



# **VIVEKANANDA GLOBAL UNIVERSITY, JAIPUR**

(Established by Act 11/2012 of Rajasthan Govt. Covered u/s 2(f) of UGC Act, 1956)

Recognised by UGC, Council of Architecture (COA), Bar Council of India, Pharmacy Council of India (PCI) and Provisional Member of AIU

## **SYLLABUS BOOK**

**NAME OF FACULTY: MANAGEMENT STUDIES**

**NAME OF DEPARTMENT: MANAGEMENT STUDIES**

**NAME OF PROGRAM:** BBA

**SESSION:** 2021-22



# VIVEKANANDA GLOBAL UNIVERSITY, JAIPUR

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VGU/2020-21/ 4340A

Date: 31/03/2021

## NOTICE

### Faculty of Management

#### Minutes of Joint Meeting of BOS and BOF

Joint Meeting of members of Board of studies and Board of Faculty of the Department of Management Studies was held at 11:00 am on 26<sup>th</sup> March 2021 in the Boardroom of the university.

All the members were present.

In the beginning, Convener of Board explained the purpose of the meeting, and asked the members to discuss the agenda. BOS and BOF Members discussed about the Learning Outcomes based Curriculum Framework (LOCF), CBCS pattern, New Education Policy, and suggested following change in syllabus:

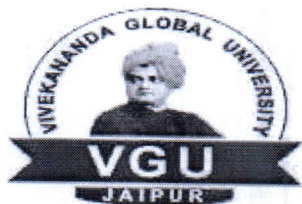
1. Massive Open Online Courses (MOOCs) are important to earn additional credits from MOOC platform so it should be considered for UG and PG scheme.

Discussion was done on the syllabus of BBA, BBA(H), MBA in detail. There were no changes suggested for any course.

  
Convener  
BoS and BoF

Copy to: Chairperson/ Vice Chairperson/CEO/Director/ Deputy Director — VIT /President / Pro-President / Registrar / All Deans/ Provost cum Proctor/ COE/ Centre Head-GCEC & CODE/ Associate Deans / All HODs / Principal, Pharmacy / ERP Cell/ All faculty members/Office File





# VIVEKANANDA GLOBAL UNIVERSITY, JAIPUR

(Established by Act 11/2012 of Rajasthan Govt. covered u/s 2(f) of the UGC Act, 1956)

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## Scheme & Syllabus For Bachelor of Business Administration

Version	3.0
Applicable for Back Examination(Session)	Students admitted in Session 2021-22 onwards
Date of BOS	BOS- 31 March 2021
Page No. Where Major/Minor Changes have been done	
Implemented from (Session)	Students admitted in Session 2021-22 onwards
Scheme and Syllabus Page Number	Scheme & Syllabus Page No. 06 to 68

### Total Credit of the Program

Sem	I	II	III	IV	V	VI	Total
Credits	23	24	26	24	26	24	147

Session 2021-22

**FACULTY OF MANAGEMENT**

Sponsored by: Bagaria Education Trust, Jaipur

Sector-36, NRI Road, Jagatpura, Jaipur - 303012 (Raj.)

Website: [www.vgu.ac.in](http://www.vgu.ac.in) .E-mail: [info@vgu.ac.in](mailto:info@vgu.ac.in) . ph.:0141-2851000

Toll Free No.:1800-3-131415 PAN No: AAATB5678H

GSTIN: 08AAATB5678H1Z1



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Approved scheme and syllabus of programme

**BACHALOR OF BUSINESS ADMINISTRATION**

Under Faculty of

**Faculty of Management**

For the Session

2021- 22

  
Convener BOS/ HOD Convener

  
BOF/ Dean Faculty

President VGU



## PROGRAMME SPECIFIC OUTCOMES (PSO's)

1. Prepare students to undertake post-graduation management Programme.
2. Acquire the professional attributes needed to start career as a professional manager.
3. Imbibe the knowledge and skills to set up entrepreneurial ventures.

## PROGRAMME OUTCOMES (PO's)

**PO1: Education:** The programme is designed in a way to impart foundational and functional knowledge pertaining to business.

**PO2:** Development of cognitive skills derived from a robust curriculum grounded in theory and practice.

**PO3: Communication and Technical Skills:** Students will acquire communication skills suited varied platforms including digital platforms. These skills can be applied across business, work and interpersonal situations.

**PO4: Entrepreneurship and Innovation:** Students will develop entrepreneurial orientation by learning the process that facilitates setting up enterprises. A spirit of enquiry and innovation will be fostered by varying pedagogies.

**PO5: Ethics:** Ethics are key parameters for defining one's personality, values and beliefs.

**PO6: Environment and sustainability:** Students can understand the impact of the professional solutions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.

**PO7: Individual and team work:** Students can function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

**PO8: Practical Orientation/Exposure :** Students will engage in at least one internship or service learning experience to demonstrate relevancy of foundational and theoretical knowledge of their academic major and to gain career related experiences.





# Evaluation Scheme

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## Marks Distribution:

Marks	Theory	Practical
Maximum Marks	100	100
Internal Marks	40%	60%
External Marks	60%	40%

## Internal Marks (Continuous Evaluation)

Type of Component	Weightage to be given	Duration of Exam
<b>Theory Paper</b>		
MidTerm1	10%	1.5 hours
MidTerm2	10%	1.5 hours
Class work Quiz(Minimum 3)	20%	
Class work (Minimum 4 Assignments and one Project/Case study )		

## External Marks (End Term Evaluation)

Type of Component	Weightage to be given	Duration of Exam
<b>Theory Paper</b>		
EndTerm	60%	3 hours

- ✚ Practical and theory courses are mentioned in the form of L-T-P, Where  
L- Lecture  
T- Tutorial  
P- Practical
- ✚ Program Elective courses are clearly mentioned as “Program Elective” if more than one than “Program Elective-I, II,…….”
- ✚ Open Elective courses are clearly mentioned as “Open Elective” if more than one than “Open Elective-I, II,…….”
- ✚ Any zero credit courses are Treated as Pass/Audit Course

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**A. Definition of Credit:**

1 Hr.Lecture(L)perweek	1credit
1 Hr.Tutorial(T)perweek	1credit
1 Hr.Practical(P)perweek	0.5credits

**B. General rules for Credits:**

- i. Total 147 credits will be required to earn by a student to be eligible to get Undergraduate Degree in Business Administration.
- ii. The structure of the degree will be as follows:

Degree	Required Credits
BBA	147

**C. Total Credits in Semester**

Sem-I	Sem-II	Sem-III	Sem-IV	Sem-V	Sem-VI	Total
23	24	26	24	26	24	147

*Alpha*



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BBA I Semester

Code	Course Category	Name of the Subject	Max. Marks	Theory exam	Internal Assessment	Lecture per week	Tutorial per week	Practical / Lab	Credits
CHY 103	AECC-1	Environmental Science	100	60	40	2	0	0	2
BBC 101	Core Course	Fundamentals of Management	100	60	40	4	0	0	4
BBC 102	Core Course	Business Accounting	100	60	40	3	1	0	4
BBC 103	Core Course	Business Law	100	60	40	3	1	0	4
ENG 107	Language	English for managers	100	60	40	2	0	0	2
	Generic Elective	Any One from the List	100	60	40	4	0		4
BBC 104	A	Fundamentals of computers							
PSY 101	B	Psychology for Manager							
BBC 111	Skill Enhancement	MS-Office for managers	100	40	60	0	0	2	1
BBC 112		Entrepreneurship development	100	40	60	2	0	0	2
		TOTAL	800	440	360	20	2	2	23





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**Environmental Science****Course code: CHY103****L-T-P Structure: 2-0-0****Maximum Marks: 100**

**Course objective:** To acquaint the students with the fundamentals of environment and environmental science. The course will use and focus on Ecosystem, Environmental pollution, various Social Issues.

**Outcomes:**

- CO1 To create awareness about ecosystem, health and pollutants.  
 CO2 To apprise about biodiversity, its relevance and conservation in India.  
 CO3 To understand the problems, issues and challenges related to social issues.  
 CO4 To comprehend causes and impact of environmental pollution  
 CO5 Describe the efforts made by the govt. and industry to improve the environment and the quality of life.

**MODULE-I: Introduction and natural resources:** Multidisciplinary nature and public awareness, renewable and non-renewable resources and associated problems, forest, water, mineral, food, energy and land resources. Introduction to natural resources, conservation of natural resources and human role.

**MODULE-II: Ecosystem:** Ecological concepts, concept of ecosystems, types of ecosystems, ecosystem structure and functioning, energy flow, food chains and food webs, ecological pyramids

**MODULE-III: Biodiversity and Conservation:** Definition, genetic species and ecosystem diversity biogeographically, classification of Indian value of biodiversity at national and local levels, India as a mega-diversity nation, threats to biodiversity and endangered and endemic species of India need for conservation of biodiversity.

**MODULE-IV: Environmental pollution:** Definition, causes, effect and control of air pollution, water pollution, soil pollution, marine pollution, noise pollution, thermal pollution, electromagnetic pollution, nuclear hazards, human role in prevention of pollution, solid waste management, disaster management, floods, earthquake, cyclone, and landslide. **Firework Safety:** Combustion of firework and pollution (noise, smoke, fireworks fallout and residue pollution), heavy metal toxicity due to fireworks and associated health effects.

**MODULE-V: Social Issue and Environment:** Unsuitable to suitable development, urban problem related to energy and water conservation, environment protection act, wild life protection act, forest conservation act, environmental issues, population explosion, and family welfare programme. Environmental and human health HIV, women and child welfare, role of information technology on environment and human health.

**Readings:**

1. Agrawal, K.C.: Fundamentals of Environmental Biology, Bikaner (India): Nidhi Publishers
2. Odum E.P.: Fundamentals of Ecology, Dehradun: Natraj Publisher
3. Atmospheric pollution, by W Buch, Tata McGraw Hill (TMH)
4. Professional Ethics and Human Values, Govindarajan M, PHI Learning Private Limited, Delhi
5. Corruption and Reform in India By Jennifer Bussell, Cambridge University Press

**CO-PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	0	0	1.5	3	0	2	2	2	2
CO2	3	0	0	2	0	3	0	2	0	0	3
CO3	3	2	2	2	3	3	3	3	0	2	3
CO4	0	0	0	0	3	3	3	3	0	2.5	3
CO5	1	2	2	1	1	0	0	2	2	1	2



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## Fundamentals of Management

Course code: BBC 101

L-T-P Structure: 4-0-0

Maximum Marks: 100

**Objective:** Objective of this course is to help the students gain understanding the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyze and understand the environment of the organization

**Course Outcomes:**

- CO1 The students will be able to define the concept of Management & compare the concepts of Managements by different Experts.
- CO2 Demonstrate the planning decisions in an organization with the various methods of planning
- CO3 Identify the organizations process, departmentation, organization structure and span of control
- CO4 Recognise the skills required to manage and control functions effectively

**Module: I Concept of Management:** Introduction to Management & Organizations, Functions and Responsibilities of Managers, Fayol's Principles of management, Management thought; the Classical School, The Human Relations School, Systems theory, Contingency Management Developing Excellent Managers.

**Module II Planning:** Nature and purpose of planning process, principles of Planning, Types of planning, Advantages and Limitation of planning. Concept and Nature of Objectives: Types of Objectives, Importance of Objectives, Setting objectives, Management by Objective (MBO) benefits and weaknesses of MBO

**Module III Strategies and Policies:** Concept of Corporate Strategy, formulation of strategy, Types of strategies, Types of policies, principles of formulation of policies, Decision Making Process, Individual Decision Making Models. Organizing: Nature and Purpose of Organizing, Bases of Departmentation, Span Relationship, Line Staff Conflict, Bases of Delegation, Kind of Delegation and Decentralization, methods of Decentralization.

**Module IV Controlling:** Concept and Process of Control, Control Techniques. Human Aspects of Control, Control as a feedback system, feed forward Control, Preventive Control, Profit and loss Control, Control through Return on investment, the use of Computer of Controlling & Decision making, the challenges created by IT a Control tool.

**Module V New era of Management:** Managing in a borderless world, international business environment, economic, legal-political, socio-cultural environments, trade-alliances, MNCs, Valuing diversity, its dimensions and attitudes, minority-challenges, glass-ceilings, gender issues in management.

**Readings:**

1. Harold Koontz, O'Donnell and Heinz Weihrich, "Essentials of Management" New Delhi, Tata McGraw Hill.
2. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill.
3. Stephen Robbins "Management", New Delhi, Pearson, Latest edition
4. L M Prasad, Principles of management, Sultan Chand & Sons, Latest edition
5. V.S.P Rao/Bajaj, Management process and organization, Excel Books, Latest edition.

### CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	2.5	3	2	0	3	3	3	3	3
CO2	3	3	1	2	1	0	3	3	3	3	2
CO3	2	3	1	2	0	3	2	2	2	2	3
CO4	3	3	3	2	2	3	0	3	2	2	2
CO5	2	0	3	0	3	3	2	2	0	2	2



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## Business Accounting

Course code: BBC 102  
Maximum Marks: 100

L-T-P Structure: 3-1-0

**Objective:** To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

### Course Outcomes:

CO1 Acquaint with the basic concept of Accounting, Book keeping and preparation of ledger.

CO2 Identify events that need to be recorded in the books of accounting.

CO3 Develop the skill of recording financial transactions and preparation of reports in accordance with GAAP

CO4 Equip with the knowledge of accounting process and preparation of final accounts

CO5 Analyse the impact of financial ratios on long term and short term obligations.

**MODULE 1:** Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Recording Transactions in Journal. Recording Transactions in Cash Book. An overview of Subsidiary books.

**MODULE 2:** Preparation of Ledger Accounts. Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation – Straight-line Method, and Written-down-value Method. Bank Reconciliation Statement.

**MODULE 3:** Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet.

**MODULE 4:** Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis.

**MODULE 5:** Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

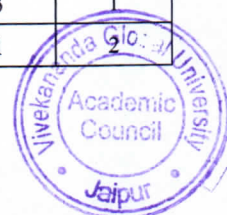
### Readings:

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pt. Ltd., Latest edition
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
4. T.P. Ghosh, Financial Accounting for Managers: Taxman Allied Services
5. Grewal and Gupta, Advanced Accounting, Sultan Chand, Latest edition
6. Khan, M Y, Jain, P K, Management Accounting, Tata McGraw Hill.

### CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	1	2	1	0	1	3	3	2	2
CO2	3	2	2	2	1	0	1	2	2	1	2
CO3	2	3	1	2	2	0	0	2	2	3	2
CO4	2	2	0	1	2	0	1	2	3	3	1
CO5	3	1	1	1	3	0	1	2	1	1	1

*Signature*



## Business Law

L-T-P Structure: 3-1-0

Course code: BBC 103

Maximum Marks: 100

**Objective:** The objective of the course is to impart basic knowledge of the important business legislation along with relevant case law.

**Course Outcomes:**

- CO1 Discuss the basic aspects of contract and its attributes.  
 CO2 Solve the conflicts between parties with the discharge and remedies of breach in the contract.  
 CO3 Students will have knowledge of special contracts  
 CO4 Identify critical issues of partnership business and can recognize rights and duties of partners.  
 CO5 Develop critical thinking through the use of law cases.

**Module 1: The Indian Contract Act, 1872: General Principles of Contract**

Contract – meaning, characteristics and kinds, Essentials of a valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects. Void agreements, Discharge of a contract – modes of discharge, breach and remedies against breach of contract. Contingent contracts, Quasi – contracts

**Module 2: The Indian Contract Act, 1872: Specific Contracts-** Contract of Indemnity and Guarantee, Contract of Bailment, Contract of Agency

**Module 3: The Sale of Goods Act, 1930:** Contract of sale, meaning and difference between sale and agreement to sell. Conditions and warranties, Transfer of ownership in goods including sale by a non- owner, Performance of contract of sale, unpaid seller – meaning, rights of an unpaid seller against the goods and the buyer.

**Module 4: Partnership Laws: The Partnership Act, 1932-** Nature and Characteristics of Partnership, Registration of a Partnership Firms, Types of Partners, Rights and Duties of Partners, Implied Authority of a Partner, Incoming and outgoing Partners, Mode of Dissolution of Partnership

**The Limited Liability Partnership Act, 2008-** Salient Features of LLP, Differences between LLP and Partnership, LLP and Company, LLP Agreement, Partners and Designated Partners, Incorporation Document, Incorporation by Registration, Partners and their Relationship

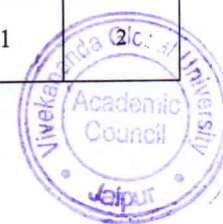
**Module 5: The Negotiable Instruments Act 1881:** Meaning, Characteristics, and Types of Negotiable Instruments: Promissory Note, bill of exchange, Cheque, Holder and Holder in Due Course, Privileges of Holder in Due Course. Negotiation: Types of Endorsements , Crossing of Cheque, Bouncing of Cheque.

**Readings:**

1. M.C. Kuchhal, and VivekKuchhal, Business Law, Vikas Publishing House, New Delhi.
2. Ravinder Kumar, Legal Aspects of Business, Cengage Learning
3. SN Maheshwari and SK Maheshwari, Business Law, National Publishing House, New Delhi.
4. Aggarwal S K, Business Law, Galgotia Publishers Company, New Delhi.
5. AkhileshwarPathak, Legal Aspects of Business, McGraw Hill Education.

**CO-PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	1	3	0	3	3	3	2	2
CO2	2	3	3	2	3	0	3	2	1	2	1
CO3	2	2	1	1	2	0	1	1	2	3	1
CO4	3	1	1	1	2	0	2	2	1	3	3
CO5	2	3	3	2	3	0	2	2	1	1	





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## English for Managers

Course code: ENG 107  
Maximum Marks: 100

L-T-P Structure: 2-0-0

**Objective:** Develop basic skills to deal with people in business situations. Increase their knowledge of key business concepts worldwide. Expand vocabulary related to general business situations. Develop confidence to deal with people and basic issues in the business world.

### Course Outcomes:

- CO1 Students will be able to identify the elements of the business communication process.
- CO2 Students will learn about grammar and vocabulary.
- CO3 Students will be able to write effective business documents, including memos, email, letters, and reports.
- CO4 Students will be able to crack group discussion.
- CO5 Develop the skills of making effective presentations and learn to present it.

**Module I - Fundamentals of Communication:** Introduction, Definition, Process, Importance, Different Forms and Purpose of Communication, Barriers to Communication, Organizational and Interpersonal Communication

**Module II- Grammar & Vocabulary:** Tenses and the concept of time, Verb Types, Active and Passive Voice, Narration, Prepositions, Conditionals, Modal Auxiliaries, Conjunctions, One word substitutions, Synonyms and Antonyms

**Module III – Professional and Technical Writing:** Official Correspondence – Drafting E- mails, Memorandum, Notice, Agenda, Minutes, Circulars, Business Correspondence-Business letter writing- Sales letters, Enquiry letters and replies to enquiry (enquiry about a product, service or information, asking for a quotation, placing an order and replies to the same, Report Writing- General and Technical report, Definition, Types, structure Technical proposals- Definitions, Types and Format

**Module IV: Group Discussion:** Introduction to Group Discussion, Types, Roles and Functions in Group Discussion, Difference between GD and Debate, Preparation Strategy, Tips for a good GD

**Module V: Presentation-** Fundamentals of Presentation, Audience Analysis, Organizing Material, Visual Aids and Nuances of Delivery, Body language and Effective Presentation, Question- Answer Session

### Readings:

1. Communication Skills, PushpLata, Sanjay Kumar, Oxford Higher Education/Oxford University Press, 2011
2. Technical Communication; Principles and Practice, Meenakshi Raman & Sangita Sharma, Oxford University Press
3. Effective Technical Communication, M Ashraf Rizvi, Tata McGraw-Hill Education
4. Sinha, K.K.: Business Communication, Galgotia Publications, latest edition.
5. Essentials of Business Communication – Rajendra Paul, Sultan Chand & Sons

### CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	3	2	0	1	3	3	3	3	1
CO2	2	2	3	1	0	0	2	2	1	2	1
CO3	3	3	3	1	1	1	2	1	1	2	1
CO4	1	1	3	1	1	0	1	1	1	2	1
CO5	2	2	3	2	1	1	3	2	1	1	1

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**Fundamental of Computers****Course code: BBC 104****L-T-P Structure: 2-0-0****Maximum Marks: 100**

**Objective:** To understand the basic concepts of computers and its peripherals. It includes the topics such as history of computers, generation of computers, classification of computers, Computer Peripherals, Storage Devices and other aspects related to computers.

**Course Outcomes:**

CO1 To Bridge the fundamental concepts of computers with the present level of knowledge of the students.

CO2 To familiarize operating systems, peripheral devices, networking, multimedia, and the internet.

CO3 Interpret various modes of communication types, networks and topology.

CO4 To develop understanding regarding cautions to be taken security, safety and security while using net based service

CO5 To develop rational approach as to how computers can be used in data process analysis in business

**MODULE 1:-** Brief history of development of computers, concepts, Computer system characteristics, Capabilities and limitations, Generations of computers, Personal Computer (PCs). Basic components of a computer system – Control menu, ALU, Input/output functions and characteristics, memory - RAM, ROM, EPROM, PROM and other types of memory. Computer software and its types, Programming languages - Machine, assembly and high level, Language translators,

**MODULE 2:-** Input/Output & Storage devices:- Keyboard, Mouse, Trackball, Joystick, Digitizing tablet, Scanners, Digital Camera, MICR, OCR, OMR, Bar-code Reader, Voice Recognition, Light pen, Touch Screen, Monitors - characteristics and types of monitor - Digital, Analog, Size, Resolution, Refresh Rate, Interlaced / Non Interlaced, Dot Pitch, Video Standard - VGA, SVGA, XGA etc., Printers & types - Daisy wheel, Dot Matrix, Inkjet, Laser, Line Printer, Plotter, Sound Card and Speakers

**MODULE 3:-** Software and its Need, Types of Software - System software, Application software, System Software - Operating System, Utility Program, Programming languages, Assemblers, Compilers and Interpreter, Introduction to operating system for PCs-DOS Windows, Linux, File Allocation Table (FAT & FAT 32), files & directory structure and its naming rules, booting process details of DOS and Windows, DOS system files.

**Internet Applications:** e-Mail, IRC, Web Surfing, Web Browsers, Search Engines, Internet Service Providers, Downloading, Audio and Video Conferencing. Security issues in Internet – Bugs, Viruses, Anti-viruses, and Firewalls etc. Internet threats to the society, Cyber laws and Legal issues

**MODULE 4:-** Use of communication and IT- Communication Process, Communication types- Simplex, Half Duplex, Full Duplex, Communication Protocols, Communication Channels - Twisted, Coaxial, and Fiber Optic. Serial and Parallel Communication, Modem - Working and characteristics, Types of network Connections - Dialup, Leased Lines, ISDN, DSL, Broad band, Types of Network - LAN, WAN, MAN, VPN etc., Topologies of LAN, Components of LAN - Media, NIC, NOS, Bridges, HUB, Routers, Repeater and Gateways. Internet: Evolution, World Wide Web Internet Services, Convergence of technologies.

**MODULE 5:-** Representation of Data: Digital versus Analog, Digital number system (binary, octal, decimal and hexadecimal numbers,), Conversion from one form to another, fractional numbers and signed numbers, Complements, Arithmetic operations on binary numbers, Fixed point and floating point representations. Boolean algebra (addition, subtraction, multiplication and division), Logic Gates (NOT, OR, AND, NAND, NOR, XOR, XNOR).

**Readings:**

1. Dr.Durgesh Pant, Mahesh Kumar Sharma, "Fundamentals of Information Technology"
2. V. Rajaraman, "Introduction to Information Technology" Prentice- Hall of India
3. Introduction to computers, Tata McGraw Hill, Alexis Leon & Mathews Leon
4. Reema Thareja, Fundamental of Computer, Oxford Publications, Latest edition



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CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	3	1	1	0	2	3	3	2	2
CO2	3	1	3	2	0	0	0	3	1	1	1
CO3	3	3	2	3	0	0	1	2	0	1	2
CO4	2	3	3	0	3	2	2	1	1	2	1
CO5	1	2	3	3	1	0	0	2	2	2	3

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**Psychology for Managers****Course code: PSY 101****L-T-P Structure: 4-0-0****Maximum Marks: 100****Objective:** The course aims to provide students with the knowledge of psychology, the basis of human behavior and the different psychological process.**Course Outcomes:**

- CO1 Students will be able to understand concept of psychology and functioning of nervous system  
 CO2 Students will learn about sensation and perception.  
 CO3 Students will be able understand human memory, thinking and language.  
 CO4 Students will be able to understand motivation and human intelligence.  
 CO5 Students will have knowledge of social culture, social cognition and social behavior

**Module I:** Psychology: Its nature, scope and methods. Biological Bases of Behavior: Neurons, Nervous system. Its basic structure and function, the brain, Lateralization of the cerebral centre, the endocrine system**Unit II:** Sensation: The raw material of understanding: Sensory threshold, Sensory adaptation Vision, Hearing, Touch and other skin senses, Smell and taste, Kinesthetic and vestibule sense. Perception: The focus of attention Perception: Same organizes principles. Constancies and illusions, the plasticity of perception. Learning: Classical conditioning, Operant conditioning, Observational learning**Module III:** Memory: Human memory: The information processing approach Sensory memory, Short - term memory, Long - term memory, Forgetting from long term - memory, Memory in natural contexts, Biological bases of memory. Cognition: Thinking, Dealing and Communicating. Thinking: Forming concepts and reasoning to conclusions Making decisions: Problem solving and creativity. Language: The communication of information**Module IV:** Motivation: The activation and persistence of behavior Emotion: Their nature, expansion and impact. Measuring Individual Differences: The Nature of Psychological Testing Psychological Tests: Reliability, validity and standardization, The nature and measurement of human intelligence. Human intelligence: The role of heredity and the role of environment. Measuring interests, aptitudes and achievements**Module V:** Social Thought: How we think About Others and the Social Culture a. Attribution: Understanding the causes of others behavior Social cognition: How we process social information Attitudes: Evaluations of the social world Prejudice and discrimination Social Behavior: Social influence: Changes other behavior, conformity compliance, obedience Attraction and love: Interpersonal attraction, pro social behavior**Readings:**

1. Mangal, S.K: General Psychology, Sterling Publishers Pvt. Ltd
2. Morgan, C. and J.W.King: Introduction to Psychology, Tata McGraw-Hill.
3. Hilgard, Atkinson and Atkinson: Introduction to Psychology, Oxford and IBH, India.
4. DagneKenna MC, Business Psychology and Organizational Behaviour – Students hand Book
5. Sharma, R.A. (1982). Organizational Theory and Behaviour. New Delhi: Tata McGraw Hill

**CO-PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	0	0	2	0	3	1	2.5	2	0
CO2	3	3	2	1	2	3	2	2	0	0	2
CO3	3	3	2	0	2	0	3	3	0	2	0
CO4	3	3	0	3	2	2	3	3	2	2	3
CO5	2	0	3	1	3	3	2	2	1	1	1

**MS-Office for Managers****Course code: BBC 111****L-T-P Structure: 0-0-2****Maximum Marks: 100**

**Objective:** To acquaint the students with the fundamentals of information technology and to give basic understanding of working with MS Office.

**Course Outcomes:**

- CO1 To apprise about general layout of MS-office.
- CO2 Demonstrate the outcome of working on Ms-Word
- CO3 Students will be able to work in Ms-Excel
- CO4 Students will be able to work in Ms-Access
- CO5 Students will be able to work in Ms-PowerPoint

**Module I: Windows Desk top - GUI:** Definition, Standards, Cursors/Pointers, Icons, GUI Menus, GUI- Share Data – Desktop icons and their functions, Dialog Boxes, Parts of Windows -Title bar-Menu bar - Scroll bar-Status bar, Start Menu –Help Menu- Preview Menu, Working with Notepad & WordPad: Opening & saving files, Formatting, Printing, Inserting objects, Finding & replacing text, Creating & Editing Images with Microsoft paint, using the Calculator – Personalizing Windows

**Module II: Introduction to MS Office and MS Word:** Components of MS Office, Applications of MS Office, MS Word – Working with MS Word Documents, Text Formatting, Setting page styles, working with Tables, Drawing, Spelling and Grammar, Adding Graphics to document, Mail Merge, Tools.

**Module III: MS Excel:** Working with MS Excel Workbook, Worksheet Management, Entering and deleting data, Formulae and Functions, Formatting spreadsheets, Inserting Charts, Sorting, Filters, Printing in Excel.

**Module IV: MS Access:** Basic database concepts – Definition, Advantages, Integrity Constraints and Keys, Creating database in MS Access, Creating Forms in MS Access, Creating Reports in MS Access, Working with Queries.

**Module V: MS PowerPoint:** MS PowerPoint – Creating Presentations, Working with Slides - Slide Design And Slide Layout, Working with Animation, Working with Graphics – Pictures, ClipArt, Audio Clips, Video Clips, Adding effects to presentation.

**Readings:**

1. Fundamentals of computers - V.Rajaraman - Prentice- Hall of india
2. Bandar iVinodBabu, Fundamentals of Information Technology, New Delhi: Pearson Education.
3. ITL ESL (2011), Fundamentals of Computers, New Delhi: Pearson Education.
4. ReemaThareja , Fundamental of Computer , Oxford Publications, Latest edition
5. KahateAtul, Information Technology , Tata McGraw Hill Publication, Latest edition

**CO-PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	0	3	1	0	0	0	3	1	1	0
CO2	2	0	3	0	0	0	0	3	1	1	1
CO3	2	0	3	0	0	0	0	3	1	1	0
CO4	2	0	3	0	0	0	0	3	1	1	1
CO5	2	0	3	0	0	0	0	3	1	1	0





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## Entrepreneurship Development

Course code: BBC 112

L-T-P Structure: 2-0-0

Maximum Marks: 100

**Objective:** The students develop and can systematically apply an entrepreneurial way of thinking that will allow them to identify and create business opportunities that may be commercialized successfully.

### Course Outcomes:

- CO1 The students will be able to define the concept and meaning of entrepreneur and entrepreneurship.
- CO2 Students will understand basics of facility planning including process, product and location selection.
- CO3 Students will understand role of MSME and support provided by MSME
- CO4 Students will be able to identify sources of finance and management of working capital.
- CO5 Students will learn about project planning and risk management.

**Module I:** Entrepreneurship Development - Concept & Scope, Charms of becoming an intrapreneur/ entrepreneur. Entrepreneurship: scope in local and global Market, Steps in setting up of a business. Traits of successful intrapreneur/ entrepreneur.

**Module II:** Facility Planning- Selection of Product/ Service, core competence, product life cycle, new product development process, mortality curve, creativity and innovation in product modification/development. Process selection: Technology life cycle, forms and cost of transformation, factors affecting process selection. Factors affecting selection of location for an industry. Importance of material handling and its relevance with facility location. Calculate capacity of plant and its relation with economies of scale including flexibility in capacity.

**Module III:** Support agencies for MSME- Categorisation of MSME, ancillary industries, Support agencies for entrepreneurship guidance, training, registration. Support agencies for technical consultation, technology transfer and quality control. Support agencies for marketing and finance.

**Module IV:** Managing critical resources- Managing finance: Sources of finance types, advantages and disadvantages, methods of cost control & importance, managing working capital. Materials Management: MRP, JIT. Time management: art of managing time. Information system: Developing suitable information systems.

**Module V:** Project planning, Managing enterprise & Risk Management- Preparation of business plan and techno economic feasibility study. Breakeven point, return on investment and return on sales. Identifying a USP, developing a marketing plan, Developing supply chain, planning for initial orders. Planning for calculated risk taking, initiation with low cost projects. Integrated futuristic planning, angel investors, and role of incubation centres.

### Readings:

1. Vasant Desai: The Dynamics of Entrepreneurship Development and Management, HPH
2. Srivastava, A Practical Guide to Industrial Entrepreneurs, Sultan Chand
3. Mark. J. Dollinger, Entrepreneurship – Strategies and Resources, Pearson Edition
4. K. Venkataramanappa, Entrepreneurial Development, SHB Publications
5. Entrepreneurship Development & Business Communication – S.K. Debnath, The Dee Publications

### CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	3	3	0	0	0	3	3	2	3
CO2	3	0	0	3	0	0	2	3	0	1	2
CO3	3	0	2	3	2	1	2	3	3	3	3
CO4	3	0	1	3	2	0	0	3	2	1	3
CO5	2	1	1	3	0	3	2	3	3	2	3

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BBA-II Semester

Code	Course Category	Name of the Subject	Max. Marks	Theory exam	Internal Assessment	Lecture per week	Tutorial per week	Practical / Lab	Credits
BBC 202	Core Course	Managerial Economics -I	100	60	40	3	1	0	4
BBC 211	Core Course	Statistics for Business Decisions	100	60	40	3	1	0	4
BBC 207	Core Course	Organizational Behavior	100	60	40	4	0	0	4
BBC 216	Core Course	Principles of marketing	100	60	40	4	0	0	4
BBC 217	Core Course	Human Resource Management	100	60	40	4	0	0	4
LAG 201	Language	French Language	100	60	40	2	0	0	2
BBC 214	Elective (Any one)	Idea Generation lab	100	40	60	0	0	2	2
BBC 215		Personality Development Lab							
		<b>TOTAL</b>	<b>700</b>	<b>400</b>	<b>300</b>	<b>22</b>	<b>2</b>	<b>2</b>	<b>24</b>

\* Students has to undergo two months internship.

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## Managerial Economics-I

Course Code: BBC 202  
Maximum Marks: 100

L-T-P Structure: 3-1-0

**Objective:** The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms.

### Course Outcomes:

- CO1 Acquaint with the basic concepts of managerial economics.
- CO2.To distinguish between different types of elasticity of demand.
- CO3.Compare cardinal and ordinal utility.
- CO4 Apply the tools of economic theory to explain optimal production and pricing decisions.
- CO5 Analyze different competitive market situation.

**Module I:** Introduction to Managerial economics, nature, significance, scope of managerial economics, role of economics in business decision making. Microeconomics vs.Macroeconomics.

**Module II: Demand and Market equilibrium:** Law of Demand, Individual demand, market demand, Law of supply, individual supply, market supply, market equilibrium; Elasticities of demand: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand.

**Module III: Theory of consumer behaviour :** cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.

**Module IV: Theory of Production and Cost:** Introduction – Laws of Production: Law of Variable Proportions, Statement of the Law, Assumptions of the Law of Variable Proportions, Law of Returns to Scale – Concepts of Costs, Short run Cost, Long run Cost– Economies of Scale: Real Economies, Pecuniary Economies – Diseconomies of Scale.

**Module V: Market Structure and Pricing:** Introduction – Classification of Markets – Perfect Competition: Features of the Perfect Competition – Monopoly: Features of the Monopoly – Monopolistic Competition: Features of Monopolistic Competition – Oligopoly, Features of oligopoly, Kinked Demand Curve, Cartels

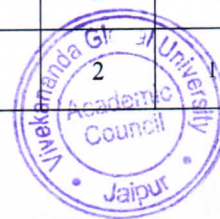
### Readings:

1. Markar&Pillai Business & Managerial Economics Himalaya Publishing Co – 2000
2. Chopra, O.P Managerial Economics Prentice Hall Inc., New Delhi, 2001.
3. Trivedi, M L, Managerial Economics: Theory & Applications, Tata McGraw Hill, 2002
4. Dholakia, R.H. &Oza, A.N, Micro Economics for Management Students, OUP, 2003.
5. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications, Oxford University Press. 2007
6. Mote, V L, Paul Samuel, Gupta G.S., Managerial Economics, Tata McGraw Hill, New Delhi. 2017.

### CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	1	0	2	1	2	3	3	2
CO2	3	1	0	1	0	1	1	3	3	2	1
CO3	3	3	0	1	2	1	2	3	3	1	1
CO4	2	2	2	2	1	2	3	3	2	2	2
CO5	2	1	0	3	3	3	0	3	2		

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## Statistics for Business Decisions

Course Code: BBC 211

Maximum Marks: 100

L-T-P Structure: 3-1-0

**Objective:** To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt to various managerial situations.

### Course Outcomes:

CO1 Students will understand basics of statistics and sampling.

CO2 Students will gain knowledge of classification, tabulation and presentation of data.

CO3 Students will gain knowledge of measures of central value.

CO4 Students will understand different measures of dispersion.

CO5 Students will be gain understanding of correlation and regression analysis.

**Module I: Introduction to Statistics:** Origin and Growth of Statistics, Applications of Statistics collection of Data. **Sampling:** Census and Sample Method, Theoretical Basis of Sampling, Size of Sample, Merits and Limitations of Sampling, Sampling and Non-Sampling Errors.

**Module II: Classifications and Tabulation of data:** Meaning and Objectives of Classification, Types of Classification, Formation of Discrete and Continuous Frequency Distribution, Tabulation of Data, Parts of Table, Rules of Tabulation, Types of Tables. **Diagrammatic and Graphic Presentations:** Significance of Diagrams and Graphs, rules for Construction of Diagrams, Graphs, Techniques of Constructing Graphs, Graphs of Frequency Distribution, Limitations of Diagrams and Graphs.

**Module III: Measures of Central Value:** Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages.

**Module IV: Measures of Dispersion:** Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.

**Module V: Correlation Analysis:** Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient.

**Regression Analysis:** Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

### Readings:

1. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
2. Richard Levin & David Rubin: Statistics for management, Prentice Hall.
3. Gupta, Goyal, Bhatnagar, Shah, Lodha, Business Statistics, Ajmera Book Company, Latest Edition
4. Arora, PN, Arora, Sumeet and Arora, Amit: "Managerial Statistics", S. Chand
5. Agarwal B.L, Basic Statistics, New Age Publications, Latest Edition

### CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	0	3	3	0	0	3	2	2	1
CO2	3	2	0	0	0	0	2	3	3	2	0
CO3	3	2	0	0	0	0	1	3	3	2	0
CO4	3	2	0	0	0	0	1	3	3	2	1
CO5	3	2	0	0	0	0	1	3	3	2	1

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## Organizational Behaviour

Course Code: BBC 207

L-T-P Structure: 3-1-0

Maximum Marks: 100

**Objective:** To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

### Course Outcomes:

- CO1 Describe the basic forms of ownership and types of managerial roles.
- CO2 Students will gain knowledge about perception, personality, attitude and learning.
- CO3 Students will gain knowledge of theories of motivation and leadership styles.
- CO4 Students will understand about working in groups and teams and conflict management.
- CO5 Students will gain understanding of importance of change and managing stress.

**Module I:** Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance. Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

**Module II:** Importance of organizational Behaviour, Perception and Attribution: Concept, Nature, Process, And Personality: Personality: Learning: Concept and Theories of Learning, reinforcement.

**Module III:** Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence.

**Module IV:** Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window Organizational Power and Politics: Nature of organizational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict,

**Module V:** Organizational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos

### Readings:

1. Gilbert: Principles of Management, McGraw Hill.
2. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
3. Kavita Singh: Organisational Behaviour, Vikas Publication.
4. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
5. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.

### CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	2	1	2	0	3	3	3	3	3
CO2	3	3	2	0	2.5	0	2	2	2	2	0
CO3	3	3	2	3	2	0	3	2.5	2	2	1
CO4	3	3	3	0	2	0	3	3	2	2	1
CO5	3	3	0	2	0	0	2	2	1	1	3

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## Principles of Marketing

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Course code: BBC 216

L-T-P: 4-0-0

Max Marks: 100

**Objective:** This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases

**Course Outcomes:**

CO1 Explain the core concepts of marketing and the goals of the Marketing function

CO2 Develops marketing strategies based on segmentation, target marketing and positioning by examining consumer behaviour.

CO3 Ability to communicate the unique marketing mixes and selling propositions for specific product offerings and pricing objectives.

CO4 Evaluate the relevance of marketing concepts on environmental change while designing marketing plans, strategies and practices.

CO5 Students will gain understanding of different channels of promotion and distribution.

**Module I:** Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Product concept, Production concept, Selling concept, Marketing concept, Holistic marketing concept.

**Module-II** Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix.

**ModuleIII:** Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;

**Module IV:** Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

**Module V:** Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

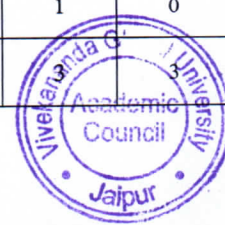
**Readings:**

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
3. Saxena, R. Marketing Management, 6th Edition, Tata McGraw Hill Education
4. Stanton, Fundamentals of Marketing, Tata McGraw Hill
5. Marketing Management – R Saxena – Tata McGraw Hill

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	1	2	0	0	1	3	3	2	2
CO2	3	3	0	2	1	0	2	3	3	2	3
CO3	3	2	3	2	2	2	3	3	3	3	3
CO4	3	2	0	1	1	2	2	3	3	1	0
CO5	3	3	3	0	2	1	3	3	3		

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**Human Resource Management****Course Code: BBC 217****L-T-P Structure- 4-0-0****Maximum Marks: 100**

**Course Objective:** The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases.

**Course Outcomes:**

CO1 Students will be able to identify the concept of human resource and define the different aspects of HR.

CO2 Students will be able to understand the planning process of HR and to articulate its different elements accurately.

CO3 Students will be able to prioritize the training related needs and to apply the methods accordingly and define the meaning and methods of performance appraisal

CO4 Develop relevance of performance appraisal and compensation system to meet individual and organisational strategic needs.

CO5 Effectively handle disciplinary and grievance mechanisms to ensure stability and smooth functioning of the organisation.

**Module I: Human Resource Management:** Concept, Functions, roles, skills competencies, HRD- definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organizations

**Module II: Human Resource Planning:** Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

**Module III: Training:** Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages.

**Module IV: Compensation:** Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

**Module V: Industrial Relations:** Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline-concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

**Readings:**

1. Monappa&Saiyaddin: Personnel Management, Tata McGraw Hill.
2. Personnel Management & Industrial Relations – Rat norm &Srivastava-Tata McGraw Hill
3. D.K. Bhattacharya, Human Resource Planning, Excels Publications
4. Human Resources Management – Decenzo and Robbins – John Willey.
5. Jyotsana Singh, Personnel Management, Centrum Press.





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CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	1	3	2	0	3	3	3	2	3
CO2	3	3	1	0	1	0	2	2	2	3	3
CO3	3	1	2	2	0	2	2	2	2	1	1
CO4	3	1	2	2	3	2	2	2	2	1	1
CO5	3	3	2	0	3	0	3	3	2	2	0

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## French

Course Code: LAG 201  
Maximum Marks: 100

L-T-P Structure- 2-0-0

**Objective:** The main aim of this course is to improve the ability to communicate with linguistic competency in the French language. The course will further evolve in developing reading & writing skills along with listening & speaking skills through the series of the lectures.

**Course Outcomes:**

- CO1 Students will learn about basic French communication.
- CO2 Students will be able to learn formal and informal way of communication in French
- CO3 Students will have knowledge about French grammar
- CO4 Students will be able to speak in French
- CO5 Students will be able to read and write in French.

**Module I: Basic Communication:** How to Greet someone, Alphabets, Pronunciation of vowels with consonants, Pronunciation when two vowels are together, Numbers 0-20, Introducing oneself, Days of the week, Months in a year. **General Information:** Learning about France & its culture.

**Module II: Exchanging Dialogues:** Learning Informal & formal way of communication, asking about living and non-living things, Introduction to Subject Pronouns, Nationalities & countries, Adjectives, Colours, Professions.

**Module III: Introduction to French Grammar:** French Accents, Auxiliary verbs (Etre & Avoir), Definite & Indefinite articles, Masculine & Feminine nouns, Change into Feminine & Plural, Learn to describe 3<sup>rd</sup> person.

**Module IV: ORAL COMMUNICATION** – Talking about oneself, Describing Family members, Learning 1<sup>st</sup> Group Verbs (ER ending), Making Phrases, Talk about one's preferences and dislikes using the verbs, the verb Aller, Numbers 21-50.

**Module V: READING:** Learning how to read and solve unseen passages. **GRAMMAR:** Body parts, Utilisation of Adverbs of quantity, changing sentences to Negative, Irregular – GER ending verbs, learn to write date in French.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3	2	3	2	1	2	2	2	2
CO2	3	3	2	3	1	3	2	1	2	2	3
CO3	3	2	3	2	0	1	2	1	3	3	2
CO4	0	0	2	1	1	1	0	3	1	2	2
CO5	1	1	3	0	2	1	1	2	2	1	2





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Idea Generation Lab

Course Code: BBC 214  
Maximum Marks: 100

L-T-P Structure: 0-0-2

**Course Objective:** This Lab helps in understanding the importance of Idea generation for Management Students. This Lab will enable the students to understand various societal problems and how to solve the problems through classroom activities & sessions.

**Course Outcomes:**

- CO1 Students will gain knowledge about basic concepts of design thinking
- CO2 Students will enable to foster innovation and invention.
- CO3 Students will understand about out of the box thinking
- CO4 Students will be able to develop solutions for problems
- CO5 Students will gain knowledge about and apply various idea generation techniques.

**Module I:** Design Thinking

**Module II:** Conceptual World of Innovation Vs Invention

**Module III:** Out-of-box Thinking, Idea generators for breakthrough ideas

**Module IV:** Finding out of the box / radical solutions to existing challenges

**Module V:** Innovation Principles, Mind Mapping and Brainstorming

Exercise Idea generation exercises through regular Boot Camps, student development programs.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	3	1	0	0	3	3	3	3	3
CO2	2	2	3	3	2	3	1	3	2	2	3
CO3	2	3	1	3	3	2	2	2	2	3	2
CO4	3	2	1	3	3	2	1	3	3	2	1
CO5	1	1	1	2	1	2	2	2	3	0	3



## Personality Development Lab

Course Code: BBC 215

L-T-P Structure: 0-0-2

Maximum Marks: 100

**Objective:** The objective of the programme is to build self-confidence, enhance self-esteem and improve overall personality of the participants.

**Course Outcomes:**

- CO1 Students will learn about various dimension and theories of personality  
 CO2 Students will understand concepts of attitude and motivation  
 CO3 Students will understand about importance of self esteem  
 CO4 Students will be able to develop personality  
 CO5 Students will be able to improve employability quotient.

**Module I: Introduction to Personality Development**

The concept of personality - Dimensions of personality – Theories of Freud & Erickson-Significance of personality development. The concept of success and failure: What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure. SWOT analysis.

**Module II: Attitude & Motivation**

Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude – Advantages –Negative attitude- Disadvantages - Ways to develop positive attitude - Differences between personalities having positive and negative attitude. Concept of motivation - Significance – Internal and external motives - Importance of self- motivation- Factors leading to de-motivation

**Module III: Self-esteem**

Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self-esteem - Symptoms - Personality having low self-esteem - Positive and negative self-esteem. Interpersonal Relationships – Defining the difference between aggressive, submissive and assertive behaviors - Lateral thinking.

**Module IV: Other Aspects of Personality Development**

Body language - Problem-solving - Conflict and Stress Management - Decision-making skills - Leadership and qualities of a successful leader – Character building -Team-work – Time management - Work ethics – Good manners and etiquette.

**Module V: Employability Quotient**

Resume building- The art of participating in Group Discussion – Facing the Personal (HR & Technical) Interview -Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions.

**Readings:**

1. C.G.G Krishnamacharyulu&Lalitha:Soft Skills of Personality Development, HPH.
2. Barun K. Mitra, Personality Development and Soft Skills, Oxford University Press
3. Lucas, Stephen. Art of Public Speaking. New Delhi. Tata - Mc-Graw Hill. 2001
4. Rajiv Mishra, Personality Development, Rupa& Co.
5. Shiv Khera (2004). You Can Win - Macmillan India Limited

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	0	2	0	3	0	3	3	1	2	1.5
CO2	3	3	2	3	2	0	3	2.5	2	2	1
CO3	2	1	2	2	1	2	2	2	3	1	3
CO4	3	2	3	3	2	3	3	3	0	0	
CO5	3	3	2	2	3	2	2	2	1	2	1



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## BBA III Semester

Cod E	Course Category	Name of the Subject	Max. Marks	Theory Exam	Internal Assessment	Lecture per week	Tutorial per week	Practical / Lab	Credits
BBC 301	Core Course	Managerial Economics-II	100	60	40	3	1	0	4
BBC 319	Core Course	Business Environment	100	60	40	4	0	0	4
BBC 310	Core Course	System Analysis and Design	100	60	40	4	0	0	4
BBC 305	Core Course	Business Ethics & Corporate Social Responsibility	100	60	40	4	0	0	4
BBC 314	Elective 1 (HR)	Human Resource Planning	100	60	40	4	0	0	4
BBC 315		Organizational performance management	100	60	40	4	0	0	4
BBC 303	Elective 2 (Accounting and Finance)	Management Accounting	100	60	40	3	1	0	4
BBC 316		Banking and Insurance	100	60	40	3	1	0	4
BBC 317	Elective 3 (Marketing)	Consumer Behavior	100	60	40	4	0	0	4
BBC 318		Product and Brand management	100	60	40	4	0	0	4
SIP 300		Summer Internship - I	100	40	60	0	0	0	2
		<b>TOTAL</b>	<b>600</b>	<b>360</b>	<b>240</b>	<b>21</b>	<b>3</b>	<b>0</b>	<b>26</b>

\*Any one elective will be taken by student from III semester onwards and he/she has to study all papers/courses till VI semester in addition to core courses.



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## Managerial Economics II

Course code: BBC 301

L-T-P: 3-1-0

Max Marks: 100

**Objective:** This course deals 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 behaviour of individuals.

### Course Outcomes:

- CO1 Describe the different theories of firm.
- CO2 Analyse the techniques of demand forecasting.
- CO3 Assess the impact of inflation on business cycle.
- CO4 Acquaint with the components of monetary and fiscal policy.
- CO5 To describe about the country's trade and Balance of Payments.

**Module I Theory of the Firm:** Descriptive analysis of: Profit Maximization Theory, Managerial Theory, Behavioural theory. Objectives of the Firm – a) Profit Maximization b) Security Objective c) Profit Satisfying Objective d) Sales maximization e) Utility Maximization f) Staff Maximization g) Growth Maximization

**Module II Demand Forecasting:** Introduction, Why Demand Forecasting, Steps in Demand Forecasting, Techniques of Demand Forecasting. Some case studies of Demand Forecasting.

**Module III Macroeconomics for Managers:** National Income-Concepts-Measurement of National Income; Business Cycles- phases and theories; Inflation-Causes and Control-Stagflation

**Module IV Fiscal and Monetary Policy:** Monetary and Fiscal Policies- Introduction, Meaning and Scope, Monetary Policy of RBI –Quantitative and Qualitative Instruments, Limitations of Monetary Policy

**Module V Balance of Payments:** Concepts, Balance of Trade vs. Balance of Payments Accounts; Disequilibrium and corrections in Balance of Payments.

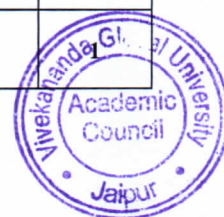
### References:

1. Markar&Pillai Business & Managerial Economics Himalaya Publishing Co – 2000
2. Chopra, O.P Managerial Economics Prentice Hall Inc., New Delhi, 2001.
3. Trivedi, M L, Managerial Economics: Theory & Applications, Tata McGraw Hill, 2002
4. Dholakia, R.H. &Oza, A.N, Micro Economics for Management Students, OUP, 2003.
5. Chaturvedi, D.D. & Gupta S.L, Managerial Economics: Text & Cases, Brijwasi Book Distributors and Publishers, 2003.
6. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications, Oxford University Press: 2007
7. Mote, V L, Paul Samuel, Gupta G.S., Managerial Economics, Tata McGraw Hill, New Delhi. 2017.

### CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	0	0	0	0	0	1	0	0	0
CO2	3	2	0	1	0	3	3	3	1	1	0
CO3	3	2	0	1	0	2	1	3	1	1	2
CO4	2	3	0	0	0	1	1	3	0	1	2
CO5	2	2	0	1	0	1	0	3	1	1	

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## Business Environment

Course code: BBC 319

L-T-P: 4-0-0

Max Marks: 100

**Objectives:** The objective of the course is to develop an understanding of the methods for analyzing Business Environment and implications of changes in micro and macro environment for businesses.

**Course Outcomes:**

- CO 1. Explain the concept of the various constituents of environment and their impact on businesses.
- CO 2. To know the minor and major factors affecting the business in various streams
- CO 3. Analyse various political, technological and economic environment in the business
- CO 4. To acquire in-depth knowledge about recent development in environment in India
- CO 5. Business environment analysis helps to forecast the future prospects of the business concern.

**MODULE – I: Nature of the Environment of Business :** - Nature, Concept and Significance of Internal Environment, Management of Organizational Resources for Developing Effective Internal Organizational Environment, Economic Structure.

**MODULE – II: Economic Policies, Government and Business :** - Industrial, Monetary, Fiscal and Foreign Trade Policies, Role of RBI and ministry of finance in policy making, natural and per capita income, economic reforms, consequences.

**MODULE – III: Environmental scanning and socio-cultural environment:-** Introduction of MSME, and its reforms, Government Guidelines for Technological Up gradation (STPs), India's performance in various business indexes, Cross – culture management, social responsibility of business, Business ethics, Analysis, forecasting and assessment of cultural environment – social audit..

**MODULE – IV: Recent Development in Business Environment of India:** - Market Freedom, Privatisation, Globalization, NITI Aayog, BRICS, Make in India Initiative, Trade corridors , Carbon Credit in India.

**MODULE – V: Global environment:-** routes of globalization, Recent FDI norms, WTO – benefits and problems for India. Analysis of global environment – scanning, monitoring, forecasting, assessing global environment, PESTEL Analysis

**Readings:**

1. Chidambaram, Business Environment, Vikas Publication House Pvt Ltd
2. Francis Cherunillam, Business Environment, Himalaya Publishing House
3. K.Aswathapa, Essentials of Business Environment, Himalaya Publishing
4. M. Rubmand.J. Lewraw and L.D. Booth, International Business: Firm and Environment, McGraw Hill Publications
5. V. Neelamegam, Business Environment, Vrinda Publications

### CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	1	0	2	3	2	0	3	0	2
CO2	3	3	1	0	0	2	3	0	3	1	1
CO3	3	3	3	2	2	2	2	1	2	1	3
CO4	3	3	0	3	2	3	3	2	3	2	1
CO5	2	2	0	1	2	3	3	1	3	1	1

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## System Analysis and Design

Course code: BBC 310

L-T-P: 3-1-0

Max Marks: 100

**Objectives:** To provide computer skills and knowledge for management students and to enhance the Student understanding of usefulness of information technology tools for business operations.

**Course Outcomes:**

- CO1 Students will know about basic hardware components of computer, software, number system and usage of internet.
- CO2 Students will be able to learn about concept and usage of information systems.
- CO3 Students will gain knowledge about different types of information processing systems.
- CO4 Students can design system components and environments.
- CO5 Students will be able to define basic concepts of system analysis and design.

**Module 1: Introduction to Computer: Hardware:** Input / output devices, storage devices and memory. **Software:** System and Application Software, Compilers, Interpreters and Assemblers. **Computer Languages:** Levels of languages, generation and their features. **Number System:** Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system. **Internet: Concepts & Services,** Hardware and software requirements, type of Internet connections

**Module 2: Introduction to Information Systems:** Definition, Information Systems and Society, A Business as a System, Information Processing Concepts, Information Systems Concepts, and Recognizing Information Systems.

**Module 3: Types of Information Processing Systems:** Overview of Six Major Types of Systems: Transaction Processing Systems, Office Automation Systems, Knowledge Work Systems, Management Information Systems, Decision Support Systems, and Executive Support Systems.

**Module 4: The Information Systems Environment:** The Systems Development Life Cycle: The SDLC – Recognition of Need, Feasibility Study, Analysis, Design, Implementation, and Considerations for Candidate Systems and The Role of System Analyst.

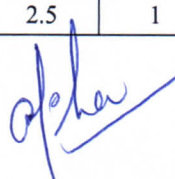
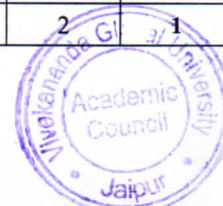
**Module 5: System Analysis and Design:** System Planning and Initial Investigation, Information Gathering, The Tools of Structured Analysis - DFDs, Data dictionary, Decision Trees, and Decision Tables, Feasibility Study, and Cost/Benefit Analysis. System Design: The Process Stage of Systems Design, Input / Output and Form Design, File Organization and Data Base Design, Programme Design.

**Readings:**

1. Suresh K. Basandra, "Computers Today", Galgotia Publications Pvt. Ltd., New Delhi.
2. P.K. Sinha, "Computer Fundamentals", BPB Publications, New Delhi.
3. Muneesh Kumar, "Business Information Systems", Vikas Publishing House Pvt. Ltd., New Delhi.
4. James A. O'Brien, "Management Information Systems", Galgotia Publications Pvt. Ltd., New Delhi.
5. Kenneth C. Laudon & Jane P. Laudon - Management Information Systems Managing the Digital Firm, Pearson Education.

**CO-PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2	1.8	3	2	0	2	2	1	1	1	2
CO2	2	0	2	2	0	2	1	1	3	2	2
CO3	2	2.6	2	1	2	2	0	2	1.5	1.8	2
CO4	1.5	1.8	2	3	1	3	2	2	0	0	2
CO5	3	1.6	2	2	1	2.5	1	2	2	2	1



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**Business Ethics & Corporate Social Responsibility****Course code: BBC 305****L-T-P: 4-0-0****Max Marks: 100**

**Objective:** The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

**Course Outcomes:**

CO1: The student should be able to define the meaning and importance of business ethics in organizations.

CO2: The student should be able to describe the various ethical practices followed in organizations and their impact on organization culture.

CO3: The student should be able to enumerate the various corporate governance policies and the organization regulatory framework.

CO4: The student should be able to critique on various corporate social responsibilities (CSR) taken by the organizations in a given year.

CO5: The student should be able to create a linkage of ethics to various functional segments of an organization.

**Module I:** Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring.

**Module-II:** Moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

**Module 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. The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

**Module IV:** Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring.

**Module V:** Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

**Readings:**

1. A.C. Fernando, Corporate Governance, Pearson Education.
2. N. Gopalswamy, Corporate governance a new paradigm, A H Wheeler Publishing
3. Mathur, U C Corporate Governance and business ethics, MacMillan India Ltd, Latest Edition
4. Baxi, C V, Corporate Governance, Excel Books, Latest Edition
5. Sadri S, Sinha A K and Bonnerjee, P, Business Ethics: concepts and cases, TMH, Latest Edition.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	1	3	3	1	2	2	2	2	2
CO2	3	1	3	3	3	3	2	2	3	1	2
CO3	3	3	1	3	2	3	2	3	3	1	2
CO4	2	3	2	2	2	3	2	3	2	1	2
CO5	2	2	2	2	3	3	2	3	3	2	2



## Human Resource Planning

Course code: BBC 314

L-T-P: 4-0-0

Max Marks: 100

**Objective:** The course aims to provide an overview to the learners of what it means to be an effective people manager. The programme is designed in such a manner so that the learners can develop leadership and communication skills and manage people in an Organisation effectively.

**Course Outcomes:**

CO 1. Learn about the Human Resource Planning, its process, importance etc.in accordance to Human Resource Department work.

CO 2. Students will learn about the strategic impact on HRP and the Human Resource Inventory for HR work in an organization.

CO 3. The student will be able to analyse the job in an industry.

CO 4. Students will learn about the proper planning of manpower for present, future purpose of running an industry in the current business world.

CO 5. To learn about the MDP, career planning, succession planning in the growth of an industry.

**Module I: Human Resource Planning (HRP):** Concept, Nature and Scope of HRP, Qualitative and quantitative dimensions of HRP, Importance of Human Resource Planning, Strategies and Policies of HRP, Process of HRP, Classification of HR Plans and Human resources inventory, Approaches to HRP.

**Module II: Strategic Human Resource Planning:** HR planning as a strategic process-employees as resources-goal attainment, linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model, staffing system.

**Module III: Job Analysis and Job Evaluation:** Meaning, Objectives, importance, techniques and classifications of Job Analysis, Meaning, Importance and Techniques of Job evaluation, Concept of Job Enrichment and Job Enlargement.

**Module IV: Demand and Supply of Human Resource:** Forecasting Manpower Needs, the Forecasting Process, Inventorying available talent, Projecting Future Talent Supply, forecasting Staffing Requirements. HR budget and staffing table.

**Module V: Career planning and succession management:** definitions, concepts, stages of career development process, carrier Anchors – Stages of growth and career, career processes Succession management process, challenges of succession management and Meaning, Objectives and Methods of Management development programmes (MDP's), Auditing MDP's, Replacement analysis.

**Readings:**

1. D.K. Bhattacharya, Human Resource Planning, Excels Publications.
2. Ramaswamy, Managing Human Resources, Oxford University Press, Latest Edition.
3. Aswathappa, Human Resource Management, Tat McGraw Hill.
4. Edwin Flippo, Personnel management, McGraw Hill.
5. Jyotsana Singh, Personnel Management, Centrum Press.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	1	3	2	3	2	1
CO2	3	2	0	2	2	1	3	2	3	1	1
CO3	3	3	0	2	1	1	2	3	3	2	2
CO4	2	2	1	1	1	1	3	2	2	2	2
CO5	2	2	0	1	0	0	2	2	3		1





## Organizational Performance Management

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Course code: BBC 315

Max Marks: 100

L-T-P: 4-0-0

**Objective:** This course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance.

### Course Outcomes:

- CO1 Describe the basic concept of performance management.
- CO2 Demonstrate the process of performance management and performance management cycle
- CO3 Identify methods of performance management and monitoring
- CO4 Application of performance management and knowledge of performance linked pay system
- CO5 Examine the strategies, challenges and issues involved in implementing performance management system.

**Module I:** Introduction: Concept, nature, scope, and purpose of performance management, link between performance management and performance appraisal, Performance management challenges in current scenario, Establishing performance criterion of developing an effective appraisal system, Performance planning, Role analysis and evaluating performance management.

**Module II:** Process of Performance Management: Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, and Performance Management Cycle at a Glance.

**Module III:** Performance Monitoring; Assessment Centre, Measuring performance, Criteria for performance measurement; Setting Organizational, Team & Individual Performance Standards; Methods for evaluating Performance – 360 Degree appraisal, Competency Mapping & Competency Modelling, H.R.Scorecard, H.R.Audit, Errors in appraisal

**Module IV:** Performance Management Application & Improvement: Performance Management for Teams, Analyzing Performance problems. Performance counseling Concept, Principles and Skills competency based Performance Management. Performance Management linked Reward Systems, Components of Reward System, and Types of pay for Performance Plans, challenges of linking performance and reward.

**Module V:** Implementing performance management system- Strategies and challenges; Characteristics of effective performance metrics; Role of HR professionals in performance management; Performance management as an aid to learning and employee empowerment; Performance management documentation; Use of technology and e-PMS, Issues in Performance Management.

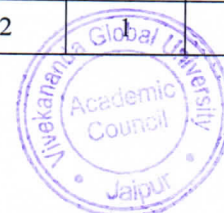
### Readings:

1. Michael. Armstrong, Performance Management, Kogan Page, Latest Edition.
2. Chadha. P., Performance Management: It's About Performing Not Just Appraising, McMillan India Ltd., Latest Edition
3. Robert Bacal, Performance Management, McGraw-Hill Education, T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. New Delhi, Response Books, Latest Edition.
4. Adrian Thornhill, Phil Lewis, ET. all, Managing Change: A Human Resource Strategy Approach, Financial Times-Prentice Hall, Pearson Education, New Delhi, Latest Edition
5. Trivedi, Human Resource Development, Oxford & IBM Publishing.

### CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	0	0	1	1	2	2	3	2	1	1
CO2	2	1	1	2	1	1	3	3	2	1	1
CO3	2	1	1	0	3	2	0	2	1	0	2
CO4	1	2	3	3	1	2	3	2	1	2	3
CO5	2	3	2	0	0	3	2	3	2	1	0

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## Management Accounting

Course code: BBC 303

L-T-P: 3-1-0

Max Marks: 100

**Objective:** To acquaint students with role of Management Accounting in planning, control and decision-making.

### Course Outcomes:

- CO1 Define the basic management accounting concepts and its relation with financial accounting and cost accounting
- CO2 Explain the basic concept of Cost Accounting and preparation of Cost Sheet.
- CO3 Analyze cost-volume-profit techniques to determine optimal managerial decisions.
- CO4 Interpret the budgets as an effective tool to control of funds, materials and others.
- CO5 Acquainted with concepts of standard costing and various types of variances and their uses.

**Module I:** Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost,

**Module-II:** Cost Sheet. Classification of Costs: Fixed, Variable, Semi-variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Module and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.

**Module III:** Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, and Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut downs.

**Module IV:** Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.

**Module V:** Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

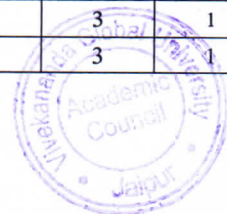
### Readings:

1. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
2. Maheshwari, S.N., Principles of Management Accounting, Sultan Chand and Sons.
3. V. K. saxena, C. D. Vashist, Advanced Cost and Management Accounting, Sultan Chand & Sons.
4. Bhabatosh Banerjee, Cost accounting Theory and practice, PHL Learning Pvt. Ltd.

### CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	0	0	3	0	3	3	3	3	1
CO2	3	3	0	0	3	0	1	3	3	3	1
CO3	2.5	3	0	0	3	2	3	3	3	3	1
CO4	2.5	2.5	0	0	3	0	3	3	3	3	1
CO5	2.5	1	0	0	3	0	3	3	3	3	1

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**Banking & Insurance****Course code: BBC316****L-T-P: 3-1-0****Max Marks: 100****Objective:** To introduce the basic concepts of Banking and Insurance.**Course Outcomes:**

- CO1 Apply knowledge in the field of Banking Sector in India.  
 CO2 Classify various services offered and risks faced by banks  
 CO3 Interpret the role of regulatory norms in banking sector  
 CO4 Apply knowledge in the field of insurance industry in India  
 CO5 Identify the various challenges and scope in the Banking and Insurance Sectors.

**Module I:** Banking Business in India, Banking Legislations, Structure of Indian Banking System, Recent Developments in Banking Industry, Roles of Banks, Principles of Banking, Banker - Customer Relationship

**Module II:** Organization of bank lending (Loans and advances, Priority sector lending, Export credit), project and working capital finance, Deposit and Credit Services, Payment and Remittance Services, Collection Services and the different products there under.

**Module III:** Practical banking, Annual reports and balance sheet of a bank, Electronic banking, (POS) Banking Regulatory Norms- Know your customer (KYC), Anti Money Laundering (AML) Guidelines.

**Module IV:** Indian insurance industry: Transition and Prospects, legal frame work, insurance- Basic concepts and principles, Classification of Insurance, reinsurance, Principles Governing Marketing of Insurance products.

**Module V:** Channels of distribution for insurance products, policy servicing and claim settlement, Registration of Insurance Companies, Licensing of Insurance Agents, Professional standards, Code of Conduct for insurance agent, Protection of Policyholder's Interest.

**Readings:**

1. Banking Theory, Law and Practice – Gordon & Natarajan (HPH)
2. Insurance Management – Anand Ganguly (New Age)
3. Insurance and Risk Management - P.K. Gupta (HPH)
4. Banking & Insurance Principles & Practices – Neelam C. Gulati (EB)
5. Gurusamy S, Banking Law & Practice, 2nd Edition, Tata McGraw hill Education.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	2	3	0	2	3	3	2	1
CO2	3	3	0	0	2	2	3	3	3	2	1
CO3	3	2	0	0	3	0	3	3	3	0	0
CO4	3	3	1	0	3	1	3	2	3	2	2
CO5	3	3	0	2	0	3	3	3	3	2	2



**Consumer Behaviour****Course code: BBC317****L-T-P: 4-0-0****Max Marks: 100**

**Course Objective:** To understand consumer behavior in an informed and systematic way. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behavior. To give the students a perspective to understand the application of market research in framing effective marketing strategies.

**Course Outcomes:**

- CO1 To demonstrate knowledge of consumer behavior can be applied in marketing.  
 CO2 To analyze and identify the various individual dimensions that influence consumer behavior.  
 CO3 To examine the external determinants of consumer behavior.  
 CO4 To enable students in evaluating consumer decision making process  
 CO5 To prepare students to utilize various techniques to improve consumer satisfaction.

**Module I:** Introduction to Consumer Behaviour; Need; Applications of consumer behaviour knowledge; current trends in Consumer Behaviour; Market segmentation & consumer behaviour.

**Module II:** Individual determinants of consumer behaviour- Consumer needs & motivation; personality and self-concept; consumer perception.

**Module III:** External determinants of consumer behaviour- Family influences; Influence of culture; subculture & cross cultural influences; group dynamics and consumer reference groups; social class & consumer behaviour.

**Module IV:** Consumer decision making process- Problem recognition; Search & Evaluation; Purchase processes; post-purchase behaviour; personal influence; Diffusion of innovation.

**Module V-** Consumer satisfaction- Concept of Consumer Satisfaction; Working towards enhancing consumer satisfaction; sources of consumer dissatisfaction; dealing with consumer complaint. Managing dissonance.

**Readings:**

1. Satish KBatra and S H Kazmi , Consumer Behaviour – Text and cases, Excel Books.
2. S. Ramesh Kumar, Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education.
3. J. Paul Peter and Jerry Olson, Consumer Behavior& Marketing Strategy, McGraw Hill Education, Latest Edition.
4. Schiffman; Consumer Behaviour, Pearson Education.
5. Loudon, D.L. and Bitta, A.J.D. (2005) Consumer Behavior Concepts and Applications, TMH. ISBN: 978-0070387676
6. Solomon, Michael R. (2013) Consumer Behavior 10th Ed., Prentice Hall. ISBN: 978- 0132672146
7. Blackwell, R.D, Miniard, P.W, and Engel, J.F. (2006) Consumer Behaviour, Cengage. ISBN: 9780030211089

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	0	1	1	0	0	2	3	3	3
CO2	3	2	2	1	0	0	3	3	3	3	3
CO3	2	3	1	2	3	2	1	3	3	3	2
CO4	3	3	1	3	1	0	2	3	3	3	3
CO5	3	3	0	2	2	1	3	3	3	3	3





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## Product & Brand Management

Course code: BBC 318

L-T-P: 4-0-0

Max Marks: 100

**Objective:** The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of product and brand management.

### Course Outcomes:

- CO1 Describe the basic concepts of product and product life cycle
- CO2 Use tools and metrics to assess competitors and develop positioning strategies.
- CO3 Analyse the impact of brand on consumer buying decision.
- CO4 Apply brand positioning framework to develop a brand and repositioning of a brand.
- CO5 Classify the sources of brand equity.

**Module- I:** Product Concepts: Product Mix concepts, Product Classification. Product Planning: Marketing Plan, Portfolio Analysis, Market Potential and forecasting Product Market Strategies. Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, Product Evaluation

**Module- II:** Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation, New Product Categories, Organization for Product Management, prototyping, New Product Development Process, test marketing

**Module- III:** Understanding Brands: Brands Vs Products, Benefits of branding; Brand attributes, Significance of branding to consumers & firms, selecting brand names

**Module- IV:** Brand Awareness-Types of Brand Awareness, Brand Image- Types of Associations, Brand Identity, Brand Personality, Brand Positioning, Creating Core Brand Values; Bringing Brand to life: Growing, sustaining

**Module- V:** Brand equity- Customer Based Brand Equity, Sources of Brand Equity; Managing Brands: Building Branding Strategies, Brand Extensions, Brand Licensing and Franchising, Global Branding.

### Readings:

1. A. K. Chitale and Ravi Gupta, Product Policy and Brand Management Text and Cases, PHI Learning.
2. Donald Lehmann, Product Management, Tata McGraw Hill
3. Tapan K. Panda, Product and Brand Management, Oxford Publication
4. Keller, Kevin Lane, Strategic Brand Management : Building, Measuring and Managing Brand Equity
5. S.A. Chunawalla, Brand Management, Himalaya Publishing House, Latest Edition.

### CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	0	3	0	3	0	3	3	3	3
CO2	3	3	3	2	3	3	0	3	3	1	3
CO3	2	3	2	2	1	1	0	3	3	2	2
CO4	2	3	2	2	1	1	0	3	3	2	2
CO5	3	3	1	3	2	2	1	2	3	2	2

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## BBA IV Semester

Code	Course Category	Name of the Subject	Max Marks	Theory exam	Internal Assessment	Lecture per week	Tutorial per week	Practical / Lab	Credits
BBC 401	Core Course	Business Research Methods	100	60	40	3	1	0	4
BBC 405	Core Course	Operations Research	100	60	40	3	1	0	4
BBC 406	Core Course	E-Commerce	100	60	40	4	0	0	4
BCH 407	Core Course	Cyber Crimes &law	100	60	40	4	0	0	4
BBC 412	Elective 1 (HR)	Recruitment & selection	100	60	40	4	0	0	4
BBC 413		Training & development	100	60	40	4	0	0	4
BBC 408	Elective 2 (Accounting and Finance)	Financial Management	100	60	40	3	1	0	4
BBC 414		Microfinance and rural credit	100	60	40	3	1	0	4
BBC 415	Elective 3 (Marketing)	Marketing of services	100	60	40	4	0	0	4
BBC 416		Integrated marketing communication	100	60	40	4	0	0	4
		TOTAL	600	360	240	21	3	0	24

\* Students has to undergo two months summer internship.





## Business Research Methods

Course Code: BBC401

L-T-P Structure- 3-1-0

Maximum Marks: 100

**Objective:** To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business marketing research.

**Course Outcomes:**

- CO1 Student will learn the about the research process.
- CO2 Identify the sources and methods of primary and secondary data.
- CO3 Identify the overall process of designing a research study from its inception to its report.
- CO4 Compare various scaling methods.
- CO5 Apply research tools and their application in business management

**Module I:** Nature and Scope of Marketing Research – Role of Marketing Research indecision 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.

**Module 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)

**Module 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;

**Module IV:** Measurement& Scaling: Primary scales of Measurement -Nominal, Ordinal, and Interval& Ratio. Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

**Module V:** 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, U Test, Runs test.

**Readings:**

1. C.R. Kothari, Research Methodology, Vikas Publications
2. NareshMalhotra – Marketing Research, Pearson.
3. Tripathi P.C: A Textbook of Research Methodology, Sultan Chand & Sons.
4. R. Divivedi: Research Methods in Behavior Science, Macmillan India Ltd.
5. Gupta S; Research Methodology and Statistical Techniques, Deep & Deep Publication (P)

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	0	0	2	0	3	1	3	2	1
CO2	3	3	0	1	2	2	2	3	3	2	2
CO3	2.8	2.4	0	1	3	1	2	3	3	2	1
CO4	3	2	1	0	1	2	2	3	3	2	1
CO5	3	2.2	2	2	2	1	2	3	3	2	2




## Operations Research

Course Code: BBC 405  
Maximum Marks: 100

L-T-P Structure- 3-1-0

**Objective:** This course aims at familiarizing the students with quantitative tools and techniques, which are frequently applied to business decision-making & to provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate.

**Course Outcomes:**

- CO1 Explain about the concepts of operations research and game theory.  
CO2 Solve numerical on Assignment Models including special cases.  
CO3 Solve numerical on CPM & PERT and Sequencing problems.  
CO4 Evaluate inventory control techniques and solve simulation problems.  
CO5 Solve numerical on Decision Theory and Queuing Theory.

**Module I:** Introduction to Operations Research: Basics definition, scope, objectives, phases, models and limitations of Operations Research. Game Theory. Competitive games, rectangular game, saddle point, minimax (maximin) method of optimal strategies, value of the game. Solution of games with saddle points, dominance principle. Rectangular games without saddle point – mixed strategy for 2 X 2 games.

**Module II:** Transportation problem – Introduction – Initial basic feasible solution - NWC method – Least cost method – Vogel's method – MODI – moving towards optimality – solution procedure without degeneracy. Assignment problem – Algorithm – Hungarian method – simple problems

**Module III:** Network Analysis:- PERT/CPM background and development, stages in application PERT networking analysis, CPM, Determination of CPM, Determination of earliest expected & latest allowable times.

**Module IV:** Inventory control: - Classification of Inventory control, EOQ model, inventory control system, ABC Analysis, Advantages of EOQ model in management. Simulation: Introduction, Methodology of Simulation, Basic Concepts, Simulation Procedure, Application of Simulation Monte-Carlo Method: Introduction, Monte-Carlo Simulation, Applications of Simulation, Advantages of Simulation, Limitations of Simulation.

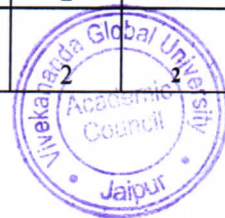
**Module V:** Queuing Theory. Decision Theory: Decision making without and with experimentation. Decision Trees. Utility theory. Decision under risk: expected value, expected value - variance, aspiration - level, and most likely future criteria. Decision under uncertainty: Laplace and Minimax (Maxmin) criteria.

**Suggested Readings:**

1. N.P. Agarwal: Quantitative techniques for managers, RBD publication
2. Hamdy A. Taha: Operations Research-An Introduction, Prentice Hall.
3. S.N. Chary, "Production & Operation Management", Tata-McGraw – Hill Publishing Company Ltd.
4. N.D. Vohra, "Quantitative Techniques in Management", Tata-McGraw – Hill Publishing Company Ltd.
5. F.S. Hillier. G.J. Lieberman: Introduction to Operations Research- Concepts and Cases, 9th Edition, Tata McGrawHill

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	0	1	2	1	1	3	2.2	1	2
CO2	3	3	2	1	2	2	2	1.5	2.4	0	2
CO3	3	2	2	2	1	2	2	2.5	2.5	2	2
CO4	3	2.2	2	2	1	2	2	2	1.8	2	0
CO5	3	2.6	2	2	1	2	2	2.2	3	2	2



## E-Commerce

Course Code: BBC 406

L-T-P Structure: 4-0-0

Maximum Marks: 100

**Objective:** The objectives of the course are to introduce the concept of electronic commerce, and to understand how electronic commerce is affecting business enterprises, governments, consumers and people in general.

**Course Outcomes:**

CO1 Explain about the types of E-commerce and process to build E-commerce business

CO2 Able to learn about the basic network architecture

CO3 Identify the key security threats involve in E-commerce.

CO4 Identify various modes of electronic payments.

CO5 Examine the models of E-retailing.

**Module I:** Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e- business, advantages and disadvantages of ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like Business-to- Business (B2B), Business-to-customer (B2C), Customer-to-customer (C2C), customer- to- business (C2B),G2C. E- commerce: Business Models and Concepts.

**Module II:** Technology in ecommerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets, The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies. Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques.

**Module III:** Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams Basic cryptography for enabling security in ecommerce: encryption: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using Virtual Private Network (VPN), firewalls, Secure sockets layer (SSL).

**Module IV:** Internet payment systems: 4C payment methods, electronic money, ACID (Atomicity, Consistency, Isolation and Durability) and ICES (Interpretability, Conservation, Economy, Scalability) test, payment gateway, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, Electronic fund transfer (EFT), NEFT, RTGS, IMPS and Automated Clearing house (ACH).

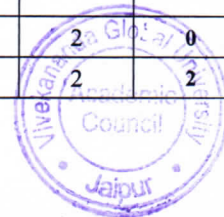
**Module V:** E-Retailing: Traditional v/s E-Retailing, Key success factors in E-retailing, Models of E-retailing, and Characteristics of E-retailing. E-services: Categories of Eservices, Web-enabled services, matchmaking services, Information selling on the web, E-entertainment, Auctions and other specialized services.

**Readings:**

1. Kenneth C. Laudon and Carlo GuercioTraver, E-Commerce, Pearson Education.
2. Bharat Bhaskar, Electronic Commerce: Framework, Technology and Application, McGraw Hill Education
3. Agarwala K.N and DeekshaArarwala: "Business on the Net – Whats and Hows of E-Commerce"
4. Murthy CSV: "E. Commerce" Himalaya Publishing House Pvt.Ltd.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	1	1	1	1	2	3	1	1
CO2	3	3	0	2	2	2	2	2.6	2	1	1
CO3	2.8	2	2	0	2	2	1	2	2	1	2
CO4	2.5	2	2	2	0	1	1	2.2	2	2	0
CO5	2	2	2	2	1	0	2	2	2	2	2



## Cyber Crimes and Law

Course Code: BCH 407  
Maximum Marks: 100

L-T-P Structure- 4-0-0

**Objective:** The course deals with all the aspects of Cyber law as per Indian/IT act 2008.

**Course Outcomes:**

- CO1 Explain the concept of cyber law and web technology.
- CO2 Apprise about the regulatory framework and protection from cyber fraud.
- CO3 Able to learn about the electronic evidences for personal and professional use
- CO4 Examine various electronic documents and its safety.
- CO5 Assess the impact of E-Contract on business.

**Module I:** Introduction- Overview of Computer and Web Technology, Need for Cyber Law, Cyber Jurisprudence at International and Indian Level

**Module II:** Jurisdictional Aspects in Cyber Law- Issues of jurisdiction in cyberspace, Types of jurisdiction, Prerequisites of jurisdiction.

**Module III:** Cyber Crimes & Legal Framework- Introduction to Cyber Crimes, Cyber Crimes vs. Conventional Crime, Reasons for cyber -crimes and cyber criminals, Cyber Crimes against Individuals, Institution and State, Cyber Crimes, Hacking, Digital Forgery, Cyber Stalking/Harassment, Cyber Pornography, Identity Theft & Fraud, Cyber Terrorism, Cyber Defamation, Salami attacks- Web Jacking, Denial of service attack, Right to Privacy and Data Protection on Internet, Concept of privacy Threat to privacy on internet, Ingredients to decide confidentiality of information, Breach of sensitive personal information and confidentiality under IT Act and penalties for the same, Different offences under IT Act, 2000

**Module IV:** Digital signature and Electronic Signature- Concept of public key and private key, Certification authorities and their role, Creation and authentication of digital signature, Concept of electronic signature certificates, Electronic Governance, Concept of electronic records and electronic signatures

**Module V:** E Contracting- Salient features of E-contract, Formation of E-contract and types, E-mail Contracting, Indian Approach on E-contracts

**Readings:**

1. Nandan Kamath, Law Relating to Computer Network and E-commerce, Universal Law Publisher.
2. Apar Gupta, Commentary on Information Technology Act, 2000, Lexis Nexis.
3. Justice Yatindra Singh, Cyber Laws, Universal Law Publishing Co, New Delhi.
4. Verma S, K, Mittal Raman, Legal Dimensions of Cyber Space, Indian Law Institute, New Delhi.
5. SudhirNaib, The Information Technology Act, 2005, A Handbook, OUP.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	0	2	1	1	1	1	2	3	1	1
CO2	2	2	3	0	0	1	0	2	2	1	1
CO3	2	2	3	0	1	2	2	3	3	0	0
CO4	2	1	2	0	0	2	2	3	2	3	1
CO5	2	1	2	2	0	1	1	1	2	3	2





## Recruitment & Selection

Course Code: BBC 412

Maximum Marks: 100

L-T-P Structure- 4-0-0

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**Objective:** The basic objective of the course is to introduce to the students the theory and concept of recruitment & selection and the allied concepts

### Course Outcomes:

- CO1 Define job analysis and job design.
- CO2 Apprise about the recruitment process in an organization.
- CO3 Demonstrate the techniques of interview and its effectiveness.
- CO4 Assess the importance of induction and socialization.
- CO5 Examine the current trends in recruitment and selection

**Module I:** Job Analysis- -Concept, Specifications, Description, Process And Methods, Uses of Job Analysis, Job Design – Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing.

**Module II:** Concepts of Recruitment- -Meaning, Objectives, Scope & Definition, Importance and relevance of Recruitment .Process of recruitment, factors affecting recruitment.

**Module III:** Selection-Concept & Definition; Screening- Pre and Post Criteria for Selection, Steps & Factors Affecting Selection, Types of Selection Tests, Effective Interviewing Technique

**Module IV:** Induction – Concept, Types-Formal /Informal, Advantages of Induction, How to make Induction Effective Orientation& On boarding- Programme and Types, Process. Socialization-Types- Anticipatory, Encounter, Setting in, Socialization Tactics

**Module V:** Current trends in Recruitment and Selection Strategies – with respect to Service, Finance, I.T., Law and Media Industry. The Future of Recruitment and Selection

### Readings:

1. K. Aswathappa, Human Resource Management, McGraw-Hill Education, Latest Edition
2. C. B. Memoria, & S.V. Gankar, Personnel Management, Himalaya Publication House, Latest Edition
3. D. Kumar Bhattacharya, Human Resource Management, Oxford University Press, Latest Edition
4. Monappa, Managing Human Resource, Trinity Press Publication, Latest Edition
5. Edwin Flippo, Personnel management, McGraw Hill.

### CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	0	0	0	2	1	3	1	1	0
CO2	1	0	0	0	0	2	2	1	0	2	1
CO3	3	3	2	0	1.8	3	2	2	2	3	1
CO4	1	0	0	0	2	2	3	1	0	1	2
CO5	1	1	1	0	0	1	2	3	0	1	0.8

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## Training and Development

APPROVED

Course Code: BCM 413  
Maximum Marks: 100

L-T-P Structure- 2-0-0

**Objective:** To develop an understanding of the core issues in training from an organizational perspective;

### Course Outcome

- CO 1 Explain the role of training and development in human resources management.
- CO 2 Describe the psychology of the learning process on which training is based.
- CO 3 Analyze the training needs of an organization.
- CO 4 Assess, design, access and implement various methods, techniques and sources of training.
- CO 5 Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

**Module I introduction of Training & Development:** Scope, objectives, beneficiaries, forces influencing working and learning, snapshot of training practices, problems & future trends in training. Needs Assessment: Importance, scope, methods and techniques of training need assessment, training need assessment process organizational and operational analysis.

**Module II Training design and methods :** Factors affecting training design, budgeting for training, types of cost involved in training programs, design theory, outcomes of design, identification of alternative methods of instructions, considerations in designing effective training programs, training implementation. Types of training, training methods (presentation methods, hands on methods, group building methods), choosing a training method

**Module III Learning, E-Learning and use of Technology in Training ::** learning theories, learning process, instructional emphasis for learning outcomes, designing effective training programs, feedback, making feedback effective. Role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving, cross cultural training,

**Module IV Evaluation of training:** Factors influencing transfer of learning, reasons for evaluating training, evaluation process, determining outcomes, evaluation techniques, models of training evaluation, training audit.

**Module V Management Development and Contemporary Issues Training and Development:** Need, importance, Training for executive level management, approaches, development planning process, company strategies for providing development, Training issues resulting from external environment & internal need of the company, dual career paths, career plateau, coping with career breaks, balancing work and life, increased use of new technology for training.

### Readings:

1. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, Latest Edition.
2. Raymond Noe, Employee Training & Development, Tata McGraw – Hill Publication, Latest Edition.
3. Blanchard, Effective Training-Systems, strategies and practices, Pearson education, 2nd edition
4. Rolf Lynton & Udai Pareek, Training for organizational transformation, Sage Publications, New Delhi, Latest Edition.
5. Mathews, Designing and Managing a Training and Development Strategy, Pearson, Latest Edition

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CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
C01	3	2	1	0	0	0	1	2	3	2	1
C02	3	2	0	0	0	0	1.8	2	2	2	1
C03	3	1	0	0	0	0	1.9	2	3	2	2
C04	2	1	1	0	0	0	2	2	3	2	1
C05	3	2	1	0	0	2	3	2	3	2	0

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## Financial Management

APPROVED

Course Code: BBC 408  
Maximum Marks: 100

L-T-P Structure- 3-1-0

**Objective:** To acquaint students with the techniques of financial management and their applications for business decision making. To familiarize students with applications of financial management and decision making.

**Course Outcomes:**

- CO1 Explain the basic concept of financial management.
- CO2 Interpret financial management techniques for investment decisions long and short term.
- CO3 Estimate the costs of capital for long term sources of funds.
- CO4 Apply the Leverage and EBIT EPS Analysis on cost of debt financing.
- CO5 Estimate working capital requirement of Business concern.

**Module I: Nature of Financial Management:** Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

**Module II: Long -term investment decisions:** Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitability Index Method.

**Module III: Concept and Measurement of Cost of Capital:** Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

**Module IV: Capital Structures:** Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, and Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory. Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

**Module V: Working Capital Management:** Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

**Readings:**

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
2. M.R. Agarwal, Financial Management, Garima Publications Jaipur.
3. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
4. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
5. Chandra, P Financial Management, Tata McGraw-Hill.



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## CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	3	0	0	0	0	1	2.8	3	1.5	0
<b>CO2</b>	3	3	1	2	2	0	3	3	3	2	1
<b>CO3</b>	3	3	0	1	2	0	3	3	3	3	2
<b>CO4</b>	3	3	0	0	1	0	1	2	3	2	1
<b>CO5</b>	3	3	0	0	1	2	1	3	2	1.5	2



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## Microfinance and Rural Credit

Course Code: BBC 414

Maximum Marks: 100

L-T-P Structure- 3-1-0

**Objective:** The course is aimed at evolving clear understanding of role of Microfinance and rural credit in addressing the problem of poverty and income generating activities to the poor people. The students will be equipped with Microfinance concepts, functions, products and strategies that will help in pertinent policy making in their respective departments/organizations.

**Course Outcomes:**

- CO1 Explain about the microfinance and its products.  
 CO2 Apprise about the various models of microfinance.  
 CO3 Gain knowledge of emerging global microfinance practices.  
 CO4 Examine role of NGOs and microfinance institutions in the upliftment of poor class.  
 CO5 Interpret the growth of rural credit system in India.

**Module I:** Overview of Microfinance: Indian Rural financial system, introduction to Microfinance, Microfinance concepts, products, (savings, credit, insurance, pension, equity, leasing, hire-purchase service, Microfinance in kind, Micro-remittances, Micro-Securitization, franchising etc.),

**Module II:** Microfinance models ( Generic models viz. SHG, Grameen, and Co-operative, variants SHG NABARD model, SIDBI model , SGSY model, Grameen Bangladesh model, NMDFC model, credit unions etc. unbranded primitive models) Emerging practices of Microfinance in India state wise cases.

**Module III:** Emerging Global Microfinance practices. Need of Microfinance. Microfinance, Development, Income generating activities and Micro Enterprise Market (demand) analysis, financial analysis.

**Module IV:** Role of NGOs, Educating and formation of SHGs, Linkages with Banks & Markets, Commercial Microfinance, Evaluating of MFI's.

**Module V:** Concept of Rural Credit, importance, factors affecting rural credit. Evolution and Growth of Rural Credit System in India.

**Readings:**

1. Beatriz Armendariz and Jonathan Morduch, "The Economics of Microfinance", Prentice-Hall of India Pvt. Ltd. Delhi, Latest Edition.
2. Navin Kumar Rajpal, Microfinance and Tribal Women Entrepreneurs, Education Publishing.
3. Malcolm Harper, "Practical Microfinance" A training Guide for South Asia, Vistaar Publication, New Delhi, Latest Edition.
4. KG Karmakar, Microfinance in India, SAGE Publications.
5. Praveen sharma, Micro credit and rural development, Deep & Deep Publications.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	0	0	0	0	0	2	2	1	0
CO2	3	1	0	3	2	1	3	2	2	1	1
CO3	2	1	1	2	1	1	2	1	3	1.2	1
CO4	3	1	1	2	1.5	2	2	2	3	0	1
CO5	2	1	0	0	0	1	2	2	2	1.4	2





**Objective:** This course aims at enabling students to apply service marketing concepts and principles to the unique challenges and opportunities of services to create customer value.

**Course Outcomes:**

- CO1 Describe the basic concept and classification of service
- CO2 Interpret the marketing mix of services.
- CO3 Design STP Strategies for services and analyzing consumer decision making process.
- CO4 Examine the gap model of service Quality.
- CO5 Analyze marketing of services in various industries.

**Module I:** Introduction Growth of the service sector. The concept of service. Characteristics of Service – Classification of service – Designing of the service, blueprinting, using technology developing, human resources, building service aspirations.

**Module II:** The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services. Additional dimension in services marketing – People, physical evidence and process.

**Module III:** Service Market Segmentation, Targeting & Positioning: Process of market segmentation, Targeting and positioning service (Competitive advantage through focus strategies) value addition to the service product. Consumer Behaviour in Services context: The three stage model of service consumption and The Consumer Decision Process. Designing and Managing Service Processes: Flowcharting Customer service process, Employees' role in service delivery, Service Triangle, Consumers' role in servicedelivery.

**Module IV:** Causes of Service – Quality gaps. The customer expectations versus perceived service gap. Factors and Techniques to resolve this gap Customer Relationship Management. Gaps in Services – Quality standards, factors and solutions – The service performance gap – Key factors and strategies for closing the gap. External communication to the customers – The promise versus delivery gap – Developing appropriate and effective communication about service quality.

**Module V:** Marketing of Service with Special Reference to Financial Services - Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.

**Readings:**

1. Dr. Shajahan. S; Service Marketing (Concept, Practices & Cases); Himalaya Publishing House.
2. Shanker, Ravi; Services Marketing – the Indian Perspective; Excel Books.
3. Dutta: Service Management, I.K. International.
4. K. Venkataramana, Service Management, SHBP.
5. S.M. Jha, Services Marketing, HPH

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	0	1	0	0	1	1	2	1	3
CO2	3	2	1	1	0	1	2	2	1	1	2
CO3	3	2	1	1	1	1	1	3	2	1	2
CO4	3	2	1	2	3	1	1	2	1	1	2
CO5	2	2	0	1	0	2	1	1.8	1	1	1



## Integrated Marketing Communication

Course Code: BBC 416

L-T-P Structure- 4-0-0

Maximum Marks: 100

**Objective:** To familiarize the students with the different elements of integrated marketing communications, so that they can look at marketing communications with a holistic approach. The course is designed to enable the students to learn the basics of marketing communications.

**Course Outcomes:**

- CO1 Explain the basic concepts and planning model of IMC.
- CO2 Assess the ethical and social issues in advertising.
- CO3 Design an advertising message to attract prospective buyers in a segmented population.
- CO4 Develop the role of E-commerce in marketing communication
- CO5 Examine different determinants of media mix to design an advertisement.

**Module I:** Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, and Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management and Planning Model.

**Module II:** Advertising Management: Meaning, Nature and Scope of Advertising, Advertising – Classification of advertising, Types of advertising, advertising appropriation, advertising campaigns, Advertising Agencies – their role, functions, organization, Remuneration client agency relationship account Planning; Management of Advertising Agencies, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising.

**Module III:** Message Design – The Creative concept development; the creative processes of the different forms of IMC; AIDA model. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting. Role of creativity in copy writing.

**Module IV:** Media Management – Media Types and Their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media strategy; Emerging Concepts and Issues in Marketing Communications Sponsorship; POP: Supportive Communication, Role of E-Commerce in Marketing Communication. Corporate communication.

**Module V:** Public Relations – Types of PR, Sales Promotion – Different types of Sale Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, personal selling, direct marketing and direct response methods, event management.

**Readings:**

1. JaishriJethwaney&Shruti Jain, Advertising Management, Oxford University Press, New Delhi.
2. Rajeev Batra, John H. Myers and David A. Aaker, Advertising Management, Pearson Education.
3. K. C. Sethia& S. A. Chunawala , Foundations of Advertising Theory & Practice, Himalaya Publishing House, Mumbai, Latest Edition.
4. George E. Belch & Michael A. Belch, Advertising and Promotion, Tata McGraw Hill Publishing Ltd, Latest Edition
5. Sonatakki, Advertising, Kalyani Publishers

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	2	1	2	2	2	2	3	2	2
CO2	2	3	2	3	3	3	1	3	3	3	3
CO3	3	3	3	3	3	2	1	3	3	1	1
CO4	2	3	3	2	1	0	0	3	3	1	1
CO5	3	2	3	0	2	2	1	3	3	2	2





## BBA V Semester

Code	Course Category	Name of the Subject	Max. Marks	Theory exam	Internal Assessment	Lecture per week	Tutorial per week	Practical/ Lab	Credits
BBC 514	Core Course	Quantitative Techniques	100	60	40	3	1	0	4
BBC 502	Core Course	Production and Operation Management	100	60	40	3	1	0	4
BBC 515	Core Course	Enterprise resource planning	100	60	40	4	0	0	4
BBC 516	Core Course	Total Quality Management	100	60	40	4	0	0	4
BBC 504	Elective 1 (HR)	Organizational change and development	100	60	40	4	0	0	4
BBC 510		Employment Law	100	60	40	4	0	0	4
BBC 511	Elective 1 (Accounting and Finance)	Cost Accounting	100	60	40	3	1	0	4
BBC 503		Financial Market Institutions	100	60	40	3	1	0	4
BBC 512	Elective 1 (Marketing)	Marketing Research	100	60	40	4	0	0	4
BBC 513		Customer relationship management	100	60	40	4	0	0	4
SIP 500		Summer Internship-II	100	40	60	0	0	0	2
		<b>TOTAL</b>	<b>700</b>	<b>400</b>	<b>300</b>	<b>22</b>	<b>4</b>	<b>0</b>	<b>26</b>



**Objective:** To prepare the students for the application of quantitative technique in business.

**Course Outcomes:**

- CO1 Define the concept of matrices and their application.
- CO2 Solve linear programming problems
- CO3 Learn the application of sequencing and queuing theory
- CO4 Demonstrate the importance of time series analysis
- CO5 Apply index numbers for decision making.

**Module I** Matrices - Definition and notation, various types, addition of matrices, multiplication of matrices, Determinants, Inverse of a non-singular matrix; Matrices as vectors – preliminary concepts; I/O Analysis – I/O table, matrix of technological co-efficient, simple problems

**Module II** Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special Cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big M method and Two- phase method; Duality and Sensitivity (emphasis on formulation & Economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

**Module III** Sequencing & Queuing Theory Sequencing Problem: Johnsons Algorithm for n Jobs and two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue Model for better service to the customers.

**Module IV** Time Series Analysis: Different components, Determination of Trend by Different methods Viz., Graphical, Least Square & moving average, method of Least squares; fitting of linear and quadratic trend.

**Module V** Index Numbers: Meaning & Definition – Uses – Classification – Construction of Index Numbers – Methods of constructing, Index Numbers – Simple Aggregate Method – Simple Average of Price Relative Method – Weighted Index numbers – Fisher's Ideal Index (including Time and Factor Reversal tests) – Consumer Price Index –Problems

**Readings:**

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. N.D. Vohra, "Quantitative Techniques in Management", Tata-McGraw – Hill Publishing Company Ltd.
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.



**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	0	0	0	1	0	1	1	1	1
CO2	3	1	0	0	0	0	0	3	2	2	2
CO3	2	2	0	0	0	0	0	3	3	2	3
CO4	2	2	0	0	0	3	0	3	2	0	0
CO5	2	2	0	0	0	2	0	3	0	2	0

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**Production and Operations Management****Course Code: BBC 502****L-T-P Structure- 3-1-0****Maximum Marks: 100**

**Objective:** This course aims to improve students understanding of the concepts, principles, problems, and practices of operations management.

**Course Outcome**

CO1 To familiarize students with the functions of production and operations management.

CO2 Compare method and time study.

CO3 Analyze and evaluate various facility alternatives and their capacity.

CO4 Explain various PPC and materials management functions.

CO5 Apply various techniques to measure productivity and control.

**Module- I Basic Concept:** Production and Operations Management functions: various production processes and their selection; common systems model; Relevant cost concept, production and productivity; Measurement of Productivity.

**Module-II Work Study:** Methods study- procedure and techniques, Principles of motion economy and work place design; work measurement; Time Study and work sampling; Performance rating and allowances; Estimation of standard time and related errors.

**Module -III Facilities Planning:** Facilities location factors, Bridgeman's dimensional analysis; systematic layout planning; Principles and techniques used; different layouts; Material handling systems and equipments.

**Module-IV Production Planning and Control :** Aggregate Planning – basic Strategies, viz., Level Production, chase demand and mixed strategy; Aggregate Planning costs; routing, scheduling, Gantt Charts.

**Module-V Select Techniques and Concepts:** Cost-Benefit Analysis, Input-Output Analysis; Value analysis; Learning Curves; Vertical Analysis; Learning Curves; Vertical Integration; Just-in-Time Systems.

**Readings:**

1. Chary S.N. - Production Operations Management, Tata McGraw Hill.
2. Mayer R.R. - Production Operations Management, TMH.
3. Buffa&Sarin - Modern Production/Operations Management, John Willey & Sons.
4. Aswathappa&Shridhara Bhatt - Production Operations Management, Himalaya.
5. Adam & Ebert - Productions & Operations Management, PHI.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
<b>CO1</b>	3	1	0	0	0	2	0	3	3	2	3
<b>CO2</b>	3	2	0	0	0	3	0	2.8	2	2	1
<b>CO3</b>	3	1	2	2	1	2	2	3	2	3	3
<b>CO4</b>	3	2	2	0	0	2	0	2.9	2	3	2
<b>CO5</b>	2	2	1	0	0	1	0	1.8	1	1	1



## Financial Market & Institutions

Course Code: BBC 503

Maximum Marks: 100

L-T-P Structure- 3-1-0

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**Objective:** The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies.

### Course Outcome:

- CO1 Discuss the basics of Indian Financial System.
- CO2 To Develop their understanding and expertise in various matters relating to operations of a commercial bank.
- CO3 To create understanding about the fundamental principles of banking supervision and its practices in India.
- CO4 This helps the students to learn and develop the required skills to manage the financial operations effectively and efficiently.
- CO5 Examine the role and importance of banking and non-banking financial institutions

### MANAGERIA

**Module-I Financial Markets: Financial System and Financial Markets** - Meaning, Types, Classification of Financial Markets, Money Market, Call money Market, Govt. Securities Market. Capital Market, Debt Market, Primary and Secondary Market, Interlinking Financial Market-Indian and Global Financial Markets.

**Module-II Financial Institutions:** Broad Categories- Special Characteristics, Money Market Institutions, Capital Market Institutions, Financial Services Institutions, Functions and structure introduced, Stock Exchanges: Constitution, control, functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Investor Services, and Grievance Redressal Measures.

**Module-III Financial Services Institutions:** Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, and Securities Trading Corporation of India Ltd. Credit Rating Institutions.

**Module-IV Financial Instruments:** Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt- edged Securities, Equity Shares, Dematerialisation, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs, Derivatives- Options and Futures,

**Module-V Indian Financial Institutions:** Commercial Banks- Roles, Functions, Regulations, Public Sector, Private Sector and Foreign Banks, Development Banks: IFCI, SFCs, NABARD, RRBs, SIDBI, Non-Banking Financial Institutions, Insurance Companies- Public and Private, Investment Policy, Regulatory Authority

### Readings:

1. S Gurusamy, Financial Markets and Institutions, Thomson
2. Gordon & Natarajan; Financial Markets and Services, Himalaya Publishing House
3. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing House
4. L.M.Bhole and Jitendra Mahakud, Financial Institutions and Markets, McGraw Hill
5. M.Y. Khan, Financial Services, McGraw Hill

### CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	0	0	0	0	1	1	3	0	1
CO2	3	3	0	0	1	0	1	1	3	0	1
CO3	3	1	0	0	0	0	1	1	2	2	0
CO4	3	3	2	2	2	1	2	2	3	2	2
CO5	3	1	0	0	0	0	1	1	1	1	0

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**Objective :** The purpose of this course is to learn to plan and implement change at the individual, group and organisational level. The course is designed to help the students develop as potential change agents and OD professionals.

**Course Outcomes:**

CO1: Able to define the theory and practice relating to the processes of organization development and change.

CO2: Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organizations.

CO3: Gain necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

CO4: Develop skills to collaboratively manage the culture of an organization to attain the goals and purposes of the organization

CO5: Learn the technicalities of counselling and will gain skills for counselling as intervention.

**Module - I Concept of change, importance, causes and nature .** Organisational levers for change. Perspectives on change - Contingency perspective, Resource Dependence perspective, Population-ecology perspective, Institutional perspective. The Six-Box organizational model. The 7-S framework. Types of changes - continuous and discontinuous, Participative and directive, Planned and unplanned.

**Module- II Resistance to change -** The life of resistance to change, Change Resistance model, Managing resistance to change, steps to successful change. Managing change - Planning, Internal Resource Persons (IRP) and external agents, organizational restructuring and re-organizing work activities.

**Module - III Change and OD:** Integrating OD and organization strategy, Change, competitive advantage and role of OD, Managing change in era of mergers and acquisitions

**Module- IV O.D. interventions**—Classification, Individual development, Personal effectiveness, Sensitivity training, Life and career planning interventions, Group and team interventions, Role analysis, Process consultation, Team building, Visioning, Appreciative inquiry, Responsibility charting. Inter-Group intervention—Organization mirroring, Partnering, Comprehensive interventions— Future search conference, Confrontation meeting, Survey feedback, Grid O.D., Structural Interventions, Quality and O.D.

**Module- V Counselling:** Introduction, Counselor's attitude and skills in counselling, Process of counselling, Problems in counselling- with counsellor, With staff and with process, Issues in counselling.

**Change and OD:** Integrating OD and organization strategy, Change, competitive advantage and role of OD, Managing change in era of mergers and acquisitions.

**References:**

1. French, Wendell L., and Cecil, Bell H. (2014) *Organization Development* (6 edition), New Delhi, PHI.
2. Cummings, Thomas G., and Worley, Christopher G. (2007). *Organization Development and Change* (8ed), Haryana, Thomson.
3. Singh, Kavita (2011). *Organisation Change and Development* (2 edition), New Delhi, Excel Books.
4. Nigel, MacLennan (1998). *Counselling for Managers*. Vermont, Grower Paperback.
5. Moores, K., & Yuen, S. (2001). Management accounting systems and organizational configuration: a life-cycle perspective. *Accounting, organizations and society*, 26(4-5), 351-389.
6. HEATHFIELD, S. (2018). What is resistance to change? Retrieved from <https://www.thebalancecareers.com/what-is-resistance-to-change-1918240>.

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**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
<b>C01</b>	3	2	1	1	0	3	1	3	3	2	1
<b>C02</b>	2	3	2	0	0	2	1	3	2	3	1
<b>C03</b>	1	0	2	0	0	1	2	2	1	1	0
<b>C04</b>	1	2	3	0	2	0	2	3	2	3	1
<b>C05</b>	3	3	2	0	0	2	3	2	1	3	2





Course Code: BBC 515  
Maximum Marks: 100

L-T-P Structure- 4-0-0

**Objective:** To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology and to train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.

**Course Outcomes:**

- CO1 Describe the concept and modules of ERP
- CO2 Interpret the role of IT in organizations
- CO3 Demonstrate ERP dynamics.
- CO4 Assess the implementation of ERP.
- CO5 Analyzing practical aspects of ERP.

**Module I:** ERP Introduction: Origin, Evolution and Structure and Benefits: Conceptual Model of ERP, Scenario and Justification of ERP in India, Various Modules of ERP, Advantage of ERP

**Module II:** Advancement of IT and Impact on organizations data management: Data ware Housing, Data Mining, Online Analytic Processing (OLAP), and Product Life Cycle Management (PLM)

**Module III:** ERP Marketplace and Marketplace Dynamics: Market Overview, Marketplace Dynamics, and The changing ERP Market. ERP- Functional Modules: Introduction, Functional Modules of ERP Software Integration of ERP, Supply chain and Customer Relationship Applications.

**Module IV:** ERP Implementation: Business Process mapping and re-engineering, ERP Implementation Life Cycle Role of Consultants, Vendors and Employees. Critical Success Factors: Guiding Selection and Evaluation of ERP, Strategies and CSF for Successful ERP Implementation, Causes of ERP Failure

**Module V:** Practical Module: ERP & E-Commerce, Future Directives- in ERP and Integrating ERP into organizational culture. Using an open source ERP tool for orienting students to ERP

**Readings:**

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill.
2. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill.
3. MahadeoJaiswal and Ganesh Vanapalli, ERP Macmillan India.
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India.
5. Srivatasava : Enterprise Resource Planning I.K. International

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	3	2	1	3	2	2	3	3	2
CO2	2	3	2	3	2	2	3	2	2	3	2
CO3	3	2	2	1	3	2	2	3	2	2	3
CO4	1	3	1	1	1	1	3	1	3	2	2
CO5	1	1	2	2	2	2	1	2	2	1	1



## Employment Laws

Course Code: BBC 510

L-T-P Structure- 4-0-0

Maximum Marks: 100

**Objective:** To familiarize the students with the understanding and provisions of employment laws.**Course Outcomes:**

- CO1 Describe the provisions of employee's provident fund and employees' pension scheme.  
 CO2 Applicability of payment of gratuity Act.  
 CO3 Review the provisions of compensation Act  
 CO4 Knowledge of provisions and penalties under employee's state insurance act  
 CO5 Knowledge of provisions and penalties under unfair labor practices act.

**Module I:** The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; Schemes under the act – Employees' provident fund scheme, Employees' pension scheme, 1995, Employees' deposit linked insurance scheme; Case laws.

**Module II:** Payment of Gratuity Act, 1972: Applicability and non- applicability of the Act; Definitions- employee, employer, continuous service; Payment of gratuity; Forfeiture of gratuity; Employer's duty to determine and pay gratuity; Recovery of gratuity; Penalties; Case laws.

**Module III:** Employee's Compensation Act, 1923: Definitions: Dependent, employer, partial and total disablement, workmen, injury, accident; employer's liability for compensation; amount of compensation; Contracting; Commissioner; Case laws

**Module IV:** Employee's State Insurance Act, 1848: definitions, provisions, penalties.

**Module V:** Unfair labor practices Act 1971: Definition, authorities, provisions under Act.

**Readings:**

1. S. P. Jain, & Simmi Agrawal, Industrial & Labour Laws, Dhampat Rai & Co.
2. P.L. Malik, Industrial Law, EBC Webstore.
3. K. N. Chandrasekharan, Indian Law Institute – Cases and Materials on Employment Laws, Indian Law Institute New Delhi.
4. P. Subba. Rao, Personnel and Human Resource Management, Himalaya Publication, Latest Edition.
5. Sharma, A.M. Aspects of Labour Welfare and Social Security, Himalaya Publishing, House.

**CO-PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	0	0	2	3	0	2	0	2
CO2	3	2	2	0	0	2	3	0	2	2	2
CO3	3	1	2	0	1	2	3	0	2	0	2
CO4	3	1	2	0	1	1	3	0	2	0	2
CO5	3	2	2	0	1	2	3	0	2	2	1





**Course Objective:** The primary objective of this course is to make the students acquainted with the Quality Management as a system that serves to control Quality in the critical activities of an organization by bringing together resources, equipment, people and procedures. Further, it aims to make the students understand the techniques and principles such as quality function deployment, Taguchi method, service quality management, quality audits, to control quality in every sphere of activity in an organization.

**Course Outcomes:**

- CO1 Discuss the concept and theories of TQM  
 CO2 Assess the customer perception towards quality of product and service.  
 CO3 Analyze the statistical quality tools to improve quality  
 CO4 Recognize the significance of quality in service  
 CO5 Acquaint with various quality systems terminology and its application.

**Module I:** Introduction – Evolution of quality, Definition, Concept and Features of TQM, Eight building blocks of TQM. Theories of TQM- Juran Trilogy, PDCA cycle, 5S, Kaizen, Crosby's theory on Quality Management.

**Module II:** Customer Satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Continuous Process Improvement, 5S, Kaizen, Just-In-Time and TPS.

**Module III:** Statistical Process Control- Central Tendency, The seven tools of quality, Normal curve, Control charts, Process Capability.

**Module IV:** TQM Tools, Quality Policy Deployment (QPD), Quality Function Deployment (QFD), Benchmarking, Taguchi Quality Loss Function, Total Productive Maintenance (TPM), FMEA.

**Module V:** Quality Systems- ISO 9000, ISO 9000:2000, ISO 14000, other quality systems.

**Readings:**

1. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", THOMPSON.
2. Kanishka Bedi, "Quality Management", Oxford University Press.
3. Mukherjee, PN, "Total Quality Management", PHI.
4. Dale H. Besterfield, "Total Quality Management", Pearson Education, Latest Edition
5. Feigenbaum, A.V. —Total Quality Management, McGraw-Hill Professional, Latest Edition

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	0	0	3	0	1	3	3	2
CO2	2	3	2	0	0	2	0	1.5	2	2	3
CO3	1	2	2	0	0	1	0	1.8	3	3	1
CO4	2	1	2	1	0	2	0	1.6	2	2	3
CO5	1	2	0	0	0	1	0	1.9	2	2	2



## Cost Accounting

Course code: BBC 511

Maximum Marks: 100

L-T-P Structure: 3-1-0

**Course Objective:** To acquaint the students with basic concepts used in cost accounting, various methods involved in cost ascertainment and cost accounting book keeping systems.

**Course Outcomes:**

- CO1 Knowledge of concept of cost accounting and its application.  
 CO2 Practical applications of tools of cost accounting  
 CO3 Acquaint with accounting treatment of overheads  
 CO4 Knowledge of various methods of costing  
 CO5 Review reconciliation of cost and financial accounts.

**Module 1:** Introduction Meaning, objectives and advantages of cost accounting; Difference between cost accounting and financial accounting; Cost concepts and classifications; Elements of cost; Installation of a costing system; Role of a cost accountant in an organisation

**Module 2:** Elements of Cost: Material and Labour a. Materials: Material/inventory control techniques. Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues — FIFO, LIFO, Simple Average, Weighted Average, Replacement, Standard Cost. Treatment of Material Losses b. Labour: Accounting and Control of labour cost. Time keeping and time booking. Concept and treatment of idle time, over time, labour turnover and fringe benefits. Methods of wage payment and the Incentive schemes- Halsey, Rowan, Taylor's Differential piece wage.

**Module 3:** Elements of Cost: Overheads Classification, allocation, apportionment and absorption of overheads; Under- and over absorption; Capacity Levels and Costs; Treatments of certain items in costing like interest on capital, packing expenses, bad debts, research and development expenses; Activity based cost allocation.

**Module 4:** Methods of Costing Unit costing, Job costing, Contract costing, Process costing (process losses, valuation of work in progress, joint and by-products), Service costing (only transport).

**Module 5:** Book Keeping in Cost Accounting Integral and non-integral systems; Reconciliation of cost and financial accounts.

**Readings:**

1. Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan , Cost Accounting: A Managerial Emphasis, Pearson Education.
2. JawaharLal, Cost Accounting. McGraw Hill Education
3. Jain, S.P. and K.L. Narang. Cost Accounting: Principles and Methods. Kalyani Publishers
4. Maheshwari, S.N. and S.N. Mittal. Cost Accounting: Theory and Problems. ShriMahavir Book Depot, New Delhi.
5. Saxena V.K. and Vashist C.D., Essentials of cost accounting, Sultan chand and sons, New delhi

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	0	0	0	0	3	3	3	2	2
CO2	3	3	1	1	0	0	3	3	3	2	2
CO3	3	3	0	0	1	0	2	1	3	2	1
CO4	3	2	0	0	0	0	1	1	2	2	1
CO5	2	2	0	0	1	0	2	1	2	2	1





## Marketing Research

APPROVED

Course Code: BBC 512

Maximum Marks: 100

L-T-P Structure- 4-0-0

**Course Objectives:** To provide an exposure to the students pertaining to the nature and scope of marketing research, which they are expected to possess when they enter the industry as practitioners, To give them an understanding of the basic techniques and tools of marketing research, To provide a foundation to pursue a professional career in Marketing Research domain.

### Course Outcomes:

- CO1 Describe the applications of Marketing Research.
- CO2 Understanding the sampling process in marketing research.
- CO3 Apply scaling techniques in research
- CO4 Examine primary and secondary sources of data collection.
- CO5 Able to learn the report writing and its presentation.

**Module I:** Marketing Research: Nature and Scope of Marketing Research – Role of Marketing Research in Decision Making. The Research process – Steps in the Research Process- Basic and Applied Research,

**Module II:** Sampling Process in Marketing Research– Sampling Design and Procedure – Sampling Methods – Non probabilistic sampling Techniques – Probabilistic sampling Techniques - Sample Size determination - Sampling Errors

**Module III:** Measurement and scaling - Concept of measurement and scaling – Types of Scales – Nominal Ordinal, Interval and Ratio Scales - Attitude scales Thurstone, Likert, Semantic differential scales, Reliability and Validity of a scale

**Module IV:** Sources of data, Primary data and Secondary data, Survey method of data collection, Observation method – Types of observation, Interview, Depth interview, Focus group interview, Questionnaire, Method, Steps in design of a questionnaire, Secondary sources of data in Indian Context,

**Module V:** Report Writing – Meaning, Types, layout of a good report, Presentation of Data, Bibliography.

### Readings:

1. Donald R. Cooper & Schindler, Marketing Research Concept & Cases, Tata McGraw-Hill Publishing Company Limited, new Delhi, Latest Edition
2. S.C. Gupta, Marketing Research, Excel Books India, Latest Edition
3. Tull and Hawkins, Marketing Research, 4th Ed. Tata McGraw Hill. Latest Edition
4. Cooper & Schindler, Business Research Methods, McGraw-Hill Education, Latest Edition.
5. Malhotra, K. Naresh, Marketing Research and applied orientation, Pearson Publication, 2014

### CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	1	1	1	0	1	3	3	1	1
CO2	3	2	0	0	0	0	0	3	3	1	1
CO3	3	2	0	0	0	0	0	3	2	3	3
CO4	3	2	2	0	1	2	2	3	2	2	2
CO5	3	3	3	0	1	1	0	3	3	2	2

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APPROVED

## Customer Relationship Management

Course Code: BBC 513

L-T-P Structure- 4-0-0

Maximum Marks: 100

**Objective:** To know the importance of customer involvement and relations with corporations making the student know and build beneficial relations.

**Course Outcomes:**

- CO1 Describe the evolution of customer relationship management
- CO2 Acquaint with the CRM concepts to build and retain the customers in business.
- CO3 Discuss the steps involved in CRM Planning.
- CO4 Able to Align CRM with marketing strategy.
- CO5 Issues and challenges in CRM Implementation.

**Module I:** EVOLUTION OF CUSTOMER RELATIONSHIP: CRM – Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM Process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, and Customer Profitability.

**Module II:** CRM CONCEPTS: Customer Value, Customer Expectation, Customer Satisfaction, Customer Acquisition, Customer Retention, Customer Loyalty, And Customer Lifetime Value. Customer Experience Management, Customer Profitability.

**Module III:** PLANNING FOR CRM: Steps in Planning – Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM Plan, and CRM Strategy: The Strategy Development Process **Module IV:** CRM AND MARKETING STRATEGY: CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centres. Practice of CRM. CRM in Consumer Markets, CRM in Services Sector.

**Module V:** CRM PROBLEMS IN IMPLEMENTATION: Issues and Problems in Implementing CRM, Information Technology Tools in CRM, And Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM).

**Readings:**

1. Jagdish N. Sheth, Atul Parvatiyar & G Shainesh, "Customer Relationship Management", Emerging Concepts, Tools and Application", TMH
2. Dilip Soman & Sara N – Marandi, "Managing Customer Value" Cambridge.
3. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", PHI.
4. Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management – An Indian Perspective", Excel Books
5. K Govind Bhat, "Customer Relationship Management", (2018), HPH.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	0	1	1	0	2	0	3	1	2
CO2	2	3	0	2	2	0	3	3	3	2	2
CO3	3	2	0	1	1	0	0	2	3	1	1
CO4	3	3	1	2	2	2	1	2	3	2	2
CO5	2	3	1	1	0	0	0	2	3	1	1





## BBA VI Semester

Code	Course Category	Name of the Subject	Max Marks	Theory exam	Internal Assessment	Lecture per week	Tutorial per week	Practical /Lab	Credits
BBC 601	Core Course	Project Management	100	60	40	3	1	0	4
BBC 604	Core Course	International Business	100	60	40	4	0	0	4
BBC 606	Core Course	Business Policy and Strategic Management	100	60	40	4	0	0	4
BBC 609	Core Course	Business analytics	100	60	40	3	1	0	4
BBC 605	Elective 1 (HR)	Performance and Compensation Management	100	60	40	4	0	0	4
BBC 610		Strategic Human Resource management	100	60	40	4	0	0	4
BBC 611	Elective 1 (Accounting and Finance)	Corporate Accounting	100	60	40	3	1	0	4
BBC 612		GST	100	60	40	3	1	0	4
BBC 613	Elective 1 (Marketing)	Digital Marketing	100	60	40	4	0	0	4
BBC 614		International Retail Management	100	60	40	4	0	0	4
		TOTAL	600	340	260	20	4	0	24



## Project Management

Course Code: BBC601  
Maximum Marks: 100

L-T-P Structure- 3-1-0

**Objective:** The successful development of the project's procedures of initiation, planning, execution, regulation and closure as well as the guidance of the project team's operations towards achieving all the agreed upon goals within the set scope, time, quality and budget standards.

**Course Outcomes:**

- CO1 Compare different types of project.
- CO2 Describe the importance of project planning
- CO3 Interpret the role of forecasting in project management
- CO4 Practical application of various project tools and techniques
- CO5 Knowledge of project evaluation and audit

**Module I:** The Definition of a "Project", Why project Management, The project Lifecycle, Project Management Maturity, Project Selection and Criteria of Choice, The Nature of Project Selection Models, Types of Project Selection Models, Project Portfolio Process, Project Proposals. The Project Manager, Project Management and the Project Manager, Special Demands on the Project Manager, Selecting the Project Manager, Problems of Cultural Differences, Impact of Institutional Environments, Project Organization, The project as Part of the Functional Organization, Pure Project Organization, The Matrix organization.

**Module II: Planning:** Introduction, Meaning, Definition, Characteristic & objective period, Nature of Planning, Importance of planning, Advantages of planning, Steps in planning process, Methods of planning, Limitations of planning, Essentials of a good planning, obstacles in planning, Planning Premises and Classification of Planning Premises.

**Module III: Planning Forecasting:** Introduction, Meaning, Definition, Characteristics, Process, Importance of forecasting, Areas of forecasting, Forecasting Techniques Types Methods, Advantages Initial Project Coordination: The Nature of Negotiation, Partnering, Chartering and change, Conflict and the project life cycle. Estimating Project Budgets, Improving the Process of Cost Estimation.

**Module IV: Network Techniques:** PERT and CPM, Risk Analysis Using Simulation with Crystal Ball 2000 Critical Path Method- Crashing a Project, The Resource Allocation Problem Resource Loading, Resource Leveling, Constrained Resource Allocation The Planning-Monitoring-Controlling Cycle, Information Needs and the Reporting Process, Earned Value Analysis The Fundamental Purposes of Control, Three Types of Control Processes, Comments on the Design of Control Systems, Control as a Function of Management.

**Module V: Purposes of Evaluation:** Goals of the System, The Project Audit, Construction and Use of the Audit Report, The Project Audit Life Cycle, some Essential of an Audit/Evolution The Varieties of Project Termination, when to Terminate a Project, The Termination Process.

**Readings:**

1. Project Management- Vasant Desai, Himalaya Publishing House
2. S.Choudury, Project Management, Tata McGraw Hill Publications
3. P. Gopalakrishnan, VE. Ramamoorthy: Text Book of Project Management
4. N P Agarwal, B K Mishra, Project Appraisal, RBSA Publishers
5. Prasanna Chandra, Projects, Tata McGraw Hill Publications

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	0	1	0	0	1	3	3	2	2
CO2	2	0	0	2	0	0	1	3	3	2	2
CO3	2	1	1	2	0	0	2	3	2	3	2
CO4	1	3	2	3	0	0	3	3	2	2	1
CO5	2	2	3	2	0	0	2	2	1	2	1





Course Code: BBC 609  
Maximum Marks: 100

L-T-P Structure- 3-1-0

### Objective:

The objective of the course is to provide an understanding of basic concepts of Business Analytics and overview of using R software.

### Course Outcomes:

- CO1 Define the basics of business analytics
- CO2 Assess the applicability of descriptive analytics
- CO3 Interpret the applicability of predictive analytics
- CO4 Evaluate the applicability of prescriptive analytics
- CO5 Demonstrate the application of programming using R software

**MODULE-I: INTRODUCTION TO BUSINESS ANALYTICS:** Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data- Overview of using Data, Types of Data.

**MODULE-II: DESCRIPTIVE ANALYTICS:** Overview of Description Statistics (Central Tendency, Variability), Data Visualization-Definition, Visualization Techniques-Tables, Cross Tabulations, charts, Data Dashboards using Ms-Excel or SPSS.

**MODULE-III: PREDICTIVE ANALYTICS:** Trend Lines, Regression Analysis -Linear & Multiple, Forecasting Techniques, Data Mining -Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modelling.

**MODULE-IV: PRESCRIPTIVE ANALYTICS:** Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis - Risk and uncertainty methods.

**MODULE-V: PROGRAMMING USING R:** R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

### Readings:

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- Essentials of Business Analytics, Cengage Learning.
2. James Evans, Business Analytics, Pearson, Second Edition.
3. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer
4. Albright Winston, Business Analytics – Data Analysis – Data Analysis and Decision Making, Cengage Learning.
5. Sahil Raj, Business Analytics, Cengage Learning.

### CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	0	1	0	1	0	2	3	1	2
CO2	2	2	0	1	0	0	0	3	2	2	1
CO3	2	2	0	1	0	0	0	2	2	3	3
CO4	2	2	0	1	0	0	0	2	2	2	2
CO5	3	2	3	2	0	1	0	1	1	2	1



APPROVED

## Strategic Human Resource Management

Course Code: BBC 610  
Maximum Marks: 100

L-T-P Structure- 4-0-0

**Objective:** To give an overall idea about different strategic options available with an organisation and how strategic human resource management plays a key role in decision making.

### Course Outcomes:

- CO1 Discuss the concept and importance of SHRM
- CO2 Analyse the organizational decision making
- CO3 Identify the role of succession planning in an organisations
- CO4 Assess the impact of SHRM in India
- CO5 Knowledge of applications of SHRM

**Module I: Introduction of SHRM**—evolution of SHRM, scope, importance, functions and their role in any organisation, SHRM decision making process and its implications.

**Module II: Organisational decision making**—meaning, objectives, structure and functions—SHRM as a core people function, correlation with operations of an organisation, decision phases in a SHRM process..

**Module III: Succession planning**—meaning, structure and functions— SHRM roles and types, objectives and functions, succession planning and leadership development, correlation between SHRM and skill gap minimization in organisations- an overview.

**Module IV: SHRM in Indian context**—meaning and definition—history and evaluation, SHRM practices prevalent in India, the Indian organisation structure and classification, SHRM as a strong management tool in Indian organisations- an overview.

**Module V: SHRM applications:** An overview – SHRM applications and its processes, applicability and Modern day usage in organisations.

### Readings:

1. Charles R. Greer, Strategic Human Resource Management, Pearson Education, Latest Edition.
2. Srinivas R Kaudula, Strategic Human Resource Development, PHI, Latest Edition.
3. Ektasharma, Strategic human resource management and development, pearson
4. Rajiblochandhar, strategic human resource management, excel books
5. Tapomoy deb, Strategic Approach to Human Resource Management, Atlantic publishers

### CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2	3	1	2	2	1	2	2	1	0	1
CO2	3	3	2	2	3	2	3	2	2	1	2
CO3	2	3	1	2	2	1	1	2	1	0	1
CO4	1	3	2	1	3	2	2	2	3	1	2
CO5	1	3	1	3	2	1	3	2	2	0	1

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## International Business

Course Code: BBC 604  
Maximum Marks: 100

L-T-P Structure- 4-0-0

**Objective:** An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

**Course Outcomes:**

- CO1 Explain the concept and theories of international trade
- CO2 Able to learn various modes of international business
- CO3 Awareness of the global business environment and its impacts on businesses.
- CO4 Identify how marketing practices takes place in international business
- CO5 Knowledge of various procedures and documentation related to international trade and EXIM policy.

**Module I: INTRODUCTION TO INTERNATIONAL BUSINESS** Meaning and Definition of International Business – Theories of International Trade – Economic Theories – Forms of International Business - Nature of International Business

**Module II: MODES OF ENTRY INTO INTERNATIONAL BUSINESS** Mode of Entry – Exporting – Licensing – Franchising – Contract Manufacturing – Turn Key Projects – Foreign Direct Investment – Mergers, Acquisitions and Joint Ventures – Comparison of different modes of Entry.

**Module III: GLOBALIZATION:** Meaning - Features – Stages –Production –Investment and Technology, Globalization – Advantages and Disadvantages – Methods and Essential Conditions for Globalization. MNC's and International Business: Definitions – Distinction between Indian Companies – MNC – Global Companies and TNC – Organizational Transformations – Merits and Demerits of MNC's in India

**Module IV: INTERNATIONAL MARKETING INTELLIGENCE** Information required – Source of Information – International Marketing Information System and Marketing Research.

**Module V: EXIM TRADE** Export Trade, Procedure, Steps & Documentation, Direction of India's Trade – Export Financing – Documents related to Export Trade – Export Marketing – Import Trade, Procedure, Steps, Documentations and Problems - EXIM Policy - Balance of Payment – Disequilibrium and Measures for Rectification - Institutions connected with EXIM Trade.

**Readings:**

1. Dr. Aswathappa International Business, Tata McGraw Hill.
2. P. Subba Rao – International Business – HPH
3. Shyam Shukla; International Business, Excel Books.
4. Francis Cherunilam; International Business, Prentice Hall of India
5. Mahua Dutta, International Business, I.K. Intl



**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	0	0	0	1	0	2	3	2	2
CO2	3	2	2	1	0	2	0	3	2	2	2
CO3	3	2	2	2	1	2	3	3	3	2	2
CO4	3	1	1	1	0	1	3	3	1	2	3
CO5	2	1	3	0	3	0	1	3	1	3	3

## Performance and Compensation Management

**Course Code: BBC605**  
**Maximum Marks: 100**

**L-T-P Structure- 4-0-0**

**Objective:** The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies.

**Course Outcomes:**

- CO1 Explain basics of performance management and appraisal
- CO2 Knowledge of performance management and rewards systems
- CO3 Evaluate job evaluation and wage policy
- CO4 Review incentive practice in Indian industries
- CO5 Design rational and contemporary compensation systems in modern organizations.

**Module I:** 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 Counselling.

**Module II:** Performance management and reward systems. Performance Coaching, Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

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

**Module IV:** 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.

**Module V:** 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.

**Readings:**

1. Milkovich&Newman, Compensation, McGraw Hill.
2. T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
3. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
4. T.N.Chhabra&SavithaRastogi, Compensation management, Sun India Publications.
5. Gary Dessler, Human Resource Management, Prentice Hall.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	0	0	1	1	2	2	3	2	1	1
CO2	2	1	1	2	1	1	3	3	2	1	1
CO3	2	1	1	0	3	2	0	2	1	0	2
CO4	1	2	3	3	1	2	3	2	1	2	3
CO5	2	3	2	0	0	3	2	3	2	1	0



*Signature*



## Business Policy and Strategic Management

Course Code: BBC606

L-T-P Structure- 4-0-0

Maximum Marks: 100

**Objective:** The objective of the course to equip the students with analytical tools for cracking case studies by scanning the business environment and coming to a decision. The students will benefit by acquiring new ways and means of developing strategic decision making skills.

**Course Outcomes:**

- CO1 Explain the concept and evolution of business policy and strategic management  
 CO2 Acquaint with the basic principles and practices associated with strategy formulation  
 CO3 Demonstrate the importance of external environmental analysis as well prepare PESTLE Analysis and ETOP model for decision making.  
 CO4 Identify and evaluate different alternative strategies for effective decision making.  
 CO5 Analyze the competitive situation and strategic dilemma in dynamic business environment

**Module I:** Introduction: Business policy-evolution of the concept. Difference between business policy and strategic management. Corporate governance- concept, issues, models, evolution and significance. Introduction to Strategic Management-Concept importance of strategic Management, Strategy & Competitive Advantage, Strategy Planning & Decisions, strategic Management Process.

**Module II:** Top management perspective: Establishing company direction-developing strategic vision, setting objectives and crafting a strategy-Internal & External Environment, Formulating Long Term objective & Strategy, Strategic Analysis & Choice.

**Module III:** Analyzing business environment: Analysis of Business environment at 3 levels-Macro external environment analysis, external environment analysis (Industry analysis and competitor analysis) porter's five forces and competitor analysis framework, and firm level internal analysis.

**Module IV:** Identifying alternative strategies: Grand strategies: stability, growth, retrenchment & combination strategies.

**Module V:** Competitive Strategy and Competitive Advantage: Industry and competitive analysis, strategy and competitive advantage, Principles of Competitive Advantage-Identifying Value Activities, Competitive Scope and the Value Chain, the Value Chain and Generic Strategies, Mergers & Acquisitions Strategies

**Readings:**

1. Dr. Aswathappa, Business Environment for Strategic Management, Tata McGraw Hill.
2. Subbarao: Business Policy and Strategic Management, HPH. 56
3. Charles W.L Hill and Gareth R. Jones, Strategic Management an Integrated Approach, Cengage Learning
4. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill
5. C. AppaRao; Strategic Management and Business Policy, Excel Books.
6. Ghosh P.K., Business Policy and Strategic Planning and Management, Tata McGraw Hill.
7. Pillai, Strategic Management, 8. Lawrence, Business Policy and Strategic Management, Tata McGraw Hill.
9. Sathyashekar : Business Policy and Strategic Management, I.K International Publishing House Pvt. Ltd.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	0	3	0	0	0	3	3	2	2
CO2	3	2	0	2	1	0	1	3	3	3	3
CO3	3	1	1	0	1	2	1	3	3	2	2
CO4	3	2	0	2	2	2	1	2	3	2	2
CO5	3	2	1	2	1	1	2	2	2	1	2

## Corporate Accounting

Course Code: BBC 611  
Maximum Marks: 100

L-T-P Structure- 3-1-0

**Objective:** To acquire conceptual knowledge of the corporate accounting and to provide practical knowledge about the techniques for preparing various accounts use by companies. This subject helps to students to enhance their accounting skills.

**Course Outcomes:**

- CO1 Able to learn the account for the various adjustments related to share capital.  
CO2 Acquaint with the process of redemption of debentures.  
CO3 Able to know about the accounts for the valuation of goodwill and shares.  
CO4 Prepare the accounts of companies undergoing amalgamation and external reconstruction.  
CO5 Preparation of final accounts as per accounting standards.

**Module I:** Accounting for Share Capital: Equity and Preference shares: Issue, forfeiture and reissue of forfeited shares- concept & process of book building. Issue of rights and bonus shares. Buy back of shares.

**Module II:** Debentures: concept & process of book building. Issue and methods of Redemption of Debentures & Redemption of preference shares.

**Module III:** Valuation of Goodwill and Valuation of Shares. Concepts and calculation - simple problem only.

**Module IV:** Amalgamation of Companies: Concepts and accounting treatment as per Accounting Standard: 14 (ICAI) (excluding intercompany holdings).

**Module V:** Final Accounts: Preparation of profit and loss account and balance sheet of corporate entities, excluding calculation of managerial remuneration.

**Readings:**

1. J.R. Monga, Basic Corporate Accounting, Mayur Paperbacks.
2. Nirmal Gupta, Chhavi Sharma, Corporate Accounting, Theory and Practice, Ane Books Pvt Ltd.
3. M.C., Shukla, T.S. Grewal and S.C. Gupta, Corporate Accounting, S. Chand and Co., New Delhi.
4. S.N. Maheshwari, and S.K. Maheshwari, Corporate Accounting, Vikas Publication, New Delhi.
5. Mukherjee and Hanif, Corporate Accounting, Tata McGraw Hill, New Delhi.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	3	0	2	0	3	2	3	2	2
CO2	3	2	3	0	3	0	0	3	3	1	3
CO3	3	2	2	0	3	0	0	2	2	3	3
CO4	1	3	2	0	3	0	2	0	3	2	0
CO5	2	2	3	0	2	0	3	3	0	1	0





## GST

Course code: BBC 612

L-T-P: 3-1-0

Max Marks: 100

**Objective :** To give the students a general understanding of the GST law in the country and provide an insight into practical aspects of GST and equip them to become tax practitioners

**Course Outcomes:**

CO1. Explain the basics of GST, various definitions covered under it, its levy and the concept of reverse charge mechanism.

CO2. To apprise about the concepts of time and place of supply, valuation of good, services and supplies.

CO3. Demonstrate the process of GST registration, maintenance of records, filing of returns. Also to understand the concept of payments, refunds, inspection and penalties.

CO4. To acquaint with maintenance of records under GST.

CO5. To develop an understanding of custom duty, its valuation, assessment, payment and procedures for clearances, penalties and offences

**Module I Introduction:** Introduction to GST: Basics of Model, IGST, CGST, SGST, UGST Laws, Reverse Charge Mechanism GST: Definition of Supply, 8 Forms of Supply, Different Rates Under GST, Intrastate Supply and Specific Exclusions like SEZ and in bound Sales, Inter State Supply and Specific Exclusions, Export of Goods and Services.

**Module II GST Laws:** Levy of CGST, SGST, IGST, UGST, Valuation of Imported and Exported goods, Provision of Places and times of supply of Goods and Services.

**Module III GST Registration:** Single or Composition, Multi State Registration or Single State Registration, Input Tax Credit under SGST, CSGT 80 and UGST, Valuation of Goods & Services, Deemed Sales under GST, Transition Provision for Transfer of Existing Credit.

**Module IV Maintenance of Records & Books, Returns to files under GST, Payments Under GST, Refunds under GST, Inspection, Search Power and Penalties under GST.**

**Module V Customs Laws:** Levy of Customs Duties, Types of Customs Duty Levied, Tariff Classification & Exemptions, Valuation of Imported and Exported Goods Provision of Assessment, Payment of Duties, Recovery and Refund of Customs Duties, Procedure for Clearance of Imported and Exported Goods, Imposition of Penalties; Offences and Prosecution Provisions.

**Readings:**

1. Vishwanathan, B. (2016). Goods and Service Tax in India (1 Ed.). New Delhi: New Century Publications.
2. Datey, V.S. (2017). All About GST (2 Ed.). New Delhi: Taxman Publications
3. Agarwal, R. (2018). GST. New Delhi: Taxman Publication
4. Jain, V. & Bansal, I. (2016). GST Law & Analysis. New Delhi: Young Global Publishers

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	0	0	0	0	1	3	3	3	1
CO2	3	3	0	0	1	0	1	3	3	2	2
CO3	2	3	2	1	2	0	2	3	3	3	2
CO4	2	1	0	0	1	0	3	1	2	2	1
CO5	3	2	1	0	2	0	2	2	3	2	2



APPROVED

## Digital Marketing

Course Code: BBC613  
Maximum Marks: 100

L-T-P Structure- 4-0-0

**Objective:-**The objective of this course is make the students familiar with the usage of internet as a marketing tool, To make the students understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media. To provide learning for developing, evaluating, and executing a comprehensive digital marketing strategy and plan.

Course Outcomes:

- CO1 Define the concept and tools of digital marketing
- CO2 Able to learn about various tool of search engine optimization.
- CO3 Assess the key techniques used for social media marketing.
- CO4 Interpret the role of online branding and e commerce in digital marketing.
- CO5 Evaluate digital marketing channels to meet strategic objectives.

**Module-I:** Introduction: Definition, objectives, Functions and classification of digital marketing tools, digital Agency Functions & structure of modern agency, functions of the digital marketing department and marketing manager. Client –mentor Relationship (CAR), Selection of digital media.

**Module-II:** Search engine optimization, tools and techniques, keyword framing, page optimization, blogging, face book pages.

**Module- III:** Social Media: the Social Media Model by McKinsey, Social Media Analytics and Social Media Tools, Viral Marketing and Inbound Marketing and Co-creation

**Module-IV:** Online Branding: Concept, Cyber Branding, Digital Brand Ecosystem, Brand Consumer centricity, Brands and Emotions and Consumer Brand Emotion. E-Commerce: Online Marketplaces, E-procurement, E-commerce Applications

**Module-V:** Online tools for Marketing: Introduction, Consumer Engagement, Engagement Marketing, Building Consumer Engagement through Content Management, Online Campaign Management (Facebook, Twitter, Corporate Blogs)

**Readings:**

1. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Publication.
2. Vandana Ahuja, Digital Marketing, Oxford university press, Latest Edition.
3. Patukale, Vinayak, Digital Marketing, Tech Some; First Edition, Latest Edition.
4. Ryan, Damian. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Kogan Page, Latest Edition
5. Vandana Ahuja, Digital marketing, Oxford university press, Latest edition.

### CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	0	2	1	1	0	3	3	3	3
CO2	3	2	3	0	1	0	2	3	3	3	3
CO3	2	3	3	0	0	2	0	3	3	2	2
CO4	2	2	3	2	2	1	2	3	3	3	3
CO5	3	3	3	1	1	1	0	3	3	2	2





## International Retail Management

APPROVED

Course Code: BBC614  
Maximum Marks: 100

L-T-P Structure- 4-0-0

**Objective:** To familiarize the students with the marketing strategies to be undertaken for success in overseas markets.

**Course Outcomes:**

- CO1 Explain the concepts and classification of retail management.
- CO2 Apprise the role of retail sector in global market.
- CO3 Acquaint with the channel of distribution in international market.
- CO4 Assess different retail management practices in India
- CO5 Examine current and future trends in international retail market.

**MODULE-I:** Introduction: Definition, objectives, Functions and classification of retail management, evolution and retail trade as an important part of trade mechanism, scope, importance and objectives.

**MODULE-II:** Retail management global perspective, vendor selection, manpower planning, distributor networks- an overview, international retail- the upcoming revolution, retail decision making process.

**MODULE- III:** International retailing- market intermediaries' concept, concept of wholesalers, vertical and horizontal marketing systems, international retail chain-channel connectivity, functions and objectives.

**MODULE-IV:** Retail management practices in India, comparison between the Indian and international retail landscape, retail management and dealer matching, vendor- importance and functions, wholesaler- roles and responsibilities.

**MODULE-V:** Future trends in international retail management, comparison of current and proposed retail management practices, the retail industry interface and organization chain, international retail-outcomes in future to come.

**Readings:**

1. Rakesh Mohan Joshi, International Marketing, Oxford University Press, Latest Edition
2. Philip Cateora, Graham Jones and Salwan Prashant, International Marketing, McGraw Hill Education, Latest Edition.
3. R. Srinivasan, International Marketing, PHI Learning.
4. Keegan Warren and C. Green Mark, Global Marketing, Prentice Hall.
5. Rakeshmohanjoshi, International marketing, Oxford university press.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	0	3	2	1	2	1	3	1	1
CO2	3	2	0	2	0	0	0	2	3	2	2
CO3	2	2	0	3	0	0	1	3	3	2	2
CO4	3	3	0	3	1	1	0	2	3	2	2
CO5	3	3	1	3	0	0	0	2	3	2	2

