



Bachelor of Business Administration

FULL SYLLABUS

Programme Code: BBAB

Duration: 3 Years

FROM SESSION: 2021-2022 ONWARDS

Detailed Syllabus with Scheme of Examination



PROGRAMME OBJECTIVES

The primary goal of the program is to provide in-depth knowledge and up to date information on subject topics ,key trends and changes of the business environment both domestic as well as global. The program aims to teach certain basic skills and aptitude to be helpful in taking up any particular managerial activity in a business. The program will provide an overall understanding on business processes and develop business skills such as communication skills, critical thinking, leadership and decision making. The program facilitates to develop the culture of business and entrepreneurial aptitude among the students. The program will help the student to acquire professional skills for faster career growth.

CURRICULUM OBJECTIVES

The curriculum is designed to:

- Provide a strong foundation to the students on fundamentals of business and management
- Enrich their knowledge on functional areas of management
- Enhance the ability of students to understand the importance of an organizational perspective of different functional areas through Integrative Courses
- Facilitate students to focus and specialize in their area/domain of professional interest.
- Develop interest through Elective Courses and provide exposure to current and contemporary industry practices through Summer Internship work and Management-in-Practice work
- Provide global exposure through Study Abroad program.
- Assist students to gain managerial and leadership skills through development of Creativity & Innovation, and Communication skills
- Developing professional lives through experiential learning in Personality Development, Outbound, Career Counseling and Social Service program.

EVALUATION SCHEME:

1. Every subject will be evaluated on the basis of 70:30 Pattern (Semester-End and Internal assessment)
2. Theory exam will be conducted at the end of each semester which will be called Semester-End exam.
3. Semester End Exam will be held for 70 marks and evaluated on the basis of Grades.
4. The question paper pattern will be shared to students in advance.
5. Internal Assessment will be for 30 marks and will be done on the basis of two mid-term exams along with other parameters /performance of continuous assessment such as class test, attendance and learning aptitude of student , mini-projects/live projects, presentations, assignments, quizzes, debates, management games etc. Criteria of continuous assessment may vary depending on the subject /topic.

Keeping in mind the rapidly transforming societal need, and transformation and/or redesigning of system, educational system need to be improvised further by introducing innovations but also developing a “learner-centric approach”.

Enough flexibility is to be provided so that, depending upon their interests, students can choose inter-disciplinary, intra-disciplinary and skill-based course. A choice based credit system (CBCS), an internationally acknowledged method is adopted by the University. The main feature of the CBCS is to make undergraduate education -student centric rather than system centric or teacher centric. CBCS does not only offer opportunities to learn core subjects but also explore additional avenues of learning beyond the core subjects for holistic development of a student. The CBCS will facilitate benchmarking of our courses with best international academic practices. The CBCS provides an opportunity for the students to choose courses from the prescribed courses comprising core, elective and skill based courses. The courses are evaluated following the Cumulative Grade Point Average (CGPA) grading system as prescribed in the UGC guidelines and are laid down in the University Ordinance for Undergraduate and Postgraduate Programmes. This will benefit the students to move across institutions both within India and across countries.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOS):

The programme objectives of the BBA are:

- PEO1.** Demonstrate the knowledge of management science to solve complex corporate problems using limited resources.
- PEO2.** The skills and knowledge acquired during the course period will be applied in the industry.
- PEO3.** Research literature and identify and analyze management research problems.
- PEO4.** To demonstrate the ability of measurement of the impact of computing on society, and possess knowledge of ethical, social and professional implications and responsibilities of their work.
- PEO5.** The graduates will work and communicate effectively in inter-disciplinary environment, either independently or in a team, and demonstrate leadership qualities.
- PEO6.** Identify business opportunities, design and implement innovations in work space.
- PEO7.** Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
- PEO8.** Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
- PEO9.** Engage in independent and life-long learning .

PROGRAMME OUTCOMES (PO)

After completion of the BBA program students will be able to:

- PO1.** Create a hypothesis and appreciate how it relates to broader theories.
- PO2.** Evaluate hypotheses, theories, methods and evidence within their proper contexts.
- PO3.** Solve complex problems by critical understanding, analysis and synthesis.
- PO4.** Demonstrate engagement with current research and developments in the subject.
- PO5.** Critically interpret data, write reports and apply the basics of rules and evidence.
- PO6.** Use the means of information technology and communicate effectively by oral, written, and graphical means.

FACULTY OF COMMERCE, MANAGEMENT & HOSPITALITY**DEPARTMENT OF BUSINESS MANAGEMENT****Bachelor of Business Administration (BBA) 2021-22 onwards
Three Years (6 semesters)****Course Structure**

Duration of the Programme : The BBA programme shall consist of three academic years divided into six semesters. The Programme consists of 13 Core Courses , 7 Elective Courses, 4 Ability Enhancement Courses. **Total credits- 136**

Specializations Offered in Electives :Finance/Marketing/Human Resource Management

The student is required to choose the electives in Semester V & VI, from the selected specializations in Semester V and continue with the same specialization in Semester VI.

BBA Semester I

Course Type	Course Code	Course Title	Lecture	Tutorial/ Live Projects/ Assignments	IA	UE	Total Marks	Credit Hours
CC	BBAB1010	Business organization & Management	4	2	30	70	100	6
CC	BBAB1020	Financial Accounting	4	2	30	70	100	6
CC	BBAB1030	Managerial Economics	4	2	30	70	100	6
AECC	EVSG2000	Environmental Studies	4		30	70	100	4
		Total Credits	16	6	120	280	400	22

(IA: Internal assessment , UE: University Exam /Term End exam)

BBA Semester II

Course Type	Course Code	Course Title	Lecture	Tutorial/ Live Projects/ Assignments	IA	UE	Total Marks	Credit Hours
CC	ECMB2010	Macro Economics	4	2	30	70	100	6
CC	BBAB2020	Principles of Marketing	4	2	30	70	100	6
AECC	ENGG1000	English Language Skills for Communication	4		30	70	100	4
IDC/GE	BBAB2030	Ethics & Corporate Social Responsibility	4	2	30	70	100	6
		Total Credits	16	6	120	280	400	22

BBA Semester III

Course Type	Course Code	Course Title	Lecture	Tutorial/ Live Projects/ Assignments	IA	UE	Total Marks	Credit Hours
CC	MGTG3000	Management Accounting	4	2	30	70	100	6
CC	BBAB3010	Human Resource Management	4	2	30	70	100	6
IDC/GE	BBAB3020	Production & Operations Management	4	2	30	70	100	6
SEC	BBAB3030	Technology Management	4	-	30	70	100	4
		Total Credits	16	6	120	280	400	22

BBA Semester IV

Course Type	Course Code	Course Title	Lecture	Tutorial/ Live Projects/ Assignments	IA	UE	Total Marks	Credit Hours
CD	MGTG4000	Quantitative Techniques for	4	2	30	70	100	6

		Management						
CD	BBAB4010	Financial Management	4	2	30	70	100	6
IDC/GE	BBAB4020	Entrepreneurship Management	4	2	30	70	100	6
SEC	MGTG4010	E-commerce	4	-	30	70	100	4
		Total Credits	16	6	120	280	400	22

BBA Semester V

Course Type	Course Code	Course Title	Lecture	Tutorial/ Live Projects/ Assignments	IA	UE	Total Marks	Credit Hours
CD	BBAB5010	Business Policy & Strategy	4	2	30	70	100	6
CD	BBAB5020	Business Research	4	2	30	70	100	6
DSE	As per selection	Elective –I	4	2	30	70	100	6
DSE	As per selection	Elective –II	4	2	30	70	100	6
		Total Credits	16	8	120	280	400	24
	Summer Internship							

DISCIPLINE SPECIFIC ELECTIVE COURSE : A Student would be free to choose any two papers from any ONE group . The COURSE offers **THREE** groups viz. Finance (DSE - I), Marketing (DSE - II) , Human Resource (DSE - III) .

SEMESTER V					
Finance (DSE - I)		Marketing (DSE - II)		Human Resource (DSE - III)	
BBAF5310	International Finance	BBAM5410	Consumer Behavior	BBAH5510	HRD : Systems & Strategies
BBAF5320	Investment Banking & Financial Services	BBAM5420	Personal Selling & Sales Force Management	BBAH5520	Training & Development

BBAF5330	Investment Analysis & Portfolio Management	BBAM5430	Advertising & Brand Management	BBAH5530	Management of Industrial Relations
BBAF5340	Project Appraisal & analysis	BBAM5440	Retail Management	BBAH5540	Performance & Compensation Management

BBA Semester VI

Course Type	Course Code	Course Title	Lecture	Tutorial/ Live Projects/ Assignments	IA	UE	Total Marks	Credit Hours
CD	BBAB6010	Financial Institutions & Markets	4	2	30	70	100	6
CD	BBAB6020	Legal Aspects of Business	4	2	30	70	100	6
DSE	As per selection	Elective –III	4	2	30	70	100	6
DSE	As per selection	Elective –IV	4	2	30	70	100	6
		Total Credits	16	8	120	280	400	24

DISCIPLINE SPECIFIC ELECTIVE COURSE : A Student would be free to choose any two papers from any ONE group . The COURSE offers **THREE** groups viz. Finance (DSE - I), Marketing (DSE - II) , Human Resource (DSE - III) .

SEMESTER VI					
Finance (DSE - I)		Marketing (DSE - II)		Human Resource (DSE - III)	
BBAF6310	Wealth Management	BBAM6410	Distribution & Supply Chain Management	BBAH6510	Counseling & Negotiation Skills for Managers
BBAF6320	Financial Regulations	BBAM6420	Marketing of Services	BBAH6520	Cross Cultural HRM
BBAF6330	Strategic Corporate Finance	BBAM6430	International Marketing	BBAH6530	Talent & Knowledge Management
BBAB6003	Research Project	BBAB6003	Research Project	BBAB6003	Research Project

Detailed Syllabus

BBA Semester I

Course Type	Course Code	Course Title	Lecture	Tutorial/ Live Projects/ Assignments	IA	UE	Total Marks	Credit Hours
CD	BBAB1010	Business Organization & Management	4	2	30	70	100	6
CD	BBAB1020	Financial Accounting	4	2	30	70	100	6
CD	BBAB1030	Managerial Economics	4	2	30	70	100	6
AECC	EVSG2000	Environmental Studies	4		30	70	100	4
		Total Credits	16	6	120	280	400	22

(IA: Internal assessment , UE: University Exam /Term End exam)

Business Organization & Management

Course Code :BBAB1010

Course Objectives:

- To understand the basic concepts & principles of business management.
- To familiarize the managerial role its responsibilities & accountability in an organization.
- To apply management process and make effective decisions to enhance the profits.

Course Content

Unit I Introduction to Business Organization : Definition of business, Functions of business, Different business activities. Definition of organization, Types & structure of business organizations, Elements Business Environment, Relationship between business and Society .

Unit II Introduction to Management : Definition of management , Evolution of management thoughts, Approaches to the study of Management- - Functions of Management–Fayol’s Principles of Management – Administration vs. Management– Management Process – Levels of Management – Types of Managers- Responsibilities and skills of Professional Manager.

UNIT III Communication and Control : Communication: Concept and Definition, Importance, Process, Barriers to Effective Communication and Measures to Overcome Communication barriers- Controlling: Concept, Definition, Basic control process, Requirement of Effective control, Control Techniques.

Unit IV Planning and Organizing : Planning: Concept, Meaning and Definition, Strategies, Process, Benefits and Limitations-Decision making: Concept, process & techniques- Departmentation: Concept- Basis of Power and Authority.

Unit V Directing and Controlling : Creativity and innovation, Motivation and satisfaction, Motivation theories, Leadership styles, Process of controlling, Types of control - budgetary and non-budgetary.

Course Outcomes:

- Students will understand the basic concepts & principles of business management.
- Students will be familiarized with the managerial role its responsibilities & accountability in an organization.
- Students will be able to apply management process and make effective decisions to enhance the profits.

References:

- L.M.Prasad, Principles and Practice of Management, S.Chand Publishers
- Weihrich&Koontz, Essentials of Management
- Robbins.P, Essential of Organizational Behaviour
- Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India
- Charles W L Hill, Steven L McShane, 'Principles of Management', Mcgraw Hill Education,
- Hellriegel, Slocum & Jackson, ' Management - A Competency Based Approach', Thomson South Western
- Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management - A global.

Financial Accounting

Course Code :BBAB1020

Course Objectives:

- To understand the basic concepts of financial accounting and application.

- To become familiar with the principles & accounting conventions.
- To apply financial accounting for ethical business.

Course Content

Unit 1: Introduction to Financial Accounting: Introduction, Meaning of Book Keeping, Accounting and Accountancy, Distinction between Book Keeping and Accounting, Accounting Process, Objectives of Accounting, Various users of Accounting Information, Limitations of Accounting, Accounting Terminologies.

Unit 2: Accounting Concepts, Principles and Conventions : Introduction, Meaning of Accounting Concepts, Principles, Conventions, Types of Accounting Concepts, Types of Accounting Principles, Types of Accounting Conventions, Accounting standards, International Financial Reporting Standards [IFRS].

Unit 3: Recording of Transactions: Introduction, Meaning of Assets, Liabilities, Equity, Accounting Equation and Effects of Financial Transaction on Accounting Equation, Classification of Accounts under Modern Approach Method, Double Entry System and Rules of Debit and Credit Entries.

Unit 4: Secondary Books: Introduction, Secondary Books, Cash Book, Petty Cash Book , Ledger.

Unit 5: Trial Balance and Rectification of Errors: Introduction, Trial Balance, Error in Accounting.

Unit 6: Final Accounts: Introduction, Meaning, Objectives and Characteristics of Final Accounts, Adjustments before Preparing Final Accounts, Closing Entries. Manufacturing Account, Trading Account, Profit and Loss Account, Balance Sheet, Treatment of Adjustments, Practical Problems.

Course Outcomes:

- Students will understand the basic concepts of financial accounting and application.
- Students will become familiar with the principles & accounting conventions.
- Students will be able to apply financial accounting for ethical business.

References:

- Accounting for Managers – J. Made Gowda – Himalaya Publishing House
- Modern Accountancy - Hanif Mukerji – TMH

- Introduction to Accountancy – T. S. Grewal & S. C. Gupta – S. Chand
- Mike Piper , Accounting Made Simple – Accounting Explained in 100 Pages or Less

Managerial Economics

Course Code :BBAB1030

Course Objectives:

- To develop students' capacity to analyze the economic environments in which business entities operate
- To help the student to understand how managerial decisions can vary under different constraints
- To apply economic models and rationale choice to business decision making

Course Content

Unit 1 Introduction - Meaning, nature and scope of Managerial Economics, Significance in decision making. Fundamental principles, Demand Analysis- Introduction to Law of demand, types of demand, individual and market demand, curves & schedule, Demand determinants, Importance in decision making. Demand Forecasting - meaning and methods. Elasticity of Demand - Meaning, types, measurement and significance.

Unit 2 Production Function - Meaning, Law of Variable Proportions, Returns to scale. Iso-Product Curves- meaning and features, Cost Concepts - Meaning and types of Costs, Cost – output relationship in short and long run. Break Even Point-Meaning, features and significance.

Unit 3 Market Structure and Pricing Theory - Pricing under different market conditions - perfect competition, imperfect competition and monopoly. Price discrimination under monopoly and necessary condition and degrees of price discrimination.

Unit 4 Profit Planning & Management – Types of Profit, some concepts related to profit, factors determining, profit in short & long term Dynamics of surplus, Theory & residual claimant theory of Profit.

Course Outcomes:

- Students will develop students' capacity to analyze the economic environments in which business entities operate
- Students will understand how managerial decisions can vary under different constraints

- Students will be able to apply economic models and rationale choice to business decision making

References:

- D. N. Dwivedi, Managerial Economics
- Varshney & Varshney, Managerial Economics
- Agarwal M. K., Managerial Economics; New Age.
- Mittal Alka, Managerial Economics; Wisdom.
- Mishra Rajan; Managerial Economics; USP.

Environmental Studies

Course Code :EVSG2000

Course Objectives:

- To enhance knowledge, skills and attitude to environment
- To provide firsthand knowledge on various local environmental issues
- To sensitize the students about the ecological concern and environmental pollution

Course Content

Unit 1 : Introduction to environmental studies - Multidisciplinary nature of environmental studies; Scope and importance; the need for environmental education. Concept of sustainability and sustainable development.

Unit 2 : Ecosystems What is an ecosystem? Structure: food chains, food webs and function of ecosystem: Energy flow in an ecosystem, nutrient cycle and ecological succession. Ecological Interactions. Case studies of the following ecosystems: a) Forest ecosystem b) Grassland ecosystem c) Desert ecosystem d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Unit 3 : Biodiversity and Conservation - a. Levels of biological diversity: genetic, species and ecosystem diversity; Biogeographic zones of India; Biodiversity patterns and global biodiversity hot spots b. India as a mega-biodiversity nation; Endangered and endemic species of India c. Threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions; Conservation of biodiversity : In-situ and Ex-situ conservation of biodiversity. d. Nature reserves, tribal populations and rights (Niyamgiri-Vedanta, POSCO), and human wildlife conflicts in Indian context (Sundarban-Human-Tiger encounters). e. Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value.

Unit 4 : Environmental Pollution and Global Environmental Issues - a. Environmental pollution: types, causes, effects and controls; Air, water, soil and noise pollution. b. Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture c. Nuclear hazards and human health risks (Chernobyl, 3 mile Island, Daiichi- Fukushima) d. Solid waste management: Control measures of urban and industrial waste, special reference e-waste, Biomedical waste. ie. Pollution Tragedies: Love canal, Bhopal Gas, Endosulfan, Minamata and Flint water

Unit 5 : Field work - Visit to an area to document environmental assets: river/ forest/ flora/fauna, etc. Visit to a local polluted site-Urban/Rural/Industrial/Agricultural. Study of common plants, insects, birds and basic principles of identification. Study of simple ecosystems-pond, river, Delhi Ridge, etc.

Course Outcomes:

- Students will enhance knowledge, skills and attitude to environment
- Students will be provided with firsthand knowledge on various local environmental issues
- Students will understand about the ecological concern and environmental pollution

References:

- Basu, M. and Xavier, S., Fundamentals of Environmental Studies, Cambridge University Press,
- Textbook for Environmental Studies, Erach Bharucha, published by U.G.C, New Delhi and Bharti Vidyapeeth of Environment Education and Research, Pune.
- Mitra, A. K and Chakraborty, R., Introduction to Environmental Studies, Book Syndicate.
- Enger, E. and Smith, B., Environmental Science: A Study of Interrelationships, Publisher: McGraw-Hill Higher Education
- Basu, R.N, Environment, University of Calcutta
- Fundamentals of Environmental Studies, Sinha, D. K, and Mukhopadhyay, A. D.
- Environment management, Dr. Swapan Deb”, Jaico Publishing House.
- Environmental Management, S K Agrawal”, A.P.H. publishing Corporation.

BBA Semester II

Course Type	Course Code	Course Title	Lecture	Tutorial/ Live Projects/ Assignments	IA	UE	Total Marks	Credit Hours
CD	ECMB2010	Macro Economics	4	2	30	70	100	6
CD	BBAB2020	Principles of Marketing	4	2	30	70	100	6
AECC	ENGG1000	English Language Skills for Communication	4		30	70	100	4

IDC/GE	BBAB2030	Ethics & Corporate Social Responsibility	4	2	30	70	100	6
		Total Credits	16	6	120	280	400	22

Macro Economics

Course Code :ECMB2010

Course Objectives:

- To deal with the principles of Macroeconomics.
- The coverage includes determination of and linkages between major economic variables ; level of output and prices, inflation, interest rates and exchange rates.
- The course is designed to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.

Course Content

Unit 1 Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income,

and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

Unit 2 Keynesian theory of Income and employment : Simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

Unit 3 Money: Functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control; Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run).

Unit 4 Open Economy: Brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate).

Course Outcomes:

- Students will deal with the principles of Macroeconomics.
- Students will be able to determine the linkages between major economic variables ; level of output and prices, inflation, interest rates and exchange rates.
- Students will study the impact of monetary and fiscal policy on the aggregate behavior of individuals.

Reference

- Froyen, R.P., Macroeconomics-theories and policies
- Macro Economic theory and policy, Ackley, G :Macmillan Publishing Co.
- N Gregory Mankiw, Macroeconomics , Tata McGraw Hill
- Macro economic theory, MC Vaish :
- Macro economic theory policy, HL Ahuja :
- Olivier Blanchard, Macroeconomics
- Agarwal, Macroeconomics Theory and Policy, Pearson Education.

Principles of Marketing

Course code : BBAB2020

Course Objectives:

- To understanding the basic concepts marketing management and service management.
- To understand decision-making, become familiar with the concepts of service management, strategies and project management.
- To understand real world application and processes of buying behavior along with strategies to maintain customer satisfaction.

Course Content

Unit 1: Marketing – An Overview: Introduction, Definition of Market, Types of Markets, Meaning and Definition of Marketing, Origin of Marketing, Scope of Marketing, Importance of Marketing, Functions of Marketing, Difference between Marketing and Selling

Unit 2: Marketing Concepts: Introduction, Exchange concept, Production concept, Product concept, Sales/selling concept, Modern marketing concept, Societal marketing concept, Impact of marketing concepts and its applicability

Unit 3: Marketing Environment: Introduction, Need and Importance of Environmental Analysis, Methods of Analysis – SWOT, PEST, Internal Environment of the Organization, External Environment

Unit 4: Marketing Mix: Introduction, Evolution of the “Marketing mix”, Components of a traditional marketing mix , Additional components in the mix, Importance of marketing mix in marketing decisions

Unit 5: Marketing Planning and Strategies: Introduction, Management Processes in Marketing, Types of Marketing Plan, Competitive Marketing Strategies, Interactions between Marketing Mix and Marketing Environment , Control Mechanisms in Marketing

Unit 6: Product Related Decisions: Introduction, Features of a Product and its Classifications, Product Plan and New Product Development, Product Mix and its Elements, Decisions related to Product Mix, Product Life Cycle

Course Outcomes:

- Students will understand the basic concepts marketing management and service management.
- Students will understand decision-making, become familiar with the concepts of service management, strategies and project management.
- Students will understand real world application and processes of buying behavior along with strategies to maintain customer satisfaction.

References:

- Philip Kotler and Gary Armstrong , Principles of Marketing
- Stanton , Fundamentals of Marketing
- RajanSaxena , Marketing Management
- V.S.Ramaswamy and S.Namakumari, Marketing Management -
- Adrian Payne: The Essence of Service Marketing, Prentice- Hall of India, New Delhi.
- Hellen Woodruffe: Service Marketing, Macmillan India Ltd. Delhi

English Language Skills for Communication

Course code : ENGG1000

Course Objectives

- To acquaint the students with appropriate language skills with the purpose of improving the existing ones – LSRW.
- To make the learners understand the importance and effective use of non-verbal communication.
- To make the learner proficient in public speaking and presentation skills.
- To guide and teach the students to utilize the principles of professional business and technical writing for effective communication in the global world.
- To deploy technology to communicate effectively in various situations.

Course Content

Unit 1 : Listening Introduction : definition of listening, listening Vs hearing, process of listening, problems students face in listening, sub-skills of listening, what is good listening? strategies of listening, barriers to listening, listening in the workplace, activities that help you to become better listeners.

Unit 2 :Speaking English :The lingua franca, varieties of English; Indian English, Received Pronunciation, Why phonetics? Organs of speech and speech mechanism; Classification of English sounds- vowels; consonants; IPA symbols, transcription, the syllable, syllable structure, stress and intonation, some rules of pronunciation, Indian English and deviations from RP, Speaking as a skill; speaking on formal and informal occasions; how to perform a wide range of language functions such as greeting, thanking, complaining, apologizing.

Unit 3 : Reading Introduction: The Reading Process, Reading and Meaning, Methods to Improve Reading, Strengthening Your Vocabulary, Understanding Graphics and Visual Aids, Previewing, Reading in Thought Groups, Avoiding the re-reading of the Same Phrases, Barriers to Reading, Skills for Speed Reading, Sub-skills of Reading, Skimming, Scanning, Extensive Reading, Intensive Reading, Reading E-mail, E-books, Blogs and Web pages

Unit 4 : Letter writing : formal and informal; CV; report writing; presentation as a skill- elements of presentation strategies-audience-objectives-medium- key ideas, structuring the material, organizing content, audio-visual aids-handouts-use of power point

Course Outcomes

- Students will be acquainted with appropriate language skills with the purpose of improving the existing ones – LSRW.
- Students will make the learners understand the importance and effective use of non-verbal communication.

- Students will be proficient in public speaking and presentation skills.
- Students will be able to utilize the principles of professional business and technical writing for effective communication in the global world.

References:

- Dalmar Fisher, Communication in Organizations, Jaico Publishing House
- Meenakshi Raman & Sangeeta Sharma, Communication Skills.
- R.C. Sharma & Krishna Mohan, Business Correspondence & Report-writing by Tata McGraw-Hill Education.
- Ashraf Rizvi, Effective Technical Communication, Tata McGraw-Hill.
- Marks Jonathan. English Pronunciation in Use. CUP.
- Lynch, Tony. Study Listening. CUP.
- www.businesscommunicationskills.com
- www.kcitraing.com
- www.mindtools.com

Ethics and Corporate Social Responsibility

Course Code :BBAB2030

Course Objectives:

- To make the students aware about the importance of ethics in the business, practices of good governance.
- To encourage moral imagination and heightening sensitivity towards the ethical dimension of managerial problems.
- To promote Ethics in Business- it's action plan.

Course Content

Unit -I Introduction : Values-Concept, types and formation of values, Values of Indian Managers, Ethics- development of ethics, ethical decision making and decision making process, relevance of ethics and values in business.

Unit -II Management of Ethics : Management process and ethics, managerial performance, ethical issues, ethos of Vedanta in management, Code of Ethics, Benefits of Ethical codes, AIMA Code of conduct for professional managers.

Unit -III Corporate Governance: Concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

Unit -IV Corporate Social Responsibility & Consumer Protection : Corporate responsibility of business: employees, consumers and comm. Moduley, Corporate Governance, Code of Corporate Governance, Consumerism, unethical issues, in sales, marketing and technology.

Unit -V Understanding Success : Definitions of success, Principles for competitive success, prerequisites to create blue print for success. Successful stories of business gurus.

Course Outcomes:

- Students will be aware about the importance of ethics in the business, practices of good governance.
- Students will be encouraged to moral imagination and heightening sensitivity towards the ethical dimension of managerial problems.
- Students will promote Ethics in Business- it's action plan.

References :

- Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.
- Kaur, Tripat; Values & Ethics in Management, Galgotia Publishers.
- Manuel G Velasquez : Business ethics- concepts and cases Pearson.
- Kaur, Tripat; Values & Ethics in Management, Galgotia Publishers.
- Chakraborty, S.K.; Human values for Managers
- Dr. F.C. Sharma Business Values & Ethics, Shree Mahavir Book Depot (Publisher)

BBA Semester III

Course Type	Course Code	Course Title	Lecture	Tutorial/ Live Projects/ Assignments	IA	UE	Total Marks	Credit Hours
CD	MGTG3000	Management Accounting	4	2	30	70	100	6
CD	BBAB3010	Human Resource Management	4	2	30	70	100	6
IDC/GE	BBAB3030	Production & Operations Management	4	2	30	70	100	6
SEC	BBAB3020	Technology Management	4	-	30	70	100	4
		Total Credits	16	6	120	280	400	22

Management Accounting

Course Code :MGTG3000

Course Objectives:

- To give students a good understanding about the concepts and techniques of management accounting.
- To enhance the student's ability to make effective economic decisions.
- To provide the necessary knowledge in Planning and Formulation of Future Policies of the company.

Course Content

Unit 1 Basics of Management Accounting: Meaning and definition of Management Accounting, Evolution of Management Accounting, Nature and Scope of Management Accounting, Relationship of Management Accounting with Other Branches of Accounting and Other Disciplines of Studies.

Unit 2 Budgetary Control: Meaning of Budget, Budgetary Control and its use as a management tool, Functions of Budgets, Difference between Budgets and Forecasts, Planning Process and Budgetary Process, Stages in Budget Process, Various Types of Budgets, Zero Based Budgeting, Activity Based Budgeting, Fixed and Flexible Budgets, Behavioral Aspects in Budgeting

Unit 3 Standard Costing; Introduction to Standard Costing, Cost Standards and their types, Standard Costing and Budgetary Control, Operation of Standard Costing System, Establishing Standard Costs, Analysis, Interpretation, Presentation and Disposal of variances

Unit 4 Marginal Costing as a Tool for Decision Making; Make or Buy Decision, Change in product Mix, Pricing Decisions, Exploring a New Market, Shut-down Decisions

Unit 5 :Overview of latest developments in Accounting: Transfer Pricing, Responsibility, accounting, Inflation accounting, Divisional performance analysis, Human Resources Accounting

Course Outcomes:

- Students will be having good understanding about the concepts and techniques of management accounting.
- Students will enhance the ability to make effective economic decisions.
- Students will be provided with necessary knowledge in Planning and Formulation of Future Policies of the company.

References:

- M. Y. Khan,. K. P. Jain:: Management Accounting
- I. M. Pandey::Management Accounting (Vikas)
- Man Mohan Goyal: Management Accounting
- S. N. Maheshwari:: Principles of Management Accounting
- R. N. Anthony, G. A. Walsh:: Management Accounting

Human Resource Management

Course Code :BBAB3010

Course Objectives:

- To help to develop managerial skills.
- To incorporate talent at work culture.
- To enhance human engagement.

Course Content

Unit– 1 Nature and Concept of HRM: Human Resource Management: History. Concepts- Personnel Management, Human Resource Development and Human Resource Management, Importance of HRM and present day challenges, Understanding the present day scenario, Evolution of HRM into strategic HRM, Human Resource Planning: The process of Human Resource Planning, Limitations.

Unit– 2 Job Analysis: Process of Job analysis and Design: Outcomes of Job- analysis- Job Description, Job Specification and job Evaluation. Job Design. Recruitment, Selection and Placement: Factors affecting Recruitment, Process of Recruitment, Sources of Recruitment. Process of Selection- Stages; Socialization and Induction; Promotions, Demotions, Transfers and Separations.

Unit– 3 Training & Development: Difference between training and development, Training Methods, Executive Development. Performance Appraisal: Methods of Performance Appraisal, Possible Errors in Appraisal Process, Planning for Performance Improvement.

Unit– 4 Compensation Planning: Objective of Compensation Planning, Theories underlying Motivation and Remuneration, Developing Pay Structures, Principles of Wage and Salary Administration, Current Trends in Salary Administration, Industrial Relations & Workers Participation in Management.

Course Outcomes:

- Students will help to develop managerial skills.
 - Students will incorporate talent at work culture.
 - Students will enhance human engagement.
-
- Dessler, G. Fundamentals of Human Resource Management
 - C.B Mamoria , Personnel Management
 - C. B. Gupta, Personnel Management , Sultan Chand And Company Limited
 - M. Sharma "Personnel & HRM", Himalaya Publishing House
 - Dr. V. P. Michael, Human Resource Management and Human Relations, Himalaya Publishing House,
 - Monappa&Saiyaddin: Personnel Management, Tata McGraw Hill.

Production & Operations Management

Course Code :BBAB3030

Course Objectives:

- To impart a basic level operation management.
- To able to understand work measurement and operation strategies.
- To understand the management of material and inventory.

Course Content

Unit-1: Introduction: Meaning, Nature and Scope of Production and Operation Management. Objectives of Operations Management. Duties and Responsibilities of Operations Management. Production Function. Systems approach to Operations Management. Manufacturing system: Mass, Batch, Job-Shop and Project.

Unit -2 : Plant Location: Nature, Factors considered in location, Methods and Type of areas. Plant Layout: Objective of good layout, Factors influencing layout and Types of layout. Material Handling Equipment: Importance, Objective, Principles, Factors affecting selection equipment and types of handling equipment.

Unit – 3 : Work Study: Method study and work measurement- Importance, Objectives, Application areas, Steps in method study and Techniques of work measurement. Production Planning and Control: Role and Scope of PPC in Operations Management, Factors influencing production planning and benefits of production control.

Unit-4: Inventory Management: Factors influencing and Objectives of inventory management. Techniques of inventory management. Quality Control and Materials Management.

Course Outcomes:

- Students will understand with a basic level operation management.
- Students will able to understand work measurement and operation strategies.
- Students will understand the management of material and inventory.

References:

- S.N.Chari, Production & Operations Management
- Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House
- Chase. R.B., F.B. Jacob, and N.J. Aquilano, Operations Management for a Competitive Advantage, k: Irwin McGraw-Hill.
- William J Stevenson, Operations Management, Tata McGraw Hill

- Kanishka Bedi, Production and Operations Management, Oxford University.

Technology Management

Course Code :BBAB3020

Course Objectives:

- To provide an over view of the technical and managerial challenges presented by emerging and evolving technologies.
- Focus given to the forces affecting the nature and rate of technological innovation
- To identify the managerial options available to both established and entrepreneurial organizations.

Course Content

Unit 1: Introduction to technology management: Concept and meaning of technology, Evolution and growth of technology, Role and significance of management of technology.

Unit 2: Impact of technology: Impact of technology on society and business, Forms of technology: process technology and product technology.

Unit 3: Competitive advantage through new technologies: Product development – from scientific breakthrough to Marketable product, linkage between technology development and competition, managing research and development (R&D), managing intellectual property.

Unit 4: Human Aspects in Technology Management: Integration of People and Technology, Factors Considered in Technology Management, Organizational Factors, Psychological Factors, Organizational Structure and Technology, Impact of Technology on Human Resource Management.

Unit 5: Innovation Technology: Innovation and Technology- Innovation – Technology Relationship- Types of Innovation-Innovation and Changes in Organization- Technology-based Innovation and Management, Innovation Performance- Factors- Principles- Measures, Characteristics of Innovative Work Environment.

Unit 6 : Knowledge-Based Technology Management: Knowledge-Based Technology and Techniques- Knowledge Management Tools-New Tools for Knowledge Management- Knowledge Management Technologies, Role of Artificial Intelligence Techniques- A Primer on Artificial Intelligence Technologies- Expert Systems- Automatic Speech Recognition (ASR)- Genetic Algorithms- Intelligent Agents, Knowledge Management Techniques for Technology Management.

Course Outcomes:

- Students will be provided an over view of the technical and managerial challenges presented by emerging and evolving technologies.
- Students will be given to the forces affecting the nature and rate of technological innovation
- Students will identify the managerial options available to both established and entrepreneurial organizations.

References :

- Williams , Information Technology , Tata McGraw
- A O'Brien, Management Information Systems,
- Kenneth C. Laudon , Jane P Laudon, Management Information System
- Detz Fredrick: Managing Technology, Prentice Hall, New Jersey.
- W.S. Jawadekar, Managing Information System

BBA Semester IV

Course Type	Course Code	Course Title	Lecture	Tutorial/ Live Projects/ Assignments	IA	UE	Total Marks	Credit Hours
CD	MGTG4000	Quantitative Techniques for Management	4	2	30	70	100	6
CD	BBAB4010	Financial Management	4	2	30	70	100	6
IDC/GE	BBAB4020	Entrepreneurship Management	4	2	30	70	100	6
SEC	MGTG4010	E-commerce	4	-	30	70	100	4
		Total Credits	16	6	120	280	400	22

Quantitative Techniques for Management**Course Code :MGTG4000****Course Objectives:**

- To acquire an understanding of descriptive statistical tools like measures of central tendency & measures of variation and apply these tools to real life situations.
- To help in identifying and establishing relationships between real life variables using tools like correlation and regression and comprehend the concepts of probability & probability distributions.

- To discuss the concept of sampling & sampling distributions and enable identifying application of sampling methods for real life situations.

Course Content

Unit 1 Introduction to Statistics: Basic concepts, Statistics in business, Data measurement, Uses. Descriptive Statistics: Measure of Central Tendency Mean, Median, Mode, Percentiles, Quartiles, Numerical. Descriptive Statistics: Measures of Variation Range, Inter-quartile range, Mean Absolute Deviation, Variance and Standard deviation, Numerical.

Unit 2 Sampling and Sampling Distribution: Sampling, Random Sampling Techniques, Nonrandom Sampling Techniques, Sampling Errors & Non-sampling Errors, Sampling Distribution of mean and proportion.

Unit 3 Probability: Introduction, Methods of assigning probabilities, Structure of probability, Marginal, Union, Joint and Conditional probabilities, Addition and Multiplication Laws, Baye's Theorem.

Unit 4 Probability Distributions: Discrete Distributions –Binomial Distribution, Poisson Distribution, Continuous Distributions - Normal Distribution.

Unit 5 Statistical Inference: Estimation for Single Populations, Estimation population mean using z statistic (σ known), Estimating population mean using t statistic (σ unknown), Estimating population proportion, Estimating Sample Size.

Unit 6 Statistical Inference: Hypothesis Testing for Single Populations, Introduction to hypothesis testing, Testing hypothesis about a population mean (Standard deviation – Known and Unknown), Testing hypothesis about a proportion, Numerical.

Hypothesis about a proportion, Numerical.

Course Outcomes:

- Students will acquire an understanding of descriptive statistical tools like measures of central tendency & measures of variation and apply these tools to real life situations.
- Students will be helped in identifying and establishing relationships between real life variables using tools like correlation and regression and comprehend the concepts of probability & probability distributions.
- Students will be able to discuss the concept of sampling & sampling distributions and enable identifying application of sampling methods for real life situations.

References

- Levin and Rubin, Statistics for Management, Pearson.
- Anderson, Sweeney and Williams, Statistics for Business and Economics, Cengage Learning.
- T. N. Srivastava and Shailaja Rego, Statistics for Management, TMH.
- Bruce Bowerman, Richard T. O'Connell and Emily Murphree, Business Statistics in Practice, Tata McGraw hill.
- Levine, Stephan, Krehbiel and Berenson, Statistics for Managers,
- S. P. Gupta, Statistical Methods, Sultan Chand & Sons.

Financial Management

Course Code :BBAB4010

Course Objectives:

- To understand the basic concepts financial management.
- To apply the concepts & practices in making financial decisions and resolving financial problems
- To be aware of various sources of finance and provide knowledge on management of working capital & capital budgeting.

Course Content

Unit I : Introduction : Nature, scope and significance of Financial function for the organisation's success. Objectives of Corporate Financial Management, Organisation structure to carryout finance function in Corporate enterprises. Financial Planning and Financial Forecasting.

Unit II : Capital Structure Planning - Financing Decision: Capitalization and capital structure, Financial Planning - long and short term sources of corporate funds, objectives of an optimal Capital structure, Financial and operating leverage analysis, cost of capital and capital structure decision.

Unit III : Investment Decisions - Time Value of Money : Nature of Investment Decisions, Investment Evaluation criteria, process of capital budgeting decisions, risk analysis and investment decisions, capital budgeting practices of Indian companies.

Unit IV : , Working Capital Management and Dividend Decision: Concepts of working capital. The needs of working capital and Its determinants. Dimensions and trends In working capital management. A brief analysis of the management of components of working capital. Sources of working capital finance and their relative utility. Dividend Policy Models.

Course Outcomes:

- Students will understand the basic concepts financial management.
- Students will apply the concepts & practices in making financial decisions and resolving financial problems
- Students will be aware of various sources of finance and provide knowledge on management of working capital & capital budgeting.

References :

- M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, TataMcGraw Hill Publishing Co. Ltd.
- R. P. Rustogi: Financial Management: Theory Concepts and Practices, TaxmannPublication.
- I.M. Pandey: Financial Management: Theory and Practices, Vikas PublishingHouse
- Horne, James Van Financial Management & Policy
- Kuchal, S.C. Financial Management
- Prasanna Chandra, Financial Management

Entrepreneurship Management

Course Code: BBAB4020

Course Objectives:

- To impart basics of entrepreneurship.
- To able to understand ethical perspectives of management and business.
- To understand aspects of entrepreneurship skills and start up process.
- To understand significance and importance of Institutional support to entrepreneurship Development.

Course Content

Unit 1 - Entrepreneur, characteristics, functions, types, Entrepreneurship - meaning - Role of Entrepreneurs in Economic Development, Rural entrepreneurs - need of problems - Role of NGOs in development of rural Entrepreneurship.

Unit 2 - How to start Business? Product selection - Form of Ownership - Licensing etc, projection Identification - Meaning, Significance - contents and formulation of a project report - planning commission guidelines.

Unit 3 - Tax Benefits - Need, Tax Holidays - Concessions - TQM for small enterprises, Sickness in small Business - Signals, Symptoms, Consequences and corrective measures. Women Entrepreneurs –recent trend.

Unit 4 - Start up, Angel investors, Start up process, case analysis.

Unit-5 - Financing the Entrepreneurial Business :Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital. Institutional support to entrepreneurship Development , Method of product appraisal, Entrepreneurship development programme.

Course Outcomes:

- Students will understand basics of entrepreneurship.
- Students will able to understand ethical perspectives of management and business.
- Students will understand aspects of entrepreneurship skills and start up process.
- Students will understand significance and importance of Institutional support to entrepreneurship Development.

Reference :

- C.B. Gupta & N.P. Srinivasan , Entrepreneurial Development in India,
- Entrepreneurship and management of small business - CED.
- Vasant Desai, Dynamics of Entrepreneurial Development and Management
- Hisrich, Entrepreneurship , Tata McGrawHill.

E- Commerce

Course Code :MGTG4010

Course Objectives:

- To familiarize students with the importance of e- business and e-commerce and then, to apply those skills to the real and current challenges of professions on online business.
- How to promote online business- it's action plan.
- To understand E-commerce security aspects and online payment systems.

Course Content

Unit 1: E-Business Framework: Definition of E-Business, Origin of E-Business, History of the Internet, E-Business Opportunities for Businesses, Working of E-Business, E-Business Vs the Traditional Business Mechanism, Advantages of E-Business, Disadvantages of E-Business, Main Goals of E-Business.

Unit 2: E-Business: Requirements and Architecture: Requirements of E-Business, Functions of E-Business, E-Business Framework Architecture, I-way or Information Highway.

Unit 3: Business Models: Evolution of Internet Business Models, Business Models in Practice, Business Model: The Six Components.

Unit 4: Security In Electronic Business: Intranet and Extranet Security: Threats and Protection, Protection Methods, Data and Message Security, Firewalls, Encryption: Cryptography, Encryption, Digital Signature, Virtual Private Network.

Unit 5: E-Marketing: Challenges of Traditional Marketing, Retailing in E-Business Space, Internet Marketing, Advertisement and Display on the Internet, E-Business for Service Industry, Mobile Commerce: Overview of M-Commerce - Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles.
Course Outcomes:

- Students will be familiarized with the importance of e- business and e-commerce and then, to apply those skills to the real and current challenges of professions on online business.
- Students will be able to promote online business- it's action plan.
- Students will understand E-commerce security aspects and online payment systems.

References:

- Lawrence et al, Internet Commerce: Digital Models for Business
- Kalakota et al, Electronic Commerce: A Manager's Guide
- Kalakota et al, Frontiers of Electronic Commerce,
- Minoli et al, Web Commerce Technology Handbook, McGraw Hill.
- Vandana Ahuja , Digital Marketing, Oxford Publication

BBA Semester V

Course Type	Course Code	Course Title	Lecture	Tutorial/ Live Projects/ Assignments	IA	UE	Total Marks	Credit Hours
CD	BBAB5010	Business Policy & Strategy	4	2	30	70	100	6
CD	BBAB5020	Business Research	4	2	30	70	100	6
DSE	As per selection	Elective –I	4	2	30	70	100	6
DSE	As per selection	Elective –II	4	2	30	70	100	6
		Total Credits	16	8	120	280	400	24

	Summer Internship	
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DISCIPLINE SPECIFIC ELECTIVE COURSE : A Student would be free to choose any two papers from any ONE group . The COURSE offers **THREE** groups viz. Finance (DSE - I), Marketing (DSE - II) , Human Resource (DSE - III) .

SEMESTER V					
Finance (DSE - I)		Marketing (DSE - II)		Human Resource (DSE - III)	
BBAF5310	International Finance	BBAM5410	Consumer Behavior	BBAH5510	HRD : Systems & Strategies
BBAF5320	Investment Banking & Financial Services	BBAM5420	Personal Selling & Sales Force Management	BBAH5520	Training & Development
BBAF5330	Investment Analysis & Portfolio Management	BBAM5430	Advertising & Brand Management	BBAH5530	Management of Industrial Relations
BBAF5340	Project Appraisal & analysis	BBAM5440	Retail Management	BBAH5540	Performance & Compensation Management

Business Policy & Strategy

Course Code :BBAB5010

Course Objectives:

- To introduce students with key strategy concepts
- To help students to integrate and apply their learning to various business situations.
- To provide grounding in ethics, globalization and cross-functional issues.

Course Content

Unit 1 Introduction to Strategies - Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business.

Unit 2 Strategic Management - Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management.

Unit 3 Strategy Analysis - Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model.

Unit 4 Strategy Formulation and Implementation - Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs).

Unit 5 Strategic Control and Evaluation - Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations.

Unit 6 Business Policies - Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture.

Course Outcomes:

- Students will be able to understand key strategy concepts
- Students will be able to integrate and apply their learning to various business situations.
- Students will be able to provide grounding in ethics, globalization and cross-functional issues.

References :

- Colin Gilligan and Richard M S Wilson, "Strategic Marketing Management: planning, implementation and control"
- John A. Pearce II, Strategic Management: Formulation, Implementation, and Control
- AzharKazmi: Business Policy and Strategic Management, Tata McGraw Hill, New Delhi
- Wiley, Strategic Management: An Integrated approach,

Business Research

Course Code :BBAB5020

Course Objectives:

- To provide an exposure to the students on the nature and extent of research.
- To give them an understanding of the basic techniques and tools of businessmarketing research.
- To use the business research knowledge to determine which product/service is most profitable or in demand.

Course Content:

Unit I: Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Applications of Marketing Research – marketing research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Marketing Research problem.

Unit II: Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

Unit III: Primary Data Collection: Survey Vs. Observations. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

Unit IV: Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, Introduction to theoretical concept of ANOVA, Factor Analysis and Discriminant Analysis.

Course Outcomes:

- Students will be provided an exposure to the students on the nature and extent of research.
- Students will understand the basic techniques and tools of business marketing research.
- Students will be able to use the business research knowledge to determine which product/service is most profitable or in demand.

References:

- Dr. Kothari, Research methodology
- Zikmund, Babin & Carr: Business Research Methods, South-Western.
- Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
- Naresh Malhotra – Marketing Research, Pearson.
- Donald Cooper & Pamela Schindler, Business Research Methods, TMGH,
- D. K. Bhattacharya, Research Methodology, Excel

Specialization : Finance

International Finance

Course Code :BBAF5310

Course Objectives:

Objective:

- To provide an in-depth knowledge of international financial markets and instruments, foreign exchange regimes and exchange rate determination
- To equip the students with the techniques that can help them in managing the financial issues in international environment.
- To help the students to manage MNCs in more effective manner.

Course Content:

Unit 1 International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

Unit 2 Export And Import finance- Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

Unit 3 Forex Management - Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

Unit 4 Documentation In International Trade- Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GPS – UPCDC Norms.

Unit 5 Export Promotion Schemes - Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

Course Outcomes:

- Students will be provided with an in-depth knowledge of international financial markets and instruments, foreign exchange regimes and exchange rate determination
- Students will be able to understand the techniques that can help them in managing the financial issues in international environment.
- Students will be able to manage MNCs in more effective manner.

References

- Apte P.G., International Financial Management, Tata McGraw Hill.
- Jeff Madura, International Corporate Finance, Cengage Learning
- Alan C. Shapiro, Multinational Financial Management, PHI Learning
- Foreign Exchange, International Finance and Risk Management By A. V. Rajwade

Investment Banking & Financial Services

Course Code :BBAF5320

Course Objectives:

- To enable develop knowledge to raise capital for a company
- To advise businesses and governments on how to meet their financial challenges and to help them procure financing
- To develop necessary skills in determining the price of the financial instruments

Course Content

Unit 1 Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

Unit 2 Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

Unit 3 Leasing and Hire Purchase : Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfeiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

Unit 4 Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and nontraditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of nonmortgage assets, Securitization in India.

Course Outcomes:

- Students will enable to develop knowledge to raise capital for a company
- Students will be able to advise businesses and governments on how to meet their financial challenges and to help them procure financing
- Students will develop necessary skills in determining the price of the financial instruments

References

- M.Y.Khan: Financial Services, Tata McGraw –Hill.
- Machiraju: Indian Financial System, Vikas Publishing House.
- J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.
- K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.

Investment Analysis & portfolio Management

Course Code :BBAF5330

Course Objectives:

- To provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment
- To understand the fundamentals of investments along with the analysis and strategies to become successful investor.
- To evaluate the investment in securities market based on Fundamental and Technical analysis.
- To discuss application of Modern Portfolio theory & portfolio performance

Course Content:

Unit 1 Investment: Meaning, Nature and Scope, Decision Process; Environment; Investment Risks–Interest Risk, Market Risk, Inflation Risk, Default Risk, etc; Valuation of Securities. Notion of Dominance.

Unit 2 Techniques of Risk Measurement : Application and Portfolio Evaluation. Concept of Beta, Classification of Beta-Geared and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market line, Capital Market Line, Portfolio Revision, Portfolio Reconstruction.

Unit 3 Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis; and Technical Analysis; Efficient Market Hypothesis; Dow Jones Theory; Measurement of Systematic and Unsystematic Risk.

Unit 4 Portfolio Analysis: Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model. Portfolio Revision and Performance Evaluation of Managed Portfolios. Sharp Ratio; Treynor Ratio; Jensen's Alpha.

Course Outcomes:

- Students will be provided with a conceptual framework for analysis from an investor's perspective of maximizing return on investment
- Students will understand the fundamentals of investments along with the analysis and strategies to become successful investor.
- Students will evaluate the investment in securities market based on Fundamental and Technical analysis.
- Students will be able to discuss application of Modern Portfolio theory & portfolio performance

References

- Bhalla, V.K.-Investment Management; Security Analysis and Portfolio Management, S. Chand & Co. Ltd.
- Chandra Prasanna-Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
- Fischer and Jordan- Security Analysis and Portfolio Management, Prentice-Hall.
- V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House.

Project Appraisal and Analysis

Course Code :BBAF5340

Course Objectives:

- To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project.

- To understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives.
- To apply appraisal techniques for evaluating live projects.

Course Content:

Unit I: Appraisal : an introduction, Project appraisal and evaluation , Project cycle, Project cycle management , Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study , Project identification and formulation , Generation of Project ideas, Basic Principles of Project Analysis Entrepreneurship – concept, Theory and perspective

Unit II: Market Analysis : Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques Technical appraisal of a project , Business and Technology Acquisition and management of technology

Unit III: Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans

Unit IV: Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation , Preparation of project report - Case Analysis

Course Outcomes:

- Students will be able to explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project.
- Students will understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives.
- Students will apply appraisal techniques for evaluating live projects.

References

- Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
- Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.
- Project Management Managerial Emphasis by Meredith and Mantel
- Project Management : The Managerial Process by Gray and Larson 3E Tata McGraw-Hill

Specialization : Marketing

Consumer Behaviour

Course Code :BBAM5410

Course Objectives:

- To develop an understanding of the pre and post purchase consumer behaviour
- To develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.
- To enable to establish the relevance of consumer behaviour theories and concepts to marketing decisions

Course Content

Unit 1. Consumer - Meaning and definition, Significance of Consumer, Distinction between Consumer and Customer, Buyers and Users - Development Marketing Concept - Consumer Behaviour Applications in Marketing.

Unit 2 Consumer Motivation - Maslow's Hierarchy of needs – Frued's theory of Motivation - Consumer Personality: Trait Theory - Consumer Perceptions - Stimulus Factors - Expectations - Consumer Attitudes: Utilitarian Functions – Attitude Models.

Unit 3. Consumer Decision Process - major factors influencing Consumer Buying Behaviour:- Buyer, Product, Seller, Situational, Cultural, Social, Personal and Psychological Characteristics - Decision Models - Case of Purchase of Microwave Oven – understanding the Women.

Unit 4 Consumer Decision Process – Post Purchase Behaviour; Post Purchase Dissonance – Dissatisfaction Responses; Implications for Marketers – Ideal Product Model – Case of Whirl Pool

Unit 5 Organizational Buyer Behaviour - Buyer Characteristics – Factors Influencing Organization of Buyer – Organizational Buyer Decision and the Process – Performance Evaluation – Case of Satyam Plastics.

Course Outcomes:

- Students will develop an understanding of the pre and post purchase consumer behaviour
- Students will develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.
- Students will enable to establish the relevance of consumer behaviour theories and concepts to marketing decisions

References

- Assael, H. Consumer Behaviour and Marketing Action. Ohio, South Western
- Engle, J F. etc. Consumer Behaviour. Chicago, Dryden Press
- Howard, John A. etc. Consumer Behaviour in Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc.,
- Hawkins, D I. etc. Consumer Behaviour. Implications for Marketing Strategy. Texas, Business

Personal Selling & Sales Force Management

Course Code :BBAM5420

Course Objectives:

- To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management.
- To help them differentiate the nuances of personal, organizational and personal selling.

Course Content

Unit 1 Introduction to Personal Selling - functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.

Unit 2 Theories of Selling - AIDAS, Right Set of circumstances, Buying formula theory.

Unit 3 The Selling Process -Preapproach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

Unit 4 Introduction to sales force management - Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

Course Outcomes:

- Students will be familiarized with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management.
- Students will be able to differentiate the nuances of personal, organizational and personal selling.

References

- Tanner, J; Honeycutt ED; Erffmeyer Robert C, Sales management, Pearson Education.
- Anderson, R. Professional. Englewood Cliff, Sales Management, Prentice Hall Inc.
- Still, Cundiff&Govani: Sales Management, Prentice Hall of India.
- Charles Futrell: Fundamentals of Selling, McGraw Hill.
- R. Krishnamoorthy: Personal Selling and Sales Management

Advertising & Brand Management

Course Code :BBAM5430

Course Objectives:

- To enable to plan & execute successful advertising programme.
- To have an understanding and application of marketing tools and techniques in brand management.
- To Understand and leverage branding concepts and brand development.

Course Content

Unit 1 Introduction to Advertising Management : Nature & Scope of Advertising Management, Setting Advertisement Objectives, DAGMAR and other Models, Advertisement Planning and Strategy Making, Creative Strategy , Development & Implementation, Advertising Budget

Unit 2 Media Planning: Setting Media Objectives, Developing Media Strategies , Evolution and Different Media and Media Selection, Media Buying , Measuring Advertising Effectiveness – Pretesting and Post Testing , Social, Ethical and Legal aspect of advertising

Unit 3 Brand Concept : Naming and Importance of Brands, Strategic Brand Management Process, Brand Identity Perspectives and Brand identity Prism, Identity Levels ,Concept and Measure of Brand Equity, Brand Assets and Liabilities , Aaker Model Of Brand Equity, Customer based Brand Equity, Brand Loyalty, Measures of Brand Loyalty, Brand Personality – Definition, Measures and Formulation , Brand Image dimensions , Stages of Concept Management for functional, symbolic and experimental Brands.

Unit 4 Brand Positioning: 3 C's of Positioning, Brand Positioning and differentiation strategies Brand Repositioning, Celebrity endorsement , Brand Extension: Branding Strategies, Line Extension, Multiple Brands , Umbrella Branding, Brand Reinforcement, Brand revitalization of Advertisement , Managing Global Brands, Branding in Different Sectors.

Course Outcomes:

- Students will enable to plan & execute successful advertising programme.
- Students will understand the application of marketing tools and techniques in brand management.
- Students will Understand the leverage branding concepts and brand development.

References

- Advertising And Brand Management , Dr. SunainaKumar,Dr. Arvind & Sardana
- David Aaker, Brand Management, Tata McGraw Hill
- Aaker, David, A. - Managing Brand Equity. New York, Free Press.
- YLR Murthy, Brand Management-Indian Perspective ,Vikas Publishing
- H. V. Verma, Brand Management, , Excel Books

Retail Management

Course Code :BBAM5440

Course Objectives:

- To develop the analytical ability of the students to attain an insight into Retail marketing
- To Understand the techniques for optimal utilization of resources
- To familiarize with the special problems related to sales in rural markets.

Course Content

Unit 1 :Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

Unit 2 :Retail Marketing Environment- Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues

Unit 3 :The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation

Unit 4 :Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies

Unit 5 :Customer Relationship Management in Retailing-Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program

Course Outcomes:

- Students will develop the analytical ability of the students to attain an insight into Retail marketing
- Students will Understand the techniques for optimal utilization of resources
- Students will familiarized with the special problems related to sales in rural markets.

References

- Harjit Singh: Retail Management, S. Chand Publication.
- Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
- CSG Krishnamacharylu&Laitha Ramakrishna, - Rural Marketing, Pearson Education Asia.

- Barry Berman & Joel R Evans, Retailing Management, A Strategic Approach – Macmillan Publishing company.

Specialization : Human Resource

HRD : Systems & Strategies

Course Code :BBAH5510

Course Objectives:

- To develop in depth understanding of the strategic role performed by HR in business organization
- To gain insight of the alignment between different HR systems and practices and organisation outcomes.
- To develop skills essential managing the issues with vertical integration of HR Strategy with Business Strategy as well as the horizontal integration of various HR function

Course Content:

Unit 1 Human Resource Development (HRD) : Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD : Training, Education and Development; Roles and competencies of HRD professionals.

Unit 2 HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

Unit 3 HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

Unit 4 HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

Unit 5 Evaluating the HRD Effort: Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

Course Outcomes:

- Students will develop in depth understanding of the strategic role performed by HR in business organization
- Students will gain insight of the alignment between different HR systems and practices and organisation outcomes.

Students will develop skills essential managing the issues with vertical integration of HR Strategy with Business Strategy as well as the horizontal integration of various HR function

References

- Tanuja Agarwala,, Strategic Human resource Management, OUP, ,New Delhi.
- Truss,Mankin,andKellige, Strategic Human resource Management,OUP,New Delhi,
- Nadler, Leonard: Corporate Human Resource Development, Van Nostrand Reinhold / ASTD, New York.
- Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
- Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
- Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
- Rao T.V.: Human Resource Development, Sage publication.
- Strategic HRM by Mabey and Salama

Training & Development

Course Code :BBAH5520

Course Objectives:

- To provide the students, basic knowledge about the T & D concepts
- To orient the students to tailor themselves to meet the specific needs of the organisations in training and development activities
- To provide information about the prevailing T & D system in India.

Course Content:

Unit 1 Organization vision & plans: assessment of training needs, setting training objectives, designing training programmes, Spiral model of training.

Unit 2 Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

Unit 3 Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, retraining.

Unit 4 Management Development Programme Methods :- Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

Unit 5 Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

Course Outcomes:

- Students will be provided with the basic knowledge about the T & D concepts
- Students will be oriented to tailor themselves to meet the specific needs of the organizations in training and development activities
- Students will be provide information about the prevailing T & D system in India.

References

- Blanchard P. Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
- Training Research and Practice - John Patrick
- Management development and training handbook- Taylor & G. Lippitt
- French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
- Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.
- Bhatia S.K.: Training & Development, Deep & Deep Publishers.

Management of Industrial Relations

Course Code : BBAH5530

Course Objectives:

- To impart the students with the knowledge about complexities between labour and management relationships.
- To make the students aware about mechanisms of Industrial Dispute and friendly interventions to deal with employee-employer problems.
- To impart the students with the knowledge of laws & how law affects the industry & labour.

Course Content:

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

Unit II Workers participation in management: levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.

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

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

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

Unit VI The salient features: Coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees Pension Scheme and Employees State Insurance Act 1948.

Course Outcomes:

- Students will be able to have the knowledge about complexities between labour and management relationships.
- Students will be aware about mechanisms of Industrial Dispute and friendly interventions to deal with employee-employer problems.
- Students will be able to have the knowledge of laws & how law affects the industry & labour.

References:

- S C Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House.
- T N Chhabra: Industrial Relations and Labour Laws, Dhanpat Rai Publishing House.
- Padhi P.K., Industrial Laws, PHI.
- Kapoor N. D , Elements of Mercantile Law, Sultan Chand.

Performance & Compensation Management

Course Code : BBAH5540

Course Objectives:

- To equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organisations.
- To develop appreciation and skills essential for designing and instituting effective performance management systems.
- To provide information about the prevailing performance management system in India.

Course Content:

Unit 1 Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counseling.

Unit 2 Performance management and reward systems- Performance Coaching ,Mentoring and Counseling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

Unit 3 Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broad banding, competency based pay.

Unit 4 Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry.

Unit 5 Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity, Special compensation situations: International compensation-managing variations. Expatriate Pay.

Course Outcomes:

- Students will be having comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations.
- Students will develop appreciation and skills essential for designing and instituting effective performance management systems.
- Students will be provided information about the prevailing performance management system in India.

References

- Milkovich & Newman , Compensation, McGraw Hill.
- T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
- Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
- D.K. Bhattacharyya, Compensation Management, OUP, New Delhi
- Uday K. Haldar and Juthika Sarkar, Human Resources Management, OUP, New Delhi
- Rock Micton , Wage and Salary administration

BBA Semester VI

Course Type	Course Code	Course Title	Lecture	Tutorial/ Live Projects/ Assignments	IA	UE	Total Marks	Credit Hours
CD	BBAB6010	Financial Institutions & Markets	4	2	30	70	100	6
CD	BBAB6020	Legal Aspects of Business	4	2	30	70	100	6
DSE	As per selection	Elective –III	4	2	30	70	100	6
DSE	As per selection	Elective –IV	4	2	30	70	100	6
		Total Credits	16	8	120	280	400	24

DISCIPLINE SPECIFIC ELECTIVE COURSE : A Student would be free to choose any two papers from any ONE group . The COURSE offers **THREE** groups viz. Finance (DSE - I), Marketing (DSE - II) , Human Resource (DSE - III) .

SEMESTER VI					
Finance (DSE - I)		Marketing (DSE - II)		Human Resource (DSE - III)	
BBAF6310	Wealth Management	BBAM6410	Distribution & Supply Chain Management	BBAH6510	Counseling & Negotiation Skills for Managers
BBAF6320	Financial Regulations	BBAM6420	Marketing of Services	BBAH6520	Cross Cultural HRM
BBAF6330	Strategic Corporate Finance	BBAM6430	International Marketing	BBAH6530	Talent & Knowledge Management
BBAB6003	Research Project	BBAB6003	Research Project	BBAB6003	Research Project

Financial Institutions & Markets

Course Code :BBAB6010

Course Objectives:

- To prepare students with a good understanding of the theoretical foundation of financial market and institutions,
- To keep students updated on the latest developments in financial environment.

- To understand the finance and financial intermediation

Course Content:

Unit I: Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution(CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs.

Unit II: Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets.

Unit III: Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange, Settlement mechanism at BSE & NSE

Unit IV: Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds.

Course Outcomes:

- Students will be able to prepare with a good understanding of the theoretical foundation of financial market and institutions,
- Students will be updated on the latest developments in financial environment.
- Students will understand the finance and financial intermediation

References

- Saunders, Anthony & Cornett, Marcia Millon. Financial Markets and Institutions, Tata McGraw Hill
- Khan, M Y.: Financial Services. McGraw Hill Higher Education
- Goel, Sandeep. Financial services. PHI.

- I M.Bhole , Financial Institutions and Market, TATA McGrawHill.
- G.S.Batra, Financial Services & Market
- Bharati V. Pathak, The Indian Financial System-Markets, Institutions and Services

Legal Aspects of Business

Course Code :BBAB6020

Course Objectives:

- To gain knowledge of the branches of law which relate to business transactions and corporate bodies.
- To understand the applications of these laws to practical commercial situations.
- To apply basic legal knowledge to business transactions

Course content:

Unit I: The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract- Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

Unit II: Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

Unit III: The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

Unit IV: Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

Course Outcomes:

- Students will gain knowledge of the branches of law which relate to business transactions and corporate bodies.
- Students will understand the applications of these laws to practical commercial situations.
- Students will apply basic legal knowledge to business transactions

References

- V Balachandran, S Thothadri, Legal Aspects of Business Paperback
- M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
- N.D. Kapoor, Business Law
- Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
- Avtar Singh: Principle of Mercantile Law, Eastern Book Company
- Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
- Balchandani, Business Laws
- Akhileshwar Pathak, Legal Aspects of Business

Specialization : Finance

Wealth Management

Course Code :BBAF6310

Course Objectives:

- To provide the students with competencies required to act as an Independent Financial Advisor.
- To enable the students to possess the needed skills and knowledge to understand clients needs, attitudes and fears.
- To enable the students to meet the clients wealth creation and wealth protection
- To enable students to attain high ethical and professional standards.

Course Content:

Unit 1 Introduction (a) *Introduction to Wealth Management*: Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs and Expectations of Clients, code of Ethics for Wealth Manager. (b) Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash

Unit 2 Flow Analysis, Building Financial: Plans, Life Cycle Management. Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators – Leading, Lagging, Coincident

Unit 3 Insurance Planning and Investment Planning - (a) Insurance Planning: Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of Life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value – Belth Method/CPT. (b) Investment Planning: Types of Investment Risk, Risk Profiling of Investors and Asset Allocation (Life Cycle Model), Asset Allocation Strategies (Strategic, Tactical, Life-cycle based), Goal-based Financial Planning, Active and Passive Investment Strategies.

Unit 4 Financial Mathematics/Tax and Estate Planning - (a) Financial Mathematics: Calculation of Returns (CAGR, Post-tax Returns, etc.), Total Assets, Net Worth Calculations, Financial Ratios. (b) Tax and

Estate Planning: Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward and Set-off, Estate Planning Concepts – Types of Will – Requirements of a Valid Will – Trust – Deductions – Exemptions

Unit 5 Retirement Planning/Income Streams and Tax Savings Schemes - (a) Retirement Planning: Understanding of Different Salary Components, Introduction to Retirement Planning, Purpose and Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation and Planning), Pre and Post-retirement Strategies – Tax Treatment. (b) Income Streams and Tax Savings Schemes: Pension Schemes, Annuities – Types of Annuities, Various Income Tax Savings Schemes.

Course Outcomes:

- Students will be able to provide the competencies required to act as an Independent Financial Advisor.
- Students will enable to possess the needed skills and knowledge to understand clients needs, attitudes and fears.
- Students will be able to meet the clients wealth creation and wealth protection
- Students will be able to attain high ethical and professional standards.

References

- Harold R Evensky , Wealth Management
- S. K. Bagchi , Wealth Management
- NalinipruvaTripathi , Wealth Management

Financial Regulations

Course Code :BBAF6320

Course Objectives:

- To impart the legal & regulatory framework of the financial system.
- To understand significance and importance of financial regulations for proper functioning
- To have clarity on money laundering & regulatory guidelines to prevent it.

Course Content:

Unit 1 –Introduction to Financial Regulations: Need and significance of financial regulations, structure of financial regulations in India, Functioning of Financial Regulations, process of supervision, enforcement and resolution.

Unit 2 :Reserve Bank of India (RBI) Functions of RBI, credit control measures, , regulatory measures taken by RBI to facilitate financial inclusion, Provisions of RBI Act 1935 ,Banking Regulation Act 1949 Banking Companies [Acquisition an transfer of undertakings Act 1970 & 1980], Government and RBI's powers on commercial banks .RBI guidelines on corporate governance.

Unit 3 –Securities and Exchange Board of India (SEBI): Introduction to SEBI Act (1992) – powers and functions of SEBI, Important Regulations related to capital markets: Issue of Capital and Disclosure Regulations, SEBI (Prohibition of Insider Trading) Regulations, SEBI (Prohibition of Fraudulent and Unfair Trade Practices Related to Securities Market) Regulations, Mutual Fund: SEBI (Mutual Funds) Regulations

Unit 4 :Insurance Regulatory and Development Authority of India (IRDAI) : IRDAI Act, Salient features of the IRDAI Act, IRDAI (protection of policy holder interests) Regulations., Duties, power and functions of IRDAI

Unit 5–Foreign Exchange Management Act, ,Foreign contribution (Regulation)Act & Prevention of Money Laundering: Objectives of FEMA, FCRA & PMLA and their important provisions.

Course Outcomes:

- Students will be able to understand the legal & regulatory framework of the financial system.
- Students will understand significance and importance of financial regulations for proper functioning
- Students will have clarity on money laundering & regulatory guidelines to prevent it.

References

- Siddhartha Shankar Shah , Indian Financial System and Markets
- John Armour, Dan Awrey, Paul Davies, Luca Enriques, Jeffrey N. Gordon, Colin Mayer, and Jennifer Payne, Principles of Financial Regulation,
- Guruswamy , Merchant Banking and Financial Services

Strategic Corporate Finance

Course Code :BBAF6330

Course Objectives:

- To provide the conceptual understanding of strategic financial analysis for value creation
- To develop the analytical skills for financial decisions and risk analysis
- To develop nuances involved in short term corporate financing.
- To understand and analyze the financial problems of the firm in the market driven environment.

Course Content:

Unit 1 Introduction to strategic corporate finance - Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

Unit 2 Management Buy-outs - Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected. Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options.

Unit 3 Financial Distress and restructuring - Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a noncore subsidiary, planned exit, forceful retirement and other disposals. Exit strategy most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications. Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality —added value due diligence advice.

Unit 4 Company Valuation - an overview of valuation, valuation principles and practices more, the impact of —what if scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance Other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

Course Outcomes:

- Students will understand the conceptual understanding of strategic financial analysis for value creation
- Students will develop the analytical skills for financial decisions and risk analysis
- Students will develop nuances involved in short term corporate financing.
- Students will understand and analyze the financial problems of the firm in the market driven environment.

References

- AswathDamodaran: Corporate finance theory and practice; John willey \$ sons, Inc.
- Jakhotia: Strategic Financial Management (Vikas Publication).
- Smart, Megginson, and Gitman, Corporate Finance,.
- Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning.
- Prasanna Chandra, Financial Management, Tata McGraw Hill.

Research Project

Course Code :BBAB6003

Course Objectives:

- To promote and encourage research culture among students so as to make them to take up challenging research activities in future carrier.
- To promote research in areas of SMEs/ Entrepreneurship/ Innovation

Course Content

As a part of the Outdoor Project Work students are asked to analyze how a SME business/ an Entrepreneur operates, by visiting its premises and interviewing its owners, senior managers and employees. While the students are given an open mandate on the information they can collect, the result is often a detailed analysis of the business and its sector which is cross-examined by visiting faculty. The students in the process learn to defend their findings and overcome hurdles to collect information for their reports.

Course Outcomes:

- Students will understand research culture to take up challenging research activities in future career.
- Students will be able to promote research in areas of SMEs/ Entrepreneurship/ Innovation

Specialization: Marketing**Distribution and Supply Chain Management**

Course Code :BBAM6410

Course Objectives:

- To able to define marketing Channels and Functions.
- To able to analyzes the key issues of supply chain and the drivers of supply chain performance.
- To able to prepare &execute effective management of the entire distribution process.

Course Content

Unit 1: The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.

Unit 2 : Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

Unit 3 : Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.

Unit 4 : Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.

Unit 5 : Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

Course Outcomes:

- Students will be able to define marketing Channels and Functions.
- Students will be able to analyzes the key issues of supply chain and the drivers of supply chain performance.
- Students will be able to prepare &execute effective management of the entire distribution process.

References

- Ayers, J. B. Handbook of supply chain management. Auerbach Publication.
- Ballou, R. H., & Srivastava, S. K. Business logistics/ supply chain management, Pearson Education.
- Chopra, S., & Meindl, P. Supply chain management: Strategy, planning and operation, Pearson Education.
- Raghuram, G., & Rangaraj, N. Logistics and supply chain management: cases and concepts. : Macmillan.
- Shah, J. Supply chain management: Text and cases. Pearson Education.

Marketing of Services

Course Code :BBAM6420

Course Objectives:

- To understand the marketing Concept, Strategies and Practices in Services.
- To help students to understand application of the concepts to various industries in service sector
- To Understand and leverage service marketing concepts and strategic development.

Course Content

Unit I: *The emergence of service economy*: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges

Unit II: *Marketing mix*: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

Unit III: *Service system positioning*: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.

Unit IV: *Service marketing strategy*: segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis

Unit V: *Service quality*: Concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc.

Course Outcomes:

- Students will understand the marketing Concept, Strategies and Practices in Services.
- Students will understand application of the concepts to various industries in service sector
- Students will Understand and leverage service marketing concepts and strategic development.

References:

- Lovelock, Wirtz & Chatterjee, Services Marketing
- Zeithamal V., M. J. Bitner and D.Gremeler, Services Marketing
- Fisk, R. P., Grove, S. J., & John, J.: Interactive services marketing. Houghton Mifflin.
- Hoffman, K. D., & John, E. G. B.: Marketing of services: Concepts strategies andcases, Thomson-South Western.
- Shanker, R. , Services Marketing: The Indian perspective, Excel Books.e
- K.Rama Mohan Rao , Services Marketing ,Pearson Education.

- Dr. B. Balaji , “Services Marketing and Management “ S. Chand publishers .

International Marketing

Course Code :BBAM6430

Course Objectives:

- To explain global aspects of business with dynamic motion of market.
- To understand international trade, regulations, applications
- To understand international business environment and cross cultural aspects of global business.

Course Content

Unit 1- Framework of international marketing- Intra firm& environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, International marketing, Definition & concept.

Unit 2 -Policy framework- Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business – An overview of licensing regulations & Procedures.

Unit 3- International Marketing Decisions - Product planning for export manufacturing firms & export houses. Identifying foreign markets, market research overseas. Market entry. Export pricing-International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad overview, merchandising, Trade fairs/exhibition

Unit 4- Institutional infrastructure for export in India, Export Assistance.

Unit 5 -Introduction to Export documentation and procedures- framework, pre-shipment & post-shipment documents, Role of ITPO in export promotion, quality control & pre-shipment inspection, Labeling/packing, Marking of consignments, Marine/cargo insurance etc.

Course Outcomes:

- Students will be able to explain global aspects of business with dynamic motion of market.
- Students will understand international trade, regulations, applications
- Students will understand international business environment and cross cultural aspects of global business.

References:

- Varshney & Bhattacharya: International marketing management, Sultan Chand & Sons
- W.J. Keegan: Multinational Marketing Management, Prentice Hall.
- V. Terpestra & Ravi Saratnag: International marketing, Naper Publishing Group.

- P. Cateora & Graham: International marketing, McGraw Hill.
- Hans Muhlbach: International marketing- A global perspective, Cengage Learning EMEA
- Philip Kotler, Marketing Management,
- David Carson. International Marketing,
- Deresky, Helen, International Management: Managing Across Borders and Cultures

Research Project

Course Code :BBAB6003

Course Objectives:

- To promote and encourage research culture among students so as to make them to take up challenging research activities in future carrier.
- To promote research in areas of SMEs/ Entrepreneurship/ Innovation.

Course Content

As a part of the Outdoor Project Work students are asked to analyze how a SME business/ an Entrepreneur operates, by visiting its premises and interviewing its owners, senior managers and employees. While the students are given an open mandate on the information they can collect, the result is often a detailed analysis of the business and its sector which is cross-examined by visiting faculty. The students in the process learn to defend their findings and overcome hurdles to collect information for their reports.

Course Outcomes:

- Students will develop research culture to take up challenging research activities in future career.
- Students will promote research in areas of SMEs/ Entrepreneurship/ Innovation.

Specialization : Human Resource

Counseling & Negotiation Skills for Managers

Course Code :BBAH6510

Course Objectives:

- To provide insights into handling behavioral issues at work place by developing counseling skills.
- To facilitate an understanding of the structure and dynamics of negotiation.
- To understand the issues and apply different methods of negotiation in different situations.

Course Content:

Unit 1 Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

Unit 2 Changing Behaviours through Counselling: Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

Unit 3 Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.

Unit 4 Role of trust in negotiations: negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

Course Outcomes:

- Students will be provided insights into handling behavioral issues at work place by developing counseling skills.
- Students will be facilitated with an understanding of the structure and dynamics of negotiation.
- Students will understand the issues and apply different methods of negotiation in different situations.

References

- Singh Kavita - Counselling Skills for Managers (PHI)
- Carroll, M.: Workplace counseling, Sage Publication.
- Kottler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
- Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.
- Patterson, L. E., & Welfel, E. R.: The counselling process: A multi-theoretical integrative approach, New York: Brooks Cole.

Cross cultural Management

Course Code : BBAH6520

Course Objectives:

- To understand the implications of the globalization of business for effective management.

- To understand the impact of cultural background on individuals, organizations and management; on the dimensions which discriminate national cultures, and on cross cultural interactions.
- To develop appreciation and skills essential for designing and instituting effective strategic global HR management systems.

Course Content:

Unit 1 Introduction to concepts of culture and nationality: Impact of culture on international business environment, Hofstede's approach, advantages and disadvantages PCN,TCN,HCN,Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing.

Unit 2 Managing diversity: Diversity and organizational culture, Approaches to managing diversity, Diversity management programme. Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building

Unit 3 Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate compensation plan .Approaches to expatriate compensation: Going rate approach, Balance sheet approach .Cultural impact on compensation policy.

Unit 4 Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective.

Unit 5 International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC.

Course Outcomes:

- Students will understand the implications of the globalization of business for effective management.
- Students will understand the impact of cultural background on individuals, organizations and management; on the dimensions which discriminate national cultures, and on cross cultural interactions.
- Students will develop appreciation and skills essential for designing and instituting effective strategic global HR management systems.

References

- Dowling P.J and Engle Sr.A.D: International HRM, Thomson Learning.
- Browaeys M.J and Price R: Understanding cross cultural management, Prentice Hall.
- MausamiS.Bhattacharya and NilanjanSengupta: International Human Resource Management, Excel Books.

- Thomas.D.C: Cross cultural Management essential concepts, Sage Publication.
- Schuler.R.S, Briscoe.D.R and Claus: International Human Resource Management
- Cashby Franklin, Revitalize Your Corporate Culture, PHI, Delhi.
- Deresky Helen, International Management: Managing Across Borders And Cultures, PHI, Delhi.
- EsennDrlarry, RchildressJohn, The Secret Of A Winning Culture, PHI, Delhi

Talent & Knowledge Management

Course Code : BBAH6530

Course Objectives:

- To prepare students for talent and knowledge management efforts in organizations.
- To enable students to gain insights in concepts and application of talent and knowledge management in organizations.
- To understand basic elements, processes, approaches and strategies of managing talent and knowledge in organizations.

Course Content:

Unit 1 Meaning and importance of talent management - Talent management Grid, Creating talent management system, Strategies of talent management.

Unit 2 Competency model - Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

Unit 3 Elements of knowledge management - Advantages of knowledge management, Knowledge management in learning organizations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.

Unit 4 Knowledge management process - Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

Unit 5 Knowledge management strategies- Aligning individual needs with organization, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

Course Outcomes:

- Students will be prepared for talent and knowledge management efforts in organizations.

- Students will enable to gain insights in concepts and application of talent and knowledge management in organizations.
- Students will understand basic elements, processes, approaches and strategies of managing talent and knowledge in organizations.

References

- Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
- Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press.
- Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
- Sudhir Warier: Knowledge management, Vikas publishing house.
- T. Raman: Knowledge management –a resource book, Excel books.

Research Project

Course Code :BBAB6003

Course Objectives:

- To promote and encourage research culture among students so as to make them to take up challenging research activities in future carrier.
- To promote research in areas of SMEs/ Entrepreneurship/ Innovation

Course Content:

As a part of the Outdoor Project Work students are asked to analyze how a SME business/ an Entrepreneur operates, by visiting its premises and interviewing its owners, senior managers and employees. While the students are given an open mandate on the information they can collect, the result is often a detailed analysis of the business and its sector which is cross-examined by visiting faculty. The students in the process learn to defend their findings and overcome hurdles to collect information for their reports.

Course Outcomes:

- Students will have research culture to take up challenging research activities in future career.
- Students will promote research in areas of SMEs/ Entrepreneurship/ Innovation.
