

CURRICULUM OVERVIEW

A: Programme Objectives

The programme is designed to achieve the following objectives.

- To develop managerial skills among students that can suit the industry requirements.
- To prepare students to take up higher education and to become business professionals.
- To develop entrepreneurial skills among students that can help them to become successful entrepreneurs.
- To prepare students to take up the responsibilities in various functional areas in organisations.
- To develop social and ethical values in students in conducting business operations.

B: Eligibility

Candidates who have completed two year pre university course of Karnataka State or its equivalent are eligible for admission into this programme.

C: Credits

The institute follows the concept of credits and one credit is equivalent to 1.5 hours per week. The total credits for the Programme is 140.

Part	Category	Hours per week	Credits	Total credits	Semester
I	Language	4	3	12	I,II,III,IV
	English	4	3	6	I,II
II	Major Core	5	4	97	I,II,III,IV,V,VI
	Allied	4	3		I,II,IV,VI
	Special	4	3	12	V,VI
III	Non-Core	2	1	3	II,III,IV
IV	Life Skill Education	2	2	2	I
V	Value Added Course	2	1	5	II,III,IV,V,VI
VI	NSS/NCC/Extension/Co & Extra Curricular Activities/ Mini Project	NA	3	3	I,II, III,IV
Total Credits				140	

Programme Matrix - Abbreviation

ESE – End Semester Examination

CIA – Continuous Internal Assessment

MC - Major Core

MS - Major Special

NC - Non Core

Lang - Language

MA- Major Allied

A-Allied

Note: Students who fail to obtain 2 credits for Life Skills Education (LSE) during the first semester should acquire the same before the third semester classes begin.

D: Attendance

1. A student should have 75 percentage of attendance in each course at the end of semester.
2. Any student who is not complying with this requirement will not be allowed to appear for End Semester Examination.

E: Assessment Regulations

Students' academic performance is assessed throughout the semester. Evaluation is based on Continuous Internal Assessment (CIA) and End Semester Examination.

E. 1: Passing Criteria

- No minimum pass mark for CIA
- ESE (End Semester Examination) alone 35% - (35 marks out of 100 / 21 marks out of 60)
- (ESE + CIA) aggregate 40 % or 40 marks out of 100
- Student should pass the non-core courses
- Student should attain the credits awarded for extension activities.
- Student should obtain the total credits for the programme.

E.2: End Semester Examination (ESE)

The semester examination for the theory and practical will be held at the end of the semester. The time table will be notified three weeks before the examination. The duration of the examination will be three hours. It will be conducted out of 100 marks and will be scaled down to 60 marks.

E.3: Continuous Internal Assessment (CIA):

Component	Marks
CIA I : Two Term Examinations	20
CIA II : Assignment	10
CIA III : Quiz/Case Studies/Seminar/Mini project(To be decided by the course teacher)	5
CIA IV : Attendance	5
Total	40

CIA I: Internal Tests (Term Examinations)

- The examination will be held as per the time table given by the COE in each semester.
- The Term Examination(s) will be conducted out of 50 marks each and the total marks obtained will be scaled down to 20 marks. The duration of the examination will be 2 hours.

CIA II: Assignment

The assignments will be given during odd and even semesters as per the schedule given in the calendar. The assignment will carry ten marks.

CIA III: Quiz / Case Study / Seminar / Mini Project

Course teacher will evaluate this component based on Quiz / Case Study / Seminar / Mini Project which suits the nature of the course and award a maximum of five marks.

CIA IV: Attendance

Attendance marks is awarded for each course as per the range given below.

- 95% - 100% = 5 marks out of 5
- 90% - 94% = 4 marks out of 5
- 85% - 89% = 3 marks out of 5
- 80% - 84% = 2 marks out of 5
- 75% - 79% = 1 mark out of 5

E.4: Credit Structure: All programmes under autonomy batch follow credit system.

Credit Structure

The following credit structure will be followed for courses having 15 weeks of classes.

Hours per week	Credits
3 Hours	2
4 Hours	3
5 or 6 Hours	4
7 or 8 Hours	5

Maximum credits for a UG programme will range between 130 and 140. Dissertation / Projects equivalent to one paper will be evaluated out of 100 marks and will carry 4 credits.

E.5: Grading

Marks card will indicate the marks, percentage obtained, grade and grade point average.

The Grade Point Average will be calculated as follows:

For each course, multiply the Grade Point with the number of Credits earned; divide the sum of the product by the total number of credits. The CGPA (Cumulative GPA) is calculated by adding the total number of earned points ($GP \times Credit$) for all semesters and dividing by the total number of credits for all semesters.

Percentage	Grade	Grade Point	Interpretation	Class
80 & Above	O	4.00	Outstanding	Distinction
75– 9	A+	3.67	Excellent	
70–74	A	3.33	Very Good	First Class
65–69	B+	3.00	Good	
60–64	B	2.67	Above Average	
55–59	C+	2.33	Average	Second Class
50–54	C	2.00	Satisfactory	
45–49	D+	1.67	Pass	Pass Class
40–44	D	1.33		
Less than 40	F	0	Fail	Fail

E.6: Pattern of Question Paper

The end semester examination will be conducted for 70 marks and the question paper will be set in the following pattern.

Section-A

Answer any SEVEN out of TEN questions and each question carried TWO marks (07x02=14)

Section-B

Answer any FOUR out of SEVEN questions and each question carried FIVE marks (04x05=20)

Section-C

Answer any THREE out of FIVE questions and each question carried TWELVE marks (03x12=36)

F: Electives/Specialization

The department is offering specialisation for students in finance, human resource and marketing. Each specialisation has four electives.

Finance Group Electives

- Financial Markets and Services
- Equity and Commodity Market
- International Finance
- Portfolio Management

Human Resource Group Electives

- International Human Resource Management
- Compensation Management
- Training and Development
- Organisational Change and Development

Marketing Group Electives

- Sales and Distribution Management
- Advertising & Consumer Behaviour
- International Marketing Management
- Retail Management

G: Value Added Courses

In order to provide the students an opportunity to learn about various essential skills and knowledge to get an edge over others in terms of employment and higher education, the following value added courses are offered to the students.

II Semester- Communication Skills

III Semester- Data Analysis Skills (Excel Spread Sheet)

IV Semester- Organisation and Leadership Skills

V Semester- Aptitude Skills

VI Semester- Personal Branding and Interview Skills

H: Orientation and Bridge Programme

The objectives of this programme are to acquaint the fresh students with the environment and to create awareness about the opportunities of the B.Com programme. The major activities during the programme are session on campus culture and facilities available, introduction to the departmental activities, introduction to B.Com programme and courses offered including value added courses.

I: Mini Project, Organisation Study, Industrial Visits & Project Work

The students have to take up a mini project on industry analysis during third semester and submit a report for evaluation to get 3 credits before fourth semester.

The students need to do a compulsory organisation study after the fourth semester examination to understand the functioning of an organisation through observation and experience. The organisation study carries total of 50 marks, out of which 30 marks for report and 20 marks for viva voce.

The students must visit a minimum of four manufacturing companies to understand the management practices and submit a report. The students also must take up a project work during sixth semester in which each student must select an organisation and conduct a study to make a report based on analysis and findings. Project topics must be selected based on specialisation chosen by student during fifth semester. The project work and industrial visit report carry total of 100 marks, out of which 60 marks for project report, 20 marks for industrial visit report and 20 marks for viva voce.

J: Skill Development Activities

Each course in the program is designed with Skill Development Activities to give a practical experience to the students based on the concepts learnt by the students. These activities help the students to apply theoretical concepts in a practical situation.

K: Co-curricular Activities

Apart from the curricular activities, department also organises various co-curricular activities for the holistic development of students. The co-curricular activities are as follows.

- Industry Institute Interface (3i)
- Meet Your Alumni
- Club Activities
- Current Affairs
- Acumen: Intra- collegiate fest
- Prodigy: Inter-collegiate fest
- Virtuoso: Workshop on Management Concepts
- Savishkar: Exhibition to develop the skills
- Seminars
- Guest Lectures
- Industrial Visits
- Commerce and Management Lab
- Entrepreneurship Development Cell

COURSE MATRIX

First Semester

Course Code	Course Title	Course Type	Hrs/ Week	Credits	CIA	ESE	Max Marks
	Second Language-I*	Lang	4	3	40	60	100
13ENG1202	English- I	Lang	4	3	40	60	100
13BBA1201	Fundamentals of Accounting	MC	5	4	40	60	100
14BBA1202	Business Organisation and Environment	MC	4	3	40	60	100
13BBA1203	Quantitative Methods for Business	MA	4	3	40	60	100
14BBA1204	Business Economics	MC	4	3	40	60	100
13BBA1205	Management Process	MC	4	3	40	60	100
	Life Skill Education	SDA	2	2	0	0	0
Total			31	24	280	420	700

Second Semester

Course Code	Course Title	Course Type	Hrs/ Week	Credits	CIA	ESE	Max Marks
	Second Language-II*	Lang	4	3	40	60	100
13ENG2202	English- II	Lang	4	3	40	60	100
13BBA2201	Financial Accounting	MC	5	4	40	60	100
13BBA2202	Organisation Behaviour	MC	4	3	40	60	100
14BBA2203	Marketing Management	MC	4	3	40	60	100
13BBA2204	Business Statistics	MA	4	3	40	60	100
13NHU0101	Environmental Studies & Civic Sense	NC	2	1	05	45	50
	Communication, Presentation & Time Management	VAC	2	1	0	0	0
Total			29	21	245	405	650

Third Semester

Course Code	Course Title	Course Type	Hrs/ Week	Credits	CIA	ESE	Max Marks
	Second Language-III*	Lang	4	3	40	60	100
13BBA3201	International Business	MC	4	3	40	60	100
13BBA3202	Business Communication	MC	4	3	40	60	100
13BBA3203	Corporate Accounting	MC	5	4	40	60	100
13BBA3204	Service Management	MC	4	3	40	60	100
13BBA3205	Human Resource Management	MC	4	3	40	60	100
13NCS0101	Computer Fundamentals	NC	2	1	05	45	50
	Data Analysis Skills	VAC	2	1	0	0	0
Total			29	21	245	405	650

Fourth Semester

Course Code	Course Title	Course Type	Hrs/ Week	Credits	CIA	ESE	Max Marks
	Second Language-IV*	Lang	4	3	40	60	100
14BBA4201	Business Law	MC	4	3	40	60	100
13BBA4202	Cost Accounting	MC	5	4	40	60	100
13BBA4203	Financial Management	MC	5	4	40	60	100
13BBA4204	Production & Operation Management	MC	4	3	40	60	100
13BBA4205	Computer Application in Business	MA	4	3	40	60	100
13NHU0102	Indian Constitution	NC	2	1	05	45	50
13BBA4211	Field Work: Organisational Study	MC	2	1	0	50**	50
	Organisational & Leadership Skills	VAC	2	1	0	0	0
Total			32	23	245	455	700

****30- Organisational Study Report + 20- Viva Voce**

Fifth Semester

Course Code	Course Title	Course Type	Hrs/ Week	Credits	CIA	ESE	Max Marks
13BBA5201	Income Tax I	MC	5	4	40	60	100
13BBA5202	Management Accounting	MC	5	4	40	60	100
13BBA5203	Business Research Methods	MC	4	3	40	60	100
13BBA5204	Business Ethics & Corporate Governance	MC	4	3	40	60	100
13BBA5205	Banking Regulations & Operations	MC	4	3	40	60	100
	Elective Paper I	MS	4	3	40	60	100
	Elective Paper II	MS	4	3	40	60	100
	Aptitude Skills	VAC	2	1	0	0	0
Total			32	24	280	420	700

Sixth Semester

Course Code	Course Title	Course Type	Hrs/ Week	Credits	CIA	ESE	Max Marks
13BBA6201	Income Tax II	MC	5	4	40	60	100
13BBA6202	Strategic Management	MC	4	3	40	60	100
13BBA6203	Entrepreneurship Development	MC	4	3	40	60	100
13BBA6204	E-Business	MA	4	3	40	60	100
	Elective Paper III	MS	4	3	40	60	100
	Elective Paper IV	MS	4	3	40	60	100
13BBA62P1	Industrial Visits & Project Report & Viva Voce	MC	----	4	0	100**	100
	Personal Branding & Interview Skills	VAC	2	1	0	0	0
Total			27	24	240	460	700

* Vernacular languages syllabus is available in the college library

****20- Industrial Visits Report + 60- Project Report + 20- Viva Voce**

Electives

FINANCE

Semester	Course Code	Course Title	Course type	Hrs/Week	Credits	CIA	ESE	Max Marks
V	13BBA5A01	Financial Markets And Services	MS	4	3	40	60	100
V	13BBA5A02	Equity & Commodity Market	MS	4	3	40	60	100
VI	13BBA6A01	International Financial Management	MS	4	3	40	60	100
VI	13BBA6A02	Portfolio Management	MS	4	3	40	60	100

HUMAN RESOURCE

Semester	Course Code	Course Title	Course type	Hrs/Week	Credits	CIA	ESE	Max Marks
V	13BBA5B01	International Human Resource Management	MS	4	3	40	60	100
V	13BBA5B02	Compensation Management	MS	4	3	40	60	100
VI	13BBA6B01	Training and Development	MS	4	3	40	60	100
VI	13BBA6B02	Organisational Change & Development	MS	4	3	40	60	100

MARKETING

Semester	Course Code	Course Title	Course type	Hrs/Week	Credits	CIA	ESE	Max Marks
V	13BBA5C01	Sales and Distribution Management	MS	4	3	40	60	100
V	14BBA5C02	Advertising & Consumer Behaviour	MS	4	3	40	60	100
VI	14BBA6C01	International Marketing Management	MS	4	3	40	60	100
VI	13BBA6C02	Retail Management	MS	4	3	40	60	100

Course Code: 13AEN1201	Course Title: ADDITIONAL ENGLISH	Credits: 3	Hours: 60
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Objectives

- To introduce the learners to new ideas, topical issues and new styles of writing.
- To initiate debates, discussions and new thinking in the 'grey areas'.

COURSE CONTENTS		
Unit 1	Prose & Poetry	33 Hours
The Last Leaf - O.Henry; A Case for Defence - Graham Greene; Hawk Roosting - Ted Hughes; The Bench - Richard Rive; Lincoln's Letter to His Son's Teacher - Abraham Lincoln; Gitanjali 50 - Rabindranath Tagore; My Beloved Charioteer – Sashi Deshpande; The Night of the Scorpion - Nizzim Ezekiel; Young Pele, Soccer Player- Clare & Frank Ganlt; The Way It Was and Is - Bill Cosby.		
Unit 2	Grammar	27 Hours
Use of 'little' and 'a little', 'few' and 'a few'; Use of Articles; Degrees of Comparison; Use of Prefixes; Synonyms; Active and Passive voices; Use of 'for' and 'since'; Preposition; Comprehensive Passages; Slogan Writing.		

References

- Murphy, Raymond. (1998). *Intermediate English Grammar*. New York.
- Wren & Martin. (2001). *English Grammar & Composition*. New York.
- Cosby, Bill (1986). *Fatherhood*. New York: Doubleday.
- Tagore, Rabindranath (1952). *Collected Poems and Plays of Rabindranath Tagore*. Macmillan Publishing (published January 1952).

Course Code: 13ENG1202	Course Title: ENGLISH I	Credits: 3	Hours: 60
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Objectives

- To attune young minds to concerns and issues which have a broad and wide scope of use and application to life.
- To cut across the history of creative expression in focusing primarily on the core values that governs human lives.

COURSE CONTENTS		
Unit 1	Prose & Poetry	30 Hours
My Young Son Asks Me -Bertolt Brecht; My Mother's Hands-Robert Fontaine; Poor Girl-Maya Angelou; A Glowing Future -Ruth Rendell; A Story of an Hour -Kate Chopin; No Men are Foreign-James Kirkup; My Lost Dollar Stephen B Leacock; The Slave's Dream-H.W. Longfellow; An Avenger-Anton Chekhov; The WayUpto Heaven -Roald Dahl.		
Unit 2	Remedial Grammar	15 Hours
Subject-Verb Agreement-Tenses -Do-Forms-Active and Passive Voices-Use of Negatives-Prepositions-Vocabulary		
Unit 3	Sale of Partnership to a Limited Company	15 Hours
Understanding Communication-Greeting and Introducing-Making Requests-Asking for and Giving Permission-Offering Help-Giving Instructions and Directions		

References

- Grewal and Gupta. (Murphy, Raymond. (1998). *Intermediate English Grammar*. New York
- Booher, Diana. (2004). *Booher's Rules of Business Grammar*. OUP.
- Ur, Penny. (2002). *Grammar Practice Activities*. OUP
- Wren & Martin (2001). *English Grammar & Composition*. New York
- Joan Van Emden and Lucinda Becker Palgrave. *Effective Communication for Arts and Humanities Students*. Macmillan.
- Glendinning, Eric H. and Beverly Holmstrom (2008). *Study Reading: A Course in Reading Skills for Academic Purposes*. New Delhi: CUP.
- Langan, John (1996). *College Writing Skills*. McGraw Hills.

Course Code: 13BBA1201	Course Title: FUNDAMENTALS OF ACCOUNTING	Credits: 4	Hours: 60
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Objective

To provide the application based fundamentals of accounting, accounting systems, final accounts and single entry system

COURSE CONTENTS		
Unit 1	Introduction to Accounting and Accounting Systems	10 Hours
Meaning; Need for accounting; Internal and External users of Accounting Information; Generally Accepted Accounting Principles: Accounting concepts and conventions; Nature of accounting; Systems of accounting (Single entry and double entry); Process of accounting; transactions, journal entries and posting to ledger.		
Unit 2	Subsidiary Books	10 Hours
Meaning; types: sales book, sales return book, purchases book, purchase returns book, bills receivable book, bills payable book; cash book: Single column, double column, three columnar cash book and petty cash book and journal proper.		
Unit 3	Bank Reconciliation Statement and Rectification of Errors	16 Hours
Meaning; Need for reconciliation and preparation of bank reconciliation statement; Types of accounting errors and methods of rectification of errors; when suspense account is required and when suspense account is not required.		
Unit 4	Final Accounts of a Sole Trader	16 Hours
Trail Balance; Preparation of Trading and Profit and Loss account and Balance sheet		
Unit 5	Single Entry System	08 Hours
Single Entry system: meaning; features; types; merits; demerits; differences; preparation of opening statement of affairs; closing statement of affairs; computation of profit/ loss and revised statement of affairs.		

Skill Development Activities

- 1) List out the accounting concepts and conventions
- 2) List out any ten errors disclosed by trial balance
- 3) Collect the final accounts of a proprietary concern and present it in vertical form.
- 4) Prepare a bank reconciliation statement with imaginary figures.

References

- ☞ Maheshwari, S.N. (2012). *Financial Accounting*. New Delhi: Vikas Publications Pvt. Ltd.
- ☞ Jawaharlal and Seema Srivastava. (2012). *Financial Accounting*. New Delhi: Himalaya Publishing House.
- ☞ Anil Kumar. (2007). *Financial Accounting*. (3rd Edition). New Delhi: Himalaya Publishing House.
- ☞ Jain, S. P. and Narang, K. L. (2006). *Basic Financial Accounting*. Ludhiana: Kalyani Publishers.

Course Code: 14BBA1202	Course Title: BUSINESS ORGANISATION AND ENVIRONMENT	Credits: 3	Hours: 50
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Objective

To familiarise the students with aspects of business organisation and its environment.

COURSE CONTENTS		
Unit 1	Introduction to Business Organisation	08 Hours
Meaning of business; Classification of Business; industry: types of industry, commerce, trade, aids to trade, meaning, advantages and disadvantages.		
Unit 2	Forms of Business Organisation	10 Hours
Forms of Business: sole proprietary concerns; meaning; characteristics; advantages and disadvantages; Partnership firms: meaning; characteristics; advantages and disadvantages; types of partners; LLP; Co-operative Society: meaning; characteristics; advantages and disadvantages.		
Unit 3	Joint Stock Company	12 Hours
Meaning; definition; features; types of companies; formation of company; documents required; Companies Act 2013 (in brief).		
Unit 4	Business Environment	10 Hours
Meaning and importance; dimensions of business: internal environment and external environment: political, economic, social, legal, natural and technological environment.		
Unit 5	Government and Business	10 Hours
Meaning and importance; impact of government policy on business and industry with reference to liberalisation, privatisation and globalisation.		

Skill Development Activities

- 1) Draw a business tree
- 2) Prepare a partnership deed
- 3) Prepare Memorandum and Article of Association of any company
- 4) Study the impact of globalisation on Indian business and industry
- 5) State the impact of technology on Indian business

References

- ☞ Aswathappa, K. (1996). *Business Environment* (3rd Ed). New Delhi: Himalaya Publishing House.
- ☞ Francis, Cherunilam. (2007). *Business Environment* (2nd Ed). New Delhi: Himalaya Publishing House.
- ☞ Mittal, Vivek. (2007). *Business Environment* (2nd Ed). New Delhi: Excel Books.

Course Code: 13BBA1203	Course Title: QUANTITATIVE METHODS FOR BUSINESS	Credits: 3	Hours: 50
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Objective

To provide basic knowledge of quantitative methods and their application to commercial situations and for decision making in business.

COURSE CONTENTS		
Unit 1	Number System	10 Hours
Introduction; natural numbers; even numbers; odd numbers; integers; prime numbers; rational and irrational numbers; HCF & LCM (simple problems)		
Unit 2	Theory of Equations	10 Hours
Introduction; Types of Equations; simple, Linear and simultaneous equations (only two variables); elimination and substitution method only; quadratic equation; factorisation and formula method ($ax^2 + bx + c = 0$ form only); problems on commercial applications.		
Unit 3	Progressions	10 Hours
Introduction; Arithmetic Progression; finding the n^{th} term of AP and sum to n^{th} term of AP; insertion of arithmetic means in given terms of AP and representation of AP; Geometric Progression; finding n^{th} term of GP; sum to n^{th} term of GP; insertion of geometric means in given geometric progression and also representation of GP.		
Unit 4	Matrices and Determinants (without proof)	10 Hours
Introduction; meaning; types of Matrices; operations of addition, subtraction and Multiplication of two matrices; problems; transpose of square matrix; Determinants of square matrix; minor of an element; co factor of an element of determinant; Ad joint of a square matrix; singular and non-singular matrices; Inverse of a Square Matrix Solution; problems on linear equations; two variables using Cramer's rule.		
Unit 5	Commercial Arithmetic	10 Hours
Simple interest; compound interest including half yearly and quarterly calculations; annuities percentages; bills discounting; concepts of ratios; duplicate- triplicate and sub duplicate of a ratio; proportions; third; fourth and inverse proportion.		

Skill Development Activities

- 1) Calculation of future value of present value
- 2) Calculation of geometric mean i.e., CAGR
- 3) Calculation of EMI, premium amount

References

- ☞ Dorairaj, S.N. (2004). *Business Mathematics*. Bangalore: United Publications.
- ☞ Ranganath, G.K. . (2012). *A text book of Business Mathematics* (3rd Ed). New Delhi: Himalaya Publishing House.
- ☞ Zameeruddin, Quazi & others. (2010). *Business Mathematics* (2nd Ed). New Delhi: Vikas Publishing House.

Course Code:	Course Title: BUSINESS ECONOMICS	Credits: 3	Hours: 50
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Objective

To impart the fundamentals of economics with an objective to develop the application based knowledge.

COURSE CONTENTS

Unit 1	Introduction to Business Economics	04 Hours
Business Economics - meaning, characteristics, distinction between business economics and economics, scope of business economics, uses/objectives of business economics, role and responsibilities of business economist.		
Unit 2	Theory of Consumer Behavior	08 Hours
Consumer Behavior; Consumer Sovereignty; Limitations; Approaches to the Study of Consumer Behavior- cardinal approach, the law of equi-marginal utility, ordinal approach, indifference curve analysis; Consumer Surplus (Marshall).		
Unit 3	Demand & Supply Analysis	14 Hours
Theory of demand analysis; Demand - demand determinants, law of demand, characteristics, exceptions; Elasticity of Demand - Price elasticity - types, determining factors, change in demand, business applications of price elasticity; Concepts of income and cross elasticity of demand; Price elasticity of demand measurement by total outlay method; Demand Forecasting methods; Demand forecasting methods for a new product; Law of Supply - meaning, determinants of supply and its influence on cost of production.		
Unit 4	Market Structure	10 Hours
Perfect competition - features, price and output determination; Monopoly - features, price and output determination; Monopolistic competition - features, price and output determination; Oligopoly; Pricing methods; Pricing strategy; Pricing over Product Lifecycle.		
Unit 5	Cost and Revenue Analysis	06 Hours
Concepts of Cost - TFC, TVC, TC, AFC, AVC, AC and MC; Factors influencing cost of production; Opportunity Cost; Cost output relationship in the short and long run; Concepts of revenue - TR, AR and MR.		
Unit 6	Production Function	08 Hours
Production Function - meaning, law of variable proportion, short-run, laws of returns to scale, long-run; Economics of scale, Diseconomies of scale, Iso-quants and Iso-costs properties; Production Equilibrium; Managerial uses of production function; Choice of optimum expansion path.		

Skill Development Activities

- 1) Compute the BEP for a business Unit.
- 2) Calculate the cost of capital for a manufacturing Unit.

References

- ☞ Ahuja, H.L. (2004). *Business Economics* (5th Ed). New Delhi: Sultan Chand & Sons.
- ☞ Mithani, D.M.(2012). *Managerial Economics*. New Delhi: Himalaya Publishing House.
- ☞ Pandey, K.M., and Others. (2010), *Economics for Managerial Decisions*.
- ☞ Srivatava, R.M. (2013). *Financial management-Management and Policy*. New Delhi: Himalaya Publishing House.

Course Code:	Course Title: MANAGEMENT PROCESS	Credits: 3	Hours: 50
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Objectives

- To understand the concept and functions of Management.
- To familiarize the Principles of Management

COURSE CONTENTS

Unit 1	Introduction	8 Hours
Introduction; Meaning, nature and characteristics of management; Scope and functional areas of management; Management as a science or art or profession; Management & Administration; Henry Fayol's Principles of management; Social responsibility and Ethics.		
Unit 2	Planning	10 Hours
Nature; importance and purpose of planning; Planning process; Objectives; Types of plans (Meaning only); Decision making; importance & steps.		
Unit 3	Organising and Staffing	12 Hours
Nature and purpose of organization, Principles of organization, Types of organization; Departmentation; Committees; Centralisation Vs. Decentralisation of authority and responsibility; Span of Control; MBO and MBE(Meaning only); Nature and importance of Staffing , Process of Recruitment & Selection (in brief).		
Unit 4	Directing	12 Hours
Meaning and nature of directing; Leadership styles; Motivation: Meaning and Importance; Communication: Meaning and importance; Coordination: meaning and importance and Techniques of Co-ordination		
Unit 5	Controlling	08 Hours
Meaning and steps in controlling, Essentials of a sound control system, Methods of establishing control (in brief).		

Skill Development Activities

- 1) Prepare different types of organisation charts
- 2) Chart on staffing
- 3) Chart on media of communication
- 4) Prepare chart on sources of recruitment
- 5) Draft control chart for different industry/ business groups

References

- ☞ Koontz & O'Donnell. (2002), *Management* (5th Ed). New Delhi: Himalaya Publishing House.
- ☞ Srinivasan & Chunawalla. (1995). *Management Principles and Practice* (4th ed). New Delhi: Himalaya Publishing House.
- ☞ Chandan, J.S. (2002). *Management Concepts and Strategies*. New Delhi: Vikas Publications Pvt. Ltd.
- ☞ Duening, Thomas N., and Ivancevich, John. M. (2003). *Management Principles and Guidelines*. Biztantra Publications.
- ☞ Sharma & Gupta. (2005). *Principles of Management*. Ludhiana: Kalyani Publishers.

Course Code: 13AEN2201	Course Title: ADDITIONAL ENGLISH II	Credits: 3	Hours: 60
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Objectives

1. To provide the young learners an introduction to new ideas and issues that bear relevance to our life today.
2. To give the students an opportunity to develop values that will help them adapt to the changing world.

COURSE CONTENTS

Unit 1	Prose & Poetry	33 Hours
Paradox of Our Times - His Holiness Dalai Lama; Vachanas of Allama Prabhu - A K Ramanujan; Swami and Friends - R K Narayan; I am an Ordinary Man - Allen J. Lerner; Toba Tek Singh- Hassan Manto; Lord Ullin's Daughter -Thomas Campbell; To the Foot From its Child - Pablo Neruda; A Thousand Splendid Suns (Chapter:) - Khalid Hoseini; An extract from Readers' Digest; Reader's Mail (The Hindu).		
Unit 2	Grammar	27 Hours
Superordinates and Hyponyms; Writing a Leaflet; Writing a Brochure; Idioms; Preparing an Invitation; Film Text –Life of Pi.		

References

- ☞ Murphy, Raymond. (1998). *Intermediate English Grammar*. New York.
- ☞ Wren & Martin. (2001). *English Grammar & Composition*. New York.
- ☞ Datta, Nandan (26 March 2007). *The Life of R.K. Narayan*. California Literary Review
- ☞ Parija, Kapileshwar (2001). *Short stories of R.K. Narayan: themes and conventions*. Renaissance Publications.p. 60. ISBN 81-86790-31-4.

Course Code: 13ENG2202	Course Title: ENGLISH II	Credits: 3	Hours: 60
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Objectives

1. To develop the ability to get student's ideas across clearly to an audience, both in speech and in writing.
2. To help students develop important practical skills.

COURSE CONTENTS		
Unit 1	Prose & Poetry	30 Hours
My Story (an extract) -Helen Keller; The Male Myth -Paul Theroux ;How I Became a Public Speaker - George Bernard Shaw; Mr.Know All-W.Somerset Maugham; On the Rule of the Road-A G Gardiner; Good bye Party for Ms.Pushpa T.-Nissim Ezekiel; Christmas Day in the Morning-Pearl S. Buck; The Brand Expands -Naomi Klein; Bankers are Just Like Anybody Else Except Richer -Ogden Nash; The Speaking Tree (The Times of India) 2 extracts; Human Rights (Extensive Reading)		
Unit 2	Functional Communication	16 Hours
Essential English Grammar-Presentation Skills & Mini Project-Note Taking-Report Writing-Letter Writing-Filling Challan, Bank forms & Application forms.		
Unit 3	Media Awareness	14 Hours
Kinds of News-Who and Which News gets Prominence?-Who Controls the News?-Types of Radio Programmes-Types of Television Programmes-Elements of Advertising-Use of blog		

References

- ☞ Murphy, Raymond. (1998). *Intermediate English Grammar*. New York
- ☞ Booher, Diana. (2004). *Booher's Rules of Business Grammar*. OUP
- ☞ Ur, Penny. (2002). *Grammar Practice Activities*. OUP
- ☞ Wren & Martin (2001). *English Grammar & Composition*. New York
- ☞ Joan Van Emden and Lucinda Becker Palgrave. *Effective Communication for Arts and Humanities Students*. Macmillan.
- ☞ Glendinning, Eric H. and Beverly Holmstrom (2008). *Study Reading: A Course in Reading Skills for Academic Purposes*. New Delhi: CUP.
- ☞ Langan, John (1996). *College Writing Skills*. McGraw Hills.

Course Code: 13BBA2201	Course Title: FINANCIAL ACCOUNTING	Credits: 4	Hours: 60
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Objectives

- To acquaint the students with accounts of partnership
- To understand Hire Purchase, Installment System and Bill of Exchange
- To introduce the fundamentals of Tally Interface

COURSE CONTENTS		
Unit 1	Final Accounts of Partnership Firms	12 Hours
Meaning; Partnership deed and its significance; Types – Limited Liability Partnership; Partners capital accounts (Fixed and fluctuating); Final accounts, Preparation of P&L Appropriation Account; special Adjustments - Interest on capital, Interest on drawings, partners salary and Commission.		
Unit 2	Hire Purchase and Installment System	12 Hours
Meaning; Features; Sale vs. Hire Purchase; Entries and accounts in the books of the both the parties (Purchaser and vendor); (Asset Accrual method only) Interest Suspense method.		
Unit 3	Royalty Accounts	14 Hours
Introduction & Meaning of Royalty Accounts; Nature of Royalty Account; Minimum Rent, Short Workings, Recoupment of Short Working under Fixed Period & Floating Period; treatment of strike and stoppage of work; preparation of ledger accounts - land lord account, short workings account, minimum rent account.		
Unit 4	Insurance Claims	12 Hours
Introduction & Need for Insurance, Types of Insurance, Leading Insurance companies; Calculation of loss of Stock (including normal and abnormal stock); Preparation of statement of claim; Partial Insurance; Average Clause(Fire Insurance Claims only).		
Unit 5	Introduction to Tally	10 Hours
Interface; entering transactions and creating accounts.		

Skill Development Activities

- 1) Prepare final accounts of Partnership Firm with imaginary figures
- 2) A problem on calculation of purchase consideration when a firm is converted into a limited company
- 3) Computation of cash price, interest components and hire purchase installments taking any problem
- 4) Understand the meaning and purpose of loss of stock insurance including the average clause
- 5) Preparing the short working accounts under fixed and floating period methods

References

- ☞ Gupta and Radhaswamy. (2001). *Advanced Accountancy Vol I & II*. New Delhi: Sultan Chand & Sons.
- ☞ Jain, S.P & Narang, K.L. (2006). *Basic Financial Accounting*. Ludhiana: Kalyani Publishers.
- ☞ Kumar, S Anil., Mariappa & Kumar, V Rajesh. (2012). *Financial Accounting*. New Delhi: Himalaya Publishing House.
- ☞ Maheshwari. (2003). *Advanced Accountancy Vol I & II*. New Delhi: Himalaya Publishing House.
- ☞ Maheshwari, S.N. & Maheshwari, S.K. (2011). *Financial Accounting*. New Delhi: Himalaya Publishing House.
- ☞ Shukla and Grewal. (2005). *Advanced Accountancy*, (10th Ed). New Delhi: Sultan Chand & Sons.

Course Code: 13BBA2202	Course Title: ORGANISATIONAL BEHAVIOUR	Credits: 3	Hours: 50
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Objective

To understanding the dynamics of individual and group behavior for efficient and effective utilization of human resources in the organizations.

COURSE CONTENTS		
Unit 1	Introduction	08 Hours
Meaning & definition; importance; scope; contribution of other disciplines towards OB; important concepts in OB; emerging challenges in OB; models of organisational behaviour: autocratic, custodial, supportive, collegial and system (concept only).		
Unit 2	Individual Determinants of Organisational Behaviour- I	10 Hours
Personality: meaning; determinants of personality: biological, cultural, family and social and situational factors; personality attributes influencing OB; Attitude: meaning; characteristics; components; attitude and behaviour; attitude formation; measurement of attitudes.		
Unit 3	Individual Determinants of Organisational Behaviour- II	12 Hours
Perception: meaning; need; perceptual process; perceptual mechanism; factors influencing perception; Motivation: meaning; nature; motivation process; theories of motivation (Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, McGregor Theory X & Theory Y); Learning: meaning; components of learning; theories of learning (Classical Conditioning and Operant Conditioning only); principles of learning.		
Unit 4	Group Interactions and Dynamics	10 Hours
Group: meaning; types of groups; functions of small groups; group size; status; managerial implications; group behaviour; group norms; cohesiveness; teams; meaning; importance of team in organization; types of teams; creating effective team; leadership: meaning; importance; difference between leader and manager; leadership styles		
Unit 5	Organisational Change and Development (OCD)	10 Hours
Nature of change; components of change management, importance; factors influencing organization change; resistance to change; Organizational Development: meaning; characteristics; effective OD programme; techniques of OD; managerial implication on OCD		

Skill Development Activities

- 1) List the determinants of Personality
- 2) Characteristics of attitudes and components of attitudes; a brief explanation
- 3) Factors influencing perceptions; a brief explanation
- 4) List the characteristics of various leadership styles
- 5) Formation of Group and Team

References

- ☞ Aswathappa, K. (2012). *Organisational Behaviour*. New Delhi: Himalaya Publishing House.
- ☞ Gangadhar, M., Rao, V.S.P. and Narayan, P.S. (2000). *Organisational Behaviour*. New Delhi: Konark Publication.
- ☞ Newstrom, John W & Davis, Kieth. (2007). *Organisational Behaviour*. New Delhi: Tata McGraw Hill.
- ☞ Robbins, Stephen P. (2002). *Organisational Behaviour*. New Delhi: Pearson Education.

Course Code: 14BBA2203	Course Title: MARKETING MANAGEMENT	Credits: 3	Hours: 50
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Objectives

- To develop basic understanding about marketing concepts & marketing mix.
- To provide information about buyers and sellers behaviour in marketing.
- To gain knowledge about the changing scenarios of current marketing system.

COURSE CONTENTS

Unit 1	Introduction	06 Hours
Definition; nature; scope and importance of marketing; approaches to the study of marketing; functions of marketing.		
Unit 2	Market Segmentation, Targeting and Positioning	08 Hours
Market Segmentation: Meaning; importance; bases of segmentation; Market Targeting: types of targeting; Market Positioning: strategies for positioning.		
Unit 3	Consumer Behaviour	08 Hours
Buying motives; factors influencing buying behaviour; the buying decision process, stages of the buying decision process.		
Unit 4	Marketing Mix	20 Hours
Meaning and elements - classification of products; product mix decision, product line, product addition & deletion, product life cycle; product planning, diversification, product positioning, new product development process; strategies, branding, packaging; Pricing: objectives; policy, factors influencing pricing policy; method of pricing; pricing policies and strategies; Distribution: definition; need; channel design decision; channel management decision; factors affecting channels; types of marketing channels; Promotion: nature and importance of promotion; promotion mix; advertising; sales promotion; public relation; direct selling and publicity.		
Unit 5	Recent Trends in Marketing	06 Hours
M-marketing; tele-marketing; M-business; relationship marketing; retailing; concept and online marketing; social media network marketing; rural marketing; green marketing.		

Skill Development Activities

- 1) Analyse consumer behaviour by interacting with some selected consumers
- 2) Take any advertisement released by a company in a newspaper and analyse the same keeping in view the essential ingredients of advertising
- 3) Draw a chart of product life cycle of one durable and non-durable product
- 4) Make a report on promotional strategies of any newly launched product in Indian market

References

- ☞ Keegan, Warren J., (2003). *Global marketing Management* (7th Ed). Prentice Hall India Publications.
- ☞ Kotler, Philip and Lane, Kevin, (2012). *Marketing Management* (14th Ed). New Delhi: Pearson education.
- ☞ Rajagopal. (2009). *Marketing Management: Text and Cases*. New Delhi: Vikas Publications Pvt. Ltd.
- ☞ Ramaswamy. (2009). *Marketing Management* (4th Edition). New Delhi: Macmillan Publications.
- ☞ Sonatakki, C.N. (2011). *Marketing Management*. New Delhi: Kalyani Publishers.

Course Code: 13BBA2204	Course Title: BUSINESS STATISTICS	Credits: 3	Hours: 50
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Objective

To impart working knowledge in statistics to improve their managerial decision making skills.

COURSE CONTENTS		
Unit 1	Introduction	06 Hours
Definition; functions; scope; limitations of statistics; diagrams and graphs.		
Unit 2	Univariate Data Analysis	14 Hours
Introduction; Measures of Central Tendency; arithmetic mean (simple and weighted), median and mode, partition values. Measures of Dispersion; range, quartile deviation, standard deviation, coefficient of variation.		
Unit 3	Bivariate Data Analysis	12 Hours
Meaning; Correlation; Karl Pearson's coefficient of correlation, Spearman's rank correlation; Regression analysis.		
Unit 4	Time Series	10 Hours
Meaning and components; measurement of trend values using moving average and least square method.		
Unit 5	Index Numbers	08 Hours
Classification; construction of index numbers; methods of constructing index numbers; simple aggregative method; simple average of price relative method; weighted index method; Laspeyre's method; Paasche's method; Fischer's ideal method, consumer price index number.		

Skill Development Activities

- 1) Preparation of different diagrams and graphs
- 2) Prepare tables based on real data and compute arithmetic mean / median etc.
e.g. (a) Data of T.V viewership by class students
(b) Data of weekly spending habits of class students
- 3) Compute standard deviation of real data pertaining to gold prices / silver prices / share prices etc. collecting data from dailies
- 4) Prepare a chart showing wholesale price index / consumer price index / for at least 3 months under observation
- 5) Take any ten observations of two live variables and represent their correlation graphically
- 6) Obtain profit data of any company for 20 years and find trend values

References

- ☞ Chandra, J.S., Singh, Jagit & Khanna, K.K. (2002). *Business Statistics*. New Delhi: Vikas Publications Pvt. Ltd.
- ☞ Elhance, D.N. (2000). *Fundamentals of Statistics*. Kitab Mahal Publication.
- ☞ Ellahance, D.N., VeenaEllahance and Agarwal, B.M. (2000). *Fundamentals of Statistics*. Kitab Mahal Publication.
- ☞ Gupta , S.P. (2006). *Statistical Methods*. New Delhi: Himalaya Publishing House.
- ☞ Sathyaprasad, B.G. & Chikkodi. (2011). *Business Statistics*. New Delhi: Himalaya Publishing House.

Course Code: 13NHU0101	Course Title: ENVIRONMENTAL STUDIES AND CIVIC SENSE	Credit: 1	Hours: 30
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Objectives

1. To make the student understand the need for sustainable development and it is the key for the future of mankind.
2. To sensitize students to the concept and practice of civic sense.
3. To make students aware that civic sense is the first step of extending one's responsibility as a member of a community.
4. To reinforce in students the urgent need for good civic sense as a prerequisite for good quality of life.
5. To assist students understand that they can and must play a pivotal role in the transformation plan of urban attitudes along with the local government for sustained changes.
6. To make students become facilitators of good civic sense by implementing their ideas on the ground and gaining an experiential understanding of initiating and sustaining good civic sense in the community.

COURSE CONTENTS		
Unit 1	Nature of environmental studies	03 Hours
Definition; scope and importance; multidisciplinary nature of environmental studies; need for public awareness; natural resources and associated problems: forest resources; use and over-exploitation; deforestation timber extraction; mining; dams and their effects on forests and tribal people; water resources: use and over-utilization of surface and ground water; floods, drought, conflicts over water; dams-benefits and problems; mineral resources: use and exploitation; environmental effects of extracting and using mineral resources; food resources: world food problems; changes caused by agriculture effects of modern agriculture; fertilizer pesticide problems; energy resources: growing energy needs; renewable and non-renewable energy sources; use of alternate energy sources; land resources: land as resources; and land degradation; man induced landslides; soil erosion and desertification; role of an individual in conservation of natural resources; equitable use of resources for sustainable lifestyles.		
Unit 2	Ecosystems	03 Hours
Concept of an ecosystem; structure and function of an ecosystem; producers; consumers and decomposers; energy flow in the ecosystem; ecological succession; food chains; food webs and ecological pyramids; introduction; types; characteristic features; structure and function of the following ecosystem: forest ecosystem, grassland ecosystem, desert ecosystem, aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)		
Unit 3	Biodiversity and its conservation	03 Hours
Introduction-definition: genetic, species and ecosystem diversity; bio geographical classification of India; value of biodiversity: consumptive use; productive use; social, ethical, aesthetic and option value, biodiversity at global; national and local levels; India as a mega-diversity nation; Western Ghats as a bio-diversity; hot-spots of biodiversity; threats to biodiversity: habitat loss; poaching of wildlife; man-wildlife conflicts; endangered and endemic species of India; conservation of biodiversity: in-situ and ex-situ conservation of biodiversity.		

Unit 4	Environmental Pollution	03 Hours
Definition; causes; effects and control measures of: air pollution; water pollution; soil pollution; marine pollution; noise pollution; thermal pollution; nuclear hazards; solid waste management: causes; effects and control measures urban and industrial wastes; Role of an individual in prevention of pollution; disaster management: folds, earthquake, cyclone, landslides and Tsunami; climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust, Wasteland reclamation, consumerism and waste products, Environment protection Act, Air (Prevention and control of pollution) Act., Water (Prevention and control of pollution) Act., Wildlife protection act, Forest conservation Act, Issues involved in enforcement of environmental legislation public awareness.		
Unit 5	Social Issues, Human Population and Environment	03 Hours
From unsustainable to sustainable development, urban problems related to energy, water conservation, rain water harvesting, watershed management, resettlement and rehabilitation of people; its problems and concerns, environmental ethics: issues and possible solutions, population growth, variation among nations, population explosion, family welfare programme, environment and human health, value education, women and child welfare, role of information technology in environmental and human health		
Unit 6	Introduction to Civic Sense / Social Ethics	03 Hours
Concept, nature and scope of civic sense, need and importance of civic sense, inter-relation between civic sense, citizenship and community.		
Unit 7	Issues of Promoting Civic Sense	03 Hours
Spitting, urinating and defecating in public, littering, shop lifting, consuming alcohol in public, smoking in public, consuming drugs, mugging, vandalizing public property, vulgar graffiti on public spaces, loud and rude behavior, argumentativeness, lack of humility and conduct, general disregards to the law of the land, disrespect to elders, ragging, eve teasing, women subjugation, stalking, lack of traffic discipline, jay walking, honking without reason, willful noise pollution, road rage, use of cell phones while driving. Reporting instances of poor civic sense: Highlighting the manifestations and ramifications including the moral and the legal consequences of the victims and the accused. Preventive/Precautionary measures for the innocent victims who are soft targets		
Unit 8	Promotion of Civic Sense	03 Hours
Role of educational institutions and media; the role of family/teachers, Local Self Government and Non-Governmental organization		
Unit 9	Success Stories	03 Hours
Success stories signifying good civic sense within India and foreign		
Unit 10	Group Project	03 Hours
Sensitizing students to The Practice and Inculcation of civic sense		

Skill Development Activities

1. Select and discuss the case studies that will have impact on business decision making
2. A survey report on the demand forecasting for a product
3. Student to choose a product and apply price elasticity in real situation
4. Present a diagram showing business cycle

References

- ☞ Agarwal, K.C., (2001). *Environmental Biology*, Bikaner. Nidi Publ. Ltd.
- ☞ Bharucha, Erach. *Biodiversity of India*, Ahmedabad. Mapin publishing Pvt. Ltd.
- ☞ Brunner R.C., (1989). *Hazardous Waste Incineration*. McGraw Hill Inc.
- ☞ Clark R.S. *Marine pollution*. Clanderson, Press Oxford.
- ☞ Cunningham, W.P. Cooper, T.H. Gorhani E & Hepworth, M.T., (2001). *Environmental Sciences*.
- ☞ De. A.K. *Environmental Chemistry*. Wiley Eastern Ltd.
- ☞ Encyclopaedia. Mumbai, Jaico Publ. House.
- ☞ Hawkins R.E. *Encyclopaedia of Indian Natural History*. Bombay: Bombay Natural History Society.
- ☞ Heywood, Vh & Watson R.T. (1995). *Global biodiversity Assessment*. Cambridge University press 1140p.
- ☞ Jadhav H & Bhosle V.M., (1995). *Environmental Protection and laws*. New Delhi: Himalayas Pub. House.
- ☞ Mckinney M.L. & Schoel R.M., (1996). *Environmental Science systems & Solutions Web*. Enhanced Edition 639p.
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- ☞ Odum E.P. (1971). *Fundamental of Ecology*. W.B. Saunders Co. USA 574p.
- ☞ Rao M.N. & Data A.K. (1987). *Waste Water treatment*. Oxford and IBH Publ. Co Pvt, Ltd 345p.
- ☞ S. Sinha, M. Shukla & R. Shukla, (2005). *Text book of Environmental studies*. Delhi, AITBS Publishers.
- ☞ Sharma B.K. (2001). *Environmental Chemistry*. Meerut, Goel Publ. House.
- ☞ Standards. Vol I and II Enviro Media.
- ☞ Pillai ,Dr.Priyadarshini. Civic Sense
- ☞ Pillappa ,Prakash, (2012). Civic Sense (1st Ed). New Delhi: Excel Books.

Course Code: 13AEN3201	Course Title: ADDITIONAL ENGLISH III	Credits: 3	Hours: 60
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Objectives

1. To inspire the young minds to greater heights of achievements and perfection in all their endeavors.
2. To encourage the youth to be bold and face confidently the challenges of the world.

COURSE CONTENTS

Unit 1	Prose & Poetry	33 Hours
Adventures of Feluda - Satyajit Ray; Whisper of Aids - Mary Fisher; Next Please - Philip Larkin; On Humanity and Freedom - Charlie Chaplin; The Inchcape Rock - Robert Southey; Three Days to See - Helen Keller; Riders to the Sea - J.M. Synge; A Highway Man - R.A.Salvatore; Three Men in a Boat - Jerome K. Jerome; Sonnet 55 - William Shakespeare.		
Unit 2	Grammar	27 Hours
Phrasal Verbs; Story Writing; Writing a Review; Writing a Character Sketch; Use of Binomials; Abstract Nouns; Writing a Pen Portrait; Homophones.		

References

- ☞ Corcoran, Neil, ed., 2007, *The Cambridge Companion to Twentieth-Century English Poetry*, Cambridge: Cambridge University Press, ISBN 0-521-87081-X
- ☞ Herrmann, Dorothy, 1998, *Helen Keller: A Life*. New York, NY: Knopf. ISBN 978-0-679-44354-4
- ☞ Jerome, Jerome, 1982, "Introduction". *Three Men in a Boat, Annotated and Introduced by Cristopher Matthew and Benny Green*. Michael Joseph. ISBN 0-907516-08-4.
- ☞ Murphy, Raymond, 1998, *Intermediate English Grammar*, New York.
- ☞ Wren & Martin, 2001, *English Grammar & Composition*, New York.

Course Code: 13BBA3201	Course Title: INTERNATIONAL BUSINESS	Credits: 3	Hours: 50
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Objective

To impart knowledge in various issues in international business and markets.

COURSE CONTENTS		
Unit 1	Introduction	08 Hours
International business; competitive advantages; evolution; nature of international business; reasons and stages of internationalization; approaches and theories of international business; comparative cost advantage and problems of international business.		
Unit 2	Modes of Entering International Business	16 Hours
International business analysis; modes of entry; exporting, licensing, franchising, contract manufacturing, turn key projects, foreign direct investment, mergers and acquisitions and joint ventures; comparisons of different modes of entry; globalisation; stages; stages of markets production; investment and technology; globalisation and India.		
Unit 3	MNCs and International Business	06 Hours
Definitions; distinction among Indian Companies, MNC, Global Companies and TNC; Organisational transformations; merits and demerits; MNCs in India.		
Unit 4	International Marketing Intelligence	06 Hours
Information required; sources of information; international marketing information system and marketing research		
Unit 5	Exim Trade	14 Hours
Process; documents; regulations regarding imports and exports and financing techniques; imports and exports; banks- other financial institutions focusing on exports WTO; formation; objectives; function; GATT.		

Skill Development Activities

- 1) List 3 MNC's operating in India along with the products / services they offer
- 2) Collect latest news affecting India through WTO; World Bank; IMF etc.
- 3) Any two documents used in export trade
- 4) Collect and paste any two documents used in import trade
- 5) Chart in different currencies of different countries
- 6) Tabulate one month data of foreign exchange rate of at least 2 currencies
- 7) Chart the features of any two schemes of Export Promotion Councils

References

- ☞ Aswathappa; K. (2010). *International Business* (4th Ed). New Delhi: Tata McGraw Hill.
- ☞ Cherunilam Francis.(2009).*International Business Environment* (4thEd). New Delhi:Himalaya Publishing House.
- ☞ Rao; Subba. (2005). *International Business* (5th Ed). New Delhi: Himalaya Publishing House.
- ☞ Terpasstra; Vern & Sarathy; Ravi. (2000). *International marketing* (2dn Ed). New Harcourt India.

Course Code: 13BBA3202	Course Title: BUSINESS COMMUNICATION	Credits: 3	Hours: 50
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Objectives

1. To equip the students with knowledge and understanding of various aspects of business communication
2. To develop effective communication skills.

COURSE CONTENTS		
Unit 1	Introduction	12 Hours
Definition; objectives & principles of communication; process of communication; verbal and non-verbal communication; functions and types of communication; barriers to communication.		
Unit 2	Meetings and Interviews	12 Hours
Procedure; preparing agenda; minutes and resolutions; conducting seminars; group discussion and conferences; procedure of regulating speech, drafting speech and evaluating oral presentation; meaning of interview & preparation of facing the interview; interviewer's function; other types of interviews (promotional, appraisal, exit, problem and stress).		
Unit 3	Listening	04 Hours
Meaning, value of listening; task of listening; principles of effective listening; importance of listening in meetings; committees, conferences.		
Unit 4	Drafting Business Letters	12 Hours
Business letters; types, layout, parts of a letter forms of layout (full block form, modified block form, semi block form etc.); types of business letters; basic principles style and tone letters relate to calling for a post; calling for interviews, appointment orders, termination order, business enquiries, order, regret, cancellation of orders; complaints and adjustments; status enquiry and circulars.		
Unit 5	Presentation and Report Writing	10 Hours
Presentation; the various presentation tools along with guidelines of effective presentation; boredom factors in presentation and how to overcome them; interactive presentation; art of effective listening; report writing; how to write effective report; basics of report writing; types of reports; essentials of report writing.		

Skill Development Activities

- 1) List and mention the features of modern communication devices
- 2) Write a brief note on the preparations for facing the interview
- 3) Write about significance of listening in meetings, committees and conferences
- 4) Writing business letters – take any five situation and draft relevant letters
- 5) Preparing the chairman's report on business performance to be released to the Press
- 6) List the various verbal and non-verbal communications which we come across on a daily basis
- 7) Make a list of observations you would make during an interview with respect to communication

References

- ☞ Sharma. (2002). *Business correspondence & Report Writing* (3rd Ed). New Delhi: Taxman Publications
- ☞ Urmila Rai and Rai.(2007). *Business Communication* (11th Ed). New Delhi: Himalaya Publishing House.
- ☞ M.Balasubramanian.(2002). *Business Communication* (2nd Ed). Ludhiana: Kalyani Publishers.
- ☞ Raymond V. Lesikar John D. Pettit.(2002). *Business Communication* (9th Ed).New Delhi: Tata McGraw Hill
- ☞ Varinder Kumar. (2006). *Business Communication* (1st Ed). Ludhiana: Kalyani Publishers.

Course Code: 13BBA3203	Course Title: CORPORATE ACCOUNTING	Credits: 4	Hours: 60
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Objective

To enable the students to develop awareness about Corporate Accounting in conformity with the Provision of Companies' Act

COURSE CONTENTS		
Unit 1	Company Final Accounts	13 Hours
Meaning; preparation of trading and profit and loss account; P&L appropriation account; Balance sheet.		
Unit 2	Issue of Shares	05 Hours
Meaning; kinds of shares; problems on issue and allotment of shares; over subscription and under subscription; issue of shares at premium, discount.		
Unit 3	Issue of Debentures	05 Hours
Meaning; types of debentures; shares Vs. debentures; issue of debentures; problems on issue of debentures; entries and accounts.		
Unit 4	Amalgamation, Absorption and External Reconstruction	24 Hours
Meaning of amalgamation; absorption and external reconstruction; purchase consideration; meaning and methods; conditions for amalgamation in the nature merger and purchase; accounting treatment in the book of transferor and transferee company (Simple problems only).		
Unit 5	Regulatory Framework	13 Hours
Meaning; forms of reconstruction; alteration of capital and capital reduction; scheme for internal reconstruction of a company; problems.		

Skill Development Activities

- 1) Preparation of final accounts of a company – A brief note on legal requirements to be compiled with together with a numerical example.
- 2) A brief note on the methods of computing purchase consideration supported by numerical example involved in Amalgamation and absorption.
- 3) A brief note on motives behind mergers
- 4) Construction of a scheme for internal reconstruction taking any numerical example
- 5) Take any reported cases of merger of companies and understand the legal and Accounting processes and implications.

References

- ☞ Gupta, R.L. and Radha Swamy, M. (2001). *Advanced Accountancy* (10th Ed). New Delhi: Sultan Chand & Sons.
- ☞ Jain & Narang. (2012). *Corporate Accounting* (18th Ed). Ludhiana: Kalyani Publishers.
- ☞ Kumar Anil., Kumar Rajesh V. & Mariappa, B. (2011). *Financial Accounting* (Vol II). New Delhi: Himalaya Publishing House.
- ☞ Shukla and Grewal. (2014). *Advanced Accountancy* (17th Ed). New Delhi: Sultan Chand & Sons.

Course Code: 13BBA3204	Course Title: SERVICE MANAGEMENT	Credits: 3	Hours: 50
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Objectives

1. To acquaint the students with the concepts of service management.
2. To familiarize the students with emerging sectors in the service industry.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Meaning of service; characteristics of services; classification of services; marketing mix of services; customer involvement in services; building customer loyalty; GAP model; balancing demand & capacity.		
Unit 2	Educational Services	10 Hours
Brief insight into Indian educational system; issues in education system; modern trends in educational system; desired education system, widening access to higher education, entry of foreign universities.		
Unit 3	Tourism and Travel Services	10 Hours
Introduction; concept & nature of tourism; significance & impact of tourism; market segmentation in tourism; tourism marketing mix management of travel services: role of travel agencies & travel organization; tour operations: meaning and services.		
Unit 4	Hospitality and Healthcare Services	10 Hours
Hotels; facilities; the guest cycle; classification of hotels; marketing mix of hospitality industry- hospital service management- facilities; personnel; administration; hospital service extensions - pharmacy; Mid Wife; marketing the medical transcription services		
Unit 5	Emerging Services	10 Hours
Online banking: meaning; online banking services; ITES: Introduction; recent trends; BPO, KPO; functions and recent trends.		

Skill Development Activities

- 1) Visit any hotel and give an account of facilities provided to tourists.
- 2) Interact with a tourist operator and try to understand elements of tourism.
- 3) Select any service and analyse the Marketing mix involved.
- 4) Format of medical transcriptions.
- 5) List out organizations providing health care services in your area.
- 6) List out different Health care services.

References

- ☞ Lovelock, Christopher. (2002). *Services Marketing - People, Technology, Strategy* (4th Ed). New Delhi: Pearson Education Asia.
- ☞ Shajahan, S. (2001). *Service Marketing (Concept, Practices & Cases)* (4th Ed). Mumbai: Himalaya Publishing House.
- ☞ Shanker, Ravi (2002). *Services Marketing - the Indian Perspective* (4th Ed). New Delhi: Excel Books

Course Code: 13BBA3205	Course Title: HUMAN RESOURCE MANAGEMENT	Credits: 3	Hours: 50
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Objectives

- To understand the importance of HR concepts.
- To analyze the role of HR managers in changing environment.
- To provide the application oriented knowledge in human resource management.

COURSE CONTENTS		
Unit 1	Introduction	06 Hours
Meaning of HRM; importance of HRM; objectives and functions; process of HRM; systems and techniques; role of human resource manager; duties and responsibilities of human resource manager; typical organization set up – structure of human resource department.		
Unit 2	HRP, Selection, Induction and Training	14 Hours
Meaning and importance of human resource planning; benefits of human resource planning; meaning of recruitment; selection, placement and training methods of recruitment and selection; uses of tests in selection; meaning of training and induction; objective and purpose of induction, need for training, benefits of training, identification of training needs, methods of training.		
Unit 3	Performance Appraisal and Compensation	10 Hours
Meaning of performance appraisal; objectives of performance appraisal; methods of performance appraisal and limitations; principles and techniques of wage fixation; job evaluation; compensation; meaning of compensation, objectives of compensation.		
Unit 4	Internal Mobility	10 Hours
Purpose of promotion, basis of promotion; meaning of transfer; reasons for transfer, types of transfer, right sizing of work force; need for right sizing.		
Unit 5	Work Environment	10 Hours
Meaning of work environment; fatigue; implications of fatigue; causes and symptoms of fatigue; monotony and boredom; factors contributing to monotony and boredom; industrial accidents; employee safety; grievance and grievances handling; personnel records and personnel audits.		

Skill Development Activities

- 1) Chart the function of HRM and a brief explanation on the need for each function
- 2) Prepare an Ad for recruitment / selection of candidates for any organization
- 3) Give observation of industrial safety practices followed by any organization
- 4) Develop a format for performance appraisal of an employee
- 5) Choose any MNC and present your observations on training programme

References

- ☞ Aswathappa. (2010). *Human Resource Management* (6th Ed). New Delhi: Tata McGraw Hill
- ☞ Biswanath Ghosh. (2005). *Human Resource Development and Management*. Jain Book Depot
- ☞ C.B.Mamoria. (2012). *Personnel management* (21st Ed). New Delhi: Himalaya Publishing House
- ☞ Edwin Flippo. (1994). *Personnel management* (5th Ed). New Delhi: Tata McGraw Hill
- ☞ Sahni. (2005). *Personnel Management* (5th Ed0. Kalyani Publisher
- ☞ Subba Rao. (2011). *Human Resources management* (12th Ed). New Delhi: Himalaya Publishing House.

Course Code: 13NCS0101	Course Title: COMPUTER FUNDAMENTALS	Credits: 1	Hours: 30
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Objective

To gain the knowledge of basic computing concepts, basic electronics and number systems and use of computers in a secure manner.

COURSE CONTENTS		
Unit 1	Introduction to Computers	05 Hours
General features of a Computer; Generation of Computers; Personal Computer; Workstation; Mainframe Computer and Super Computers. Computer Applications; Data Processing; Information Processing; Commercial; Office Automation; Industry and Engineering; Healthcare and Education; Graphics and Multimedia.		
Unit 2	Computer Organization	05 Hours
Central Processing Unit; Computer Memory – Primary Memory, Secondary Memory; Secondary Storage Devices; Magnetic and Optical Media; Input and Output Units – OMR, OCR, MICR, Scanner, Mouse, Modem.		
Unit 3	Computer Hardware and Software	10 Hours
Machine language and high level language; Application software; Computer program; Operating system; Computer virus, antivirus and Computer security; Elements of MS DOS and Windows OS; Computer arithmetic- Binary, octal and hexadecimal number systems; Algorithm and flowcharts; Illustrations; Elements of database and its applications.		
Unit 4	Microsoft Office	05 Hours
Word processing and electronic spread sheet; An overview of MS WORD, MS EXCEL and MS POWERPOINT; Elements of BASIC programming; Simple illustrations.		
Unit 5	Computer Networks	05 Hours
Types of networks; LAN, Intranet and Internet; Internet applications; World wide web; E-mail, browsing and searching; Search engines; Multimedia applications.		

Skill Development Activities

Lab Exercises

References

- ☞ Alexis Leon and Mathews Leon. (1999). *Fundamentals of information technology*. Leon Techworld
- ☞ Archana Kumar. *Computer Basics with office automation*. I.K. International Publishers.
- ☞ Jain, S.K. (1999). *Information Technology "O" level made simple*. BPB Pub.
- ☞ Jain, V.K. (2000). *"O" Level Personal Computer Software*. BPB Pub.
- ☞ Rajaraman, V. (1999). *Fundamentals of Computers*, Prentice Hall India.
- ☞ Sinha, *Computer Fundamentals*, BPB Pub.

Course Code:	Course Title: ADDITIONAL ENGLISH IV	Credits: 3	Hours: 60
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Objective

1. To inspire the young minds to greater heights of achievements and perfection in all their endeavors.
2. To encourage the youth to be bold and face confidently the challenges of the world.

COURSE CONTENTS

Unit 1	Prose & Poetry	33 Hours
Adventures of Feluda - Satyajit Ray; Whisper of Aids - Mary Fisher; Next Please - Philip Larkin; On Humanity and Freedom - Charlie Chaplin; The Inchcape Rock - Robert Southey; Three Days to See - Helen Keller; Riders to the Sea - J.M. Synge; A Highway Man - R.A.Salvatore; Three Men in a Boat - Jerome K. Jerome; Sonnet 55 - William Shakespeare.		
Unit 2	Grammar & Writing Skills	27 Hours
Phrasal Verbs; Story Writing; Writing a Review; Writing a Character Sketch; Use of Binomials; Abstract Nouns; Writing a Pen Portrait; Homophones.		

References

- ☞ Corcoran, Neil, ed., 2007, *The Cambridge Companion to Twentieth-Century English Poetry*, Cambridge: Cambridge University Press, ISBN 0-521-87081-X
- ☞ Herrmann, Dorothy, 1998, *Helen Keller: A Life*. New York, NY: Knopf. ISBN 978-0-679-44354-4
- ☞ Jerome, Jerome, 1982, "Introduction". *Three Men in a Boat, Annotated and Introduced by Cristopher Matthew and Benny Green*. Michael Joseph. ISBN 0-907516-08-4.
- ☞ Murphy, Raymond, 1998, *Intermediate English Grammar*. New York.
- ☞ Wren & Martin, 2001, *English Grammar & Composition*, New York.

Course Code:	Course Title: BUSINESS LAW	Credits: 3	Hours: 50
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Objective

1. To introduce the students to legal framework
2. To familiarize the students with important regulations of business

COURSE CONTENTS

Unit 1	Introduction	04 Hours
Introduction; nature of law; meaning and definition of business law; scope and sources of business law.		
Unit 2	Contract Laws	14 Hours
<p>Indian Contract Act 1872: Definition of Contract; essentials of a valid contract (all essentials need to be explained in great detail); classification of contracts; remedies for breach of contract.</p> <p>Indian Sale of Goods Act 1930: Definition of contract of sale and agreement to sell; essentials of contract of sale; conditions and warranties; rights and duties of buyer; rights of an unpaid seller.</p>		
Unit 3	Information Laws	10 Hours
<p>Information Technology Act 2000: Introduction to Cyber Law in India; importance of Cyber Law; E-Commerce; Paperless Society; Digital Signatures; cybercrimes; salient features of IT Act 2000; recent amendments of IT Act 2008.</p> <p>Right to Information Act 2005: Objectives of the RTI Act; its scope; suo moto disclosure; method of seeking information; who is eligible to get information; Authorities; RTE 2008: Salient Features.</p>		
Unit 4	Competitions and Consumer Laws	10 Hours
<p>The Competition Act 2002: Objectives of Competition Act; the features of Competition Act; components of Competition Act; CCI; CAT; offences and penalties under the Act.</p> <p>Consumer Protection Act 1986: Definition of the terms consumer; consumer dispute; defect; deficiency; unfair trade practices and services. Consumer Protection Act; Consumer Redressal Agencies; District Forum; State Commission; National Commission; any two landmark judgments of the Supreme Court.</p>		
Unit 5	Economic and Environment Laws	12 Hours
<p>FEMA 1999: Objects of FEMA; definition of important terms – authorized dealer; currency; foreign currency; foreign exchange; foreign security; money laundering, Hawala transactions; Directorate of Enforcement; salient features of the FEMA; offences and penalties.</p> <p>Environment Protection Act 1986: Objects of the Act; definitions of important terms; environment; environment pollutant; environment pollution; hazardous substance and occupier; types of pollution; global warming; causes for ozone layer depletion; carbon trade; rules and powers of central government to protect environment in India.</p> <p>Patent Act 1970: Meaning; scope of intellectual properties; amendments as per WTO agreements</p>		

Background; objects; definition; inventions; patentee; true and first inventor; procedure for grant of process and product patents; rights to patentee; infringement; remedies; Patent Act 2005.

Skill Development Activities

- 1) Prepare a chart showing sources of business law;
- 2) Draft an agreement on behalf of an MNC to purchase raw materials indicating therein terms and conditions and all the essentials of a valid contract.
- 3) Draft an application to the Chief Information Officer of any government office seeking information about government spending.
- 4) Draft digital signature certificate.
- 5) Draft a complaint to District Consumer Forum on the deficiency of service in a reputed corporate hospital for medical negligence.
- 6) Collect leading cyber-crimes cases and form groups in the class room and conduct group discussion.
- 7) Draft a constructive and innovative suggestions note on global warming reduction.

References

- ☞ Aswathappa. K & Ramachandra. (2003). *Business Law* (3rd Ed). New Delhi: Himalaya Publishing House.
- ☞ Bulchandini, K.R. (2012). *Business Law for Managers*. New Delhi: Himalaya Publishing House
- ☞ Garg, Sareen, Sharma & Chawla. (2004). *Business Law* (3rd Ed). Ludhiana: Kalyani Publishers.
- ☞ Kapoor N.D. (2009). *Business Law* (29th Ed). New Delhi: Sultan Chand & Sons.
- ☞ Kuchhal M.C. (2004). *Business Law* (4th Ed). New Delhi: Vikas Publishing House.
- ☞ Nabhi. (2004). *Business Law* (24th Ed). Mumbai: Indian Law House.
- ☞ Tulsian. (2013). *Business Law* (24th Ed). New Delhi: Tata McGraw Hill.

Course Code: 13BBA4202	Course Title: COST ACCOUNTING	Credits: 4	Hours: 60
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Objectives

1. To familiarize students with the various concepts and element of cost
2. To understand reconciliation statement of cost and financial accounts
3. To provide knowledge about absorption and marginal costing

COURSE CONTENTS		
Unit 1	Nature & Scope of Cost Accounting	10 Hours
Meaning; cost; costing; cost accounting; cost accountancy; financial accounting; cost accounting; cost concepts; cost center; cost unit; classification and elements of cost; costing methods and techniques; preparation of cost sheets; tenders and quotations		
Unit 2	Material & Labour Cost Control	12 Hours
Meaning of material control; steps in material control; need; objective of material control; issue of materials; methods of pricing material issues: FIFO, LIFO, Simple, Weighted average methods only; meaning of labour cost; idle time; over time; time rate and piece rate systems; Taylor's differential piece rate systems		
Unit 3	Overhead Cost Control	16 Hours
Classification of overhead cost; allocation of overhead expenses; apportionment of overhead expenses; bases of apportionment; primary and secondary distribution (repeated distribution and simultaneous equation methods only); absorption of overhead (machine hour rate only)		
Unit 4	Reconciliation of Cost and Financial Accounts	10 Hours
Meaning; Reasons for the differences in profit or loss shown by cost accounts and financial accounts; Preparation of reconciliation statement		
Unit 5	Marginal Costing	12 Hours
Meaning of marginal cost and marginal costing; absorption costing, break-even point, PV ratio and margin of safety; CVP Analysis (Excluding decision making problems).		

Skill Development Activities

- 1) List methods of costing adopted by industries located in the region
- 2) List materials consumed in any two organizations of your choice
- 3) Draw a specimen of purchase requisition format
- 4) Draw specimen of bin-cards and store ledgers
- 5) Draw specimen of wage sheet / pay roll with imaginary figures

References

- ☞ Arora, M.N. (2012). *Cost Accounting* (10th Ed). New Delhi: Himalaya Publishing House.
- ☞ Dev, Prabhu. (2004). *Cost Accounting* (4th Ed). New Delhi: Himalaya Publishing House.
- ☞ Jain, S.P. & Narang, K.L. (2011). *Cost and Management Accounting* (5th Ed). Ludhiana: Kalyani Publishers.

Course Code: 13BBA4203	Course Title: FINANCIAL MANAGEMENT	Credits: 4	Hours: 60
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Objective

To give insight into financial decision making and composition of different securities in the total capital structure.

COURSE CONTENTS

Unit 1	Introduction	16 Hours
Meaning; scope of finance; financial decisions in firm; goals of financial management; introduction to capitalization and capital structure; sources of finance: capital market, money market and Forex market.		
Unit 2	Cost of Capital	10 Hours
Meaning; computation of cost of capital; term loan; debentures; preference; equity; retained earnings; weighted average cost of capital.		
Unit 3	Capital Structure and Leverages	10 Hours
Meaning of capital structure; optimum capital structure; factors determining capital structure; problems; leverages - operating leverage, financial leverage, combined leverage; EBIT-EPS Analysis (Simple problems).		
Unit 4	Investment and Dividend Decisions	12 Hours
Meaning of capital budgeting; significance; capital budgeting process; project classification and investment criteria; payback method; ARR Method; Net Present Value; IRR Method; Profitability Index. (Simple Problems Only); dividend decisions: meaning; types of dividend policies; factors influencing dividend policy; forms of dividends (Theory only).		
Unit 5	Management of Working Capital	12 Hours
Meaning, introduction, concepts of working capital; factors influencing working capital requirements; importance of adequacy of working capital; components of working capital; simple problems on estimation of working capital requirements; cash management; receivables management and inventory management (meaning and importance only)		

Skill Development Activities

- 1) Collect and paste share application form of IPO
- 2) Collect EPS of at least 5 companies for 3 years and draw EPS chart
- 3) Prepare a capital budget by applying different techniques for a new business to be started
- 4) Illustrate operating cycle for at least two different companies of your choice.
- 5) Draw Cash Management charts
- 6) Draw working capital policy charts

References

- ☞ Bhalla, V.K. (2008). *Investment management*. New Delhi: Sultan Chand & Sons.
- ☞ Maheshwari, Dr. S.N (2010), *Financial Management: Principles and Practice*. New Delhi: Jain Book Agency
- ☞ Chandra, Prasanna. (2012). *Financial Management & Practice*. New Delhi, Tata McGraw Hill.
- ☞ Pandey, I.M. (2013). *Financial Management*. New Delhi: Vikas Publications Pvt. Ltd.
- ☞ Prasad, Sathya & Kulkarni, P.V (2004). *Financial Management*. New Delhi, Himalaya Publishing House.
- ☞ Preeti Singh (2010). *Investment Management Security Analysis and Portfolio Management*. New Delhi: PHI Learning.
- ☞ Sharma & Gupta. *Financial Management*. Ludhiana: Kalyani Publishers

Course Code: 13BBA4204	Course Title: PRODUCTION AND OPERATIONS MANAGEMENT	Credit: 3	Hours: 50
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Objective

To understand the functional areas of production and operations management as practiced in manufacturing industries

COURSE CONTENTS		
Unit 1	Introduction to Production & Operations Management	06 Hours
Meaning; objectives; importance and functions of production & operations management; recent trends; CAD, CAM, SCM (meaning only)		
Unit 2	Plant Location and Layout	10 Hours
Factors affecting location; theory and practices; cost factor in location; plant layout principles, space requirement; Different types of facilities; Organization of physical facilities – building, sanitation, lighting, air conditioning, safety, etc.		
Unit 3	Materials Management	10 Hours
Purchasing; selection of suppliers; inventory management; material handling principles and practices; economic consideration; criteria for selection of materials handling equipment; Inter- relationship of plant layout and materials handling; inventory control; value analysis; value engineering and ergonomics (meaning only); standardization; codifications; simplification..		
Unit 4	Production Planning and Quality Control	12 Hours
Objectives and concepts; capacity planning; corresponding production planning; controlling; scheduling routing; quality control - statistical quality control, quality management; acceptance sampling procedures; quality circle; meaning of ISO and TQM.		
Unit 5	Maintenance Management & Waste Management	12 Hours
Types of maintenance; break down, preventive, routine and predictive: advantages and disadvantages; modern scientific maintenance methods; waste management - scrap and surplus disposal; salvage and recovery; automation - meaning, advantages, problems.		

Skill Development Activities

- 1) Visit any organization and give a report on the functioning of PPC
- 2) Function of Materials management
- 3) Function of Quality Circles
- 4) Prepare ISO specification charts
- 5) List environmental issues handled by the company visited
- 6) Understand the plant location of the organization selected

References

- ☞ Adam, Everett E. and Ebert, Ronald J.(2002). *Production & Operations Management* (13th Ed). New Delhi: PHI Learning.
- ☞ Ahuja, K.K. (1993). *Production Management* (1st Ed). CBS Publications.
- ☞ Aswathappa, K. and Bhat, Shridhara K. (2010). *Production and Operations Management* (6th Ed). New Delhi: Himalaya Publishing House.

Course Code: 13BBA4205	Course Title: COMPUTER APPLICATION IN BUSINESS	Credits: 3	Hours: 50
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Objective

To enable the students with the skills to apply the computer solutions in business

COURSE CONTENTS		
Unit 1	Data & Information System	10 Hours
Difference between data and information; Data processing; database; DBMS; Features of information; Types of DBMS; Data warehouse data mart; Data mining; Components of information system; Information system benefits; Information system and business; Information system resources; Types of information system - TPS, OAS, MIS, DSS, ESS.		
Unit 2	Basic MIS	06 Hours
Need for MIS - Definitions, functions, characteristics of MIS; MIS & Decision making		
Unit 3	E-Commerce and Mobile Commerce	10 Hours
Internet; e-commerce; E-evolution; Role, elements, classification B2B, B2C etc.; History; E-Commerce framework, EDI, EFT, security firewall, E-commerce applications: B to C, B-to-B; Meaning, characteristics, advantages and disadvantages; mobile commerce; infrastructure; - wireless; standards; applications		
Unit 4	Enterprise Resource Planning	08 Hours
ERP: meaning; definition; advantages; disadvantages; Customer Relationship Management (CRM): meaning; definition; role of CRM.		
Unit 5	MS Office	16 Hours
Word; Spread Sheet; Excel; Power point; Computerized Accounting.		

Skill Development Activities

Examples on data mining, steps involved in the introduction of DBMS understand by visiting any organization the working of ERP, CRM and computerized accounting

References

- ☞ Alexis Leon & Mathews Leon. (2000). *Fundamentals of Information Technology* (2nd Ed). Sangam Books Ltd.
- ☞ James Obrein. (2011). *Management Information Systems* (10th Ed). Northern Arizona University.
- ☞ Murthy C.S.V. (2012). *E- Commerce* (1st Ed). New Delhi: Himalaya Publishing House.
- ☞ Rajagopan S.P. *Computer Application in Business*. Pearson Education India
- ☞ S Sadagopan. (1999). *Enterprise resource planning (ERP)* (2nd Ed). Pearson

Course Code:	Course Title: INDIAN CONSTITUTION	Credits: 1	Hours: 40
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Objective

To educate the students about the various aspects on Indian Constitution

COURSE CONTENTS

Unit 1		08 Hours
Framing of the Indian Constitution; Role of the Constituent Assembly; b. Philosophy of the Constitution - Objectives, resolution, preamble, fundamental Rights and Duties; Human rights and Environmental protection.		
Unit 2		10 Hours
Special Rights created in the Constitution of Dalits, Backward Classes, Women and Children, and religious and linguistic minorities; b. Directive Principles of State policy - The need to balance fundamental rights with directive principles		
Unit 3		12 Hours
Union Executive - President, Prime Minister and Council of Ministers, powers and functions, coalition Government, problems in their working; b. Union Legislature - Lok Sabha and Rajya Sabha, powers and functions. Recent trends in their functioning.		
Unit 4		10 Hours
State Government - Governor, Chief Minister and Council of Ministers, Legislature; Centre - State relations - Political, financial, administrative, Recent Trends.		
Unit 5		10 Hours
Judiciary - Supreme Court, Judicial Review, Writs, Public interest litigations. Enforcing rights through writs; Emergency provisions (Article 356).		

References

- ☞ Basu D.D. (2013). *Introduction to the Indian Constitution* (21st Ed). Lexis Nexis India.
- ☞ Gran Ville Austin. *The Indian Constitution – Corner stone of a Nation* (3rd Ed).
- ☞ Johari. (1994). *Indian Government and Politics Vol. I & II* (4th Ed). New Delhi: Vishal Publishers.
- ☞ Nani Palkhivala (1999). *We the People* (1st Ed). New Delhi: UBS Publishers,
- ☞ Narang A.S. (2000). *Indian Constitution, Government and Politics* (4th Ed). Gitanjali Publishing House

Course Code: 13BBA5201	Course Title: INCOME TAX-I	Credits: 4	Hours: 60
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Objective

To expose the students to the various provision of Income Tax Act relating to computation of Income of Individual Assesse only.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Brief history of Income Tax; legal frame work; cannons of taxation; Recent Finance Bill; scheme of income tax; definitions: Assesse, Person, Assessment Year, Previous Year, Income, Gross Total Income, Total Income, Agricultural Income (including integration of agricultural income with non- agriculture income).		
Unit 2	Residential Status and Incidence of Tax	14 Hours
Residential status; Exempted Incomes U/S 10 (Restricted to Individual Assesse): fully exempted and partly exempted incomes; including problems on House Rent Allowance; Leave Encashment; Commutation of Pension; Death-cum-Retirement benefits; Gratuity; compensation received on termination of the service.		
Unit 3	Income from Salary	24 Hours
Income from Salary; Features of Salary Income; Basic Salary; Allowance, Perquisites section 89(1); Problems.		
Unit 4	Income from House Property	12 Hours
Income from House Property; Introduction; Annual value under different situations; deductions; problems.		

Skill Development Activities

- 1) Form No. 49A (PAN) and 49B.
- 2) Filling of Income Tax Returns.
- 3) List of enclosures to be made along with IT returns (with reference to salary & H.P).
- 4) Preparation of Form 16.
- 5) Computation of Income Tax and the Slab Rates.
- 6) Computation of Gratuity.
- 7) Chart on perquisites.
- 8) List of enclosures to be made along with IT returns (with reference to salary and house property incomes)

References

- ☞ Gaur & Narang. *Income Tax*. Ludhiana: Kalyani Publishers
- ☞ Lal, B.B. *Direct Taxes*. Konark Publisher (P) Ltd
- ☞ Mehrotra and Goyal. *Direct Taxes – Law and Practice*. Sahitya Bhavan Publication
- ☞ Prasad, Bhagwathi. *Direct Taxes- Law and Practice*. Wishwa Prakashana
- ☞ Pagare & Dinakar. *Law and Practice of Income Tax*. New Delhi: Sultan Chand & Sons
- ☞ Singhania, Vinod K. *Direct Taxes – Law and Practice*. New Delhi: Taxmann publication

Course Code: 13BBA5202	Course Title: MANAGEMENT ACCOUNTING	Credits: 4	Hours: 60
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Objective

To enable the students to interpret financial statement and enable management decisions based on analysis.

COURSE CONTENTS		
Unit 1	Introduction	6 Hours
Meaning; nature and scope of Management Accounting; evolution; Cost Accounting vs. Management Accounting vs. Financial Accounting; limitations of management accounting.		
Unit 2	Analysis of Financial Statements- I	10 Hours
Analysis of financial statements; comparative statements; comparative income statement; comparative balance sheet; common size statements; common size income statements; common size balance sheet; trend percentages; reporting to management; management decision and analysis.		
Unit 3	Analysis of Financial Statements- II	16 Hours
Ratio analysis: meaning and significance; classification of ratios; problems on ratio analysis; preparation of trading and profit and loss accounts and balance sheet with the help of accounting ratios.		
Unit 4	Fund Flow and Cash Flow Statements	20 Hours
Meaning of fund and funds flow analysis; advantages of fund flow statements and limitations; preparation of funds flow statement; cash flow statement: meaning; advantages of cash flow statements and limitations; distinction between fund flow and cash flow statement; preparation of cash flow statement (as per Accounting Standard-3).		
Unit 5	Budgetary Control	08 Hours
Meaning; need; objectives and functions; advantages and limitations; classification; preparation of cash and flexible budget only.		

Skill Development Activities

- 1) Collection of financial statements of any one organized for at least 2 years
- 2) Calculation of profitability ratios, Turnover ratios, solvency ratios and liquidity ratios
- 3) Prepare trend charts of the company chosen
- 4) Preparation of Funds flow statements with imaginary figures as per Accounting Standards
- 5) Preparation of Cash flow statements with imaginary figures as per accounting standards
- 6) Draft an imaginary management report (General)
- 7) Draft situation specific Management report.

References

- ☞ Gowda, J. Made. (2007). *Cost and Management Accounting (3rd Ed)*. Deep and Deep Publications
- ☞ Jain and Narang. (2005). *Cost and Management Accounting (6th Ed)*. Ludhiana: Kalyani Publishers
- ☞ Pandey I.M. (2009). *Management Accounting (3rd Ed)*. New Delhi: Himalaya Publishing House
- ☞ Prabhakara Rao. (2009). *Management Accounting (1st Ed)*. Ludhiana: Kalyani Publishers.
- ☞ Sahab M.A.(2001). *Management Accounting*. New Delhi: Vikas Publications Pvt. Ltd
- ☞ Sharma and Shashi Gupta. (2012). *Management Accounting (3rd Ed)*. Ludhiana: Kalyani Publishers
- ☞ Vinayakam. (1996). *Management Accounting (3rd Ed)*. Tools and Techniques.

Course Code: 13BBA5203	Course Title: BUSINESS RESEARCH METHODS	Credits: 3	Hours: 50
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Objectives

1. To equip the students with the basic understanding of the research methodology
2. To provide the fundamentals of research for practical application in business

COURSE CONTENTS		
Unit 1	Introduction	06 Hours
Meaning, objectives; types of research; research approaches; research methods vs. research methodology; research process.		
Unit 2	Research Problem	06 Hours
Meaning of research problem; identifying and defining the research problem; review of literature (concept); statement of problem (concept); objectives of the study (concept).		
Unit 3	Research Design	14 Hours
Meaning; need; features; important concepts relating to research design; types of research design; sampling: sampling methods (probability and non-probability methods concept).		
Unit 4	Data Collection and Tabulation	12 Hours
Collection of primary data; questionnaire and schedules; qualitative techniques of data collection: interview, observation; secondary data; tabulation of data.		
Unit 5	Analysis and Interpretation of Data and Research Reporting	12 Hours
Statistical methods for data analysis (only theory); meaning of interpretation; technique of interpretation; significance of report writing; steps; layout of the research report; types of research reports; precautions while writing research reports.		

Skill Development Activities

- 1) Illustrate different types of samples with examples
- 2) Construct a questionnaire for collection of primary data keeping in mind the topic chosen for research
- 3) Tabulate the information collected through the questionnaire

References

- ☞ Krishna Swamy, O.R. (1993). *Research Methodology*. New Delhi: Himalaya Publishing House.
- ☞ Kothari, C.R. (2004). *Research Methodology (2nd Ed)*. New Age.
- ☞ Michael V.P. (2004). *Research Methodology in Management*. New Delhi: Himalaya Publishing House
- ☞ Sadhu & Singh Amarjit. (1983). *Research Methodology in Social Science*. New Delhi: Himalaya Publishing House
- ☞ Wilkinson and Bhandarkar. (2003). *Methodology and Techniques of Social Research*. New Delhi: Himalaya Publishing House
- ☞ William Trochim.(2003). *Research Methods*. Biztantra

Course Code: 13BBA5204	Course Title: BUSINESS ETHICS AND CORPORATE GOVERNANCE	Credits: 3	Hours: 50
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Objective

To make the student conscious about ethical values in real life and in business

COURSE CONTENTS		
Unit 1	Ethics in Business	10 Hours
Definition, scope and characteristics of business ethics; Factors influencing business ethics; types of ethics; code of ethics; importance of ethics in business; corporate social responsibility.		
Unit 2	Ethics in Marketing	10 Hours
Meaning; ethical issues in marketing; criticism of ethics in marketing; reasons for unethical practice; consumerism; ethics in advertising: ethical principles in advertising, steps to be taken by advertising industry; marketing strategies; problems of online marketing; consumer privacy; corporate citizenship.		
Unit 3	Ethics in Human Resource Management	12 Hours
Meaning; definition; importance; unethical practices by employers; ethics in recruitment, selection, reward systems, performance appraisal; discrimination; whistle blowing: right and wrong whistle blowing, conditions for whistle blowing; conflicts of interest; ethics at workplace.		
Unit 4	Business Ethics in a Global Economy	08 Hours
Ethical perceptions and international business; global values; the multinational corporation and various ethical issues, cross cultural, cross religious and cross racial issues.		
Unit 5	Corporate Governance	10 Hours
Meaning and importance, composition of BODs, role of independent directors; benefits of good corporate governance; present scenario in India; reforming Board of Directors, Birla Committee, Naresh Chandra Committee, Narayana Murthy Committee; Corporate Governance code; future scenario.		

Skill Development Activities

- 1) Prepare a list of ethical problems faced by managers
- 2) List the unethical practices of advertising in India
- 3) Report your opinion on any one committee recommendations on corporate governance.

References

- ☞ Badi R.V. (2004). *Corporate Governance (1st Ed)*. New Delhi: Himalaya Publishing House
- ☞ Biswanth, Ghosh. (2004). *Ethics in Managemenet and Indian Ethos (2nd Ed)*. New Delhi: Vikas Publications Pvt. Ltd.
- ☞ Khandelwal N.M. (2007). *Indian Ethos and Values for Managers (1st Ed)*. New Delhi: Himalaya Publishing House
- ☞ Micheal, Blowfield. (2011). *Corporate Responsibility(2nd Ed)*. Oxford: Oxford University Press
- ☞ Murthy, C.S.V. (2013). *Business Ethics & Corporate Governance (1st Ed)*. New Delhi: Himalaya Publishing House
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Course Code: 13BBA5205	Course Title: BANKING REGULATIONS AND OPERATIONS	Credits: 3	Hours: 50
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Objective

To familiarize the students with the law and practices of banking

COURSE CONTENTS		
Unit 1	Introduction	06 Hours
Nature of banking business; Banker and Customer: General and Special relationship.		
Unit 2	Paying and Collecting Banker	20 Hours
Negotiable instruments and their characteristics; payment of cheques and protection to the paying banker dishonors of cheques: grounds; payment of cheque and other instruments; crossing of cheques; function of the banker; collection of cheques and other instruments; protection to the collecting banks under the Negotiable Instruments Act 1881; Endorsements on cheques; Bill of exchange; different types of endorsements; forged endorsements; Holder of value; holder/payment in due course.		
Unit 3	Types of Customers and Account holders	10 Hours
Types of customers and account holders: Procedure and practice for opening and conducting the accounts of customers particularly individuals including minors; joint account holders; partnership firms; joint stock companies; companies with limited liability; executors and trustees; clubs and associations; Joint Hindu Family etc.; steps to be taken on death; lunacy; bankruptcy; winding up or in cases of garnishee orders; non-resident accounts; accounts of government departments; payment of pension-certificate of deposit.		
Unit 4	Services to Customers	6 Hours
Remittance of funds: demand drafts, mail transfers, online transfers; safety lockers; safe custody of articles; standing instructions; credit cards; debit cards; KYC norms.		
Unit 5	Principles of Bank Lending	8 Hours
Principles of bank lending: different kinds of borrowing facilities granted by banks such as loans, cash credit, overdraft, bills purchased, bills discounted, letters of credit; Types of securities; NPA.		

Skill Development Activities

- 1) Collect and paste (photocopy) of A/c opening form for SB A/c and Current A/c
- 2) Collect and paste pay in slip for SB A/c and Current A/c.
- 3) Draw specimen of demand draft.
- 4) Draw different types of endorsement of cheques.
- 5) Paste specimen of travelers cheque/gift cheque.
- 6) List customer services offered by at least 2 banks of your choice.

References

- ☞ Bedi H.L & Hardikar V.K. (2001). *Practical Banking- Advance (10th Ed)*. Excel Books
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FINANCE ELECTIVES

Course Code: 13BBA5A01	Course Title: FINANCIAL MARKETS AND SERVICES	Credits: 3	Hours: 50
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Objectives

To familiarize the students with various issues with financial markets and services.

COURSE CONTENTS		
Unit 1	Financial Markets	12 Hours
Primary market: meaning; features; players of primary market; instruments; procedure for issuing equity shares and debentures; SEBI guidelines for issue of securities; merits and demerits of primary market; secondary market: meaning; structure; functions; trading and settlement in stock exchanges; players in secondary market; merits and demerits; reforms in stock market; BSE, NSE, MCX-SX and OTCEI: origin; functions.		
Unit 2	Non-Banking Financial Services	12 Hours
Meaning of life insurance and general insurance; Accounting concepts relating to insurance companies; Preparation of final accounts of insurance companies- revenue account, balance sheet.(Simple Problems)		
Unit 3	Market Regulator	08 Hours
SEBI: objectives; organization; role; functions; powers; jurisdictions; investor protection.		
Unit 4	Mutual Funds	10 Hours
Concept; scope; market evolution; Impact of growth on the economy; types of mutual funds; credit rating: meaning, functions; benefits; credit rating agencies.		
Unit 5	Emerging Trends in Financial Services	08 Hours
Personalized banking: ATM; Mobile Banking & e-banking; Credit & Debit Card; RTGS; NEFT; IMPS; Rupay; (Basic Concepts).		

Skill Development Activities

- 1) Select any mutual fund and examine the various closed and open-ended schemes.
- 2) Analyze one housing finance scheme offered.
- 3) Prepare a chart showing structure of financial markets.
- 4) Prepare a chart showing instruments of financial markets.
- 5) Prepare a chart of ratings given by different rating agencies.

References

- ☞ Avadhani,V.K. (1999). *Marketing of Financial Services (2nd Ed)*. New Delhi: Himalaya Publishing House
- ☞ Bhole, L.M. (2008). *Financial Markets and Institutions (4th Ed)*. New Delhi: Tata McGraw Hill
- ☞ Gordon and Natarajan K. (2008). *Financial Markets and Services (8th Ed)*. New Delhi: Himalaya Publishing House
- ☞ Jordan. (2008). *Emerging Scenario of Financial Services*. Prentice Hall of India Ltd
- ☞ Khan M. Y., Jain P K. (2012). *Financial Services (3rd Ed)*.Tata McGraw Hill.

Course Code: 13BBA5A02	Course Title: EQUITY AND COMMODITY MARKETS	Credits: 3	Hours: 50
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Objectives

To familiarize the students with the conceptual framework of stock markets and commodity markets and their functionality.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Shares; different types of shares; role of SEBI; commodity: meaning; commodity market; evolution; distinction between commodity and stock market; role of FMC.		
Unit 2	Organization of Stock Exchange	08 Hours
History, membership, organisation, governing body; functions of stock exchange; role and importance of trading in securities; listing; online trading; recognized stock exchanges in India (in brief).		
Unit 3	Trading in Stock Market	12 Hours
Patterns of trading and settlement; speculations; types of speculations; activities of brokers; settlement procedure; role of depositories; NSDL, CDSL (in brief).		
Unit 4	Commodity Market	10 Hours
Commodity derivatives; commodity exchanges: NCDEX, MCX, NMCE; functions; types of commodity markets: spot, future and forward markets.		
Unit 5	Trading in Commodity Market	10 Hours
Patterns of trading and settlement; price discovery meaning; efficiency of commodity markets; size of commodity markets in India; benefits of commodity markets; major players.		

Skill Development Activities

- 1) Select a stock exchange in India and study the procedure of trading in stocks.
- 2) Prepare an organization structure of a stock exchange in India
- 3) Write about any two familiar indices in Indian stock exchanges.

References

- ☞ Bharat Kulkarni. (2011). *Commodity Markets and Derivatives (1st Ed)*. New Delhi: Excell Books
- ☞ Guruswamy. (2009). *Financial Markets and Institutions (3rd Ed)*. Tata McGraw Hill,
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- ☞ Khan. (2005). *Indian Financial systems (6th Ed)*. Tata McGraw Hill,
- ☞ Pallavi Mody. (2006). *Equity- The next investment destination (1st Ed)*. New Delhi: Himalaya Publishing House.

HUMAN RESOURCE MANAGEMENT ELECTIVES

Course Code: 13BBA5B01	Course Title: INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Credits: 3	Hours: 50
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Objective

To equip the students with knowledge and understanding of various concepts of International Human Resource Management.

COURSE CONTENTS

Unit 1	Introduction to IHRM	06 Hours
Definition; approaches to IHRM; difference between IHRM and domestic HRM; reasons for emergence of IHRM; socio-cultural context; culture and employee management issues; organizational dynamics and IHRM; organizational Processes in IHRM; linking HR to International expansion strategies; the challenges of International Human Resource Management.		
Unit 2	Recruitment, Selection and Staffing	10 Hours
Recruitment; recruitment methods using head-hunters; cross-national advertising; e-recruitment; selection in international context; Selection criteria and techniques; use of selection tests; interviews for international selection; staffing in International context; International Managers; parent country nationals; third country nationals; host country nationals; advantages and disadvantages of different selection methods; different approaches to multinational staffing decisions; international staffing issues.		
Unit 3	Training, Development and Performance Management	18 Hours
Context backdrop of international training; current scenario in international training and development; training & development of international staff; types of expatriate training; HCN training; career development; repatriate training; developing international staff and multinational teams; knowledge transfer in multinational companies; constraints in goal attainment; performance management cycle, models; performance and appraisal in IHRM; appraisal of expatriate; third and host country employees; issues and challenges in international performance management; country specific performance management practices; compensation (concept only)		
Unit 4	Employee Engagement	08 Hours
Meaning; practices; linkage with organizational behavior; analysis of relationship between levels of employee engagement and organizational performance; methods of measuring employee engagement; strategies to engage employees.		
Unit 5	Labour Relations	08 Hours
Key issues; response of labour unions to MNCs; HRM practices in different countries - Japan, USA, UK, Turkey, Middle East, India and China.		

Skill Development Activities

- 1) Write a report on recruitment and selection process of any one MNC.
- 2) Compare and contrast HR practices of any two countries
- 3) Prepare a chart about the various types of trainings which are offered to the employee before travelling abroad

References

- ☞ Evans, Pucik, Barsoux.(2002). *The Global Challenge- Framework for International Human Resource Management (1st Ed)*. New Delhi: Tata McGraw-Hill
- ☞ Dowling Peter, Welch Denice. (2005). *International Human Resource Management (5th Ed)*. Cengage Learning
- ☞ Aswathappa and Sadhna Das. (2010). *International Human Resource Management (7th Ed)*. New Delhi: Tata McGraw Hill
- ☞ Edwards Tony and Chris Rees. (2011). *International Human Resource Management (2nd Ed)*. New Delhi: Pearson Education.
- ☞ Tayeb Monir H. (2005). *International Human Resource Management (1st Ed)*. Oxford: Oxford University Press.

Course Code: 13BBA5B02	Course Title: COMPENSATION MANAGEMENT	Credits: 3	Hours: 50
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Objective

To equip the students with knowledge and understanding of various aspects of Compensation Management.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Compensation meaning; objectives; nature of compensation; types of compensations; compensation responsibilities; Compensation system design issues: compensation philosophies; compensation approaches; decision about compensation; compensation; bases of pay; individual Vs. team rewards; perceptions of pay fairness; legal constraints on pay systems.		
Unit 2	Managing Compensation	10 Hours
Strategic Compensation planning; determining compensation; wage mix; Development of a Base Pay System; Job evaluation systems; the compensation structure; pay grades and rate ranges; government regulation on compensation; fixing pay; significant compensation issues; Compensation as a retention strategy.		
Unit 3	Wage and Salary Administration	10 Hours
Nature and scope; wage determination process, Factors Influencing wage and Salary Administration. Wage and salary surveys; the wage curve; Wage; Theories of Wages, Types of wages; Time rate, piece rate, debt method, wage differentials; preparing salary matrix.		
Unit 4	Variable Pay and Executive Compensation	10 Hours
Strategic reasons for Incentive plans; administration; Individual plans; Piecework, Standard hour plan, bonuses, merit pay, group incentive plans; team compensation; Gain sharing Plans, Enterprise incentive plans; profit Sharing plans, ESOPs; executive compensation: elements of executive compensation and its management.		
Unit 5	Managing Employee Benefits	10 Hours
Employee benefits- meaning, strategic perspectives; goals; need analysis; funding; benchmarking schemes; nature and types; programs: security, retirement security, health care, time-off; benefits administration; legal aspects; discretionary major employee benefits; creating a work life setting; employee services; designing a benefits package.		

Skill Development Activities

- 1) Identify compensation strategies of any Indian company
- 2) Prepare the list of employee benefits offered by a MNC
- 3) Prepare a chart enlisting the benefits of providing good compensation to employees
- 4) Prepare a salary break-up document
- 5) analyze and discuss the role of Globalization on the Indian compensation policies

References

- ☞ Anderson Richard. (2010). *Compensation Management in Knowledge based world* (10th Ed). Pearson Education
- ☞ Martocchio Joseph. (2012). *Strategic Compensation* (7th Ed). Pearson Education
- ☞ Milkovich & Newman. (2013). *Compensation* (11th Ed). New Delhi: Tata McGraw Hill
- ☞ Singh B.D. (2012). *Compensation & Reward Management* (2nd Ed).Excel Books

MARKETING MANAGEMENT ELECTIVES

Course Code: 13BBA5C01	Course Title: SALES AND DISTRIBUTION MANAGEMENT	Credits: 3	Hours: 50
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Objectives

1. To familiarize the students with the concepts of Sales Management
2. To understand the various channels of distribution

COURSE CONTENTS		
Unit 1	Introduction	06 Hours
Sales Management – Meaning, Importance; Objectives and Functions; Sales Management and Marketing Management; Sales Management Process; Emerging trends		
Unit 2	Sales Planning and Budgeting	10 Hours
Sales Organization: Definition, Duties and Responsibilities of Sales Manager and Sales Representatives; Sales Planning; Sales Strategy; Sales Policies; Sales Forecasting: Methods: Quantitative and Qualitative		
Unit 3	Managing Sales Force	14 Hours
Meaning of Sales Force; Recruitment, Selection, Training, Motivation, Compensation of Sales Force (in brief); Controlling Sales Force: Methods: Sales Budget, Sales Quotas, Sales Territories and Sales Control; Sales Audit; Sales Report		
Unit 4	Distribution Management	12 Hours
Meaning; Distribution System: Physical Distribution; Marketing Logistics and Supply Chain Management (Concept); Difference between Logistics Management and Supply Chain Management; Distribution Channels; Types of Channels		
Unit 5	Managing Marketing Channels	08 Hours
Role and functions of Marketing Intermediaries (wholesaler and Retailer); Selection of Marketing Channel; Motivation of Marketing Intermediaries; Channel Management and Control.		

Skill Development Activities

- 1) Select any product and examine the features of channels selected for distribution
- 2) Visit any organization and understand about remuneration and incentives to salesman
- 3) Preparation of Sales Strategies for FMCG Products

References

- ☞ Appannaiah, Reddy and Ramanth.(2007). *Sales and Distribution Management (1st Ed)*. Mumbai, Himalaya Publishing House
- ☞ Bhatt Shridhara. (2011). *Sales and Distribution Management (1st Ed)*. New Delhi: Himalaya Publishing House

Course Code: 14BBA5C02	Course Title: ADVERTISING AND CONSUMER BEHAVIOUR	Credits: 3	Hours: 50
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Objectives

1. To understand the concepts of advertising and agencies management.
2. To familiarize the foundations of consumer behavior.

COURSE CONTENTS		
Unit 1	Introduction, Advertising Planning and Execution	10 Hours
History; importance and functions; types of advertising; types of media of advertising; advertising as a communication process; facilitating institutions; advertising planning: DAGMAR approach; setting advertisement objectives; advertising theme; sources; using an endorser; distraction effects; creative process; copywriting; Illustration; layout; types of commercial; positioning and creative Interpretation; creative styles: Rosser Reeves- USP; David Ogilvy's- The Brand Image and William Bernbach- Execution.		
Unit 2	Advertising Agencies and E-Advertising	10 Hours
Advertising agency: organization, structure, functions and departments: accounts executive, media planner and buyer, copy writers, visualisers, studio manager, research executive, print production; client agency relationship; E-Advertising: meaning; banner advertising; impact on business; message strategy & tactics.		
Unit 3	Introduction to Consumer Behaviour	05 Hours
Concept and need for studying consumer behavior; current trends in CB; models of CB- Economic, Psychoanalytic, The Howard-Sheth Model; consumer decision-making process in buying.		
Unit 4	Determinants of Consumer Behaviour-I	12 Hours
Consumer learning: components of learning; stages in observational learning process (no theories); Consumer Motivation: meaning; application of Maslow's theory in understanding consumer behaviour; measuring consumer motivation; Consumer perception: characteristics affecting perception; perceptual selection; perceptual organisation & interpretation; Consumer attitudes: nature; role of attitudes in developing marketing strategy; attitude change before, during and post purchase.		
Unit 5	Determinants of Consumer Behaviour-II	13 Hours
Demographics & social class; types of consumers; social class influences; changing lifestyle of Indian consumers; Consumer personality (no theories): meaning; personality influences on consumer behaviour; Culture: cultural influence on CB; Reference group: types of reference group; Nature of reference groups and its influence on consumer's purchasing behavior; family life cycle; family decision making and consumption related roles.		

Skill Development Activities

- 1) Examine the latest advertising strategies followed by any one organization.
- 2) Select any advertisement copy from any business magazine / TV and examine the strengths and weaknesses of the same.
- 3) List the advertising objectives on DAGMAR approach for any product.
- 4) Collect message contents of any ten products.
- 5) Interview some customers of FMCG and analyze their pre and post purchase behavior
- 6) Conduct a formal interview with local retailer and find how to segment the consumer
- 7) Prepare a chart of decision making process
- 8) Understand the influence of your family decision in purchasing a product

References

- ☞ Batra, Rajeev.(2003). *Advertising Management (5th Ed)*. Prentice Hall India Publishers.
- ☞ Chunnawalla S.A. & Sethia K.C. (2002). *Foundations of Advertising Theory & Practice (5th Ed)*. New Delhi: Himalaya Publishing House
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- ☞ Myers, G. John, Aaker A. David. (2003). *Advertising Management*. Prentice Hall India Publishers Sontakki C.
- ☞ Bennett Peter D. (2008). *Consumer Behaviour*. Foundation of Marketing. Prentice-Hall.
- ☞ Jay D. Lindquist & M. Joseph Sirgy (2003). *Shopper, Buyer and Consumer: Theory and Marketing Applications (2nd Ed)*. Biztantra Publishing
- ☞ Leon G. Schiffman, Ramesh Kumar (2013) *Consumer Behaviour (10th Ed)*. Pearson
- ☞ Loudon, David. L. Bitta, Della (2002). *Consumer Behaviour (4th Ed)*.New Delhi: Tata McGraw Hill.
- ☞ Nair. R. Suja (2001). *Consumer Behaviour in Indian Perspective (1st Ed)*. New Delhi: Himalaya Publishing House.

Course Code: 13BBA6201	Course Title: INCOME TAX II	Credits: 4	Hours: 60
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Objectives

1. To understand the income tax provisions related to income from business and profession, capital gain and income from other sources.
2. To understand the income tax provisions related set off and carry forward of losses and computation of total income.

COURSE CONTENTS		
Unit 1	Income from Business and Profession	16 Hours
Profits and Gains from Business and Profession – Problems on business relating to sole trader only and Problems on profession relating to Chartered Accountant, Advocate and Doctor.		
Unit 2	Capital Gains	12 Hours
Capital Gains – Theory and Problems including exemptions U/S 54.		
Unit 3	Income from other sources and deductions	12 Hours
Income From other sources including problems; Deduction u/s 80 from Gross Total Income (GTI) – Provisions relating to individuals only.		
Unit 4	Set Off and Carry Forward of Losses	05 Hours
Carry forwards and set off of losses, (Theory only).		
Unit 5	Computation of Total Income	05 Hours
Computation of total income and Tax liability including tax rebate.		
Unit 6	Income Tax Authorities	10 Hours
Income Tax Authorities: A brief discussion on a) Income Tax Officer and Powers and Functions. b) Central Board of Direct Taxes, Powers and Functions. c) Commissioner of Income Tax, Power and Functions. d) Types of Assessments and Rectifications of Mistakes. e). Recovery of Tax and Refunds.		

Skill Development Activities

- 1) Chart Capital gains index numbers.
- 2) Table of rates of Tax deducted at source.
- 3) Filing of IT returns of individuals.
- 4) List of Enclosures for IT returns.

References

- ☞ B.B. Lal. *Direct Taxes*. Konark Publisher (P) Ltd.
- ☞ B.B. Lal. *Income Tax, Central Sales Tax Law and Practice*. Konark Publisher (P) Ltd.
- ☞ Bhagwathi Prasad. *Direct Taxes- Law and Practice*. Wishwa Prakashana.
- ☞ Dr. Mehrotra and Dr. Goyal. *Direct Taxes – Law and Practice*. Sahitya Bhavan Publication.
- ☞ Dinakar Pagare. *Law and Practice of Income Tax*. New Delhi: Sultan Chand & Sons.
- ☞ Dr. Sanjeev Kumar. *Systematic Approach to Indirect Taxes*. Bharath Law House.
- ☞ Dr. Vinod K. Singhania. *Direct Taxes – Law and Practice*. New Delhi: Taxmann publication.
- ☞ Gaur & Narang. *Income Tax*. Ludhiana: Kalyani Publishers
- ☞ V.S. Datey. *Indirect Taxes*. Taxmann Publication.

Course Code: 13BBA6202	Course Title: STRATEGIC MANAGEMENT	Credits: 3	Hours: 50
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Objectives

1. To help the students to learn the concepts related to Business Policies and Strategic Management.
2. To understand how successful Strategies are framed at different levels of Management for organizational success.

COURSE CONTENTS		
Unit 1	Business Policy & Strategic Management	10 Hours
Definition and Importance of business policy; Purpose of business policy; objectives of business policy; Strategic Management: Meaning and definition of strategy; Need for strategic management; process of strategic management; Strategic decision-making; reasons for failure of strategic management; Strategists and their role in strategic management.		
Unit 2	Environment Appraisal	06 Hours
The concept of environment; the company and its environment; scanning the environment; relating opportunities and resources based on appraisal of the environment; situation analysis; opportunities and threats analysis; BCG Model; McKinsey's 7s model.		
Unit 3	Strategic Planning	08 Hours
Strategic planning process; strategic plan; Corporate level strategies: Stability strategy, expansion strategy, merger strategy, retrenchment strategy, restructures strategy; Business level strategy: SBU (strategic business Units), cost leadership, differentiation; decentralization.		
Unit 4	Implementation of Strategies	16 Hours
Activating strategy: interrelationship between formulation and implementation; aspects of strategy implementation: project implementation, procedural implementation. Structural implementation: structural considerations; structures for strategies; Organisational design and change; Organisational systems. Behavioural implementation: Leadership implementation, corporate culture, corporate politics and use of power. Functional and operational implementation: Functional strategies; Functional Plans and policies, Financial, marketing, operational and personnel dimensions of functional plans and policies; Integration of functional plans and policies; balanced score card method.		
Unit 5	Strategy Evaluation	10 Hours
Strategic evaluation and control; operational control; overview of management control; focus on KRA (Key Result Areas); Social audit.		

Skill Development Activities

- 1) Select any organization and identify the KRAs.
- 2) Select any organization and undertake SWOC analysis
- 3) Present a chart showing Strategic Management process.
- 4) Prepare a chart showing organizational design and change.
- 5) Summarize Social Audit process in any organization known to you.

References

- ☞ Azhar Kazmi. (2008). *Business policy and Strategic Management (3rd Ed)*. New Delhi: Tata McGraw Hill.
- ☞ Ghosh P.K. (2006). *Business policy and Strategic Planning & management (8th Ed)*. New Delhi: Sultan Chand & Sons.
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- ☞ R. Nanjundaiah & Dr. S. Ramesh. (2003). *Strategic planning and business policy (2nd Ed)*. New Delhi: Himalaya Publishing House.
- ☞ Sharma & Gupta. (2007). *Strategic Management (4th Ed)*. Ludhiana: Kalyani Publishers.
- ☞ Sukul Lomesh, P.K. Mishra. (2012). *Business Policy and Strategic Management (2nd Ed)*. Oxford: Oxford University Press.

Course Code: 13BBA6203	Course Title: ENTREPRENEURIAL DEVELOPMENT	Credits: 3	Hours: 50
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Objectives

1. To help the students to understand the concept of Entrepreneurship
2. To familiarize the students to various concepts of SMEs

COURSE CONTENTS		
Unit 1	Entrepreneurship	12 Hours
Introduction to Entrepreneur; Entrepreneurship and Enterprise; Importance and relevance of the entrepreneur; Factors influencing entrepreneurship; Pros and Cons of being an entrepreneur; Women entrepreneur; problems and promotion (SHGs); Types of Entrepreneurs; Characteristics of a successful entrepreneur; Competency requirement for entrepreneurs; Awareness of self-competency.		
Unit 2	Micro, Small & Medium Enterprises (MSME)	10 Hours
Meaning; Definition; Types; product range; capital investment; ownership patterns; Importance and role played in the development of the Indian economy; Problems and Remedies; Sickness in MSME's; Meaning and definition of a sick industry; Causes of industrial sickness; Preventive and remedial measures for sick industries.		
Unit 3	Venturing Small Business	10 Hours
Steps involved in starting a business venture; location, clearances and permits required, formalities, licensing and registration procedures; Feasibility study (financial, technical and social) of project; Sources of Finance: Short term and Long term (Venture Capital and Angel Investing)		
Unit 4	Business Plan	10 Hours
Meaning; Importance; Preparation of business plan; Common pitfalls; Typical BP format; Financial aspects, marketing aspects, human resource aspects, technical aspects and social aspects of the BP.		
Unit 5	Institutional Assistance	08 Hours
Financial assistance through SFCs, SIDBI, Commercial Banks, KSIDC, KSSIC, IFCI; Non-financial assistance from DIC, SISI, EDI, SIDO, AWAKE, TCO, TECKSOK, KVIC; Financial incentives for SSI and Tax Concessions ; Industrial estates: role and types.		

Skill Development Activities

- 1) Prepare a project report to start an SSI Unit
- 2) Draft a letter to the concerned authority for seeking license to start an SSI Unit
- 3) Prepare a format of Business plan
- 4) A report on the survey of SSI Units located in the region
- 5) Financial assistance chart for SSI Units
- 6) Any one success story of Entrepreneur of the region
- 7) List Tax concessions available to SSI Units under direct and indirect taxes

References

- ☞ Srivastava. (1991). *A Practical Guide to Industrial Entrepreneurs (1st Ed)*. New Delhi: Sultan Chand & Sons.
- ☞ S.V.S. Sharma. (2001). *Developing Entrepreneurship, Issues and Problems (1st Ed)*. New Delhi: Himalaya Publishing House.
- ☞ Udai Pareek and T.V. Rao.(1978). *Developing Entrepreneurship (1st Ed)*. New Delhi: Tata McGraw Hill.
- ☞ Vasanth Desai. (1992). *Management of Small Scale Industry (2nd Ed)*. New Delhi: Himalaya Publishing.

Course Code: 13BBA6204	Course Title: E-BUSINESS	Credits: 3	Hours: 50
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Objectives

1. To expose students to the world of E – Business
2. To understand the different E-business Models
3. To provide knowledge about E-Marketing Strategies

COURSE CONTENTS

Unit 1	Introduction	12 Hours
Meaning of E-business, characteristics of e-business; Traditional business and E-business; E-business framework; internet as E-business enabler (hardware and software); advantages and disadvantages of E-business.		
Unit 2	E-Business Business Models	12 Hours
Business to Consumer (B2C) business models - types of B2C; Business to Business (B2B) business models - types of B2B; Consumer to Consumer (C2C) business models - types of C2C; C2G business models; B2G business models; peer to peer business models; M-commerce business models.		
Unit 3	Payment and Security in E-Business	15 Hours
Security threats, an area view; implementing E-commerce security; protecting client computers, SSL Protocol; firewalls; cryptography methods (Basic Concepts). electronic payment systems, digital cash, digital cheque, credit card, stored value, accumulating balance; digital wallets; smart cards; working of online credit card; payment gateways (Rupay & PayPal)		
Unit 4	E-Business Marketing Technologies	06 Hours
Mobile commerce; wireless application technologies for mobile commerce WAP; web transaction logs-cookies; shopping cart database; data warehouse (Basic Concepts); viral marketing; permission marketing; affiliate marketing.		
Unit 5	Emerging Trends in E-Business	05 Hours
Virtual Reality, Cloud Computing, Big Data, E-Marketing (Virtual, Horizontal) (Basic Concepts)		

Skill Development Activities

1. List out any five modern methods of electronic payments
2. Prepare a report on business to business model

References

- ☞ Agarwala and Agarwala. (2011). *Business on Net- Bridge to the online store front.(2nd Ed)*. Excel Books.
- ☞ C.S.Rayudu. (2012). *E-Commerce and E-Business. (2nd Ed)*. New Delhi: Himalaya Publishing House
- ☞ CSV Murthy. (2012). *E-Commerce (1st Ed)*. New Delhi: Himalaya Publishing House.
- ☞ Daniel S.Janal.(1998). *Online Marketing Hand book (1st Ed)*.Van Nostrand Reinhold Network
- ☞ Kalakota R.(2007). *Electronic Commerce - Frontiers of E-Commerce (3 Ed.)*. Pearson Education.
- ☞ Laudon & Traver. (2001). *Electronic Commerce Business, Technology, Society (3 Ed.)*, Pearson Education,
- ☞ Minoli and Minoli. (2012). *Web Commerce Technology Hand book (1st Ed)*. New Delhi: Tata McGraw Hill.

FINANCE ELECTIVES

Course Code: 13BBA6A01	Course Title: INTERNATIONAL FINANCIAL MANAGEMENT	Credits: 3	Hours: 50
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Objectives

1. To familiarize the students with International Financial Management issues.
2. To introduce the environment of international finance and its implications on international business.
3. To analyse the nature and functioning of foreign exchange markets, determination of exchange rates.

COURSE CONTENTS

Unit 1	International Finance - an Overview	10 Hours
Introduction, definition, features, scope, importance of international finance, issues involved in international business and finance, methods of payment in international business.		
Unit 2	International Financial Institutions	04 Hours
International Monetary System (Meaning & Evolution); IMF, World Bank (structural framework, objectives and functions; criticisms)		
Unit 3	Foreign Exchange and Balance of Payments	10 Hours
Forex market- definition, features, intermediaries & functions; foreign exchange rate- meaning, types, factors affecting foreign exchange rate, current exchange rate regime - fixed vs. flexible exchange rates; devaluation and depreciation of rupee; current and capital account convertibility & its implications; components of balance of payments- disequilibrium in the balance of payments, methods of correcting disequilibrium.		
Unit 4	International Financial Markets	08 Hours
Meaning, role of financial markets in international finance, components of international financial markets, instruments of international financial markets, sources of finance in international markets.		
Unit 5	Foreign Direct & Portfolio Investments	10 Hours
Recent development in foreign capital flows; Foreign Institutional Investors, Regulations governing FII in India; FDI- Growth of FDI, Advantages and Disadvantages of FDI to Host and Home Country, differences between FDI & FII; International Portfolio Management- meaning, objectives, benefits and risks; ADR & GDR.		
Unit 6	International Risk Management	08 Hours
Foreign exchange risks: hedging- forward, futures, options and swaps- meaning, types; global financial crisis (economic recession): meaning; causes; impact and constructive measures; a brief discussion on recent American and European financial crisis.		

Skill Development Activities

- 1) Prepare chart of organization structure of WTO and IMF
- 2) Prepare Chart on different types of forex derivatives available in Indian market

References

- ☞ Avadhani B.K. (2003). *International Finance Theory and Practice (5th Ed)*. New Delhi: Himalaya Publishing House.
- ☞ Harris Manville. (1992). *International Finance (2ND Ed)*. Barrons Educational Series.
- ☞ M.L. Verma. (1996). *Foreign Trade & Management in India (2nd Ed)*. Vikas Publishing House Pvt Ltd.
- ☞ Madhu Vij.(2009). *International Financial Management (3rd Ed)*. New Delhi: Excel Books.
- ☞ Somanath. (2011). *International Finance Management (2nd Ed)*. IK International Pvt Ltd.
- ☞ Apte P.G.(2006). *International Financial Management*. (2nd Ed). Tata McGraw Hill.

Course Code: 13BBA6A02	Course Title: PORTFOLIO MANAGEMENT	Credits: 3	Hours: 50
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Objective

To familiarize the students with managing investments in stock exchange.

COURSE CONTENTS		
Unit 1	Introduction	06 Hours
Introduction, Investment Objectives, Concept of Investments: Speculation, Gambling, and Arbitrage Mechanisms. Comparison between Investment and Speculation, Portfolio management process Significance of Investment in Indian Financial System.		
Unit 2	Investment Avenues	10 Hours
Various Investments Avenues: Non Marketable Financial Assets; Money Market Instruments; Bonds Or Debentures; Equity Shares; Mutual Fund Schemes; Financial Derivatives; Life Insurance; Provident Funds; Real Assets.		
Unit 3	Fundamental and Technical Analysis	10 Hours
Introduction; fundamental analysis; economic analysis; industry analysis; company analysis, Technical Analysis- Dow theory; advanced declined theory; Chartism assumptions of technical analysis; Random walk theory; Efficient Market Hypothesis; Different forms of Efficiency.		
Unit 4	Risk Return Measurement	10 Hours
Return- Meaning and Computation of Actual and Expected Return, Risk- Meaning, Types of Risk, Measurement of Risk-Computation of Variance and Standard Deviation (Simple Problems)		
Unit 5	Portfolio Theories	14 Hours
Introduction to Portfolio Theory; Contribution of William Sharpe and Harry Markowitz; Jensen and Treynor Model for Portfolio Analysis; Capital Asset Pricing Model; Meaning Assumptions; CML; SML (Simple Problems).		

Skill Development Activities

- 1) Calculate the risk and return of any ten selected scrips.
- 2) Understand the procedure involved in buying and selling shares and debentures through a line and De-mat schemes.

References

- ☞ Avadhani. (2013). *Security Analysis and Portfolio Management (3rd Ed)*. New Delhi: Himalaya Publishing House
- ☞ Bhalla. (2008). *Security Analysis and Portfolio Management (15th Ed)*. New Delhi: Sultan Chand & Company
- ☞ Prasanna. (2012). *Security Analysis and Portfolio Management (4th Ed)*. New Delhi: Tata McGraw Hill.
- ☞ Fisher & Jordan. (1995). *Investment Management (1st Ed)*. Prentice Hall of India Ltd.
- ☞ Preeti Singh. (2008). *Investment Management (16th Ed)*. New Delhi: Himalaya Publishing House

HUMAN RESOURCE MANAGEMENT ELECTIVES

Course Code: 13BBA6B01	Course Title: TRAINING AND DEVELOPMENT	Credits: 3	Hours: 50
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Objectives

1. To give students a perspective on the significance of the Training and Development function to an organization's competitive performance.
2. To understand learning theories and principles and their implications for the effectiveness of training programs
3. To equip the students with knowledge and understanding of the various concepts of learning and development.

COURSE CONTENTS

Unit 1	Introduction	14 Hours
Introduction to Employee training and development; objectives; Scope; Training process; Forces influencing training and development; theories of learning; Reinforcement Theory; Social learning theory; Goal Theory; Need theory; Expectancy theory; Adult theory.		
Unit 2	Needs and Design of Training and Development	08 Hours
Meaning; Training needs assessment; Training design; Implementation of the training programme; Designing effective training; Forces influencing training		
Unit 3	Methods of Training and Development	10 Hours
Traditional Methods: Case studies, Business games, Role-play, Demonstration; Modern Methods: E-Learning and use of technology, Self-directed teams, Mobile technology, Distance learning, Learning management systems (meaning only)		
Unit 4	Implementation of Training and Development	10 Hours
Implementation process; Outsourcing agency; Mobilizing resources; Managing contingencies; Making changes and adjustments.		
Unit 5	Evaluation of Training and Development	08 Hours
Overview of the evaluation process; Training and development evaluation design; Reasons for evaluating training and development; Techniques for finding training outcomes		

Skill Development Activities

- 1) Chart the function of T&D and a brief explanation on the need for each function.
- 2) Give observation of L&D practices followed by any organization of your choice
- 3) Develop a format for assessing the training programme
- 4) Choose any MNC and present your observations on training programme.

References

- ☞ Aswathappa. (2010). *Human Resource Management*. McGraw Hill Education
- ☞ Biswanath Ghosh. (2005). *Human Resource Development and Management*. Jain Book Depot
- ☞ C.B.Mamoria. (2006). *Personnel management (21st Ed)*. New Delhi: Himalaya Publishing House
- ☞ Edwin Flippo. (2004). *Personnel management.(5th Ed)*. McGraw hill Education
- ☞ Sahni. (2005). *Personnel Management (2nd Ed)*. Ludhiana: Kalyani Publisher
- ☞ Subba Rao. (2011). *Human Resources management (5th Ed)*. New Delhi: Himalaya Publishing House

Course Code: 13BBA6B02	Course Title: ORGANISATIONAL CULTURE, CHANGE AND DEVELOPMENT	Credits: 3	Hours: 50
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Objective

To equip the students with knowledge and understanding of various concepts of organizational culture, change and development.

COURSE CONTENTS		
Unit 1	Introduction	04 Hours
Nature of organizations; organizations designs and structures; organizations for the future.		
Unit 2	Organisational Culture and Multiculturalism	18 Hours
Nature of culture; levels of culture; organizational culture; how is culture created; how is culture sustained; culture and organizational effectiveness; managing organizational culture; Multiculturalism; multicultural manager; implications of cross cultural management; models to aid cross cultural manager; (Value orientation model and Hofstede's model).		
Unit 3	Organisational Change	12 Hours
Nature of change; levels of change; type of change; reasons for change; resistance to change; models of change; change process; managerial approaches for implementing change; change management: leading the change process; facilitating change; dealing with individual and group resistances; intervention strategies, develop learning organization.		
Unit 4	Organizational Development	10 Hours
Meaning; OD interventions: MBO, Grid training, Survey feedback, team building, T-group training; effectiveness of OD programmes.		
Unit 5	Innovation	06 Hours
Creativity and Innovation; Managing the innovation process; creating a culture for creativity and innovation; organization environment for creativity and innovation.		

Skill Development Activities

- 1) List and explain the various changes which take place in an organization due to culture
- 2) Shortlist five companies and explain the role innovation has played in their success
- 3) Analyze the role of MNCs in impacting Indian culture

References

- ☞ Cummings T.G. and Worley C. G. (2005). *Organizational Development and Change* (4th Ed). Ohio: South Western College Publishing.
- ☞ Harigopal K. (2006). *Managing organizational change (2nd Ed)*. Response Books
- ☞ Nilakant V. and Ramnarayan S. (2006). *Change Management (2nd Ed)*. Response books.
- ☞ Kavitha Singh. (2010). *Organizational Change and Development (1st Ed)*. Excel Books.
- ☞ Ramnarayan S and Rao T V. (2011). *Organizational Development (2nd Ed)*. Sage Publicatin.
- ☞ Wendell L. French, Cecil H. Bell, Veena, Jr . (2010). *Organization Development (1st Ed)*. Pearson Education.
- ☞ Radha Sharma. (2007). *Change Management*. Tata McGraw Hill.

MARKETING MANAGEMENT ELECTIVES

Course Code: 14BBA6C01	Course Title: INTERNATIONAL MARKETING MANAGEMENT	Credits: 3	Hours: 50
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Objective

To acquaint the students with foundations of International Marketing.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Definition; scope and challenges; difference between international marketing and domestic marketing; the dynamic environment of international trade; transition from domestic to international markets orientation of management and companies; international marketing environment.		
Unit 2	International Marketing Research and Segmentation	10 Hours
Breadth and scope of international marketing research; multicultural research - a special problem; responsibility for conducting marketing research; communicating with decision makers. Identifying foreign markets; classification based on demand, based on the stage of development and other bases for division of world markets		
Unit 3	Product and Pricing Decisions	12 Hours
Products for consumers in global markets: product development; product adaptation; analyzing product components for adaptation; product standardization; marketing of services; product development; quality; products and culture; marketing consumer services globally; brands in international markets; Products and services for businesses: demand in global business to business markets; quality and global standards; business services; trade shows' crucial part of business to business marketing; relationship markets in business to business context		
Global pricing framework; pricing basics; marginal cost pricing and its importance; transfer pricing; counter trade; systems pricing; pricing and positioning; price quotation; INCO terms; preparation of quotations.		
Unit 4	Promotion and Distribution Strategies	10 Hours
Promotions; international advertising; sales promotion in international markets; international advertising; direct mailing; personal selling; exhibition; generic promotions in international marketing		
Global Distribution; distribution as competitive advantage; rationalizing local channels; wholesaling; retailing; global logistics; parallel distribution; global channel design; Entry modes: Licensing, Strategic Alliances, Manufacturing Subsidiaries; optimal entry strategies.		
Unit 5	Recent Trends in India's Foreign Trade	08 Hours
Institutional infrastructure for exports promotions in India; India's trade policy; exports assistance; exports documentation and procedures including different stages of documentation; Globalization in		

India, opportunities, constraints and Initiatives in India; major globalization Initiatives from Indian Companies; Government Initiatives needed to foster globalization; the future of Indian global marketing.

Skill Development Activities

- 1) Collect information about any ten internal brands in the market.
- 2) Make a report on recent foreign trade initiatives by Indian Government
- 3) Prepare a chart of international marketing environment
- 4) Understand the impact of globalisation on Indian consumers

References

- ☞ Cateora, Graham. (2005). *International Marketing*. (12th Ed). New Delhi: Tata McGraw Hill.
- ☞ Francis Cherunillam. (2004). *International Marketing*. (7th Ed). New Delhi: Himalaya Publishing House.
- ☞ Michael Czinkota, Ilkka A Ronkainen. *International Marketing*. (8th Ed). Thomson
- ☞ Sak Onkvisit. *International Marketing: Analysis and Strategy*. (4th Ed). Biztantra
- ☞ Varshney, Bhattacharya. *International Marketing*. New Delhi: S Chand

Course Code: 13BBA6C02	Course Title: RETAIL MANAGEMENT	Credits: 3	Hours: 50
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Objectives

1. To familiarize various aspects of retail management
2. To understand the behaviour of Retail Customers
3. To provide knowledge about Retail Mix and Retailing and Retail Communication

COURSE CONTENTS		
Unit 1	Introduction	05 Hours
Retailing; retailing management decision process; types of retailers; types of ownership; store based retailing; non store based retailing; services retailing; functions of retailing.		
Unit 2	Retail Customer and Customer Service	15 Hours
Ethnic diversity; buying process; factors influencing decision making; changing customer demography; changes in customer values: Strategic advantage through service; customer evaluation of service; GAPs model for improving retail services quality.		
Unit 3	Choosing a Store Location	15 Hours
Trading Area Analysis, Site Selection; Store Design and Layout; the Store and its Image; the External Store; Internal Store; Display; Visual Merchandising and Atmospherics.		
Unit 4	Merchandising Management	10 Hours
Organising buying process by categories; setting merchandising; assortment planning process; branding strategies; meeting vendors; maintaining strategic relationships with vendors; store layout; space planning; presentation techniques; allocating merchandising to stores.		
Unit 5	Retail Communication	05 Hours
Role of retail communication; planning retail communication; promotional strategies used in retailing; retail advertising; frequent shopper; loyalty programme.		

Skill Development Activities

- 1) Visit any retail outlet and make a report on store location and layout.
- 2) List out the promotional strategies of any retail store
- 3) Comparative analysis of different retail stores on the basis of merchandise

References

- ☞ Berman B and Evans J.R. (2003). *Retail Management (9th Ed)*. Pearson Education.
- ☞ Cox Roger and Brittain Paul.(2004). *Retailing: An Introduction (5th Ed)*. Pearson Dunne Patrick M., Lusch Robert F. and Griffith David A. (2002). *Retailing Cengage Learning (4th Ed)*. Thomson Pvt Ltd. Education Newman A.J. and Cullen P. (2002). *Retailing Environment & Operations*. Vikas Publishing House.
- ☞ Michael Levy M and Weitz BW. (2004). *Retailing Management. (5th Ed)*. Tata McGraw Hill.
- ☞ Newman and Cullen (2002). *Retailing Cengage Learning. (1st Ed)*. EMEA
- ☞ Vedmani G. Gibson (2003). *Retail Management, Functional Principles & Practice (1st Ed)*. Jaico Publication.