State Government policies, practices and campaign (Swach Bharath, Harita Haram etc..)

Reference books:

1. Environmental Studies - from crisis to cure – by R. Rajagopalan (Third edition) Oxford University Press.
2. Text book of Environmental Studies for undergraduate courses (second edition) by Erach
3. Bharucha A text book of Environmental Studies by Dr.D.K.Asthana and Dr. Meera Asthana•

English -II

Objective: To enhance Communication skills of the students and enable them to overcome common errors.

Course Code:- EN.05.501.21T

Unit	Topic	No of Hrs 60
Unit I	Prose: Making History along the Way-Barack Obama-Dominick De Pasquale Skills: Leadership Skills Lang. Devp: 1. One Word Substitutes;	12
Unit II	Poetry: Where the Mind is Without Fear-Rabindranath Tagore Comm. Skills: Semantic Markers: Introducing self & others, initiating & closing conversation, expressing gratitude, apologizing, making suggestions, asking for help, responding to good & bad news, agreeing & disagreeing.	12
Unit III	Prose:With the Photographer-Stephen Leacock Poetry:Thinking- Walter D Winter	12
Unit IV	Prose:Good Manners-J.C.Hill Soft Skills: Dressing/Dining/Mobile Etiquette/Professional Grooming Lang. Dev: 1. Phonetics & Word Stress 2. Listening skills	12
Unit V	Lang.Dev: 1. Common Errors in English(commonly misspelt, mispronounced & often confused words) 2. Collocation	12

Reference Books:

1. Spoken English-A Self Learning Guide to Conversation Practice, V.Sasi Kumar, P.V.Dhamija, Tata Mc Graw Hill, 2004.

2. A Course in Listening and Speaking, V.Sasikumar et al, Foundation Books, 2006.
3. Business Communication-Basic Concepts and Skills, J P Parikh et al, Orient Black Swan,2011.
4. Spoken English-A Foundation Course, Kamlesh Sadanand, Susheela Punitha, Orient Longman, 2008.
5. The Art of Public Speaking, J.Berg Esenwein and Dale Carnegie, Master Mind Books, 2010

PRINCIPLES OF MARKETING

Scheme of Instruction		Scheme of Examination	
Total duration	: 60 Hrs.	Max. Marks	: 100
Hours/Week	: 5 Hrs.	Internal Examination	: 30
Credits	: 5	SBT	: 10
Instruction Mode	: Lecture	External Semester	: 60
Course Code	: BM.05.301.21	Exam Duration	: 3 Hrs
	T		

Course Objectives:

To acquaint the students with basic concepts of marketing principles and practices and to understand the process of marketing in a business firm

Course Outcomes:

On successful completion of this course, the students should have understood

- Meaning of marketing, concepts, role in economy, combination of 4 P's
- Marketing environments & its impact on business
- Developing new product with its stages
- Importance of Segmentation, Targeting and Positioning, Branding
- Role of Distribution channels in marketing

UNIT I : Introduction To Marketing

Introduction, Definition, Concepts, Nature, Scope - Importance of Marketing as a business function and in the Economy.- Marketing concept & functions of Marketing,- Core concept of marketing- Approaches to the study of Marketing, Relevance of Marketing in a developing Economy- Role of Marketing Manager.- Marketing mix; . Marketing vs. Selling

UNIT II : Marketing Environment

Marketing Environment – Meaning, Definition, Environmental, threats & Opportunities, Micro and Macro Environmental factor – Economic, Social, Political, Natural, Cultural etc.- Organizational Environment,-Market Environment, Demographic Environment, Social-Cultural Environment.

UNIT III : Market Segmentation, Targeting & Positioning

Meaning, Definition of Market Segmentation, Different ways of Segmentation, Essential of Market segmentation-Effective Market Segmentation- Characteristics of effective segmentation, Targeting and Positioning.(STP) - Strategies towards market segmentation.

UNIT IV: Product & Pricing

Concept of Product- Product Planning and New Product, (NPD) Development- Concept of Product mix- Product life cycle, (PLC), Product Consumer market , Business Market-Packaging- role and functions;-Branding: brand name – Functions of branding and trade mark, Pricing, Methods of pricing,

UNIT V : Distribution-Channels & Promotion

Introduction Physical distribution, Scope and Nature, channels of distribution-concept and role; types of channels; Sales Promotion:-Promotion mix;-methods of promotion; advertising- Personal selling; selling as a career; functions of a salesman; characteristics of a good salesman; Direct Marketing-Public Relation

Text book:

1. Kotler Philip Marketing Management Analysis, Planning, Implementation and Control,Prentice Hall, New Delhi ,2013

Reference Books:

2. Philip Kotler and Gary Armstrong, Principles of Marketing 9th Edition.2013
3. Majumdar, Ramanuj : Product Management in India, Prentice Hall, New Delhi..9th Edition 2013
4. Ramaswamy, V.S. and Namakumari, S : Marketing Management, Macmillan India, New Delhi,10th Edition,2013
5. Srinivasan, R : Case Studies in Marketing : The Indian Context, Prentice Hall, New Delhi,10th Edition,2012
6. Govoni : Sales Management : Decisions, Strategies and Cases, Prentice Hall, New Delhi, Edition 9th, 2013

FINANCIAL ACCOUNTING

Scheme of Instruction

Total Duration	:	60 Hrs
Hours/Week	:	5 Hrs
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BC.05.101.215T

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives:

To impart the skills of preparation of final accounts of a non -trading concerns and knowledge about company accounts.

Course Outcomes:

- To recognize and understand the accounting treatment for various kind of organizations
- Employ critical thinking skills to analyze financial data as well as the effects of different financial accounting methods on the financial stability
- Apply appropriate judgment derived from knowledge of accounting theory to financial analysis and decision making
- Provide valuable information for evaluating the financial position and performance.

Unit I: Accounting for Consignment

Consignment- Meaning, Features, Terms used - Proforma Invoice-Account Sales, Delcredere Commission-Accounting Treatment in the Books of the Consignor and the Consignee-Valuation of Consignment Stock - Normal and Abnormal Loss-Invoice of Goods at a price Higher than the Cost Price. (Simple Numerical Problems)

Unit II : Single Entry System

Single Entry System – Meaning-Definition, Features-Differences between Double Entry and Single Entry accounting , Ascertainment of Profit and Loss using Statement of Affairs Methods,. (Simple Numerical Problems Using Statement of Affairs Method.) Difference between Statement of affairs and Balance Sheet.

Unit III:Hire Purchase and Instalment Purchase System

Definition, Features, Terms used, Parties to the agreement, Accounting entries in the books of Buyer and the Vendor (Simple Numerical Problems)

Instalment Purchase System – Meaning, differences between Hire Purchase System and Instalment Purchase System

Unit IV : Accounting for Non-Profit Organizations

Non-Profit Entities-Meaning, Features-Accounting Process-Preparation of Summaries- Receipts & Payments Account-Meaning and Features- Procedures for preparation-Uses and Limitations. Income and Expenditure Account – Features-Procedure for Preparation-Preparation of Balance Sheet.(Including Simple Numerical Problems)

Unit V: Company Accounts

Meaning, Definition, Characteristics, Kinds of Companies, Types of Capital

Share – Meaning, Types of shares, Issue of Shares at Par, Discount and Premium-Forfeiture and Re Issue of Shares (including Simple Numerical Problems on Issues of Shares)

Text Books:

1. S.P Jain & K.L Narang, Financial Accounting, Kalyani Publishers, New Delhi, 2013, 12th Revised Edition
2. S.P Jain & K.L Narang, Financial Accounting (Advanced Accounting), Kalyani Publishers, New Delhi, 2011, 11th Revised Edition

Reference Books:

1. T.S Grewal, M.C Shukla and S.C Gupta, Advanced Accounts, Sultan Chand and Company Ltd, New Delhi, 2006 Edition, Reprint 2008
2. P.C Tulsian., Financial Accounting, Pearson Education, Delhi, Second Indian Reprint, 2004
3. N. Ramachandran, Ram kumar Kakani, Financial Accounting for Management, 2009, 2nd Ed., Tata McGraw Hill Publishing Pvt Ltd
4. Dr. Jawaharlal, Accounting for Management, 2010, 5th Ed., Himalaya Publishing House

PRINCIPLES OF ORGANISATIONAL BEHAVIOUR

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.05.301.22T

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives:

The main objective is to help the students to understand behaviour in organizations and to work more effectively in organizational settings, describes the fundamental perspectives behind the study of organizations.

Course Outcomes:

- Students will become familiar with the contrast between organizational behaviour & theories.
- Devise appropriate & meaningful motivational factors to encourage team or individual performance to the desired standards.
- Be familiar with the organizational concepts involved in attracting, developing, & maintaining an effective work force.

- Understand the importance of effective leadership for the success of the organization.

Unit I: Introduction to Organization Behaviour

The concept of organization, Definition and Meaning of Organisational Behaviour, Nature of organizational Behaviour, The Role of Organisational Behaviour, Foundations of Organization behavior, Importance of OB – shortcomings , Contemporary OB- OB Model, Personality – Meaning, Personality traits - The big Five Personality Traits, The Myers-Brigg Framework, Major traits influencing OB.

UNIT II: Learning & Perception

Learning: Definition, Nature of learning - Theories of Learning, Attitudes, Meaning and nature, Formation and changing attitudes. **Perception**-Definition- Nature, Importance - Process, Perceptual errors, Motivation: Concept, Importance and Theories of Motivation – Maslow, Herzberg, McClelland, Alderfer theories

UNIT III: Interpersonal Behaviour

Analysis of self, Analysis of Ego states, Analysis of Transactions, Life positions, Foundations of Group Behaviour - Types, Functions, Determinants of Group Behaviour - Group Dynamics – Definition of group Dynamics – Group norms – roles – Stages of group development.

UNIT IV: Leadership and Communication

Leadership: Nature and Significance of Leadership, Theories of Leadership; Trait Theory, Behavioural Theory- Managerial Grid, Situational Leadership -Fiedler’s contingency theory of leadership, Path Goal theory of Leadership, Transformational leadership - . Organizational communication- Process, Functions, types, Barriers to communication

UNIT V: Organisational Conflict, Culture and Change:

Nature and types of conflict- functional and dysfunctional conflict, levels of conflict, Transactional Analysis in conflict - Benefits and Utility of Transactional Analysis, Approaches to conflict management, Organizational culture- Characteristics, Creating and Sustaining organizational

culture, Organizational change, Planned change, Resistance to change, Organization development, Definition, Need for organization development.

Text Book:

1. K. Ashwathappa, Organisational Behaviour, Himalaya publishing House, 2010

References Books:

1. Stephen Robins, "Organizational Behaviour: Concepts, Controversies, and Applications", New Delhi , Prentice Hall , 2004
2. Shashi K. Gupta, Organizational Behaviour, Kalyani Publishers, 2011
3. Keith Davis, Organisational Behaviour, Tata Mc Graw-Hill, 2002
4. L M Prasad, Organisational Behavior, Sultan Chand Publication, 2009
5. Subba Rao.P, Organisational Behavior, Himalaya Publishing House, 2010
6. VSP Rao, "Organizational Behavior", Excel, New Delhi.,2009

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.05.301.23T

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives:

To provide essential understanding and experience to the concepts, functions and practices in the area of Business ethics and corporate governance.

Course Outcomes:

On successful completion of this course, the students should have understood

- Understand the concepts, need and purpose of Business Ethics .
- To know the approaches Theories and sources of Business Ethics

- To evaluate the need and understand for Ethics in Business and identify some major unethical practices.
- To know the purpose ,mechanism and codes of corporate governance

Unit I INTRODUCTION-concept-meaning –definition- significance of Business Ethics -Branches of Ethics –difference between Morals and Ethics –fundamental objectives of ethics-basic principles of Ethics –values –beliefs and attitude.

Unit II THEORIES OF ETHICS –Psychological Egoism Theory –criticism –Utilitarianism philosophy- Kantianism Philosophy ; **Normative Theories** –Stockholder Theory –criticism –Stakeholder Theory–criticism -Social Contract Theory–criticism .

Unit III ETHICAL DECISION MAKING –Introduction –Influences of Ethical Decision Making- Personal Values and Ethical Decision Making; Corporate values and Ethical Decision Making; The process of making Good Ethical Decision Making;

Unit IV CORPORATE GOVERNANCE –Introduction –Overview-meaning-definition –Historical perspective –Issues in Corporate Governance .

Unit V THEORY AND PRACTICE OF CORPORATE GOVERNANCE –the concept of corporation – Theoretical basis of corporate governance - corporate governance mechanism - corporate governance systems—Good corporate governance-obligation to society – obligation to Investors – obligation to Employees – obligation to customers- managerial obligation ;

Text Books:

1. B N Ghosh ,Business Ethics and Corporate Governance ,TataMcGraw Hill,2002

Reference Books:

2. A C FERNANDO ,Business Ethics –An Indian Perspective ,First Edition ,Dorling Kindersley (India) Pvt Ltd.,2009
3. Alexander Brink,Corporate Governance and Business Ethics ,Springer ,2011
4. S k Bhatia , Business Ethics and Corporate Governance,Deep and Deep publications ,2007

BBA III SEMESTER

ELEMENTS OF INFORMATION TECHNOLOGY
(SKILL ENHANCEMENT COURSE SYLLABUS)

Scheme of Instruction

Total duration	:	30 Hrs.
Hours/Week	:	2hrs
Credits	:	2
Instruction Mode	:	Lecture +Practical

Scheme of Examination

Max. Marks	:	50
Internal Examination	:	20
External Semester	:	30

Course Code : BS.06.201.17 Exam Duration : 2 Hrs

Course Objectives: :

- To make the students understand the concept of information systems used in business.
- To acquire skills in MS Office.

Course Outcomes :

On successful completion of this course, the students should have understood

- Able to have fundamental knowledge on basics of computers hardware and software
- Gained knowledge and skills on MS Office - MS Word, MS Excel and MS Power Point

Unit – I: Introduction to computers

Definition, Characteristics and limitations of computers – Impact of Computers on Business - Elements of Computers - Hardware - CPU - Primary and Secondary memory - Input and Output devices. Data- Information- Information System , IT enabled services - BPO, KPO, Operating System Functions– Computer Virus- Cryptology, Network- Network types-Network Topologies.

Unit – II: MS Office

Introduction : Features, advantages and application of MS Word , MS Excel ,MS Power point

Lab work :

MS Word : Working with Documents, Formatting Documents, Creating Tables, Drawing, Tools and Printing Documents. Mail Merge.

MS Excel : Spread sheet, workbook, cell address Cell reference , functions

MS PowerPoint : ,- Parts of Ms Power point window – Menus and Tool bars. Adding Graphics ,effects to the presentations.

Textbook:

1. Fundamentals of Computers: P. Mohan, Himalaya Publishing House ,2004

Reference Books:

1. Information Technology & Applications,C.S Rayudu,Kalyani Publishers,2004
2. Introduction to Information Technology: Rajaraman, PHI
3. Microsoft Office Excel 2003 step by step: Frye, PHI

English -III

Objective: To promote English Proficiency/Corporate skills for Professional success

Course Code: EN.06.501.11T

Unit	Topic	No of Hrs 20
------	-------	-----------------

Unit I	Prose: The Need for Excellence-Narayana Murthy Soft Skills: Work Place Etiquette Business Correspondence: Business Reports/News Paper Reports	12
Unit II	Poetry: Telephone Conversation-Wole Soyinka Comm.Skills: Telephone skills	12
Unit III	Prose: Three Days to See-Hellen Keller Soft Skills: Emotional Intelligence Business correspondence: Business Letters: Complaints, Enquiry	12
Unit IV	Poetry: No Men are Foreign-James Kirkup Soft Skills: Non Verbal communication/Cross Cultural Etiquette Business correspondence: Intra-Organizational communication : Memo	12
Unit V	Prose: A Sense of Future- J.Bronowski Soft Skills: Critical Thinking Lang.Dev: Note Making & Summarizing Blog: Creative Writing	12

Reference Books:

1. Business Communication, Asha Kaul, Prentice Hall of India Pvt. Ltd., 2003
2. Effective Technical Communication, M Ashraf Rizvi, Tata Mc Graw Hill
3. Corporate Soft Skills, Sarvesh Gulati, Rupa & Co., 2007
4. Business Communication-Basic Concepts and Skills, J P Parikh et al, Orient Black Swan,2011.
5. Writing Skills, Anne Laws, Orient Black Swan, 2011
6. Telephoning and Tele conferencing Skills, Ken Taylor, Orient Blackswan, 2011.

PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

Scheme of Instruction

Total duration : 60 Hrs.

Scheme of Examination

Max. Marks : 100

Hours/Week	:	5 Hrs.	Internal Examination	:	30
Credits	:	5	SBT	:	10
Instruction Mode	:	Lecture	External Semester	:	60
Course Code	:	BM.06.301.12T	Exam Duration	:	3 Hrs

Course Objectives:

To help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

Course Outcomes:

On successful completion of this course, the students will

- Equip an understanding of the concepts, problems and techniques applicable to the human resource functions in organizations.
- Understand the complexities involved in getting qualitative workforce into the organisation
- Develop an understanding of the requirements of national and global workforce.

Unit I: Introduction to HRM

Nature, Scope and Functions of HRM- Managerial Functions, Operative Functions, Importance of HRM, Role of HRM, Role of Human Resource Manager, Difference between Human Resource Management and Personnel Management. HRD- Concept, Scope, objectives. Jobs and Careers in HRM

Unit II: Procurement function of Human Resources

Meaning- Objectives and importance of Human Resource Planning; Process of Human Resource Planning; Job analysis - job description and job specification, Recruitment -Objectives and Sources of Recruitment; Meaning and nature of Selection – Selection Process; Concept of Induction and Placement.

Unit III: Training & Development

Training - Meaning, -need Analysis-Training methods – on-the-job methods and off the job methods, training procedure, advantages of training, evaluation of training, Meaning and Objectives of Management Development – Methods of Management Development, career planning and development – meaning, steps.

Unit IV: Performance Appraisal and compensation

Performance Appraisal- Concept, Traditional and Modern Methods, Problems in Appraisal, Mentoring and Counseling. Objective of Compensation Management- Factors affecting Compensation, Pay Determinants, Using Pay to Motivate Employees , component of pay structure; Job evaluation – meaning, objectives, methods- non-quantitative and Quantitative.

Unit V: Globalization & HRM Strategies for New Millennium

Impact of Globalization on Employment – Changing Employee Expectation, Outsourcing HR activities, Changing workforce dynamics, Balancing Work-life, Making HR activities ethical, Organisational restructuring, Managing diversity, Attitude towards union, Attrition and Retention- HRM Strategies for New Millennium.

Text Book:

1. Robins DeCenzo, Human Resource Management, 10th Edition, John Wiley & Sons, Inc
2. Michael Armstrong, “Human Resource Management”, 2010, Kogan Page
3. Subba Rao P. Human Resource Management, , Himalaya Publishing House, 2015

Reference Books:

1. Aswathappa. K, Human Resource Management, 5th Edition, McGraw Hill. Ltd. 2013
2. Human Resource Management, D N Venkatesh , Oxford, Higher Education, 2008
3. Rao V.S.P., Human Resource Management, Himalaya Publishing House, 2012

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.06.301.13T

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

COURSE OBJECTIVES:

It is designed for students interested in the following finance functions, in the accounting profession which provide fundamental knowledge of financial management concepts.

COURSE OUTCOMES:

It specifies the general areas of learning a student is expected to master to enable the student to competently perform. On successful completion of the Financial Management Component, the student will be able to:

- Students will develop analytical skills in the application of theory and tools essential to financial planning.
- Their roles in accurate record keeping collect information regarding the client's assets and liabilities.
- How to value a stream of cash flows & Prepare statements of the client's net worth, cash flow and budget.
- Familiarise themselves with the important concepts used in financial management. How financial managers to make sound investment decisions deal with risks.

Unit I: Introduction to Financial Management

Nature and Scope of Financial Management, Traditional Approach; Modern Approach, Objectives of Financial Management; Investment Decisions; Financing decisions; Profit Maximization vs Wealth Maximization.

Unit II: Time Value of Money and Capital Budgeting

Time Value of Money: Valuation concept - Future value of a single cash flow - Multiple flows and annuity; Present value of single cash flow Multiple flows and annuity (simple problems)

Capital Budgeting: Meaning, importance and various techniques; Pay Back Methods; Post Payback Period; Average Rate of Return Method; Net Present Value method; Internal Rate of Return Method; Profitability Index Method(Including Simple Problems).

Unit III: Capital Structure Theories & Cost of Capital

Capital Structure Theories, Concept and financial effects of leverage, the capital structure decision in practice: EBIT – EPS analysis.

Cost of Capital: The concept – Average vs. Marginal Cost of Capital; Measurement of Cost of Capital – Component Costs and Weighted Average Cost of Capital

Unit IV: Dividend Decision

Major forms of dividends – Cash and Bonus shares. The Theoretical backdrop- Dividends and Valuation Major theories centered on the work of Walter and Gordon Model (Simple Numerical Problems on Walter and Gordon)

Unit V: Working Capital & Current Asset Management

Concept of current assets, characteristics of working capital. Factors determining working Capital. Estimating working capital requirements Working capital policy.(Simple numerical problems on estimation of working Capital)

Management of current assets: Cash Management, Receivables Management (Simple numerical problems on cash management & Receivable Management)

Text books:

1. R. P. Rastogi, "*Fundamentals of Financial Management*", Galgotia Publications, New Delhi, 2008, 7th Ed.
2. M.Y.Khan & P.K.Jain "*Financial Management*, TMH, 2007, 3rd edition,

Reference Books:

1. James C Van Horne. "*Fundamentals of Financial Management*", 10th edition EEE
2. Prasanna Chandra, "*Financial Management Theory and Practice*", 7th Ed. Tata McGraw Hill,
3. I. M. Pandey, "*Financial Management*", 2010, 10th Ed. Vikas Publishing House.
4. Rajiv Srivastava and Anil Misra, "*Financial Management*", Oxford Higher Education, 2009, 4th Ed.

LEGAL ASPECTS OF BUSINESS

Scheme of Instruction		Scheme of Examination	
Total duration	: 60 Hrs.	Max. Marks	: 100
Hours/Week	: 5 Hrs.	Internal Examination	: 30
Credits	: 5	SBT	: 10
Instruction Mode	: Lecture	External Semester	: 60
Course Code	: BM.06.301.14T	Exam Duration	: 3 Hrs

Course Objectives:

To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also, to understand the applications of these laws to practical commercial situations.

Course Outcomes:

On successful completion of this course, the students should have understood

- The technicalities of basic legal concepts
- Practical application of law concepts to business .

Unit I : Indian Contract Act

Introduction and Meaning Definition – Law of Contract – Classification – Essentials of a valid Contract - Offer & Acceptance – Consideration – Consent - Capacity of Parties, Legality of Object (only agreements opposed to public policy)-Discharge of contract-various modes to discharge a contract-Remedies for a breach of contract.

Unit II: Special contract

Indemnity & Guarantee – Bailment & Pledge – Contract of Agency. Negotiable instrument – definitions, essential elements and distinctions between promissory note, bill of exchange, and Cheques - Types of crossing.

Unit III: Sales of Goods act, 1930

Contract of Sale of Goods -Definition- salient features of Contract of Sales of goods Differences between Sale and agreement to sell - Conditions and Warranties - Meaning and Distinction. Transfer of Property (Concept Only). Right to Information Act,2005

Unit IV: Company Law

Companies Act – Definition – Formation ; Memorandum of Association –Articles of Association – Prospectus; Company Management-Appointment of Directors Positions and Functions of Directors – Remuneration of Directors; Company Meetings-Kinds- Minutes of Meetings and Resolutions

Unit V: Consumer protection act and intellectual property rights

Consumer Protection Act –Consumer Rights - Consumer Protection Councils –Consumer Redressal Agencies, Intellectual Property Rights –Meaning-Types of IPR .

NOTE: Case Laws in all concepts for Assignment and Internal Exams

Text Books:

1. Kapoor ND – “Elements of Mercantile Law” , Sultan Chand &Co, 2007
2. K.R.Bulchandini , Business Laws for Management, 2009, HPH

Reference Books:

1. K.C.Garg,V.K.Sareen, Mukesh Sharma , R.C.Chawla “ Business Law” , Kalyani Publishers,2010
2. Akhileshwar Pathak, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2007
3. P. K. Goel, Business Law for Managers, Bizentra Publishers, India, 2008
4. S.S.Gulshan, Business Laws, Excel Books,2010
5. Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust

BUSINESS ENVIRONMENT

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.06.301.15T

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives:

The aim of the course is to orient the students towards the basic concepts of Indian and global business environment.

Course Outcomes:

On successful completion of this course, the students should have understood

- The impact of economic environment on business
- Government role in improving public and private sector industries
- Taxation, Budget, Economic plans and their role in Indian economic system

UNIT I: Introduction of Business Environment:

Nature, and scope of Business Environment, Characteristics of Business Environment –Types of Environment – Internal , External – Micro Environment and Macro Environment, Competitive structure of Industries.

UNIT II: Economic Environment

Nature of economic environment, Economic factors- Growth Strategy, Basic economic system, Economic planning, Industry, National Income and Per capita Income, Human Resource , Industrial Growth – Structure, Structural Characteristics of Indian Industries – Industrial structure in terms of use – based classification – Type of ownership, Type of size of capital, Employment, Organisation.

UNIT III: Economic Planning in India

Economic planning in India: features and objectives of Indian Plans – Industrial Sectors - Performance of Indian Industrial Sector - Phases of industrialization in India –, Industrial policies - 1948, 1956, 1991 and licensing policies – 1951. Problems of Industrial Development in India .

Unit IV: Economic Policy of India

Economic Policies in India: Role of public, private and Joint sectors in the economy- concept and model of Public Private Partnership (PPP). India's monetary policy- From MRTP Act 1969 to Competition Act , 2003 – From Foreign Exchange Regulation to Foreign exchange management act,

UNIT V: Tax Environment and Union Budget

Fiscal Policy and Taxation in India- Direct and Indirect Taxes- VAT-,MODVAT, Goods and services Tax(GST) and changes in Taxation, Demonetization of currency.

Text Book:

1. Sundharam KPM, Money Banking and International Trade, S.Chand & Co.. New, 2004

Reference Books

1. K.Aswathappa , Essentials of Business Environment, Himalaya Publishing House, 2007
2. Mishra S.K, and Puri V.K, Indian Economy, Himalaya Publishing House, 2006
3. Rudra Dutta and Sundharam, Indian Economy, S. Chand & Co. New Delhi, 2004
4. P. Chidambaram: Business Environment; Vikas Publishing , 2001

SEMESTER IV

BUSINESS STATISTICS (T+P)

SKILL ENHANCEMENT COURSE

Scheme of Instruction

Total duration	:	30 Hrs.
Hours/Week	:	2 Hrs.
Credits	:	2
Instruction Mode	:	Lecture +Practical
Course Code	:	BM.06.301.21T

Scheme of Examination

Max. Marks	:	50
Internal Examination	:	20
SBT	:	-
External Semester	:	30
Exam Duration	:	2 Hrs

Objective:

To impart knowledge on the application of Statistical tools and techniques in business decision making, using SPSS Software.

Course Outcomes:

This paper will seek to develop in the students the necessary statistical competence in order for them to undertake quantitative analysis of data. Apart from basic statistical tools and measures, students will also be trained in the use of SPSS software for data analysis.

Unit I: Measures of Central Tendency:

Meaning, Definition, Functions, Importance, Limitations of statistic. Types of data, Tabulation, Diagram and graphical presentation of data, Role of Statistics in Research, Introduction to SPSS, Creation of Data file, Defining Variables, Merging files, Splitting files, AM, GM, HM, Median, Mode (SPSS Practicals).

Unit II: Measures of Dispersion, Skewness:

Definition, objectives of Dispersion, Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation. Skewness: Karl Pearson's and Bowley's (SPSS Practicals).

Text Books:

1. Business Statistics: S.L. Agarwal, S.L. Bharwaj, K. Raghuvver – Kalyani Publishers
2. Statistical Methods: S.P. Gupta – Sultan Chand
3. Anil Kumar Mishra - A Hand Book on SPSS for Research Work, 1st Edition, Himalaya Publishing House, 2011.

Reference Books:

1. Darren George & Paul Mallery - SPSS for WINDOWS step by step, 8th Edition, Pearson Education, 2009.
2. Robert B. Burns and Richard A. Burns - Business Research Methods and statistics using SPSS, SAGE Publications.
3. Business Statistics: B.N. Agarwal – Himalaya Publishing House

English -IV

Objective: To promote Employability skills and vertical mobility

Course Code: EN.06.501.21T

Unit	Topic	No of Hrs 60
Unit I	Prose: The Urgent Need for Self-esteem-Nathaniel Brandon Employability Skills : Resume & Cover Letter	12
Unit II	Poetry: On Killing a Tree- Gieve Patel Employability Skills: Interview Skills	12
Unit III	Prose: Uncle Podger Hangs a Picture-Jerome K Jerome Employability Skills: Group Discussion	12
Unit IV	Prose: Stigma,Shame & Silence- Kalpana Jain Employability Skills: Presentation Skills	12
Unit V	Poetry: If -Rudyard Kipling Employability Skills: 1. E-Mail correspondence Lang Dev; Information Transfer	12

Reference:

1. Effective Technical Communication, M Ashraf Rizvi, Tata Mc Graw Hill
2. Corporate Soft Skills, Sarvesh Gulati, Rupa & Co., 2007
3. Business Communication-Basic Concepts and Skills, J P Parikh et al, Orient Black Swan,2011.
4. Communication at Work-Judith Taylor, Cogan Page, 2002.
5. CVs & Job Application, Judith Leigh, Oxford 2000.
6. Communication Skills for Technical Students, TM farhathullah, Orient Longman,2002
7. English for Career Development – A course in Functional English, Orient Longman,2006.

BUSINESS RESEARCH METHODS

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.06.301.22T

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Objective:

To provide an exposure to the students pertaining to the nature and extent of research, to give them an understanding of the basic techniques and tools of research and also to train the students in writing reports.

Course Outcomes:

- Students can develop the skills to identify the appropriate statistical techniques for the analysis of data.
- Learn how to collect, analyze, present and interpret research data.

Unit I: Introduction to Marketing Research:

Meaning of Marketing research, objectives of Marketing Research, Types of Research, Significance of research, Marketing Research Process, Hypothesis, types of hypothesis, Defining Research Problem, Marketing Research Design – meaning, need, features, and different Research designs.

Unit II: Sampling Design

Census and Sample survey, characteristics of good sample, sampling methods, probability and non-probability methods, Sampling distributions, standard error sampling from normal population, Law of large numbers and central limit theorem, Methods of estimation: Point estimation. Criteria of a good estimator, Interval estimation and confidence intervals. Testing Hypothesis – Concepts, Type I and II errors, level of significance

Unit III: Data Collection, Measurement and Scaling

Methods of data collection: Primary data – observation, interview, questionnaire, schedules. Secondary data - Sources and Precautions in the Use of Secondary Data. **Editing:** Meaning and Importance, **Tabulation:** Meaning and Rules for Tabulation and Parts of a Table. **Measurement and scaling techniques**, measurement and scaling in Research- concept, measurement scales, - nominal scale, ordinal scale, interval scale, ratios scale

Unit IV: Testing Hypothesis

Testing Hypothesis – Types of parametric - z test, t – test, chi-square test , F Test (only theory) and non parametric tests – sign test, Fisher-Irwin Test, Mc-Nemer Test, Wilcoxon Matched Pair Test, Rank Sum Tests – Wilcoxon-Mann- Whitney Test, Kruskal Wallis Test , One sample runs test (Only theory) - differences between parametric and non-parametric tests

Unit – V: Report writing and Interpretation

Interpretation of data and Report writing: Meaning of interpretation, technique of interpretation, types of reports, research report format, writing a report, precautions for writing research reports

Text Books:

1. Tull and Hawkins, "Marketing Research", 4th Ed., Tata McGraw Hill, New Delhi 2000.
2. Luck, David J and Rubin, Ronald S., Marketing Research, Seventh edition, Prentice Hall India, New Delhi 2004.
3. Kothari, C.R. Research Methodology – Methods and Techniques, New Delhi 2004, Second Revised Edition, New Age International (P) Limited, Publishers

Reference Books:

1. Krishnaswami O.R. and Ranganatham M., Methodology of Research in Social Sciences, Himalaya Publishing House Mumbai, 2005.
2. **Gupta, S.P: Statistical Methods**, Sultan Chand & Sons Pvt. Ltd. New Delhi 2005.
3. [Ranjit Kumar](#) , Research Methodology: A Step-by-Step Guide for Beginners , SAGE Publications Ltd; Fourth Edition edition, New Delhi 2014

COST & MANAGEMENT ACCOUNTING

Scheme of Instruction		Scheme of Examination	
Total duration	: 60 Hrs.	Max. Marks	: 100
Hours/Week	: 5 Hrs.	Internal Examination	: 30
Credits	: 5	SBT	: 10
Instruction Mode	: Lecture	External Semester	: 60
Course Code	: BM.06.301.23T	Exam Duration	: 3 Hrs

Objectives: To help students understand the Costing process and how to determine costs. It also covers the management of funds by means of Standard Costing, Marginal Costing and the use of Management accounting information to make decisions in Organizations.

UNIT I: Introduction to Cost and Management Accounting

Definition, Nature, Scope, and Advantages of Cost and Management Accounting – Cost Accounting Vs. Financial Accounting – Cost Accounting Vs. Management Accounting - Cost Concepts – Classification of Cost - Elements of Cost – Cost Sheet(Simple problems in Cost Sheet)

UNIT II: Standard Costing and Variance Analysis

Standard costing: Standard Cost and Standard Costing – Types of Standards – Advantages and Limitations of Standard Costing – Steps involved in Standard Costing.

Variance analysis: Analysis of Variance – Positive and Negative Variances – Analysis of Material Variances – Analysis of Labour Variances (Simple Numerical Problems)

UNIT III: Marginal Costing

Definition of Marginal Costing and Absorption Costing – Difference between Marginal and Absorption Costing – Marginal Cost Equation - CVP Analysis – Simple Problems in Calculation of Contributions, P/V Ratio, Break- Even Point, Margin of Safety.

UNIT IV: Funds Flow Analysis

Funds flow analysis–Concept of funds flow–Statement of changes in working capital–Funds from business operations–Statement of sources and uses of funds–Advantages of funds flow analysis

UNIT V: Cash Flow Analysis

Cash flow analysis–Concept of Cash flow- Advantages of Cash flow analysis –Cash From Operations Activities Financing Activities and Investing Activities –Cash flow statement–Accounting standard 3 (AS3).

Text Book:

1. S.P. Jain and K.L.Narang, Cost and Management Accounting, Kalyani Publishers
2. S.N.Maheswari - Cost and Management Accounting – Sultan Chand Publications

Reference Books:

1. Earl K. Stice and James. D. Stice, “Financial Accounting – Reporting and Analysis”, 2009, 7th Ed. South western, Cengage Learning.
2. Shashi K Gupta and Sharma, Management Accounting – Kalyani Publishers
3. M.Y.Khan and P.K.Jain, Management Accounting – Tata Mc.Grawhill
4. Jain and Narang, Practical Problems in Cost Accounting

MANAGEMENT SCIENCE

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.06.301.24T

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course objectives: *To familiarize the students with the concepts, tools and practices of operations management in a business firm and to acquaint the students some common Operations Research Tools for various business decision making situations.*

Course Outcomes:

By the end of the course the students learn

- To identify the location/layout to setup a plant
- To analyse, take decision, and implement problem solving approach using linear programming
- To Demonstrate skills needed to make sound business decisions

UNIT I: Operations management

Nature of Production- production as a system – Production as an organisation function – Importance of Production Function - Meaning and definition of operations management – Scope of Production and Operations Management - Process Technologies- Job Shop, Batch, Continuous,

Assembly, Project - Plant Location – Need for the selection of the location – Factors of location – Steps in Location.

Unit II : Production Planning and Control, Quality Control

Production planning and control - Meaning, objectives and Functions – Quality Control – Definition – organization for quality control – SQC meaning – Quality control techniques – Types of control charts (Problems X bar and R chart only) - TQM – ISO 9000 Series – ISO 14000

Unit III: Work Study, Plant Layout and Plant Maintenance

Definition of Work study – method study and work measurement – objectives of work study – Meaning and Definition of plant layout - Scope of Plant Layout – Objectives of Good Layout – Factors influencing Layout – Principles of Layout – Types of Layout - Meaning and Definition of Maintenance - Scope of Maintenance – Importance of Maintenance Management - types of maintenance

Unit IV: Operations Research

Concept -- Meaning and Definition – Development of OR – characteristics of OR – Scope & Objectives of OR – Phases of OR – Techniques of OR

Linear programming problem – Meaning & Objective of LP – Applications of LP – Formulation of Mathematical Model to a LPP – Objective function – Constraints – Solution to LPP (Graphical solution only) – Advantages and Disadvantages of LP.

Unit V: Transportation

Transportation problem – solution for Transportation problem –IBFS - North West Corner Method (NWCM) – Least Cost Method (LCM) – Vogel's Approximation method (VOM)(Simple problems only)- Degeneracy concept in transportation

Text Books:

1. Prof.K. Sridhar Bhat, Operations Management, Himalaya Publishing House, 2012
2. Prof.K. Sridhar Bhat, Operations Research, Himalaya Publishing House, 2012

Reference Books:

1. Aswathappa K. and Sridhara Bhat, "Production and Operations Management", 2010, HPH
2. Buffa, E.S., 'Modern Production Management', New York, John Wiley,1987.
3. J.K. Sharma, "Operations Research Theory and Applications 2009, 4th Ed. Macmillan.
4. V.K. Kapoor – Operations Research Techniques for Management -Sultan chand & Sons,Delhi

FUNDAMENTALS OF TECHNOLOGY MANAGEMENT

Scheme of Instruction		Scheme of Examination	
Total duration	: 60 Hrs.	Max. Marks	: 100
Hours/Week	: 5 Hrs.	Internal Examination	: 30
Credits	: 5	SBT	: 10
Instruction Mode	: Lecture + Practical	External Semester	: 60
Course Code	: BM.06.301.25T	Exam Duration	: 3 Hrs

Course Objectives:

The subject aims at equipping students with the modern technological knowledge and competence

Course Outcomes:

1. Students will be given opportunities to learn the concepts and knowledge in the technological world and to build up their technological capability through the learning activities
2. Students would be well aware of the technological development and its impact on the modern society so that they can cope with the fast changing technological advancement for their future living and work.

Unit – I:

Introduction , Definitions Role and Importance, Technology Development, Implications of Technology Management , Technology change, TLC, Diffusion and Growth of Technologies

Technological Transformation Alternatives, Technology Policy and Planning, Technology development _Options & Strategies, Socio- Economic Planning, Production Functions & Technological Change, Macro effects of Technology change .

Unit – II:

Technology Development and Acquisitions – Forecasting and Technology Innovation Chain, Role of technology Forecasting approaches and methodologies Technology Strategy , Generations, an Development

Unit – III:

Technology Transfer – Models Modes, Technology search strategy, Dimensions of Technology Transfer, features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of Conduct for Technology Transfer , Government initiative Technology transfer and absorption Process at Unit Level

Unit – IV:

Technology absorption and Diffusion - Technology – Package and Technology Dependence, Concepts Constraints of Technology absorption Technology Import in India, Government initiative, Benefit Technology absorption

Unit – V:

Technology Assessment (TA) Organization and Management of Technology Assessment, Technology Evaluation. Diffusion – Major Diffusion activates, Diffusion strategy.

Suggested Books:

1. Sharif Nawaz : Management of Technology Transfer & Development, APCFT, Bangalore, 1983
2. Rohtagi P.K, Rohatagi K and Bowonder B: Technological Forecasting, Tata MCGraw Hill, New Delhi
3. Detz Fredrick: Managing Technology, Prentice Hall, New Jersey
4. Gaynor: Handbook of Technology Management, McGraw Hill.
5. Track Khalil: Management of Technology, McGraw Hill International, 2000.

SEMESTER V

FUNDAMENTALS OF BUSINESS ANALYTICS (T+P)

SKILL ENHANCEMENT COURSE

Scheme of Instruction

Total duration : 30 Hrs.
Hours/Week : 2 Hrs.
Credits : 2
Instruction Mode : Lecture &
Practical
Course Code : BM.07.301.12T

Scheme of Examination

Max. Marks : 50
Internal Examination : 20
SBT : -
External Semester : 30
Exam Duration : 2 Hrs

Objective:

- To facilitate the student to perform advanced business analysis by applying SPSS in Business Research for decision making and developing various business models.

Course Outcomes:

- Students will be able to identify multiple applications where nonparametric approaches are appropriate
- Students will be able to carry out multivariate statistical techniques and methods efficiently and effectively.
- Compute and interpret the results of Bivariate and Multivariate Regression and Correlation Analysis, for forecasting and also perform ANOVA .

UNIT – I: Parametric Statistics & Measures of Relations using SPSS

One sample t-test, Independent sample t-test, Paired sample t-test, One way ANOVA, One-way repeated measures ANOVA, Two way ANOVA, Correlation Analysis and Regression Analysis, Time series Analysis.

UNIT – II: Non-Parametric Statistics & Multivariate Analysis using SPSS

Chi-square test, Run test, Mann-whitney U test, Wilcoxon Signed Rank test, Kruskal wallis Test, Discriminant Analysis, Cluster Analysis, Factor Analysis.

Text Books:

1. Research Methodology (Concepts, Methods, Techniques and SPSS) (Text and Cases) by Dr.Priti R. Majhi; Dr.Prafull K.Khatua, Himalaya Publishing house.
2. Carver and Nash, "Data Analysis with SPSS", Cengage Learning, New Delhi, First Indian Reprint – 2009
3. Panneerselvam, R., Research Methodology, Prentice Hall Of India, New Delhi, 2004.\

Reference Book:

1. Andy Field, "Discovering Statistics Using SPSS", Sage Publication, London, Third Edition – 2009
2. Research Methodology & Statistical Methods Including applications of SPSS by I. Singh; V.Kaushal; R.Kaur and P.Kaur, Kalyani publications.

ENTREPRENEURIAL DEVELOPMENT**Scheme of Instruction**

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60

Course Code : BM.07.301.13T Exam Duration : 3 Hrs

Course Objectives:

To impart the students with the knowledge about Various aspects of Entrepreneurship and entrepreneurial functions, implement the various perspective in their enterprises.

Course Outcomes:

On successful completion of this course, the students should have understood

- Creatively analyze the business environment opportunity recognition and the business idea generation
- To know how to acquire necessary resources and organizational matters of new venture creation process
- The opportunities provided by the institutions and financial organizations to start up an entrepreneurship.

Unit I: Introduction

Entrepreneur: Definitions and Concept – Functions and classifications of entrepreneurs – Entrepreneurial Traits – Nature and importance of entrepreneurs – Entrepreneur vs Professional Managers – Women Entrepreneurs – Nature and Importance of Entrepreneurs – The entrepreneurial Culture – Entrepreneurs who change the face of industrial enterprise development.- Successful Entrepreneurs

Unit II: Entrepreneurship

The concept of Entrepreneurship – theories of Entrepreneurship - Entrepreneurship Environment – Entrepreneurship Development - Policies governing Entrepreneurs - Role of-Entrepreneurship in Economic Development - Meaning of and Need for Rural Entrepreneurship – Problems of Entrepreneurship - Growth of entrepreneurship in India.

Unit – III: Entrepreneurial Development Programmes

Entrepreneurship Development - Institutions for Entrepreneurship Development - EDPs – EDP organisations – EDII – MD – NIESBUD – STEPs – CED – EMC – NAYE – SIDO - Role of Development Banks – Role of Business Schools- EDPs of SIDBI – Role of Commercial Banks – Family Business Concept and development in India(Case studies)

Unit IV: Establishing a Small Enterprise

Location of an Enterprise – Steps for starting a small enterprise – Project concept – classification of projects – Project identification – project formulation – Project report Selection- types of Ownership organisation – Incentives and subsidies

Unit V: Supportive Agencies for Entrepreneurship

Sources of finance, project financing - Venture capital – concept, Institutional Finance – IFCI, SIDBI, IDBI, RBI, NABARD,LIC, GIC, EXIM Bank, SFCs, NSIC, SIDCs, SSIDC,KVIC, Incentives and facilities and Govt. Policies for Entrepreneurship Development

.Text Book:

1. Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", 2007, HPH, Millenium Edition

Reference Books

1. V. Gangadhar., et al , " Entrepreneurship Development', Kalyani Publishers, 2007
2. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", 2006, HPH
3. S.S. Khanka, "Entrepreneurial Development", 2007, S. Chand & Co. Ltd
4. Morse.E.A., Mitchell.R.K., "Cases in Entrepreneurship", 2006, Sage Publications.

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.14T

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60

Course Objectives: :

- To acquaint the students with the nature, scope and dimensions of Business Policy and Strategy Management Process.
- To develop skills in determining companywide strategy.
- To develop an awareness of the impact that external environmental factors have on business strategy.

Course Outcomes :

On successful completion of this course, the students should have understood

- Nature, scope and dimensions of Business Policy and Strategy Management Process.
- Awareness of the impact that external environmental factors have on business strategy.
- Formulate and to implement creative and innovative strategies that are conducive to the demands of the firm and the environment in which it resides.

Unit I : Business Policies

Introduction , overview of Business Policies, Importance of Business Policies , Definition of Business Policy. ,Procedure , Process and Types of Policies, Factors Considered before framing Policies, Steps involved in framing Business Policies .

Unit II: Strategic Management

An Overview of Strategic management: Understanding Strategy, Scope and importance of strategies , mission - vision - goals – objectives- defining and explaining strategy, Levels at which strategy operates, strategic decision making, the process of strategic management.

Unit III : Strategy formulation.

Environmental Scanning, SWOT analysis, Internal and External environmental analysis, Competition Analysis: Porter's Five Forces Theory, Generic strategies, Competitive Advantage, Value chain analysis, Mckinesey's 7s frame work, Balance Score card.

Unit IV: Strategy Implementation

Strategy Implementation: Organisational Structure – Analyzing, managing strategic change, issues in strategy implementation. Strategy Implementation : Behavioural Issues - Leadership, Corporate culture, social responsibilities and Ethics.

Unit V: Strategy Evaluation and Control

Designing Strategic Control System: Functional Issues – Operational/Production, marketing, financial and human resource management and Environmental factors, Information for strategic control, Techniques of strategic Evaluation and control, implementing strategic control.

Text Books:

1. P.Subba Rao, Business policy and Strategic management , Himalaya publishing House, 2nd edition, 2011
2. Azhar Kozami, Business Policy and Strategic Management, 2e, Tata McGraw-Hill Publishing company Limited , 2002

REFERENCE BOOKS

1. Thomas L. Wheelen and Hunger J. David, Concepts in Strategic Management and Business Policy, Pearson Education Asia, New Delhi, 2004
2. **Fred R. David (2011) strategic management concepts** and cases , Pearson Education, New Delhi
3. U.C. Mathur, “Text Book of Strategic Management”, 2005, Macmillan Publisher India Ltd, Hyd.
4. Sukul Lomash and P K Mishra, Business policy and Strategic management , Vikas Publishing House Pvt Ltd, 2010

MARKETING ELECTIVE

ADVERTISING & BRAND MANAGEMENT

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.15AT

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives: :

To expose students to the principles and practices of advertising, Brand and develop the conceptual abilities in this functional area of marketing, which will help them to prepare effectively for a career in the advertising and branding

Course Outcomes:

On successful completion of this course, the students should have understood

- Concept of Advertising, History, functions of advertising
- Types of Advertising, Department, designing advertising copy and strategy
- Concept of Branding, strategies, brand positioning.
- Integration of advertising and Brand in marketing

UNIT I: Introduction

Concept, Scope, Objectives, Fundamentals and History of Indian advertising, Types and Functions of advertising, Advertising Department, functions, advertising agency functions.

UNIT II: Advertising Copy and Design Strategy

Advertising copy, objectives, attributes of an effective advertising copy, types of advertising copy, layout, functions and principles of layout, advertising appeals, copy writing, copy writing for radio, TV and outdoor media, forms of TV commercials.

UNIT III: Classification of Advertising

Classification on the basis of – Audience, Media, Advertiser and Area including Advertising in Rural India Special purpose Advertising such as Green advertising, Political advertising, Advocacy advertising, Retail advertising, Financial advertising Corporate image advertising, comparative advertising, Primary / Generic advertising, Social advertising including Social Advertising by Indian Government through Directorate of Advertising and Visual Publicity (DAVP)

UNIT IV :- Introduction to Brands and Brand management

Concept of Brand,brand evolution, branding challenges and opportunities, Strategic brand management process ,identifying and establishing brand positioning and values; Brand building& brand repositioning.

UNIT V- Implementing Brand strategies

Designing and implementing brand strategies; Brand extension,brand equity, brand personality, brand image. Integrating advertising and brand management

TEXT BOOKS

1. Aaker, Myers & Batra : Advertising Management , Prentice Hall, 5th Ed,2013
2. David Aaker , Building strong brands,Prentice Hall,6th Edition,2010

REFERENCE BOOKS

1. Advertising Management - Batra Rajeev, Myers John G., and Aaker David A., 5th ed., Prentice Hall India, New Delhi, 2004
2. Advertising Management – Jaishree Jethwaney and Shruthi Jain, 2nd Ed. Oxford University Press, 2012
3. Advertising and Promotion, An Integrated Marketing Communications Perspective Belch G. and Belch M., 6th ed., Tata McGraw-Hill Publishing Company Limited, New Delhi, India, 2003
4. Advertising and Sales Promotions Kazmi S. H. H. and Batra Satish K., 2nd ed., Excel Books, New Delhi, India, 2004
5. Strategic Brand Management, Jean Noel Kampferer,Excel Books 2009
6. Strategic Brand Management, Creating and Sustaining Brand Equity Long term, Second Edition, Kogan Page, Second Edition ,2001

DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.15BT

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives:

Students acquire the knowledge and basic skills to effectively design of Distribution & supply chain system for an organization.

Course Outcomes:

After completing this course, students should be able to:

- This course is to help students understand the Distribution functions as integral part of marketing functions in a business firm.
- Learn the basic elements of supply chain management.
- Develop ability to analyze and solve supply chain related problems.
- Learn how to use IT tools in supply chain management.

UNIT – I: Channel management

Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

UNIT – II: Wholesaling and Retailing

Wholesaling - Introduction, Definition of Wholesalers, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling, Retailing - Introduction, Definition of Retailers, Origin of Retailing, Scope of Retailing, Retailing Scenario: An Overview, Retailing: Importance and Success Factors, Retail Format.

UNIT – III: The Basics of Supply Chain Management

Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions.

UNIT – IV: Planning Demand and Supply

Introduction, Three Components of SCM, Demand Management, Demand Forecasting, supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies

UNIT – V: Recent Trends in Supply Chain Management

Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management

Text Books:

1. K. Shridhara Bhat, Logistics and Supply Chain Management Himalayan Books , Mumbai 2011
2. Pingali Venugopal Sales and Distribution Management: An Indian Perspective, SAGE Response; Response edition, New Delhi 2009.
3. Mathur, Sales and Distribution Management Paperback, New Age International, New Delhi 2012.

Reference Books:

1. Tapan K. Panda Sunil Sahadev, Sales and Distribution Management , Oxford; Second edition, 2011
2. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall, 2001

MARKETING OF SERVICES

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.15CT

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objective:

- The objective of this course is to enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

Course Outcomes:

- To develop students' understanding of those aspects of marketing of particular relevance to service producing organizations.
- To present strategies and approaches for addressing these challenges, and
- To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions.

Unit-I: Foundation of services marketing

Introduction , The services concept- Service Industry –Nature of Services, Characteristics of Services, Classification of Services – Importance of Services Marketing - The Growth in Services – Global & Indian Scenarios, Distinctive Characteristics of Services - Four I's of services - Intangibility, Inconsistency, Inseparability and Inventory.

Unit-II: Segmentation, Targeting and Positioning

Strategic Aspects of Services Marketing, Segment Selection or targeting a few Segments, Positioning a Service in the Marketplace, Targeting Customers and Building Relationships, Importance of Services Marketing in Indian Economy, Growth of service sector in Indian Economy.

Unit-III: The Services Marketing Mix

Service Product, Service Products; 8 LH Bundled with Conventional Products and Standalone, Service Life Cycle, Service Design: A General Framework, Service quality issues and the human dimension in Services. Customer loyalty and profitability.

Unit-IV: Distribution Strategies for Services

Challenges in Distribution of Services, Personal Selling – Advertising and Sales Promotion in Service Industry, Customer Satisfaction & Service Quality in Service Marketing – Service Triangle, Service Encounter -Role of HR & Internal Marketing - Monitoring and Measuring customer satisfaction –SERVQUAL & GAP model - Handling complaints effectively - Service Failure – Recovery

Unit-V: Services in organized retailing

Health care industry in India, Marketing E- services, Business process outsourcing (BPO), medical transcription , knowledge process outsourcing (K PO) E – learning (Indian context)

Text Books:

1. Rampal. M.K & Gupta S. L , Service marketing , Galgotia Publishing, NewDelhi 2000.
2. Valarie A Zeithaml , Services Marketing: Integrating Customer Focus Across the Firm, Second Edition, McGraw-Hill 2003.
3. Christopher Lovelock , Services Marketing : People, Technology & Strategy, Seventh Edition, Pearson Education, NewDelhi 2011

Reference Books:

1. Ravi Shanker , Services Marketing, First Edition, Excel Books, NewDelhi 2008.
2. Bryson, J. M., Strategic Planning for Public Service and nonprofit organizations, First Edition, Pergamon Press 1993.
3. S M Jha , Services Marketing, Himalaya Publishing House , Mumbai 2000.

FINANCE ELECTIVE

FINANCIAL SERVICES

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.16AT

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objective: To gain insight into various financial services offered to facilitate customers

Course Outcomes:

- To comprehend and analyze the operations of financial service industry
- To know the importance of role of intermediaries and its regulating bodies

UNIT I

Financial System and Financial Services

Financial System – Meaning, Definition, Functions, Role of Financial System in Economic Development, Weaknesses and Constituents of Indian Financial System.

Financial Services - Meaning, Definition, Features, Growing importance, Classification–Traditional and Modern view–Fund based and non fund based services, Need for innovation, New Financial Products and Services– An overview of Indian Financial Services Sector Scenario and Challenges facing Financial Service Sector.

UNIT II

Leasing and Hire Purchase

Leasing – Concept, Definition, Steps, Types, Structure, Merits and Demerits.

Hire Purchase – Meaning, Definition, Features Parties to Contract, Merits, demerits and differences between leasing and hire purchase.

UNIT III

Factoring, Bill Discounting and Forfaiting: Factoring - Concept, Features, Cost of Factoring, Classification, Functions of Factor, Factoring Scenario in India–Kalyan Sundaram Committee – RBI Guidelines.

Bill discounting–Concept and characteristics, Process of bill discounting, Legal aspects, Parties involved and their legal obligations.

Forfaiting – Definition, Factoring Vs Forfaiting, Working, Benefits and Demerits.

UNIT IV

Venture Capital Financing– Concept, Features, Scope ,Venture Capital Funding Process,Funding and Entry Strategies of VCF– Structuring Venture Capital Financing–Valuation of VCF -Conventional Valuation Method–First Chicago Method – Revenue Multiplier Method, Exit strategies of VCF ,Ventures Capital Financing Scenario in India, Regulatory Framework of VCF and Suggestions for Growth of Venture Capital Funds.

UNIT V

Credit Rating – Origin, Meaning, Definition, Functions, Regulatory Framework, Process, Types of Ratings, Symbols of Ratings and Grades, Dimensions of Credit Rating Methodology and Process– Credit Rating Agencies in India and their rationale.,Merits and Demerits.

Suggested Books

1. Khan. M.Y., “Financial Services”, 2010, 5th Ed. Tata McGraw-Hill, Pvt. Ltd., New Delhi.
2. Gordon and Natarajan, “Financial Markets and Services’, 2009, HPH, 7th Ed. Mumbai.
3. Dr. Gurusamy. S., “Financial Services”, Tata McGraw-Hill, Education Pvt. Ltd. 2nd Ed., New Delhi.
4. Vasant Desai, “Financial Markets and Financial Services”, 2009, HPH, 1st Ed., Mumbai.
5. Avadhani. V.A., “Financial Services in India”, 2009, 1st Ed. HPH.

STRATEGIC CORPORATE FINANCE

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.16BT

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objective: The objective of this course is to acquaint students with the advanced concepts of financial management and the application of the same in developing financial strategies for the organization.

Course Outcomes:

On successful completion of this course, the students should have understood

- The Concepts of Income Tax
- Heads of Incomes
- Aggregation of Income

UNIT-I.

Financial Policy and Strategic Planning: Changing face of Financial Management , components of financial strategy, Objectives and goals, strategic planning process. Investment Decisions Under

Risk and Uncertainty: Techniques of investment decision-risk adjusted discount rate, certainly equivalent factor, statistical method, sensitivity analysis, corporate strategy and high technology investments. Project Evaluation and Corporate Goal.

UNIT-II.

Expansion and Financial Restructuring: Mergers and Amalgamations- Corporate restructuring, types of corporate restructurings- Expansion strategy, Divestment Strategy reason for merger, benefits and cost of merger. Determination of swap ratios, Evaluation of merger proposal.

UNIT-III.

Leasing: Meaning, importance, types, tax, Evaluation of lease from the point of view of lesser and lessee, Lessee versus buy decision. Venture Capital: Concept and developments in India, process and methods of financing, fiscal incentives.

UNIT-IV.

Financing Strategy: Hybrid securities namely convertible and non-convertible securities, deep discount bonds, secured premium notes, convertible, preference shares ;option financing warrants, convertibles and exchangeable. Corporate Strategy Financial Policy and shareholder value creation: Linkage between corporate strategy and financial strategy, Implication of capital budgeting, capital budgeting, capital structure and dividend policy on corporate strategy shareholder value creation.

UNIT-V.

Managing Financial Risk with Derivatives: Types of corporate risk, Derivative Securities , Hedging risk, Future contracts, Forward contracts, Options swaps, Insurance, Risk Mgt tools and practices, Corporate Governance and Ethical Business Strategy

TEXT BOOKS

1. Allen D.An Introduction to Strategic Financial Management, CIMA/Kogan page, London,Edition 6,2014
2. Chandra, Parasanna, Financial Management, Tata Mc.Graw Hill,Delhi. Copeland,Edition 7,2013

REFERENCE BOOKS:

1. T.T Koller and J.Murrin. Valuation Measuring and Managing the value of Companies John Wiley, International Edition7,2014
2. Copeland T.E and J.D Weston: Financial Theory and Corporate Policy, Addison westley.NY. Hamton Jone: Financial Decision Making PHI, New Delhi.,Edition 7,2014

3. Hull J.C. Options: Futures and other Derivative securities, Prentice Hall of India, Delhi, Edition 6, 2013
4. Matto, P.K. : Corporation Restructuring: An Indian Perspective Macmillan, New Delhi, Edition 7, 2014
5. Pandey I.M: Financial Management, Vikas Publications, Delhi, Edition 7, 2014
6. Simith C.W, C.W Simdthson and D.S Wilford: Managing Financial Risk, Harper , Edition 6, 2014
7. Sudarsanm ,PS: The Essence of Mergers and Acquisitions Prentice Hall of India Hall, Edition 6, 2013

INVESTMENT MANAGEMENT

Scheme of Instruction

Total duration : 60 Hrs
Hours/Week : 5hrs /week
Credits : 5
Instruction Mode : Lecture
Course Code: BM.07.301.16CT

Scheme of Examination

Max. marks : 100
Internal Examination : 30
SBT : 10
External Semester Exam 60
Duration : 3 Hrs

Course Objectives :

To educate students about the various options available for investment decisions and portfolio management in organizations.

Course Outcomes:

On successful completion of this course, the students should have understood

- Investment and elements of investment decisions like factors influencing , risks involved etc.
- Types of investors and types of speculators
- Capital Markets ,Money markets and Information about Stock exchanges
- Trending investment options like derivatives ,Futures ,forward and swaps
- Regulatory frame work of capital markets in India
- understand the areas of security analysis and Portfolio Management for making prudent investment decisions.

Unit 1

Investment – meaning - definition – objectives - factors affecting investment – investment process -investment Vs gambling - investment Vs speculation – investment avenues – elements of risk. Types of risks (10 hrs)

Unit 2

Capital market - Meaning – structure – Functions – Money market VS Capital market- capital market instruments - shares - debentures - bonds - stock exchanges – role - functions – stock exchanges in India- BSE - NSE – OTCEI – trading mechanism – online trading – types of investors - types of speculators. (25 hrs)

Unit 3

Derivatives – meaning - features – classifications - financial derivatives – forwards – futures- options – swaps - Indian derivative markets – structure - trading regulatory frame work. (20 hrs)

Unit 4

Regulation of capital market in India - SEBI – constitution – powers – functions- roles- investor protection.(15 hrs)

Unit 5

Portfolio management - Introduction - importance – phases – security analysis – fundamental analysis
- EIC frame work – technical analysis – Dow Theory - Elliot Wave Theory. (20 hrs)

Books Recommended:**Text books :**

- 1 Rustagi RP, **Investment Analysis and Portfolio Management**, Sultan Chand & sons, New Delhi.
- 2 Dr.S.Kevin, **Portfolio management**, Prentice Hall of India Pvt Ltd
4. Bhalla, **Investment analysis**, Sultan Chand&Sons

Reference Books

1. Avadhani V A Security Analysis and Portfolio Management, Himalaya Publishing House
2. Donald E Fisher and Ronald J Jordan, Security Analysis and Portfolio Management, Himalaya Publishing House.
3. Preethi Sing, Investment Management,
4. Gupta L C, Stock Exchange Trading in India
5. Balakrishnan and S S Nag, Securities Market in India

HR ELECTIVE

HRD: SYSTEMS AND STRATEGIES

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.17AT

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objective

The course develops an understanding of the skills, abilities, and practical elements of employee development and gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an optimal HRD climate.

Course outcomes

By the end of the course, the students learn

- To evaluate the possible structures and functions for identifying training in organizations
- Describe applicable training evaluation, ROI of training, and apply them to the workplace

Unit - I

Human Resource Development (HRD) : Concept, Emergence of Human Resource Development, Need of HRD, objectives of HRD, benefits of HRD, The Relationship between human resource management and human resource development, HRD Functions-training and development, organization development, career development, Roles and competencies of HRD Professionals- HRD Executive manager, other HRD roles and outputs for HRD Professionals.

Unit II

HRD process- A framework for HRD process- Need assessment phase, design phase, implementation phase, evaluation phase, Assessing needs for HRD needs – introduction – strategic and organization analysis – task analysis – person analysis , Principles of HRD.

Unit- III

Designing effective HRD programmes – objectives of HRD Interventions - HRD Interventions and Creating HRD Program – selecting trainer – selecting the Training Methods and Media,preparing Training Materials, scheduling HRD Programs - Evaluating the HRD Programme - Mechanism for Evaluating the HRD Programme - Assessing the Impact of HRD Programs - Evaluate of Training Program

Unit IV

HRD Climate – elements of HRD Climate -HRD Audit – Concept – need – methodology, HRD Applications: Fundamental Concepts of Socialisation, Concept of Career Planning and

Career Management- Stages of Life and Career Development- Employee Counseling Services- Employee Assistance Programs- Meaning of Employee Wellness Programs

Unit V

Diversity of workforce – Introduction - Cultural Diversity - Managing Diversity- Effectiveness of managing diversity programs - Cross-cultural Education and Training Programs - Human resource development programs for culturally diversified employees- Recent trends in HRD - HRD Practices in Indian Organisations: Steel Tubes of India (STI), Larsen & Turbo Ltd. Challenges to organizations and to HRD professionals – HRD – The Vision.

Text Book:

1. Werner J. M., DeSimone, R.L.: *Human resource development*, South Western, Cengage, 6th Edition, 2012

Reference Books:

1. Rao T.V. and Pareek, Udai, *Designing and Managing Human Resource Systems*, Oxford and IBH Publication Ltd, 3rd Edition, 2006
2. Rao T.V., *Reading in human Resource Development*, Oxford IBH Publication .Ltd, 2000
3. Rao T.V., *Human Resource Development*, Sage publication, 1996
4. Rao, T.V., *Future of HRD*, Macmillan Publishers India, 2003

TRAINING & DEVELOPMENT

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.17BT

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives:

To familiarize the students with the concept and practice of training and development in the modern organizational setting.

Learning outcomes:

By the end of the course the students learn

- how to assess, develop, carry out, and
- Evaluate a training program.

Unit I

Introduction to training and development

Concept of training-characteristics of effective training system – interlinkages – nature of training and development- importance of training and development – Training process - Organization vision & perspective plans, assessment of training needs, setting training objectives and developing training policy and plan - designing training programmes – conducting or Implementation of training programmes- evaluation of training.

Unit II

Training methods :-On the job training methods- job instruction training, coaching, job rotation ,Job enlargement, syndicate method

Off the job training methods: knowledge based method- lecture, tutorials, conferences, panels and buzz sessions-films, programmed learning- Simulation methods: case study, vestibule training, experiential methods- sensitivity training, Fish bowl exercise- counseling- empowering-interviewing.

Unit III

Training methods, training climate and training techniques- using experience employees-creative alternative for formal training – modular programmes for development – walk about – debates-seminars and grid seminars—training climate – training techniques – evaluation of training-principles of evaluation.

Unit IV

Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, simulated management game, inbasket exercise, action learning, seminars, special projects, job rotation, case study, multiple management, sensitivity training. – career planning and management – two way process.- assessment and development centre

Unit V

Organisational Development (OD): Concept – OD interventions and classifications - Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions, Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD.

Text Books

1. Bhatia S.K. , Training & Development. New Delhi: Deep & Deep Publishers, 2009
2. French Wendell, Bell Cecil and Vohra Veena, Organisation Development, Behavioral Science Interventions for Organisation Improvement. (6th ed.), 2004

Reference Books

1. Blanchard P.Nick & Thacker James, W. Effective Training, Systems, Strategies and Practices. New Delhi: Pearson Publishers, 2004
2. Lynton Rolf & Pareek Udai., Training & Development (2nd ed.). New Delhi: Prentice Hall, 1990
3. Sahu R.K, Training and development, Excel Books, 2006

MANAGEMENT OF INDUSTRIAL RELATIONS

Scheme of Instruction		Scheme of Examination	
Total duration	: 60 Hrs.	Max. Marks	:100
Hours/Week	: 5 Hrs.	Internal Examination	: 30
Credits	: 5	SBT	: 10
Instruction Mode	: Lecture	External Semester	60
Course Code	: BM.07.301.17CT	Exam Duration	:3 Hrs

Course Objectives: To acquaint students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial Relations.

Course Outcomes: On successful completion of this course, the students should have understood

- The legal framework of industrial relations.
- Provisions included in various labour laws.
- How law affects the industry & labour

Unit I Concept of industrial relations: aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives process, prerequisites of collective bargaining.

Unit II Workers participation in management: Levels & Mode of participation, Works Committee, Joint Management councils, Worker Director, Grievance Procedure, QC.

Unit III Trade Union Act 1926: Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes.

Unit IV Wages Act: Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, The Payment of Bonus Act 1965.

Unit V The Factories Act 1948: Definition, approval, licensing and registration, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays.

Text Books

1. C.B.Mamoria, Mamoria & Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing House Pvt Ltd, 13th Edition.
2. C.S. Venkat Rathnam, *Industrial Relations*, Oxford University Press, New Delhi, 2009.
3. Arun Monappa, *Industrial Relations*, Tata McGraw Hill Publishing Company Limited, New Delhi, 2007.

Reference Books

1. T N Chhabra, **Industrial Relations and Labour Laws**, Dhanpat Rai Publishing House, Edition 5th .
2. S C Srivastava, **Industrial Relations and Labour Laws**, Vikas Publishing House.2010

SEMESTER VI

SOCIAL MEDIA MARKETING

Scheme of Instruction

Total duration	: 30 Hrs.
Hours/Week	: 2 Hrs.
Credits	: 2
Instruction Mode	: Lecture
Course Code	: BA.07.402.28T

Scheme of Examination

Max. Marks	: 50
Internal Examination:	20
SBT	:
External Semester	30
Exam Duration:	2Hrs

Unit 1: The Social Media Mix & Blogs, Podcast, and Video : Making Business Case for Social Media, Tallying the Bottom Line, Plotting Social Media Marketing Strategy, Managing Cyber social Campaign, Cyber social Tools, Discovering Helpful Tech Tools, Leveraging Search Engine Optimization SEO for Social Media, Using Social Bookmarks, News, and Share Buttons, Growing the Brand, Building the Blog, Using Podcasts or Video in Content, Sharing Images, Using Twitter as a Marketing Tool, Using Twitter as a Networking Tool, Finding the Right Twitter Tools, Supplementing Online Marketing Tools with Twitter, Hosting Twitter Chats.

Unit 2: Face book, Google + and Pinterest: Using Face book as a Marketing Tool, Creating and Sharing Content on Face book, Gaining Insight about Your Face book Community, Finding the Face book Sweet Spot, Leaping into Google+, Socializing in Circles, and Building through Pluses, Shares, and Comments, hanging with Google+ Community, Pinning Down Pinterest, Marketing with Pinterest, Driving Sales with Pinterest

Reference Books:

1. Social Media Marketing All-in-One for Dummies by Jan Zimmerman, John Wiley & Sons; 3rd Edition
2. Social Media Marketing for Dummies by Shiv Singh, Stephanie Diamond, 3rd Edition, John Wiley & Sons; 3rd Edition
3. Social Media Marketing. The Next Generation of Business Engagement by Dave Evans, John Wiley & Sons

Taxation

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BC.07.101.222T

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objective: The course aims to help students to comprehend the basic principles of the laws governing taxes. Students are expected to have only elementary knowledge of the topics specified in the syllabus

Course Outcomes:

On successful completion of this course, the students should have understood

- The Basic Concepts of Income Tax
- Service Tax & Central Excise
- Value Added Tax (VAT)

Unit I -Introduction to Income Tax Act 1961: Salient Features and Basic Concepts – Previous Year, Assessment Year, Person, Gross Total Income and Agricultural Income.

Unit II- Income Tax payment and Procedure Tax Deduction at Source, Rectification and Appeal, Income Tax Authority, Advance Tax, Interest and refund of Tax, Penalties and Prosecutions.

Unit III – Service Tax: Charge of Service Tax, Taxable Services, Valuation of taxable services, Payment of Service Tax, Penalty and Appeals process.

Unit IV- Central Excise: Nature and Scope of Excise Duty, Definitions: Excisable goods, Factory, Manufacture, Deemed Manufacture, Liability of Central Excise, Kinds of Excise Duty, Classification of Excisable goods, Valuation of goods, Assessable Value, Concessions to SSI Units, Procedure of self removal of excisable goods.

Unit V- Value Added Tax (VAT) Definitions: Agriculture, Capital Asset, Dealer, Goods, Declared Goods, Place of Business, Purchase Price, Sales Price, Resale and Turnover. Incidence and Levy of Tax, Authorities and Tribunal. Registration, Returns, Penalty and Interest, Input and Output Vat, Input Credit, Deductions of Tax at Source, Threshold Limit of TDS

TEXT BOOKS

1. Lal, B.B., Income Tax and Central Sales tax Law and Practice, 30th edition, Pearson Education, (2009),.
2. Singhanian, V. K and Singhanian, Monica, Students Guide to Income Tax, latest edition, Taxman Publications.

REFERENCE BOOKS

1. Ahuja, Girish and Gupta, Ravi, Systematic Approach to Income Tax, Latest Edition, Bharat Law House.
2. Datey, V.S., Indirect Taxes-Law and Practice, latest edition, Taxmann Publications.

INTERNATIONAL BUSINESS

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.21T

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives:

To impart the students with the knowledge about International Business & create ways to solve international business challenges caused by cultural differences.

Course Outcomes:

On successful completion of this course, the students should have understood

- To examine the elements of societal cultural , especially ethics and social responsibility
- Identify the critical aspects of the external environment that must be modified when expanding from a domestic to an international market.
- Apply models for analyzing competitive positioning in order to develop international market opportunities

Unit I: International Business: An overview

Introduction to International Business, Evolution, Nature and scope, Stages and approaches of International business, Drivers of globalisation, Advantages and disadvantages of International Business and Problems and prospects of International Business.

Unit II: International Business Environment

Meaning of International Business Environment, Environmental factors, Social and cultural factors, Technological, Economic and Political environment. Transfer of capital and technology.

Unit III: Types of Entering International Business

International Business Analysis, Different types of entering international business, Exporting and importing, Licensing, Franchising, Special Modes, FDI - without alliance, with alliance, Entry of MNCs into the Indian economy, Types and nature of companies, the consequences of MNC's and their effect on growth and development.

Unit IV: International trade theories

International trade theories-Mercantilism, Absolute cost theory, comparative cost theory, Opportunity cost theory, Factor Endowment theory, complementary trade theories. General

Agreement on Tariffs and trade (GATT), Establishment of WTO, Ministerial Conferences of WTO, Organisation structure and functions of WTO, TRIPs and TRIMs.

Unit V: International trade flows-Exports and imports

Economic Integration-Levels of Economic Integration, European Union (EU), North American free Trade Agreement (NAFTA), Association of South-East Asian Nations (ASEAN), South Asian Association for Regional Co-operation (SAARC), Exports and imports, Tariff & Non tariff barriers.

Text Book:

1. P.Subba Rao, "International Business", 2009, Himalaya Publishing House.

Reference Books:

1. Aswathappa, K, "International Business", 2010, Tata McGraw Hill, New Delhi.
2. John D. Daniels & Lee H. Radebaugh, "International Business", 2006, Pearson Education.
3. Francis Cherunilam, "International Trade and Export Management" 2012, Himalaya Publishing House.
4. Francis Cherunilam, "International Business Environment", 2011, Himalaya Publishing House
5. Hill, Charles W.L. "International Business", 2008, Tata McGraw Hill, New Delhi

MARKETING ELECTIVE

CUSTOMER RELATIONSHIP MANAGEMENT

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.23 AT

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives:

The objective of this course is to enable the students to understand the importance of satisfying the customer in today's competitive world.

Course Outcomes:

On successful completion of this course, the students should have understood

- Students will understand the nuances of customer relationship
- CRM link with the other aspects of marketing

- Role of CRM in increasing the sales of the company

UNIT-I

CRM – Introduction – Definition – Need for CRM – Complementary Layers of CRM – Customer Satisfaction – Customer Loyalty – Product Marketing – Direct Marketing.

UNIT-II

Customer Learning Relationship – Key Stages of CRM – Forces Driving CRM – Benefits of CRM – Growth of CRM Market in India – Key Principles of CRM.

UNIT-III

CRM Program – Groundwork for Effective use of CRM – Information Requirement for an Effective use of CRM – Components of CRM – Types of CRM.

UNIT-IV

CRM Process Framework – Governance Process – Performance Evaluation Process.

UNIT-V

Use of Technology in CRM – Call Center Process – CRM Technology Tools – Implementation – Requirements Analysis – Selection of CRM Package – Reasons and Failure of CRM.

Text books:

1. Customer relationship management, K.Balasubramaniyan, GIGO publication, 2005.
2. The essentials guide to knowledge management – E-business and CRM application, Amrittiwana, Pearson education, 2001.

Reference Books:

1. E-business – Roadmap for success, Dr.RaviKalakota, Pearson education asia, 2000.
2. Business – The Dell way, Rebecca saunders, India book distributors, 2000

CONSUMER BEHAVIOUR

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.23

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

BT

Course objective: To develop an understanding of underlying concepts and issues in Consumer behavior in marketing.

Course Outcomes:-

- Students will understand the factors affecting consumer behavior
- Students will understand the process which helps them in buying product and services.

Unit – I:

Consumer Behavior - Definition - Nature - Scope - need for studying CB - Consumer research process - Setting objectives - Sample design - Data collection - Report Preparation.

Unit – II:

Consumer Buying Behaviour and Buying process - Buying behavior - Concepts - importance - need and elements involved in buying process - Factors influencing buying process - Economic and legal factor - Social factors - Psychological factors - Behavioral factors.

Unit – III:

Consumer behaviour and decision making models - Consumer decisions - consumer as decision makers - types of consumer decisions - consumer decision making process - problem recognition - information search - alternative evaluation and selection - Consumer decision making models - Economic model - Psychoanalytic model - Sociological model - Howard & Sheth model - Consumer Decision making.

Unit – IV:

Consumer behaviour and market segmentation - Market segmentation - meaning - definition - bases of market segmentation - requirements of good market segmentation - market segmentation strategies.

Unit – V:

Post purchase behaviour and market regulation - Defining post purchase behavior - consumer's post purchase dissonance - satisfaction - dissatisfaction - consumer complaint behavior - loyalty marketing - Consumer market regulation - Consumer Protection Act 1986 -rights of consumers - Consumer Protection Council - State Protection Council - Consumer Dispute Redressal Agencies.

Text Books:

1. Hawkins, Best and Coney, Consumer Behaviour, Tata McGraw Hill, New Delhi
2. John A Howard, Consumer Behaviour in Marketing Strategy, Prentice Hall New Delhi
3. Schiffman L G and Kanuk L L Consumer Behaviour, Prentice Hall New Delhi
4. Anita Ghatak, Consumer Behaviour in India, D K Agencies (P) Ltd New Delhi
5. Sarkar A Problems of Consumer Behaviour in India, Discovery Publishing House New Delhi

INTERNATIONAL MARKETING

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.23 CT

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives:

To offer knowledge and expertise in the marketing business at global level and to provide exposure on marketing practices of business firms

Course Outcomes:

On successful completion of this course, the students should have understood

- Concept and scope of International marketing
- Dynamic Environment of International marketing, International STP
- International Product, pricing, place and promotional strategies
- International Market channels & Documentation required in international marketing

UNIT I Introduction

The concept of global marketing – Importance, Growth and Benefits – Scope and Challenge of international marketing – The dynamic environment of international marketing, International segmentation, Targeting & Positioning

UNIT II International product & pricing policy

Product positioning in foreign market – Product standardization and Adoption – Brands, Trademarks, Packaging and Labeling – International marketing of services – International product pricing policy – Export pricing – Pricing for international markets.

UNIT III International promotional policy

International advertising – Developing International advertising strategy – International sales force and Their management – Other forms of promotion for global markets.

UNIT IV Overseas marketing channel policy

Managing international distribution channels – Multinational retailers and Wholesalers – Global Logistics – Contemporary issues in International marketing – Future prospects in International marketing

UNIT V International Institutional Infrastructure & Documentation

Institutional infrastructure for export in India, Export Assistance, Introduction to Export documentation and procedures, framework, pre-shipment & post-shipment documents.

TEXT BOOK

1. Varshney & Bhattacharya: International marketing management, Sultan Chand & Sons, Edition 9th, 2013
2. P.K. Vasudeva, 'International Marketing' Excel books, 2004.

REFERENCE BOOKS:

1. Dana – Nicoleta, Laseu, 'International Marketing', Biztantra 2003.
2. R. Srinivasan, 'International Marketing' Prentice Hall India.
3. Warren J. Keagan, Mark Green, 'Global Marketing 3/e, Prentice Hall.
4. Philip R. Cateora, John Graham, 'International Marketing', Irvine – Sage Publications, 2004.
5. Michal R. Czinkota, Ilkka A. Ronkainen, 'Best Practices in International Marketing', Harcourt college Publishers, 2001.
6. Vern Terpstra, Ravi sarathy, 'International Marketing', Harcourt college publishers, 2001.
7. Rathor, Jani Rathor, 'International Marketing', Himalaya publishing House.
8. John Fayer Weather, 'International Marketing', Prentice Hall.
9. S.A. Sherlekar, V.S. Sherlekar, 'Global Marketing Management', Himalaya publishing House
10. Sak Onkvisit, John J Shaw, 'International Marketing', Prentice Hall, 1998.

11. J.M. Dewan, K.N. Sundarshan, 'International Marketing Management', Discovery publishing house,1996.

FINANCE ELECTIVES
INVESTMENT BANKING

Scheme of Instruction

Total Duration	:	60 Hrs
Hours/Week	:	5 Hrs
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.24 AT

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

COURSE OBJECTIVES:

The objective of this paper is to impart basic knowledge of Banking and Insurance Services to the students by understanding different parts of the investment bank which provides complete information financial aspects & its various types of financial products & services available in the Indian scenario.

COURSE OUTCOMES:

Investment banking has been designed to allow the graduates to gain the relevant competencies & skills to give them as a competitive advantage when they apply for employment in this sector.

UNIT - I

Introduction to Banking Business: Structure of the Indian Banking System ,Types of bank Banking Sectors- Retail, Corporate, Rural and International; Non-banking financial intermediaries; Types of advances and deposits in a bank, New Dimensions and Products. - Credit, Debit and Smart Cards and e-Banking.

UNIT - II

Investment Banking-Meaning and scope of investment banking, evolution, overview of current state of investment banking in India; Merchant Banking –Advisory services for equity/debt issues,

management, placement and distribution of equity/debt; Mergers and Acquisitions, Divestitures- Identification, Structuring, Negotiation and Execution, arranging finances.

Unit III:- Corporate Restructuring Mergers and Acquisitions Types of Mergers Evaluation of Merger Proposal Take-over Amalgamation Leverage buy-out Management buy-out

Unit IV:- Corporate Deposits-Importance of institutional deposits vis-a-vis retail deposits; Corporate Finance-Working capital finance, fund and non-fund based limits and import-export finance, corporate debt restructuring.

UNIT - V : Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL

SUGGESTED BOOKS

1. "Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions"-

REFERENCE BOOKS

1. [Joshua Rosenbaum](#), [Joshua Pearl](#), [Joseph R. Perella](#), 2015, WileyCDA
2. Gordon and Natarajan, "Financial Markets and Services", 2009, HPH, 7th Ed. Mumbai.
3. Dr. Gurusamy. S., "Financial Services", Tata McGraw-Hill, Education Pvt. Ltd. 2nd Ed., New Delhi.
4. Vasant Desai, "Financial Markets and Financial Services", 2009, HPH, 1st Ed., Mumbai.
5. Avadhani. V.A., "Financial Services in India", 2009, 1st Ed. HPH.
6. Srinivasan NP and Saravanavel, P., "**Development Banking in India and Abroad**", Kalyani Publications, Ludhiyana, 2001
7. A.K.Basu, "**Fundamentals of Banking and Practice**", 1975

INTERNATIONAL FINANCE

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.24 BT

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objective:

The objective of the course is to provide an understanding of both the key features of foreign exchange markets and the actual problems of multinational corporation within an environment of free flows of foreign capital and floating exchange rates.

Course Outcomes:

On successful completion of this course, the students should have understood

- The legal framework International Finance
- To have the knowledge about Foreign Exchange Market

UNIT I - INTRODUCTION

International Finance- Meaning, Definition Nature, Scope, importance, Risk in international transactions, International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, floating exchange rate, currency board, sterilized and unsterilized intervention, International Financial Management Vs Domestic Financial Management

UNIT II - INTERNATIONAL MARKETS, FINANCIAL INSTITUTIONS AND INSTRUMENTS

International Financial Market- Definition, Euro Currency Market, International Bond, equity, money and capital Market

International Financial Institutions- IMF, Bank for International Settlements, international banking- Euro bank, types of banking offices- correspondent bank, representative office, foreign branch, subsidiary bank and offshore bank

International Financial Instruments- Euro CP, Eurobonds, foreign bonds, global bonds, ADR and GDR

UNIT III - FOREIGN EXCHANGE MARKET

Foreign Exchange Market –Evolution, Definiton, structure, participants and functions ,determination of exchange rate in spot and forward market, Foreign Exchange Quotes - direct, indirect and cross quote.

UNIT IV - INTERNATIONAL PARITY RELATIONSHIP

Theories of Exchange Rate Determination – Purchasing Power Parity, International Fisher effect, Interest Rate Parity and Unbiased Forward rate Theory (Including Simple Numerical Problems)

UNIT V - MULTINATIONAL CORPORATE DECISIONS IN GLOBAL MARKETS AND RISK EXPOSURE

Foreign Direct Investment – Definition, motives, FDI theories-Theory of comparative advantage, OLI paradigm of FDI in India, evaluation of overseas investment proposal using APV, international cash management, multinational capital structure decision and cost of capital

Risk Exposure in Multinational Corporation : Definition,Types of Exposure - transaction exposure, translation exposure, economic exposure – Meaning and Methods

Suggested Books

1. International Finance – G.Shailaja,2011, 2nd Ed. University Press
- 2.International Financial Management- P.G.Apte ,2014 Tata McGraw Hill Publishing Company Limited
3. International Financial Management – Madhu VIJ,2016,Excel Books
4. Vyuptakesh Sharan, International Financial Management, , 4th Ed, 2006, PHI Learning Pvt Ltd
5. International Financial Management – Choel S.Eun and Bruce G.Resnick,2016,Mc.Graw Hill Education

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.24 CT

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives:

- To enable develop skills in analyzing various types of securities.
- To develop necessary skills in students to design and revise a portfolio of securities.

Course Outcomes:

On successful completion of this course, the students should have understood

- Broad overview of investment management.
- Valuing equity and debt instruments.
- Measuring the portfolio performances.
- Evaluation of the performance of Mutual Funds

Unit I: Introduction Investment Management

Investment management, nature and scope, investment avenues, types of financial assets and real assets, Security return and risk – Systematic and unsystematic risk - sources of risk, Measurement of risk and return, sources of investment information

Unit II: Securities Analysis

Fundamental Analysis: Meaning – Economy Analysis – Economic Forecasting – Forecasting Techniques – Industry Analysis – Concept of Industry – Industry Life Cycle – Industry Characteristics – Company Analysis – Financial Statements – Analysis of Financial Statements (Theory Only). Technical Analysis: Meaning – Dow Theory – Basic Principles of Technical Analysis

Unit III: Valuation Securities

Fixed income – securities – bonds, preference shares – sources of risk, valuation, duration of bonds – theory of interest rates – yield curve, Bond innovations and their valuation. Analysis of variable income securities, fundamental analysis – analysis of economy, industry analysis, company analysis –, Equity valuation models,

Unit IV: Portfolio Management

Meaning of portfolio management, portfolio analysis, why portfolios? Portfolio objectives, portfolio management process, selection of securities. Portfolio theory, Markowitz Model, Sharpe's single index model. capital Asset pricing model

Unit V: Portfolio Evaluation

Portfolio evaluation, Sharpe's index, Treynor's measure and Jensen's measure. mutual funds
Concept of Mutual Funds - Growth of Mutual Funds in India - Mutual Fund Schemes Evaluation
of the performance of Mutual Funds – Functioning of Mutual Funds in India.

TEXT BOOKS

1. Avdhani, V.A. (6th ed., 2003). Security Analysis and Portfolio Management. Himalaya Publishing House
2. Bhalla, V.K. (9th ed., 2003). Investment Management; Security Analysis and Portfolio Management. S. Chand & Co. Ltd.

REFERENCE BOOK

1. Punithavathi Pundyan: Securities Analysis & Portfolio Management, Vikas
2. Kevin S: Security Analysis and Portfolio Management, Prentice Hall
3. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw-Hill
4. Punithavathy, Pandian (2005). Security Analysis and Portfolio Management. Vikas Publishing House.
5. Chandra Prasanna (2002). Investment Analysis and Portfolio Management. Tata McGraw Hill, New Delhi.

HR ELECTIVE

LEADERSHIP DEVELOPMENT

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.25

AT

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

Course Objectives:

To understand leadership roles and styles and examine the leader's role as it leads to development of self and organization.

Course Outcomes:

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

- Demonstrate an understanding of the current leadership theories and how they apply to the modern organisation
- Analyze the impact of effective leadership perspectives on organisational performance
- Reengineer the mindset of students which will help them to become effective leaders
- Analyze the issues and prepare them strongly for future leadership.

Unit - I: Introduction to leadership: Traits, styles, skills, behaviors, vision, inspiration and momentum of leadership-International framework for analyzing leadership- Personality Types and Leadership-Five factor model of personality

Unit II: Leadership Theories

Great Man Theory-Trait theory- Behavioral Theories: Michigan studies, Ohio State University studies, Leadership Grid, Role theory- Contingency Theories: Casual model of Leadership, Normative Decision model, Hersey Blanchard situational model, Vroom & Jago's model, House's Path Goal theory- Contemporary leadership styles

Unit - III: Leadership development programs and models: Characteristics, types and evaluation of Leadership Development efforts-Trait, behavior, power influence, situational and integrative approaches to leadership.

Unit - III: Leadership and Corporate Culture: Levels of Leadership- Leadership Traits of Highly productive Organizations- Leadership strategies for Productivity improvement- Corporate culture- Purpose- Foundations of a Productivity focused culture- Managerial culture. Leader's action that fosters teamwork- Leadership Commitment.

Unit – V: Women in Leadership: Meaning- Definition- Women’s unique leadership traits- Women & Leadership- Barriers for Women in Leadership positions- Women in Leadership: Global scenario vs Indian scenario- Current issues in leadership

Suggested Books:

1. Andrew J. DuBrin, Carol Dalglish, Peter Miller, Leadership, 2005, 2nd Asia Pacific Ed, John Wiley & Sons Australia, Limited
2. V.S.P. Rao, “Management Text & Cases”, 2007, Excel Books.
3. Peter G. Northouse, “Leadership”, 2010, 6th Ed, Sage Publications.

CHANGE MANAGEMENT

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.25

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

BT

Course Objective

The course enables the student to understand the concept change management. This will help them to emerge as leaders in the organizations.

Learning Outcome

The student understands the need to bring change, how to design change in the organizations, role of leadership in change management, change communication and resistance to change and the role of HR in change management.

UNIT I

Basics of Change Management: Meaning, nature and Types of Change, need for change, Key roles in organisational change, process of organisational change, Change Agents and Agency.

UNIT II

Execution of Change: Effective implementation to change, Theories of planned change, External and Internal change, Models of organisational change, organisational change and process consultation, work redesign model.

UNIT III

Resistance to change: Change communication - Resistance to change, Factors affecting resistance to change, managing resistance to change, evaluation of organisational change programmes.

UNIT IV

Leading the Change: The leadership of Change - Organizational learning and change-power, politics and Organizational change- Organisational conflicts and change.

UNIT V

Effectiveness of Change: Interventions in organisational change, Organizational design and change- Organizational Culture and Management of Change- Ethics and Managing Change.

Recommended Books:

1. S.K. Bhatia, Management of Change and Organisational Development: Innovative Strategies and Approaches, Deep & Deep Publications
2. E learn, Change Management, Elsevier Publications
3. Change Management,-Altering Mindsets in A Global Context, V Nilakant , S.Ramnarayan – SAGE Publications.
4. Managing Change - Adrian Thornhill, Pearson Publications

COMPENSATION MANAGEMENT

Scheme of Instruction

Total duration	:	60 Hrs.
Hours/Week	:	5 Hrs.
Credits	:	5
Instruction Mode	:	Lecture
Course Code	:	BM.07.301.25

Scheme of Examination

Max. Marks	:	100
Internal Examination	:	30
SBT	:	10
External Semester	:	60
Exam Duration	:	3 Hrs

CT

Course Objective: *The objective is to equip students with comprehensive knowledge in compensation management, its principles, designing compensation system in the organizations and contemporary strategic compensation.*

Learning Outcomes: By the end of the course the students will be able to understand the components of compensation and strategic compensation, present trends in compensation and design & implement an effective compensation management system in any organisation

Unit I: Introduction to Compensation Management

Introduction –Definition of Compensation Management - objectives of compensation – Principles of Compensation Management – Importance of Compensation Management - Types of wages. Exploring and Defining the compensation context – Intrinsic compensation - Extrinsic compensation -- Compensation Trends in India. - The 3-P compensation concept

Unit II: Compensation Planning & Bases of Compensation

Compensation and its components - Compensation Planning: Level, Structure and Systems Decision – Compensation level planning- factors influencing compensation level planning : internal factors and external factors. Traditional Bases for Pay-Seniority and Longevity Pay- Merit Pay- Performance Appraisal- Methods- Biases -Strengthening the Pay for Performance Link- Possible Limitations of Merit Pay Programme

Unit III: Incentive Pay & Other pay systems

Exploring Incentive Pay- Contrasting Incentive Pay with Traditional Pay. Individual Incentives- Types of Individual Incentives- Advantages and Disadvantages. Group Incentives- Types of Group Incentives- Advantages and Disadvantages. Companywide Incentives- Types- Designing Incentive Pay Programmes. Person Focused Pay- Competency Based Pay, Pay for Knowledge and Skill Based Pay, team based pay- Concepts.

Unit IV: Designing Compensation System

Building internally consistent Compensation System - Creating Internal Equity through Job Analysis and Job Valuation - Building Market Competitive Compensation System – compensation surveys - Integrating Internal Job Structures with External Market - Building Pay Structures that Recognise Individual Contribution : Constructing pay structure. Pay structure variations – Broad banding- two tier pay structure.

Unit V: Contemporary Strategic Compensation

International compensation – components of international compensation – Executive compensation – components of executive compensation - Compensating the Flexible Workforce Contingent Employees – core and fringe compensation.

Text Books

1. Tapomoy Deb, Compensation Management text & cases, Excel Publication , 2009
2. Joseph J. Martocchio, Strategic Compensation- A Human Resource Management Approach- Pearson Education, 2006, 3rd Ed

Reference Books:

1. Dipak Kumar Bhattacharya, Compensation Management , Oxford University Press , 2011
2. Richard.I. Henderson: Compensation Management In A Knowledge Based World - Prentice-Hall, 2007, 9th Ed
3. Milkovich & NewMan, Compensation, Tata McGraw –Hill,New Delhi, 2005

PROJECT WORK

Scheme of Instruction

Total duration : Hrs.
Hours/Week : Hrs.
Credits : 4
Instruction Mode : Practical
Course Code : **BM.07.301.26P**

Scheme of Examination

Max. Marks : 100
Internal Examination : 40
External Sem : 60
Exam Duration : VIVA
VOICE

The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between V & VI Semesters of BBA Programme.

Total marks for project will 100 (Internal 40 + External 60)

Internal Assessment (40 Marks)

EVALUATION TABLE

EVALUATION CRITERIA	Review-1 3 Chapters August 2016	Review-2 5 Chapters Feb 2017	Log Book (Record)	Meeting the guide (Attendance)	Project Progress Projection	Mock viva	TOTAL
Marks	10	10	5	5	5	5	40

External Evaluation (60 Marks)

GRADES	MARKS
F	<40
E	40-49
D	50-54
C	55-59
B	60-69

A	70-84
O	85-100

The students are required to do project work in any area of Management under the guidance of Internal Faculty Member assigned to the student.

The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner.

The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted 30 days (one month) before commencement of End Semester Examinations.

1. INTRODUCTION

As a student of Bachelor of Business Administration (BBA) you are required to undertake a major individual piece of research work - the Project or Dissertation. In contrast to the other elements of your programme, where you are guided fairly closely, the aim of the Project is to give you the opportunity to learn independently and show that you can identify, define and analyse problems and issues and integrate knowledge in a business context.

Please note that the project must not be treated as just another assignment. The Project provides the opportunity to judge the student's time and self-management skills and his/her ability to successfully undertake a long and in-depth study. Hence it is not only the product that is important, but also the process itself. Students must therefore ensure that they maintain regular contact with their supervisor and also that they provide the supervisor with drafts of their work at regular intervals. Finally, to keep yourself up-to-date and under control as regards your project, it is imperative that you meet your supervisor regularly.

2. DEFINITIONS AND OVERVIEW OF PROJECT

The project is a practical, in-depth study of a problem, issue, opportunity, technique or procedure – or some combination of these aspects of business. Typically, you will be required to define an area of investigation, carve out research design, assemble relevant data, analyse the data, draw conclusions and make recommendations. Your project should demonstrate organisational,

analytical and evaluative skills, and, where appropriate, an ability to design a suitable implementation and review procedure.

3. GUIDELINES AND REQUIREMENTS FOR THE PROJECT

The purpose of the project is to give students the opportunity to carry out an in-depth study of an applied nature, synthesizing various elements, yet pursuing one area of interest in depth. A Project to be of a high quality it is imperative to avoid detailed description devoid of analytical content.

4. CHOOSING A TOPIC

Choosing your topic is probably the hardest thing you will do. **The choice of topic is up to you, with guidance from your supervisor, but, he/ she is not there to make the decision for you.**

To a large extent, your ideas will be influenced by your situation. If you are in employment you may be able to research into a real life problem or, if you are not employed, you may choose a more general business issue. In either case, initial ideas are likely to originate in a vague form and may lack a clear focus. These then need to be developed into something manageable and practical by consideration of available literature/ texts and discussion with your project supervisors once allocated.

Whatever the source of your project idea, familiarity with the area is imperative for the successful completion of the project.

5. SCOPE OF THE PROJECT

An acceptable project will normally fall into one of the following categories:

A study that involves carrying out original research in order to meet the organization's continual need for new information for forward decision-making. The main issues may be human, economical, functional etc, but the construction and/or application of some kind of research instrument are the focus of the study. The analysis of the research findings (*e.g.* client's responses to questionnaire about changing product specifications) should take place, resulting in proposals about how to manage relevant aspects of the organisation's future.

6. ORGANISATION OF PROJECT REPORT

This section presents some of the norms associated with a project. It is strongly recommended that you **follow these guidelines**. The final report should be presented in the following sequence:

❖ Title page

- ❖ Student's Declaration (Annexure-I)
- ❖ Supervisor's Certificate (Annexure-II)
- ❖ Company Certificate
- ❖ Abstract
- ❖ Acknowledgements
- ❖ Table of Contents:
 - List of Tables
 - List of figures
 - List of Appendices
- ❖ **Chapter 1. Introduction:** This chapter includes the research problem, need for study/significance of the project, objectives, hypotheses, methodology – scope, sample design, sources of information, tools and techniques of analysis, structure of the study with sound justifications/explanations.
- ❖ **Chapter 2. Literature Review:** This chapter should reflect the students' understanding of the relevant theoretical and empirical background of the problem. Focus should be more on the logical presentation of the empirical evolution of conceptual and methodological issues pertaining to research problem. Also highlight the methodological clues drawn through this review for your project.
- ❖ **Chapter 3. The company/Organisation/System:** This chapter should contain a brief historical retrospect about the entity of your study.
- ❖ **Chapter 4 : Present your data analysis and inferences**
- ❖ **Chapter 5. Findings, Conclusions, Recommendations and Limitations:** Gives findings of the project, conclusions, implications and recommendations. Also specify the limitations of your study. You may indicate the scope for further research.
- ❖ **Bibliography:** List the books, articles, websites that are referred and useful for research on the topic of your specific project. Follow Harvard style of referencing.
- ❖ **Appendices**

Your documents should be appropriately numbered. It is usual for Page 1 to start with the Introduction. The sections prior to the Introduction are usually numbered with small Romans, i.e. i, ii, iii. It is easier if appendices are numbered in a separate sequence (suggest A, B, C) rather than as a continuation of the main report.

While presentation follows this sequence, it may be actually written in a very different order. For example, the introduction is often the last major section to be completed.

7. TECHNICAL SPECIFICATIONS OF THE PROJECT

- ❖ The project should be typed on **A4 white paper**, and be **double-line spaced**.
- ❖ The left margin should not be less than **40 mm** and the right margin not less than **20 mm**.
- ❖ All pages should be **numbered**, and numbers should be placed at the centre of the bottom of the page, not less than 10 mm above the edge.
- ❖ **All tables, figures and appendices** should be consecutively numbered or lettered, and suitably labelled.

3 bound copies & a soft-copy should be handed in to the **Principal/Director of the College** at the time of submission.