



BBA SYLLABUS
DEPARTMENT OF
MANAGEMENT STUDIES
JIS UNIVERSITY, KOLKATA

JIS University, West Bengal
Syllabus for 3-YEAR B.B.A. (After Class XII)

1st Semester B.B.A.

Types	Course Code	Course Title	Contact Hrs./ Week			Credit
			L	T	P	
Theory						
BS	XMT1003	Quantitative Methods	2	1	0	3
MGMT	XBB1002	Principles of Management	2	1	0	3
MGMT	XBB1003	Organizational Behavior	2	1	0	3
MGMT	XBB1004	Business Accounting	2	1	0	3
MGMT	XBB1005	Business Communication	2	0	0	2
MGMT	XBB1006	Managerial Economics	2	1	0	3
CS	XBB1007	Computer Fundamentals & Application	2	0	0	2
Practical						
CS	XBB1101	Computer Fundamental and Application Lab-	0	0	2	1
MGMT	XBB1102	Communication Skill and Language Laboratory -I	0	0	3	2
Total Credits						22

Course Code	XMT1003			
Course Title	Quantitative Methods			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

A quantitative method is a fundamental skill in modern times, and this course provides the students with the foundations of Mathematical problem solving. The course emphasizes on principles and methods rather than on systems and tools.

Course outcome: After completion of this course students will be able to:

CO1: Recall the distinctive characteristics of matrix algebra and permutation and combination.

CO2: Understand the theoretical working of set theory, functions and derivatives

CO3: Apply the principles of Ratio Proportion and Percentage to different areas of business and management.

CO4: Apply the principles of probability to different areas of business and management

CO5: Understand the theoretical working of laws of indices in different business applications.

Course Content:

Module –I **Arithmetic** **[8L]**

- Ratio –Proportion and Percentage
- Simple Interest
- Profit and Loss

Module -II **Set Theory** **[10L]**

- Set theory – Concepts and business applications
- Functions – basic concepts, different types and applications
- Derivatives (single variable) – basic working rules; applications to optimization problems and curve sketching

Module –III **Basic Statistics** **[10L]**

- Matrices and their applications

- Permutations and Combinations; Inclusion-Exclusion principle
- Probability and its applications in business and economics

Module – IV Quadratic Equation, AP, GP

[8L]

- Law of Indices- A.P, G.P, and its business application
- Theory of quadratic equations- Functions, number and nature of roots, simultaneous quadratic equation

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO1 0	PO1 1	PO1 2
CO1	3	1	1	-	-	-	-	-	-	-	-	1
CO2	3	1	1	-	-	-	-	-	-	-	-	1
CO3	3	2	1	-	-	-	-	-	-	-	-	1
CO4	3	1	1	-	-	-	-	-	-	-	-	1
CO5	3	2	1	-	-	-	-	-	-	-	-	1

Suggested Readings:

1. Learning Anthony, M. and Biggs, N. – Mathematics for Economics and Finance: Methods and Modeling;
2. CUP Dowling, E.T. – Introduction to Mathematical Economics; Schaum's Outline Series Hoy Michael et.al. - Mathematics for Economics(2nd edition); PHI
3. Raghavachari, M– Mathematics for Management; TMH \
4. Business Mathematics by Dr. AmarnathDikshit& Dr. Jinendra Kumar Jain.
5. Business Mathematics by V. K. Kapoor - Sultan chand& sons, Delhi

Course Code	XBB1002			
Course Title	Principles of Management			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

Principles of Management comprises of the basic theories and applications of management. Students will be able to understand the theories of management and the working procedures

Course Outcome:

CO1: Understand the basic concepts and theories of management

CO2: Understanding the Functions of management

CO3: To understand the impact of communication and Leadership on the management style

CO4: To understand the formation of groups and group dynamics

CO5: To understand the recent trends in management in the modern world

Course Content:

Module 1: Management

[8L]

Definition, Nature, Importance, Evolution of Management thought, Contributions made by Taylor, Fayol, Hawthorne Experiment, Maslow Theory, Is management art or science>, Functions of manager, Ethics and social responsibility in Management

Module 2: Planning, Controlling and Decision Making

[8L]

Planning (Steps of planning, why management starts with planning, types of plans, barriers to effective planning, operational planning, strategic planning, McKinsey's 7S Framework approach), SWOT analysis, MBO, Controlling (Concept, Relationship with planning, Process of controlling, Dimensions of control and human response to control), Decision Making (Nature, process, Certainty and uncertainty, decision tree, group aided decisions, brainstorming)

Module 3: Organizing & Staffing

[8L]

Organizing (Concept, Nature, Process, Authority and Responsibility, Delegation and Empowerment, Centralization and Decentralization, Departmentation), Staffing (concept, manpower planning, Job Design, recruitment and selection, training and development, performance appraisal)

Module 4: Leadership and Communication

[12L]

Leadership (role of leadership and definition, should managers lead?, style of leadership, development of leadership, leadership behavior), Communication (process, tools of communication, electronic media in communication)

Module 5: Group Dynamics and Recent Trends in management

[12L]

Concept of groups, stages in group formation, types of groups, group synergy, work teams vs work groups, Environment friendly management, changes in management, Crisis management, TQM, Stress management, International management

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	2	2	2	-	2	1	-	2	1	1	1
CO2	1	1	2	1	-	1	1	-	1	2	2	1
CO3	1	-	1	1	3	-	2	3	3	-	2	1
CO4	1	-	1	1	1	2	3	1	-	-	3	1
CO5	1	3	3	2	3	2	-	-	-	3	1	1

Suggested Readings:

1. Robbins & Caulter, "Management", Prentice Hall of India, 8th Edition.
2. Koontz, "Principles of Management", Tata McGraw Hill, 1st Edition 2008.
3. L.M. Prasad, "Principles & Practices of Management", Sultanchand & Sons, New Delhi.
4. Parag Diwan, "Management Principles and Practices", Excel Books, New Delhi.
5. Stoner, Freeman, Gilbert. Jr, "Management", Prentice Hall of India, 6th Edition

Course Code	XBB1003			
Course Title	Organizational Behavior			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective : The objective of this course is to identify different behavioral features of the employees in corporate setup to manage them efficiently and to bring the best from them.

CO1: Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.

CO2: Understand the applicability of analyzing the complexities associated with management of individual behavior in the organization.

CO3: Understand the ways to motivate people to work without stress and have maximum job satisfaction

CO4: Show learning and communication ability to manage the employees and solve any problems in the organization

CO5: Develop the ability to understand people in the long run for a sustainable growth of the organization and also apply the learnings in all facets of life to maintain a good work life balance

Module – I Introduction

[8L]

- OB – Overview – Meaning of OB, Importance of OB, Field of OB, Contributing Disciplines, Applications in Industry.
- Organization Theory – Classical Theories : Scientific Management, Administrative Principles, Theory of Bureaucracy; Human Relations Approach; Modern Theories : Systems Approach, Contingency Approach, Quantitative Approach, Behavioural Approach

Module – II Motivation & Personality

[10L]

- Work Motivation – Approaches to Work Motivation, Theories of Motivation – Maslow’s Hierarchy of Need Theory, Alderfer’s ERG Theory, Herzberg’s Motivation-Hygiene Theory, McClelland’s Achievement – Motivation Theory, McGregor’s Theory X & Y, Vroom’s Expectancy Theory, Porter and Lawler Expectancy Model.
- Personality and Individual Differences – Meaning of Personality, Determinants of Personality, Theories of Personality, Measurement of Personality, Development of Personality.

Module – III Perception & Learning**[8hrs]**

- The Process of Perception – Process and Principles, Nature and Importance, Factors Influencing Perception, Perceptual Selectivity, Making Judgements, Social Perception.
- Learning– Concepts and Principles, Theories of Learning, Types, Techniques of Administration, Reinforcement, Punishment, Learning about Self.

Module – IV Job Satisfaction & Work Stress**[9L]**

- Attitudes and Job Satisfaction– Sources of Attitudes, Types of Attitudes, Attitudes and Consistency, Cognitive Dissonance Theory, Attitude Surveys.
- Work Stress – Understanding Stress, Potential Sources of Stress, Consequences of Stress, Managing Stress. Job Frustration: Meaning, Concept of Job Frustration, Managing Frustrations.

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1								
CO2		3	3				1	1			1	
CO3	1	2	2	3			1		1		1	
CO4		3	3	2				3		1		
CO5			2			1	1		3			3

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Suggested Readings

- Daft, R.L. : Organisational Theory and Design, Thomson Fincham, R & Rhodes, P. :
- Principles of Organizational Behaviour, OUP Hellriegel, D. Slocum Jr JW. , Woodman RW :
- Organizational Behaviour, Thomson Luthans, Fred :
- Organizational Behaviour, McGraw Hill Newstrom J. W. & Davis K. : Organizational Behaviour, McGraw Hill. Robbins, S. P., Judge, T.A. & Sanghi, S. :
- Organizational Behaviour, Pearson Shukla, Madhukar :
- Understanding Organizations – Organizational Theory & Practice in India, Prentice Hall

Course Code	XBB1004			
Course Title	Business Accounting			
Category	Basic accounting			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

Business accounting skill has been a fundamental skill since historical times, and this course provides the students with the foundations of accounting problem solving. The course emphasizes on principles and methods along with various concepts which helps to deal with different business activities .

Course Outcome:

CO1: Understand the basic concept of accounting

CO2: Apply various concept to understand, define and solve problems

CO3: Enhance knowledge on implementation of concept and principles for a given problem

CO4: Applications of various investment, income and expenditures of business following accounting concepts

CO5: Decision making of business with the help of different accounting approaches.

Course Content:

Module 1:

[5L]

Accounting: Meaning, Nature, Functions, Branches, Relation between Book Keeping, Accounting & Accountancy, Accounting Information-Meaning, Qualitative Characteristics, Users and their information needs

Module 2:

[6L]

Double Entry Book Keeping System – Meaning, Features, Advantages, Basic Terminologies: Asset, Liability, Expense, Loss, Income, Gain, Equity & Revenue, Golden Rules of Accounting, Accounting Equation, Accounting Cycle, Journal, Ledger, Cash Book, Trial Balance, Subsidiary Books

Module 3:

[7L]

Generally Accepted Accounting Principle GAAP, Concepts & Conventions.

Module 4:**[9L]**

Capital and Revenue : Classification of Income; Classification of expenditure; Classification of Receipts, Accounting concept of income; Accounting concepts and income measurement.

Module 5:**[9L]**

Final Accounts for sole proprietorship business: Manufacturing account; Trading account; Profit and Loss Account; Balance Sheet; Adjustment entries, Closing stock, outstanding , prepaid Expenses, Pre received, Depreciation, Provision, Stock lost by Fire, Goods withdrawal by proprietor

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3					1	2			1		2
CO2		2	3								1	1
CO3	1	3		3	3							
CO4				2					2		3	
CO5	1	3			1	1	2				2	2

Suggested Readings

1. Fundamentals of Accounting & Financial Analysis: By Anil Chowdhry (Pearson Education)
2. Financial accounting: By Jane Reimers (Pearson Education)
3. Accounting Made Easy By Rajesh Agarwal& R Srinivasan (Tata McGraw –Hill)
4. Financial Accounting For Management: By Amrish Gupta (Pearson Education) Financial Accounting For Management: By Dr. S. N. Maheshwari (Vikas Publishing House)

Course Code	XBB1005			
Course Title	Business Communication			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	0	3	4
Total Contact Hours	24(T)+ 36(P)			
Pre-requisites	None			

Learning Objective:

The objectives of this course are: a) To provide an overview of Prerequisites to Business Communication. b) To put in use the basic mechanics of Grammar. c) To provide an outline to effective Organizational Communication. d) To underline the nuances of Business communication. e) To impart the correct practices of the strategies of Effective Business writing.

Course Outcome:

CO1: To Understand different forms of communication in both verbal and no verbal level and barriers to communication

CO2: To participate in an online learning environment successfully by developing the implication-based understanding of Paraphrasing, deciphering instructions, interpreting guidelines, discussion boards & Referencing Styles.

CO3: To demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary & Grammar and verbal and non-verbal communication ability through presentations

CO4: To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.

CO5: To draft effective business correspondence with brevity and clarity.

CO6: To stimulate their Critical thinking by designing and developing clean and lucid writing skills.

Module – I Introduction

[9L]

Principles of Communication– Definition, Purpose, Process, Types

Verbal Communication – Target group profile, Barriers of Communication, Listening, Feedback, Presentation Skills, Use of Aids, Public Speaking, Practice Presentation, Non Verbal Communication

Module – II Written Communication

[9L]

Written Communication – Stages of Writing, Composing Business Messages, Preparing Notes, Style, Punctuation,

Using simple words, Proof Reading.

Report Writing– Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points,

Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.

Module – III Types of Communication [9L]

Internal Communication – Circulars, Notices, Memos, Agenda and Minutes

External Communication – Resume/CV, Using Facsimiles (Fax), Electronic Mail, Handling Mail

Module – IV Different forms of Organizational Communication [9L]

Writing Business Letters– Formats, Styles Types – Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News, Acknowledgement

Handling Business Information– Annual Report, House Magazine, Press Release, Press Report.

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2				1	2	2		1		
CO2	1	2	3	1	2						1	1
CO3	1	3		3								
CO4		2		2				2	2	1	3	
CO5	1	3	1	2		1	2				2	2

Suggested Readings

- Blundell J. A & Middle N. M. G.: Career – English for the Business and Commercial World, Oxford University Press. .
- Kaul ,Asha - Effective Business Communication, Prentice Hall.
- Raman, M & Singh, P - Business Communication, OUP
- Rizvi, M. Ashraf - Effective Technical Communication, Tata McGraw Hill
- Taylor, Shirley - Communication for Business, 4thEdn.-Pearson Education

Course Code	XBB1006			
Course Title	Managerial Economics			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

Student will understand roles and responsibilities of managers in firms alongside gaining insights to internal and external decisions to be made by them. And, analysis of demand and supply conditions followed by assessing position of firms and designing competition strategies involving cost, price, product differentiation and market environment can be learned.

Course Outcome:

- CO1:** Developing a concrete understanding of the appropriate applications of managerial economics
- CO2:** Students will be able to interpret regression analysis alongside discussion about why it is employed in decision-making
- CO3:** Students will be able to gain in-depth knowledge about demand, supply, profits and market equilibrium alongside demand estimation and forecasting
- CO4:** Students would have in-depth insights regarding different types of costs both in short-run and long-run and assessing different cost estimates
- CO5:** Students will be able to analyse different markets and pricing
- CO6:** Students will be able to build up rational decision making skills and abilities within them for knowledge enhancement

Course Content:

Module 1: Introduction to Managerial Economics

[6L]

Managerial Decision Making and Economic Theory, Goals of the firm: Measuring and Maximising Economic Profit, Economic Cost of Using Resources, Economic Profit versus Accounting Profit, Other Goals Forms of Business Organisation, Separation of Ownership and Control, Pricing decisions under Risk and Uncertainty, The Principal-Agent Problem, Asymmetric Information, Moral Hazard and Adverse Selection.

Module 2: Demand Analysis

[8L]

(A) Demand Functions - Law of Demand, Explaining the law of demand, Violations of the Law of Demand, Shifts in Demand; Elasticity of Demand: Price Elasticity, Factors affecting price elasticity, Price elasticity and Change in Total Revenue, AR, MR and Price elasticity, Range of Values of Price Elasticity; Income Elasticity, Inferior, Superior and Normal goods,

Income Elasticity and Share in Total Expenditure; Cross Price Elasticity, Substitutes and Complements;

(B) Introduction to methods of demand estimation

(C) Indifference curves, budget line and consumer equilibrium, ICC, PCC

Module 3: Production and Cost Analysis

[10L]

(A) Production Function, Short Run and Long Run, Production with One Variable Input, Total Product, Average and Marginal Products, Law of Variable proportions, Relationship between TP, AP and MP.

(B) Short Run Costs of Production, Fixed and Variable Costs, Short Run Total, Average and Marginal Cost and Relationship between them, Short Run Cost Curves, Relationship between AVC, MC, AP and MP; Long run cost curves, Relationship between LAC and SAC, Economies of Scale and Scope

(C) Production with Two Variable Inputs, Isoquants – Characteristics, Marginal Rate of Technical Substitution, Laws of Returns to Scale, Iso cost Curves, Finding the Optimal Combination of Inputs, Production of a given output at Minimum Cost, Production of Maximum Output with a given level of Cost, Expansion Path, Finding the Long Run Cost Schedules from the Production Function

(D) Law of supply, elasticity of supply, market equilibrium, changes in equilibrium.

Module 4: Managerial Decision Making under Alternative Market Structures [10L]

(A) Characteristics of Perfect Competition, Profit Maximization in Competitive Markets, Output Decision in the Short Run, Shut Down Point, Short Run Supply for the Firm and Industry; Output Decision in the Long Run, Break Even Point, Long Run Supply for the Perfectly Competitive Industry, Profit Maximising Input Usage under Competitive Conditions;

(B) Profit Maximisation under Monopoly, Output and Pricing Decisions in the Short and Long Run,

(C) Short and long run equilibrium under monopolistic competition

(D) Interdependence of strategic decision making – oligopoly, Collusion – cartels, price leadership.

Module 5: Pricing Decisions

[4L]

Price Discrimination under Monopoly, Average Cost Pricing, Marginal cost pricing, Peak Load Pricing, Limit Pricing, Multiproduct Pricing, Transfer Pricing.

Module 6: Externalities and Market Failure

[2L]

Understanding externalities and market failures, pricing under market failure

CO-PO Mapping:

Course Outcomes (CO)	Program Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	1				2	1		1		
CO2		3	3	3	2	2				1		2
CO3	3	2			1		2	1	1	2		

CO4	2	2	2	2		3	2	2			1	1
CO5	2	1	1				3	2	1	1	2	
CO6	2	1			2	1	1	2	2	1	1	

Suggested Readings:

1. Suma Damodaran, Managerial Economics – Oxford University Press
2. Mark Hirschey, Economics for Managers – Thomson South-Western
3. Peterson & Lewis – Managerial Economics – Prentice Hall of India Pvt. Ltd. /Pearson Education.
4. R.K. Lekhi – Business Economics-II
5. Samuelson & Nordhaus – Economics (Sixteenth Edition)- Tata McGraw Hill

Course Code	XBB1007			
Course Title	Computer Fundamentals & Application			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	0	2	3
Total Contact Hours	24(T)+ 24(P)			
Pre-requisites	None			

Learning Objective: To Understand different application of Microsoft Word, Excel, Power point Presentation etc and apply it in different forms of business communication and transaction

Course Outcome:

CO1: The students will be able to explain about the computer characteristic and the generation of computer and its necessity in business world

CO2: The students will be able to categorize the applications which are necessary for Business Communication and transaction

CO3: The students will be able to create Word documents and its application in different internal and external business transaction

CO4: The students will be able to create sheets in Ms-Excel.

CO5: The students will be able to design presentation in PowerPoint.

Module 1: Data and Information [7L]

Data and Information: meaning & concept, levels of data processing, data representations;

Module 2: Introduction to memory organization [7L]

Introduction to memory organization – characteristic terms for various memory devices, main/primary memory, external/auxiliary memory, high speed memory.

Module 3: Introduction to I/O organization [7L]

Introduction to I/O organization; CPU organization, binary arithmetic, ALU, control logics, software concept & terminology; Operating Systems Concepts ; Introduction to Graphical User Interface;

Module 4 : Introduction to Management Information Systems [7L]

Introduction to Management Information Systems; Fundamental or Data Communication; Network Concepts and Classification; Introduction to internet and its application.

Module 5: Overview of Computer Applications in Public Services and Business [7L]

Overview of Computer Applications in Public Services and Business; Office Automation Applications – Word Processor (MS - Word), Spreadsheet (MS-Excell), Graphics & Presentation (MS-Powerpoint); Database Management System (ACCESS)

CO-PO Mapping:

Course Outcomes (CO)	Program Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	1									
CO2		3	3	3	2	2		1				
CO3	3	2			1							
CO4	2	2	2	2		3			1			
CO5	2	1	1						1			
CO6	2	1			2	1			1			

Suggested Readings

- V. Rajaraman : Fundamentals of Computers, Prentice-Hall.
- S. K. Basandra :Computers Today, Galgotia Books.
- J. Shelly & R. Hunt : Computer Studies, Wheeler Publisher

Course Code	XBB1102			
Course Title	Communication Skill and Language Laboratory -I			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	0	0	3	2
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective: To make the students conversant in proper grammatically correct English communication. This will help the students to communicate in the corporate in English language and also with industry friendly etiquettes and body language.

Course Objectives:

CO1 Make good communication in business exhibiting effective interpersonal skills, negotiation skills and body language

CO2 Profess in all the four language skills such as listening, speaking, reading and writing.

CO3 Make oral and written presentations effectively.

CO4 Skillfully participate in debates, group discussions and interviews.

CO5 Participate with confidence in interviews effectively

Course Contents

Module 1 : Listening Skills

[6L]

The student should be able to listen to text, read aloud in normal speed with focus on intonation. After listening the student can fill-in-blanks, choose a suitable title, make a summary, supply required information and be able to answer comprehension questions from the passage read aloud.

Module 2 : Speaking Skill

[12L]

Reading aloud of dialogues, texts, poems, speeches focusing on intonation, Self-introduction , Role plays on any two-situations- JAM, Introduce A Friend, Escatalk, Pyramid Discussion, Pmi, Shrinking Story, Survival Situations Ranking, Consequences, Flight To Rubovia, Listen For The Difference, End The Story, Diplomatic Language , Telephonic Conversations.

Module 3 Personality Development**[7L]**

Initiation, Physical Appearance , Audience Purpose

Module 4 Interpersonal Skills**[4L]**

Appropriate use of non-verbal skills in face to face communication, Viva –Voce body language, Single and group –interviews, GDs and seminars body language, Debate, Place and Objects briefing

Module 5 Interview**[4L]**

Presenting in GD, Seminars and Conferences, Mock Interview

Module 6 : Managerial Skills**[3L]**

Leadership Quality , Time Management , Achieving the target

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	1		1			1	1		1
CO2	3	2	2				2		2		2	2
CO3	2	3		3			3	2		2		1
CO4	2		2			3			2		2	2
CO5	1		3	2				1	1	1		

Syllabus for 3-YEAR B.B.A.

2nd Semester

Types	Course Code	Course Title	Contact Hrs. / Week			Credit
			L	T	P	
Theory						
MGMT	XBB2001	Business Law	2	1	0	3
MGMT	XBB2002	Human Resource Management	2	1	0	3
MGMT	XBB2003	Marketing Management	2	1	0	3
MGMT	XBB2004	Cost Accounting	2	1	0	3
MGMT	XBB2005	Business Organization	2	1	0	3
MGMT	XBB2006	Economic Environment of Business	2	1	0	3
MGMT	XBB2007	Business Research Methodology	2	1	0	3
Practical						
MGMT	XBB2101	Communication Skill and Language Laboratory-II	0	0	3	2
Total Credits						23

Course Code	XBB2001			
Course Title	Business Law			
Category	Bachelor of Business Administration			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

The objectives of this course are:

1. Knowledge: Basic and broad knowledge in business laws in management. Ability to apply concepts, principles and theories to understand simple business laws.
2. Global Perspective: Awareness of the different business laws.
3. Awareness of the global business laws and its impacts on businesses.

Course Outcomes On completion of this course, the students will be able to:

CO1. Explain the concepts in business laws with respect to foreign trade

CO2. Apply the global business laws to current business environment

CO3. Analyse the principle of international business and strategies adopted by firms to expand globally

CO4. Integrate concept of business law with foreign trade

Course Content:

Module 1: Introduction to Law- Concept in Details

[15 L]

What is Law, various sources of Law, significance of law, business law, impact of law on society & business economic aspects of Constitution & its implications. Law of Contract – Definition & Nature of Contract, types of contract, offer & acceptance, consideration & capacity to contract, free constant, legality of object & consideration, contingent contract, quasi contract, discharge of contract, remedies for breach of contract, indemnity & guarantee, pledge, Principal – agent relationship & rights & obligation of Principal & agent.

Module 2: Sale of Goods Act

[10L]

Sale of Goods Act 1930 Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, Rights of an unpaid seller.

Module 3: The Negotiable Instruments Act 1881

[10L]

The Negotiable Instruments Act 1881 – Essentials of a Negotiable instruments, Kinds of Negotiable Instrument Holder and Holder in Due Course, Negotiation by endorsements, crossing of a cheque and Dishonour of a cheque.

Module 4: The Companies Act

[15L]

The Companies Act 1956 (Basic elementary knowledge) Essential characteristics of a company, types of companies, memorandum and articles of association, prospectus, shares – kinds, allotment and

transfer, debentures, essential conditions for a valid meeting, kinds of meetings and resolutions. Directors, Managing Directors-their appointment, qualifications, powers and limits on their remuneration, prevention of oppression and mismanagement; Companies Act 2013.

Module 5 Law of Partnership

[10L]

Law of Partnership- nature of Partnership, Registration of firms, kinds of partners, Relationship between partners, relation of partners' third parties, Partnership deed, Rights of partners, obligations of partner, Reconstitution of firms, dissolution of firms.

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	3	2	2	3	3	1	2	3	3
CO2	3	3	3	1	1	2	2	3	1	2	2	3
CO3	3	3	3	1	1	2	1	3	1	2	1	3
CO4	2	2	2	2	1	2	2	3	1	2	2	3

Suggested Readings:

- 1.Mercantile Law – M. C. Kuchhal
- 2.Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 2nd Edition, Himalaya Publishing House, 2004.
- 3.Kapoor, N. D.; Elements of Mercantile Law, Sultan Chand & Sons, New

Course Code	XBB2002			
Course Title	HUMAN RESOURCE MANAGEMENT			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Course objective:

The objective of this course is to familiarize the students with the Importance of human resources in an organization and develop and overall idea about the operations of HRM.

Course Outcome:

CO1:Develop an overall understanding of Human Resource Management and its application in organizations

CO2:Develop an idea on planning human resources in organizations based on demand and supply

CO3:Able to devise correct recruitment strategize for different positions across sectors

CO4:Able to identify training needs and thereupon build training and development programmes for different positions across sectors

CO5:Design performance appraisal techniques to identify potential employees and foster satisfaction

CO6:Develop standard salary and wage schemes to attract talent

CO7:Gather overall idea of Industrial Relations and mechanism of Trade unions

Module 1: Human Resource Management [4L]

• Overview: Scope & Coverage of HRM, Development of HR Functions, Structure and Function of HR Manager. • Role of Line Managers in Managing Human Resources.

Module 2: Human Resource Planning [6L]

• Need for HR Planning Assessment of available HR in the Organization, Work load Analysis, Manning Norms, Demand Analysis of Future Requirement of HR, HR Policy.

Module 3: Employment Administration [8L]

• Recruitment & Selection of HR – Methods and Processes; Training & Development of HR – Types and Techniques. • Performance Appraisal – Instruments and Administration; Discipline & Grievance Handling; • Promotion, Transfer and Demotion – Meaning and Importance, Employee Separation-Exit Policy, VRS, Lifetime employment without guarantee, Lay-off, retrenchment.

Module 4 : Compensation Management 6 Hours [6L]

• Components of remuneration, factors effecting wage and salary levels, variable compensation and incentive schemes

Module 5: Employee Benefits 6 Hours [6L]

• Employee Benefits & Services- Factors influencing Benefits & Services, Employee Security Benefits, Old-age & retirement Benefits, Employee Health & Safety, Accident Prevention Safety Engineering.

Module 6: Industrial Relations in India 6 Hours [6L]

• Concepts, Theory, Approaches, Context of IR. • Growth and Structure of Trade Unionism, Trends in Industrial Disputes; Industrial Disputes Settlement Machinery under ID Act, • Collective Bargaining; Worker's Participation in Management; Labor Welfare.

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2				2	1			2	3
CO2		3	3	3	2				1		2	3
CO3	3		3	2	2				1		1	2
CO4	2	2				3	3	2	1	1		2
CO5	2					3	2	2		1		2
CO6	3		3	2	2				1		1	2
	2	2				3	3	2	1	1		2

Suggested Readings:

1. V.S.P. Rao: Human Resource Management, Excel Books
2. Dwivedi: Human Resource Management, Vikas
3. C.S. Venkata Ratnam & B.K. Srivastava : Personnel Management and Industrial Relations, Tata McGraw Hill.
4. Anjali Ghanekar : Human Resource Management, Everest Publishing
5. A.M. Sheikh : Human Resource Development and Management, S.Chand
6. E.A. Ramaswamy : Managing Human Resources, Oxford University Press
7. M.S. Saiyadain : Human Resource Management, Tata McGraw Hill 8.
8. Dipak Kumar Bhattacharya -Human Resource Management, Excel Books
9. Arun Monappa - Managing Human Resource, Laxmi Publications
10. .P.SubbaRao - Essential of HRM and Industrial Relations , Himalaya Publications
11. C.B. Memoria & S.V. Gankar - Personnel Management , Text and Cases, Himalaya Publications.

Course Code	XBB2003			
Course Title	Marketing management			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

Students will be able to understand the difference between sales and marketing and how the process works. They will be able to understand the development of marketing strategies and the process of carrying it out.

Course Outcome:

CO1: Understand the basic concepts of marketing and its theories

CO2: To identify and understand consumer buying behavior process and the marketing mix theories

CO3: To understand the methods of forecasting sales and the pricing theories of products in the market

CO4: To understand the process of conducting market research

CO5: To understand the process of promotion in marketing

Course Content:

Module 1: Introduction

[8L]

Marketing (Definition, Concepts, Functions, Importance, Approaches, Role of marketing, fundamentals of marketing, Relation of marketing with other areas), Marketing of products and services, Selling, Environmental factors affecting marketing functions

Module 2: Buying Behavior

[8L]

Buyer Behavior (Motives, Consumer goods and industrial goods, buyer behavior model, factors influencing buyer behavior, need basis segmentation, marketing strategy, STP analysis)

Module 3: Marketing Mix and Segmentation

[8L]

Meaning, Scope, Utility, Product Mix, Product concept, PLC, Simplifications – Decertification Elements Price mix – factors, Methods, Importance. Different ways to Segmentation, Essential of effective Market Segmentation, Destination between differential Marketing & Concentrated Marketing

Module 4: Sales Forecasting and Market Research**[12L]**

Sales Forecasting - Various methods of Sales Forecasting - Analysis and Application. The Product - Characteristics - Benefits - Classifications - Consumer goods - Industrial goods - New product development process Product Life Cycle - Product Portfolio analysis - Product line and product mix decisions - Branding – Packaging Marketing Research – Meaning & scope – marketing research procedure – types & techniques of Marketing Research – Managements use of Marketing Research

Module 5: Pricing, Advertising and Promotion**[12L]**

Pricing - Factors influencing pricing decisions - Pricing objectives - Pricing policies and procedures - Pricing strategies - Physical distribution - importance of various kinds of marketing channels - Distribution problems - Salesman motivation - Compensation – Control

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	2	2	2	-	2	1	1	2	1	1	1
CO2	2	-	1	-	-	1	-	-	1	2	2	1
CO3	1	3	-	-	3	-	2	3	3	-	2	1
CO4	3	2	-	-	1	2	-	-	-	-	3	1
CO5	1	3	3	2	3	2	-	1	-	3	1	1

Suggested Readings:

1. Philip Kotler, “Marketing Management”
2. Gandhi, “Marketing – A Managerial Introduction”,.
3. Hills, “Marketing Management Cravens”, Woodruff
4. Schiffman, “Consumer Behavior”, Kanuk.
5. John Frain, Gilbert. Jr, “Principles and practice of Marketing”,

Course Code	XBB2004			
Course Title	Cost Accounting			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

To develop understanding on the concept of Costs & its types. To familiarize students with the basic concepts of cost and various methods and techniques of costing

Course Outcome:

CO1: To learn and familiarize the concept of cost accounting & types of Costs

CO2: To learn and implement the knowledge on preparation of cost sheet in its practical point of view

CO3: To learn to facilitate the idea and meaning of material control with pricing methods

CO4: To implement and develop the knowledge about remuneration and incentives

CO5: To enhance the knowledge about the Job, Batch & Process Costing

CO6: To understand and identify the concept of Overhead Costs & their Bases

COURSE CONTENT:

Module 1: Nature and scope of cost accounting [3L]

Cost concepts and classification; Methods and techniques; Installation of costing system; Concept of cost audit, Meaning of Cost, Costing and Cost Accounting , Objectives & limitations of cost accounting, Elements of Cost, components of costs, classification of costs, items specifically excluded from cost accounting, Cost ascertainment- Cost object – cost unit-Cost Center vs profit centre,

Module 2: Designing and installing a Cost Accounting system [6L]

Methods, techniques and systems of costing. Preparation of cost sheet, and estimated cost sheet

Module 3: Material Costing [6L]

Books of Accounts leading to the Classification of materials – Material Control – techniques of Inventory control – Setting of stock levels – EOQ, Inventory systems-Periodic and perpetual-Continuous stock taking, Valuation of materials- Incoming materials and outgoing materials-Specific

price method – FIFO –LIFO – Simple Average Method – Weighted Average Method- (including materials returned to stores).

Module 4: Labour Cost

[6L]

Direct and Indirect labour, Control of labour cost by different departments (Including Meaning of Time and Motion Study, Merit Rating, Job Analysis, Time keeping and Time booking), treatment of holiday pay- Idle time- overtime and night shift allowance-causes and treatments, Methods of Wage Payment, Time rate and Piece Rate – Incentive Schemes – Halsey Premium Plan, Halsey weir Premium Plan – Rowan Bonus Plan – Taylor’s and Merrick’s differential piece rate systems

Module 5: Overheads

[6L]

Classification of overheads – Procedure for accounting and control of overheads, Overhead distribution stages– Allocation of overheads – Apportionment of overheads, Apportionment of Service department costs to production departments – Repeated Distribution method –Simultaneous equation method, absorption of Overheads– Methods of Absorption

Module 6: Job & Batch Costing

[6L]

Introduction - Job Costing – Batch Costing

Module 7: Process Costing:

[7L]

Principles – distinction between Process and Job – Preparation of process accounts – treatment of normal loss – abnormal loss – abnormal gain – Joint and By-products

COPO Mapping:

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	-	-	-	3	1	1	3	-	3	3
CO2	1	-	3	-	-	2	1	3	3	1	3	3
CO3	-	-	2	3	3	-	2	3	3	-	1	3
CO4	-	1	-	3	-	2	1	2	2	2	3	2
CO5	-	1	-	3	-	3	2	2	3	1	3	3
CO6	-	-	-	2	-	2	1	3	3	3	3	3

Suggested Readings:

1. Nigam & Jain, Cost Accounting-An Introduction, PHI
2. Inamdar, Cost & Management Accounting ,EP

3. Maheshwari, S. N. and S. N. Mittal; Cost Accounting – Theory and Problems, 22nd Revised Edition, ShriMahavir Book Depot, New Delhi
4. Jain and Narang; Cost Accounting, Kalyani Publishers, 2002.
5. Arora,M.N.,Cost Accounting 2nd Edition, Vikas Publication.
6. Advanced cost Accounting by Saxena and Vasistha.
7. . Advanced Cost Accounting – Made Gowda,HimalayaPublication

Course Code	XBB2005			
Course Title	Business Organization			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

The basic purpose of this course is to impart to the students the concept of Industry, different types and levels of organizations and corporations, the concept of globalisation with a glimpse of the recent trends in business world. It also gives them a brief knowledge of entrepreneurial theories and makes them aware of the different forms of organizations, the process of their incorporation and documentation. This course enables students further to interpret the importance of mergers and acquisitions, e-commerce and IPR. It gives them a brief knowledge of trade associations and chambers of commerce and helps them derive a holistic knowledge about the symbiotic relationship between business and society.

Course Outcome:

- CO1:** Understanding the meaning and concept of Industry, Multinational and transnational corporations, Globalisation and the recent trends in business world
- CO2:** Understanding the concept of entrepreneurship, different forms of business organizations
- CO3:** Understanding the importance of mergers and acquisitions, knowing the concept of franchising, e-commerce, Business and Knowledge process outsourcing and understanding the concept of Intellectual Property Rights in Business.
- CO4:** Understanding the importance of formation of Trade Associations and Chambers of Commerce
- CO5:** Understanding the relationship between business and society

Course Content:

Module 1: Introduction to Meaning of Commerce and Industry [8L]

Meaning, scope and evolution of commerce & industry, -Industrial Revolution- its effects. - Emergence of Indian MNCs & transnational corporations -Recent trends in business world. Globalization & challenges for Indian Business in new millennium. Profit maximization vs Social responsibility of business.

Module 2: Forms of Business Organizations and Entrepreneurship [8L]

Business Enterprises: Entrepreneurship – Concept & Nature; Locations of Business Enterprise (Weber's Theory); Government Policy on Industrial Location.

Business sectors & forms of business organizations- private sector, Cooperative sectors, public sector, joint sector, Services sector.

Forms of Business Organization: Sole Proprietorship, Joint Hindu Family Firm, Partnership firm, Joint Stock Company, Cooperative Organization; Types of Companies, Choice of form of organization; Promotion of a company – stages in formation; documentation (MOA, AOA).

Module 3: Mergers and Acquisitions, E-Business and Intellectual Property Rights [8L]

Merges & acquisitions-mergers in India. Networking, Franchising, BPOs & KPOs, E-commerce, On-line trading, patents, trademarks & copyright

Module 4: Trade Associations and Chambers of Commerce [8L]

Small Business: Scope and role; Government Policies. Government and Business interface, Stock Exchange in India, Business combinations – causes, types, effects, Trade Associations and Chamber of Commerce – FICCI, CII Association, AIMO.

Multinationals – Concept and role of MNCs; Transactional Corporations (TNCs); International Business Risks.

Module 5: Business and Society [4L]

Business and Society: Changing Concepts and Objectives of Business, Professionalization, Business ethics, Business and culture, Technological Development and Social Change, Social Responsibility of Business, Social Audit.

CO-PO Mapping:

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO12
CO.1	3					3	3	3	1	1		
CO.2	3					3	2	2	3	3	3	
CO.3	2		2			2	1	3	3	3		
CO.4	1	2	3			2		1	3	3	3	
CO.5	1	3				3	2	3	2	3	2	1

Suggested Readings:

1. Modern Business Organization by S. A. Sherlekar
2. Industrial Organization Management: Sherlekar, Patil, Paranjpe, Chitale
3. Business Organization and Management ByJallo, Tata McGraw Hill
4. Business Environment Text and Cases By F. Cherunilam (Himalaya Publication House)
5. Organizing and Financing of Small Scale Industry by Dr. V. Desai
6. Industrial Organization and Management by Dr. C. B. Gupta, Publisher Sultan Chand & Co. Delhi
7. Business Organization and Management by Dr. C. B. Gupta, Publisher Sultan Chand & Co. Delhi

Course Code	XBB2006			
Course Title	Economic Environment of Business			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

Economic Environment of Business provides emphasis on different economical policies which can be taken by Government and financial institutions to stabilize the economy. The entire course will help the students to understand business environment and to make several managerial decisions.

Course Outcome:

CO1: Student will develop general knowledge about economic environment and its different instruments which also facilitate them to understand area of open and closed economy

CO2: Student will gain knowledge about different economical policies used by Government to make decisions

CO3: Student would be able to gain their understanding on inflation, unemployment, concept of multipliers and relation between them

CO4: Student will develop their knowledge on concept of balance of payments, tariff and non-tariff barriers, growth and development which will further allow them to be awarded about Indian planning system

CO5: Student will develop their decision making skills and creative thinking skills

Course Content:

Module 1: Circular Flow of Income and Concepts of Macro Aggregates [8L]

Circular Flow of Income and Concepts of Macro Aggregates: Core concepts of business cycle and phases; National Income Accounting, Three methods of measuring GDP/GNP, concepts in open and closed economy, Theory of Income Determination

Module 2: Simple Keynesian Model [8L]

Simple Keynesian Model: closed economy, concepts of consumption and investment as addition to capital stock, private autonomous expenditure multiplier, introducing the Government – fiscal policy – Government expenditure multiplier, Tax Rate Multiplier, Balanced Budget Multiplier, Extension: Paradox of Thrift

Module 3: Introduction of money and asset market [10L]

Introduction of money and asset market: IS-LM: Fiscal policy and monetary policy, comparison of crowding out effects. Introduction to foreign trade: export and import multipliers,

Inflation and Unemployment, Concepts of inflation – demand pull and cost push, Stabilization policies, introduction to Philips curve as relation between inflation and unemployment, International Linkages

Module 4 : Concepts of Balance of Payments

[10L]

Concepts of Balance of Payments; alternative exchange rate systems – fixed, flexible and managed float; Comparative Advantage as basis for trade; tariff and non-tariff barriers. Planning, Growth and Development, A brief introduction to Indian Planning system, Planning and Marketization, Imperative and Indicative Planning

CO-PO Mapping:

Course Outcomes (CO)	Program Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3		3			3	2		3			2
CO2		3		3		3	3	2			3	
CO3	3	2	2		2		3			1	2	
CO4		3	3	2		3	3				2	
CO5								3	3	2		S

Suggested Readings:

1. Principles of Macroeconomics, Soumyen Sikdar,
2. Managerial Economics, Suma Damodaran,
3. Economics (Eleventh Edition)– Lipsey & Chrystal –
4. Macroeconomics – Dornbusch & Fischer
5. Economics (Sixteenth Edition) - Samuelson & Nordhaus
6. Economic Environment of Business: S.K. Mishra and V.K. Puri
7. Growth and Development, A P Thirlwal
8. Business Economics, Jaydeb Sarkhel

Course Code	XBB2007			
Course Title	Business Research Methodology			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

The primary objective of this course is to develop a research orientation among the Scholars and to acquaint them with fundamentals of research methods. Specifically, the Course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approach. It includes discussions on sampling techniques, research designs and techniques of analysis.

Course Outcomes

CO1 : To familiarize with basic concept of research and its process

CO2 : To classify data and use different sampling techniques

CO3 : To enable in conducting research work and formulating proposals and reports

CO4 : To use multivariate techniques and analyse dependence and independence of samples.

CO5 : To understand feasibility and practicability research methodology for analysis of Economy and Industry

CO6 : Too familiar with ethical issues in educational research.se outcome.

Course Content:

Module 1: Introduction

[8L]

- A. Commercial and business research:** Aims, objectives, Importance. Characteristics of Good Research, Types of Research, Steps in the Research Process
- B. Identifying the research problem** - concepts, Constructs and theoretical framework -Types and Methods of research.--Review of Literature ---Need and Sources to review of Literature-Survey using Internet- How to find the exact Research Paper using search engines.

Module 2: Research Problem and Data**[10L]**

- A. Formulation of Research Problem:** Introduction, Meaning of Research Problem, Guidelines and Criteria for Selecting a Research Problem, Formulating a Research Problem, Techniques for Formulating a Research Problems.
- B. Collecting data :**Primary Data and Secondary Data; Methods of collecting primary data / tools for collecting primary data. Qualitative vs. Quantitative Data.

Module 3: Data Collection**[12L]**

- A. Questionnaire :** Types of Questions, essentials of good questionnaire / guidelines for Questionnaire designing,
- B. Sampling--**Introduction, Importance and Advantages of Sampling, Census vs. Sample, Characteristics of Good Sample, Sampling Techniques, Criteria for Selection of a Sampling Technique
- C. Qualitative Research-** Overview

Module 4: Data Processing**[10L]**

- A. Data processing and analysis:** Editing, Codification, Classification, Tabulation, Scaling & Measurement; Hypothesis & its testing.
- B. Writing skills for Business Research:** Project report: selecting and defining Topic, Project – Terms of reference, Subject matter, Style, Structure; Research Paper; Communication research orally – power point presentation. Use of Computers in research: data collection and analysis.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-		-	1	-	3	3	-	3
CO2	3	3	2	-	2	-	-	-	1	-	-	1
CO3	1	3	3	2	2	-	-	-	1	-	2	2
CO4	2	3	2	1	-	-	-	-	1	-	1	1
CO5	2	3	1	1	-	-	-		2	1	3	1
CO6	1	-	-	-	-	1	-	3	-	-	-	3

Suggested Readings:

- Green, Donald & Tull, Research for Marketing decisions,PrenticeHallofIndia
- CR Kothari, Research Methodology, New Age International
- NareshK Malhotra, Marketing Research,Pearson EducationAsia,2001
- Brown, Marketing Research: A Structure for Decision making, Addison, Wesley Publishing Company.
- Seigel and Castelian, Non-parametric Statistics for Behavioral sciences, McGraw
- Hill Book Company ,New York

JIS University, West Bengal
Syllabus for 3-YEAR B.B.A. [After Class XII]

Syllabus for 3-YEAR B.B.A.

3rd Semester B.B.A.

	Course Code	Course Title	Contact Hrs. / Week			Credit
			L	T	P	
Theory						
MGMT	XBB3001	Financial Accounting	2	1	0	3
MGMT	XBB3002	Production Management	2	1	0	3
MGMT	XBB3003	Contemporary Digital Innovation	2	1	0	3
MGMT	XMT3003	Operation Research	2	1	0	3
MGMT	XBB3005	Entrepreneurship Development	2	1	0	3
MGMT	XBB3006	Company Law and Corporate Governance	2	1	0	3
CS	XBB3007	Management Information System	2	1	0	3
MGMT	XBB3008	Environmental Science	2	0	0	2
Sessional						
PROJ	XBB3201	Minor Project-1	0	2	0	2
Practical						
MGMT	XBB3101	Communication Skill and Language Lab - III	0	0	3	2
Total Credits						27

Course Code	XBB3001			
Course Title	Financial Accounting			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact L	36			

Learning Objective:

To develop understanding of Accounting in Business. To develop ability to analyse and interpret Financial Statements. To give an insight into the basics of Accounting Concepts and Principles to Prepare to Students to have the foot hold in Accounts

Course Outcome:

CO1: To learn preparation of financial statements analysis

CO2: To learn and implement the knowledge of depreciation & its effects on related Assets

CO3: To learn analyzing & interpreting the ratios & its implications in the financial report

CO4: To learn & implement the knowledge of inflow & outflow of cash in a business through operating, investing & financing activities

CO5: To enhance the knowledge about Partnership accounts & P/L Appropriation Account

CO6: To understand and identify the detail adjustment entries while solving the final accounts

Course Content :

Module 1: Financial Statement Analysis: [8L]

Meaning and types of financial statements; Adjustment Entries, Limitations of financial Statements; Objectives and methods of financial statements analysis, Comparative Statement- Common Size Statement-Trend Analysis

Module 2: Ratio Analysis: [8L]

Income Statement, Ratio Analysis & Interpretation, Classification of ratios –Profitability ratios, turnover ratios, liquidity ratios, turnover ratios; Advantages of ratio analysis; Limitations of accounting ratios,

Module 3: Cash Flow Statement: [8L]

Preparation of Cash Flow Statement as per AS-3 [revised]

Module 4: Depreciation: [8L]

Concept of depreciation; Causes of depreciation; depletion, amortization; Depreciation accounting; Methods of recording depreciation; Straight line and diminishing balance method

Module 5: Partnership Accounting: [8L]

Partnership deed Provisions of the Indian Partnership Act 1932 in the absence of partnership deed, Fixed v/s fluctuating capital accounts. Limited Liability Partnership, Division of profit among partners, guarantee of profits, past adjustments [relating to interest on capital, interest on drawing, salary and profit sharing ratio], Preparation of P&L Appropriation Account,

,COPO Mapping:

Programme Outcomes [PO]												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	-	-	-	3	1	1	3	-	3	3
CO2	1	-	3	-	-	3	1	3	3	1	3	3
CO3	-	-	3	3	3	-	2	-	3	-	1	3
CO4	-	-	-	3	-	2	1	2	2	2	3	2
CO5	-	1	-	2	-	2	3	2	3	1	3	3
CO6	-	-	-	2	-	2	1	3	3	3	3	3

Suggested Readings:

1. Gupta, R.L. and V.K. Gupta; Financial Accounting: Fundamentals, Sultan Chand Publication
2. Monga, J.R., An Introduction to Financial Accounting, First Edition, Mayoer Paper books

Course Code	XBB3002			
Course Title	Production Management			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact L	36			

Learning Objective: Production planning and control entails the acquisition and allocation of limited resources to production activities so as to satisfy customer demand over a specified time horizon. Planning is a forward looking process and it is about working out what action needs to be taken now to satisfy requirements in the future

Course Outcome:

CO1: Understand the systematic planning and control activities to achieve the highest efficiency in producing goods/services.

CO2: Explore the production facilities like men, machines, materials, methods etc., to achieve stated production objectives with respect to quantity, quality, time and cost

CO3: Evaluate & select a range of planning and control methods and techniques that can be used to match supply and demand in a variety of contexts.

CO4: Critique an organisation from production planning and control perspective

CO5: Work collaboratively and select, apply and critique appropriate theoretical concepts in relation to an organisational context.

Course Content

Module 1: Introduction

[5L]

- History and Overview of Production Management.
- Types of production Management

Module 2 : Basic Production Planning

[7L]

- Capacity Planning.
- Location Planning.
- Layout Planning
- Maintenance Management

Module 3: Distribution Management and Work Study**[10L]**

- Productivity Management.
- Supply chain management
- Purchasing and Warehousing.
- Methods Study, Motion Study and Work Measurement.

Module 4: Materials Management**[8L]**

- Job Evaluation
- Materials management.

Module 5: Latest Techniques of Operations Management**[6L]**

- Total Quality Management
- Few latest techniques
- Case Studies

CO-PO MAPPING

Programme Outcomes [PO]												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1		3				1				
CO2	3	1	1	2					1	1		
CO3	1	3	1	1			1	2		1	1	
CO4		3	1	2	3	2			1	1	2	
CO5	2	2	2			1		1	2		1	2

Suggested Readings:

1. Ajay K Garg, Production and Operations Management, TMH, 2012
2. B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
3. Kenneth K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.

4. Prof. L.C. Jhamb: Production Operations Management, 18th edition, Everest Publishing House,
5. Richard B. Chase, Ravi Shankar, Operations and Supply Management 12th Edition, TMH
6. K.Ashwathappa, SreedharBhat, Production and Operations Management, HPH, 2012.
7. Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press
8. J.K, Sharma: Operations Research, Macmillian, 2013.

Course Code	XBB3003			
Course Title	Financial Studies			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact L	36			

Learning Objective:

Digital innovations are the important aspects in business arena. This course is emphasizing on the managerial aspects of contemporary digital tools.

Course Outcome:

- CO1:** Assess the role of technology on the traditional business
- CO2:** Critical analysis of consumer behaviour in digital formats
- CO3:** Understand the latest digital techniques and skill sets
- CO4:** Develop the process of planning, implementation/application, and analyze of latest digital techniques in business
- CO5:** Comprehend the concept of change in current business landscape based on contemporary digital innovations

Course Content:

Module 1: Website Building

[6L]

Introduction to Web Technologies - How the Website Works? - Domains and Hosting - Responsive Website - Types of Websites [Static and Dynamic Websites] - Web Standards and W3C recommendations – Practical session with Drag and drop website builder

Module 2: Digital Marketing

[10L]

Basics of Digital Marketing - Email Marketing - Social Media Marketing - Content Marketing - Search Engine Optimization - Search Engine Marketing - Mobile Marketing

Module 3: Web Analytics

[6L]

What's analysis? - Is analysis worth the effort? [Small businesses, Medium and large scale businesses]
 - Analysis vs. intuition - What is web analytics? - Getting started with Google Analytics - How
 Google Analytics works - Accounts, profiles, and users

Module 4: Cloud Computing

[8L]

Why cloud? - What is cloud computing? - Cloud Models: Service Models: IaaS, PaaS, SaaS -
 Deployment Models: Public cloud, Hybrid cloud, Private cloud – Cloud providers

Module 5: Artificial Intelligence

[6L]

What is AI? - AI applications – Types of AI – Programming languages for AI – Machine Learning –
 Limitations of Machine Learning –Deep Learning – Neural Networks

CO-PO Mapping:

	Program Outcomes [PO]											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2						2					
CO2		2										
CO3					2					2		2
CO4			2	2					2		2	
CO5						2		2				

Suggested Readings:

6. Brad Williams, David Damstra, and Hal Stern, “Professional WordPress: Design and Development”, John Wiley & Sons
7. Dave Chaffey and Fiona Ellis-Chadwick, “Digital Marketing: Strategy, Implementation & Practice”, Pearson Education
8. Avinash Kaushik, “Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity”, Sybex
9. Shailendra Singh, “Cloud Computing: Focuses on the Latest Developments in Cloud Computing”, Oxford University Press
10. Sameer Dhanrajani, “AI and Analytics, Accelerating Business Decisions”, Wiley

OPERATIONS RESEARCH

Course Code	XMT3003			
Course Title	Operations Research			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

Purpose of this course is to develop models and then analyze the model using the techniques of Operations Research, Decision making under uncertainty and risk.

Course outcome: After completion of this course students will be able to:

CO1: Recall the distinctive characteristics of different types of decision-making problem to formulate and solve a real-world problem in business management.

CO2: Understand the theoretical workings of appropriate decision making approaches and tools to identify the optimal strategy in competitive world.

CO3: Apply the principles of different Methods/Model of Operations Research to solve practical problems.

CO4: Learn and utilize various transportation models and scientific tools for business Analysis.

CO5: Learn and practice mathematical models to allocation problems and analyze business scenarios.

CO6: Understand queuing and simulation models for analyzing business scenarios.

Course Content:

Module 1: Linear programming

[10L]

- Formulation of LP Models
- Graphical LP Solution
- Simplex Method
- Artificial Variables – Big M - Method and Two-phase Method
- Duality, Sensitivity Analysis, Shadow Price and their economic interpretation

Module 2: Transportation, Transshipment and Assignment models [6L]

- Construction of Transportation, Trans-shipment and Assignment Models
- The Transportation Algorithm
- The Hungarian Method for the Assignment Problem

- The Trans-shipment problem

Module 3: Goal programming [3L]

- Construction of Goal Programming Models
- b] Goal Programming Algorithms

Module 4: Integer Linear Programming [3L]

- ILP Algorithms - Branch and Bound, Cutting Plane Algorithm

Module 5: Decision Analysis [5L]

- Decision Making under Certainty – Analytic Hierarchy Process
- Decision Making under Risk and Uncertainty

Module 6: Queueing models [9L]

- M/M/1 Queues and applications
- M/M/c and M/M/c/k Queues and their applications
- Construction of Simulation Models
- Generation of Random numbers from discrete distributions
- Application models to be discussed in detail

CO-PO Mapping:

	Programme Outcomes [PO]											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	1	-	-	-	-	-	-	-	-	1
CO2	3	2	1	-	-	-	-	-	-	-	-	1
CO3	3	2	1	-	-	-	-	-	-	-	-	1
CO4	3	3	2	2	1	-	-	-	-	-	-	1
CO5	3	3	1	2	1	-	-	-	-	-	-	1
CO6	3	3	1	2	1	-	-	-	-	-	-	1

Suggested Readings:

1. Anderson, Sweeny and Williams - Quantitative Methods for Business [8th edition]; Thomson learning
2. Hillier, F.S. and Lieberman, G.J. : Operations Research [8 th edition], TMH
3. Kasana, H.S. & Kumar, K.D. - Introductory Operations Research; Springer Render B, Stair R M Jr, Hanna M E : Quantitative Analysis for Management [9th edition]; Pearson Education
4. Ross, Sheldon – Simulation; Elsevier Taha, H.A. : Operations Research - An Introduction [8th edition], Prentice Hall/Pearson Education
5. Vohra, N. D. Quantitative Techniques for Management [3rd edition], TMH
6. Winston, Wayne L. – Operations Research: Applications and Algorithms [4th edition]; Thomson Learning

Course Code	XBB3005			
Course Title	Entrepreneurship Development			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

The purpose of the course is that the students acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities, to develop the ability of analysing and understanding business situations in which entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities. The objective of the course is, further on, that the students develop the ability of analysing various aspects of entrepreneurship – especially of taking over the risk, and the specificities as well as the pattern of entrepreneurship development and, finally, to contribute to their entrepreneurial and managerial potentials.

Course Outcome:

CO1: Entrepreneurship: Meaning & concept; psychological & social factors; conditions needed for entrepreneurship; role of government; qualities of a prospective entrepreneur.

CO2: Entrepreneurial Motivation : McClelland's N-Ach theory; self – analysis, personal efficacy, culture & values, risk- taking behavior, technology backup.

Entrepreneurial Skills: Creativity, problem solving, decision making, communication, leadership quality.

CO3: Information : Assistance from different organizations in setting up a new venture; technology parks; industrial corporations; directorate of industries / cottage and small scale industries, SISI, Khadi& Village Industries Commission, DGS & DNSIC, DGFT

CO4: How to apply for assistance – procedure, forms, procedures for obtaining contract from Railways, Defense, P & T etc., SIDBI. Preparation of Project Report: Product/service selection; feasibility report preparation

CO5: Case Studies: Diagnostic case studies of successful / unsuccessful entrepreneurs; key variables explaining success/ failures

Course Content:

Module 1: Introduction to Entrepreneurship [8L]

Entrepreneurship: Meaning & concept; psychological & social factors; conditions needed for entrepreneurship; role of government; qualities of a prospective entrepreneur.

Module 2: Entrepreneurial Motivation [8L]

McClelland's N-Ach theory; self – analysis, personal efficacy, culture & values, risk- taking behaviour, technology backup.

Entrepreneurial Skills: Creativity, problem solving, decision making, communication, leadership quality.

Module 3: Information [8L]

Assistance from different organizations in setting up a new venture; technology parks; industrial corporations; directorate of industries / cottage and small scale industries, SISI, Khadi & Village Industries Commission, DGS & DNSIC, DGFT

Module 4: How to apply for assistance [8L]

Procedure, forms, procedures for obtaining contract from Railways, Defence, P & T etc., SIDBI. Preparation of Project Report: Product/service selection; feasibility report preparation

Module 5: Case Studies [4L]

Case Studies: Diagnostic case studies of successful / unsuccessful entrepreneurs; key variables explaining success/ failures

CO-PO Mapping:

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO12
CO.1	3						3	3		1		3
CO.2	3						2	2	3	3	3	3
CO.3	2		2			2	1	3	3	3		3
CO.4		2	3						3	3	3	3
CO.5		3				3	2	3	3	3	2	3

Suggested Readings:

1. Chandra, Prasanna – Projects [6th Edition]; TMH
2. Clements and Gido – Effective Project Management; Thomson Learning
3. Clifford F. Gray and Erik W. Larson – Project Management [3rd edition]; TMH
4. Donald F. Kuratko and Richard M. Hodgetts – Entrepreneurship [7th edition]; Thomson Learning

Course Code	XBB3006			
Course Title	Company Law and Corporate Governance			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective: The main objective of the subject is to make aware the student how to make a company, what are the formalities which are to be met and also understand the role of corporate governance On sustainability of the organization.

CO1: to understand about the formation of a company, capital formation and administrative powers

CO2: to have broad understanding of the nature of capital, position of the share and debenture holders in a cooperative settlement

CO3: to utilize the law of the lands skillfully for the benefit of the organization

CO4: to gain a sound knowledge of Shares, Debentures and other financial and administrative documents to analyze and communicate

CO5: to Interpret the issues and emerging trends in corporate governance and its utilization in long term sustainability of the organization.

Course Content:

Module 1: Types of Companies

[5L]

Definition and Nature of Company, Types of Companies, Formation of Companies, Liability of Promoters, Incorporation of Companies, Commencement of Business.

Module 2: Different important Documents and its importance

[5L]

Memorandum of Association (MOA), Contents, Doctrine of Ultra-vires, Articles of Association (AOA), Doctrine of Indoor Management and exception to it.

Module 3: Stocks and Shares

[5L]

Prospectus, Statement in lieu of Prospectus, Mis-statement and its remedies, Share Capital, Allotment of Shares- definition of Share, Share Warrant, Share Certificate, Difference between Share and Stock, Types of Shares, Voting Rights, Right Issues.

Module 4: Structure and Mandatory events**[5L]**

Management of Company, Appointment of Directors, Legal Position, Duties, Liabilities and Powers, Company Meeting: Statutory, Annual General Meeting, Extraordinary Meeting; Meeting of BOD: Quorum, Kinds of Resolutions.

Module 5: Debentures, Winding Ups etc**[5L]**

Modes of Winding-up, Rules regarding Issue of Debenture, Dividends and Issue of Bonus Shares, Buy-back of Shares. Provisions regarding Borrowing and Issue of Debentures, Dividend and Bonus Shares, Modes of Winding-up; Salient features of Indian Companies Act, 2013.

Module 6 : Corporate Governance**[5L]**

Corporate Governance - Objectives, issues, features, Corporate Governance codes – Cadbury report, CII recommendations, Corporate Governance for public sector, Corporate Governance & Investment – ethical investing, Insider trading.

CO-PO Mapping:

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO12
CO.1	3	2	2	1								
CO.2	3	1	2			1	2	2			1	
CO.3	2		2			2	1				1	
CO.4		2	3						3		3	
CO.5		3	1					1	1			3

Suggested Readings:

1. Bare Acts- Govt. or Private publication
2. Company Law – Singh Avtar, 11th Ed., Eastern Book Co., Lkhnow
3. Mercantile Law – Shukla – 30th Ed. – S. Chand & Co.

Course Code	XBB3007			
Course Title	Management Information System			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objectives: The objective of the subject is to make students aware of the different information system that can be utilized for storage and transfer of information efficiently and quickly for the benefit of the business. It also makes the students aware what kinds of security system they should adopt to prevent data loss and fraud activities.

Course Outcome:

CO1: to integrate into business situations and relevant to Management information systems

CO2: to analyze and synthesize business information needs to facilitate evaluation of strategic alternatives.

CO3: to apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, and management of information systems.

CO4: to effectively communicate strategic alternatives to facilitate decision-making

CO5: to apply professional ethical codes of conduct as appropriate to industry and organizational environments.

Course Content :

Module 1: Introduction

[6L]

Introduction: Definition, Purpose, Objectives and Role of MIS in Business Organization with particular reference to Management Levels. MIS Growth and Development, Location of MIS in the Organization – concept and design. Transaction Processing System, Decision Support System, Executive Information system, Expert System, and therecent developments in the field of MIS.

Module 2 : System Concept

[6L]

System Development: Concept of System, Types of Systems – Open, Closed, Deterministic, Probabilistic, etc. Relevance of choice of System in MIS, Integration of Organization Systems and Information Systems, System Development Life Cycle, System Analysis, Design and Implementation, MIS Applications in Business.

Module 3: Information and Managerial Effectiveness

[6L]

Information as a corporate resource, pervasiveness of information, types of information – operational, tactical and strategic; Levels of management and information needs of management; Process of generation of

information; Quality of information; information systems for finance, marketing, manufacturing, research and development and human resource areas.

Module 4: Information Systems

[6L]

Information systems and their role in business systems, changing role of information systems, users of information systems; Types of information systems – transaction processing systems, MIS decision support systems, executive support system; Enterprise Resource Planning (ERP) system, geographical information system, business expert system, etc; Procurement options and outsourcing information system services.

Module 5: Database

[6L]

Relation databases; Data Base Management Systems

(DBMS) and their components; Concept of entity and relationships; Data dictionary, SQL and other related concepts in DBMS; Normalisation process.

Implementation, Evaluation and Maintenance of System : Methods and steps in implementation of system; Approaches and process of evaluating MIS.

Module 6: Security

[6L]

Security Issues Relating to Information Systems: Threats to information systems; Vulnerability, risk and control measures.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	2								
CO2	3	2	3			1	2	1			1	
CO3		1	2	2				2		1	1	
CO4		2	1	1					3			
CO5		2	2	1					1			

Suggested Readings

1. Arora & Bhatia: Management Information Systems, Excel Books
2. O'Brien James : Management Information Systems, Tata-McGraw Hill
3. Kumar, Muneesh : Business Information Systems, Vikas Publishing House
4. Rajaraman, V : Analysis and Design of Information Systems for Modern Management, Prentice Hall

Course Code	XBB3008			
Course Title	Environmental Science			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	0	0	2
Total Contact Hours	24			
Pre-requisites	None			

Learning Objective:

The primary objective of this course is to create the awareness about environmental problems among people. Imparting basic knowledge about the environment and its allied problems. Developing an attitude of concern for the environment.

Course Outcomes

CO1 : To understand the concept, nature, scope and importance; components of environment: environmental awareness.

CO2 : To understand about different environmental pollution and its control measures

CO3 : To understand about different natural resources and its exploitation.

CO4 : To understand about different social issues and its measures.

CO5 : To understand about Ecology & Ecosystems

CO6 : To implement strategies to make an impact on different Environmental Laws.

Course Content:

Module 1: Basic of Environmental Studies [6L]

Definition, Nature, Scope and Importance; Components of environment: Environmental awareness

Module 2: Natural Resources: Renewable & Non-renewable Resources [8L]

Forest resources: Uses, types and importance, Deforestation and its effects, Water resources: Distribution of water on Earth; Use, over exploitation of surface and ground water; Dams: Benefits and problems; Flood and Drought, Mineral resources: Mineral resources in India; Use and exploitation, Social impacts of mining, Energy resources: Renewable and Non-renewable energy sources; Use of alternate energy sources, Land resources: Land as a resource; Land degradation, landslides, soil erosion, desertification

Module 3: Ecology & Ecosystems [6L]

Concept of an ecosystem, different types of ecosystem, Food chains, food webs and ecological succession, Energy flow in the ecosystem and energy flow models

Module 4: Biodiversity & Conservation [8L]

Biodiversity: Levels of biological diversity, Values of biodiversity, Threat to biodiversity
Threatened and endemic species of India, Conservation of biodiversity, Ecosystem services: Ecological, Economic, Social, Ethical, Aesthetical and Informational values

Module 5: Environmental Pollution & Management [6L]

Nature, Causes, Effects and Control measures of – Air pollution, Water pollution, Soil pollution, Noise pollution, Nuclear hazards, Fireworks Pollution; Solid waste management: Causes, effects and disposal methods; Management of biomedical and municipal solid wastes; Disaster management: Floods, Earthquake, Cyclone and Landslides

Module 6: Environmental Policies & Practices

[6L]

Constitutional Provisions for protecting environment- Articles 48[A], 51 A [g], Environmental Laws: The Environment [Protection] Act, 1986; The Air [Prevention and Control of Pollution] Act, 1981; The Water [Prevention and Control of Pollution] Act 1974; Forest [Conservation] Act, 1980, The wildlife Protection Act, 1972 , Climate change, Global warming, ENSO, Acid rain, Ozone layer depletion.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	1	-	-	-		-	2				1
CO2	1	2	-	-	-	-	-	1	1	-	1	2
CO3	1		-	-	-	1	-	1	2	-	1	2
CO4	2	1	-	-	-	-	-	1	1	-	1	2
CO5	1	1	-	-	-	-	-	1	1	1		1
CO6	2	1	-	-	-	1	-	2	-	-		2

Suggested Readings:
1. B
asu,
M.

and Xavier, S., Fundamentals of Environmental Studies, Cambridge University Press, 2016.
 2. Mitra, A. K and Chakraborty, R., Introduction to Environmental Studies, Book Syndicate, 2016.
 3. Enger, E. and Smith, B., Environmental Science: A Study of Interrelationships, Publisher: McGraw-Hill Higher Education; 12th edition, 2010.
 4. Ag Gadgil, Madhav [2001] Ecological Journeys, The Science and Politics of conservation in India.
 5. Permanent Black.arwal, K.C.[2001] Environmental Biology, Nidi Publ. Ltd. Bikaner

Syllabus for 3-YEAR B.B.A.

4thSemester

	Course Code	Course Title	Contact Hrs. / Week			Credit
			L	T	P	
Theory						
MGMT	XBB4001	Financial Management	2	1	0	3
MGMT	XBB4002	International Trade and Commerce	2	1	0	3
BS	XMT4001	Statistical Methods for Management Decision Making	2	1	0	3
MGMT	XBB4004	Industrial Relations and Labor Welfare	2	1	0	3
MGMT	XBB4005	Emotional Intelligence and Managerial Effectiveness	2	1	0	3
MGMT	XBB4006	Retail Management	2	1	0	3
CS	XBB4007	E-Commerce and Web Technology	2	0	0	2
Practical						
CS	XBB4101	Web Technology Lab	0	0	2	1
Sessional						
PROJ	XBB4102	Evaluation of Minor Projects	0	2		2
Total Credit						23

Course Code	XBB4001			
Course Title	Financial Management			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

In this course, the students will learn about the basics, techniques to analyze and evaluate the various disciplines of Financial Management, to apply the decisions in different areas of business Enterprises related to the financing decisions.

Course Outcome:

- CO1:** To learn the various nature of Financial Management and related disciplines.
- CO2:** To know the details about Capital Budgeting, Investment Decision and evaluation of PBP, NPV, IRR, PI etc.
- CO3:** To have a better understanding of the Cost of Capital and Learning the approaches for Calculating different related aspects.
- CO4:** To learn the techniques of Calculating Leverages.
- CO5:** To understand the applications of Dividend and related models of Dividend policies.
- CO6:** To know the basics of Working Capital and

Course Content:

Module 1: Nature of Financial Management [4L]

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; Profit vs wealth maximization

Module 2: Capital Budgeting [6L]

Nature of investment decisions, investment evaluation criteria, payback period, Accounting rate of return, net present value, internal rate of return, profitability index; NPV and IRR comparison.

Module 3: Cost of Capital [5L]

Significance of cost of capital; Calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined [weighted] cost of capital

Module 4: Capital Structures [6L]

Approaches to Capital Structure Theories – Net Income approach, Net Operating Income approach, Modigliani Miller [MM] approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Module 5: Operating and Financial Leverage [5L]

Measure; Effects on profit, analysing alternate financial plans, Combined financial and operating leverage.

Module 6: Dividend Policy Decision & Management of Working Capital [10L]

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. Nature of working capital, significance of working capital, Operating cycle and factors determining of working capital requirements; Management of working capital – cash, receivables, and inventories.

CO-PO Mapping:

	Programme Outcomes [PO]											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		3				3		3	3	2		3
CO2		3	3			3		3		3	3	3
CO3		3	3			3		3	3			3
CO4		3	3	2		2		2	2			3
CO5		3	3	2		3		2	2	2	2	3
CO6				2		3	1	3	3	3	3	3

Suggested Readings

1. S.Bhatt,"FinancialManagement",Excel Books.
2. Van Horne, J.C. , " Fundamentals of Financial Management",Prentice Hall of India.
3. Khan M.Y. and Jain P.K., "Financial Management - Text and Problems", Tata McGraw Hil.
4. PrasannaChandra,"Financial Management - Theory and Practice", Tata McGraw Hill.
5. Pandey I.M.,"Financial Management"Vikas Publishing House.
6. Saha, Tapas Ranjan," Basic Financial Management", World Press.

Course Code	XBB4002			
Course Title	International Trade and Commerce			
Category	Management			
LTP & Credits	L	T	P	Credits
	3	0	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

In this course, the students will learn about the basics of International Business Environment, Rise of New Economies, Bilateral and Multilateral Trade Laws, Global Sourcing, International Marketing, Functions of GATT, FDI, WTO etc.

Course Outcome:

- CO1:** To learn the International Business Environment, Globalisation, Tariffs, Trade Bloc.
- CO2:** To know the details about the rise of new economies in different countries.
- CO3:** To have a better understanding of the Country risk analysis, Political, Social Cultural and ethical Practices.
- CO4:** To learn the Functions of International Financial Management, Balance of Payments, Balance of Trades etc.
- CO5:** To know the different Trade Laws, Bilateral Multilateral, GATT, WTO, FDI, World Bank.
- CO6:** To know the basic concepts of Global Sourcing and its impact on Indian Industries.

Course Content:

Module 1: International Business Environment

[8L]

Globalization – Forces, Meaning, dimensions and stages in Globalization – Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler – Trading Environment of International Trade – Tariff and Non-tariff Barriers – Trade Blocks – Rise of new economies like Japan, South East Asia and China as compared to India.

Module 2: Country Risk Analysis

[6L]

Political, Social and Economic – Cultural and Ethical practices – Halsteade model - Responsibilities of International Business Managing Multinational Enterprises – Problems and Potential – Multinational Service Organizations – Indian companies becoming Multinationals – Potential, Need and Problems

Module 3: Introduction to International Financial Management

[8L]

Balance of Trade and Balance of Payment – International Monetary Fund, Asian Development Bank and World Bank – Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade – Introduction to current EXIM policy.

Module 4: Bilateral and Multilateral Trade Laws

[12L]

General Agreement on Trade and Tariffs, [GATT], World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences, International Marketing , Entry strategies – Market selection – Barriers Perspectives- International monetary systems and financial markets, IMF, World Bank IBRD, IFC, IDA, existing international arrangements; Globalization and foreign, investment- Introduction FDI, national FDI policy framework, FPI, Impact of globalization.

Module 5: Global sourcing and its impact on Indian Industry

[6L]

Globalization and internal reform process – India’s competitive advantage in industries like IT, Textiles, Gems & Jewellery etc. – Potential and threats

CO-PO Mapping:

	Programme Outcomes [PO]											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2						3	3			2	
CO2	3					3		2		2		
CO3	3					3			3	3		
CO4		3	3	2		2		2	2			3
CO5		3	3	2		3		2	2	2	2	3
CO6				2		3	1	3	3	3	3	3

Suggested Readings

1. Sundaram and Black, “International Business Environment”
2. Bhalla and Raju, “International Business Environment”
3. Francis Cherulinam, “International Business”
4. Rao and Rangachari, ”International Business”
5. Rathod, ”Export Management”

Course Code	XMT4001
Course Title	Statistical Methods for

	Management Decision Making			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

The objective of the course is to introduce the fundamental concepts and results in probability and statistics and to develop the student's ability to deal with probabilistic and Statistical applications in real life problem.

Course outcome: After completion of this course students will be able to:

CO1: Recall the distinctive characteristics of probability distribution and index numbers

CO2: Evaluate the various statistical techniques to solve statistical problems

CO3: Analyze statistical techniques in solving business management problems.

CO4: Interpret complex statistical findings using the understanding of inferential statistics.

CO5: Discuss critically the uses and limitations of statistical analysis

CO6: Solve a range of problems using the techniques covered here.

Course Content:

Module 1: Introduction

[5L]

Statistics – Definition, Importance and Scope in Managerial Decision Making , Collection of Data - Primary Data and Secondary Data, Presentation of Data - Classification and Tabulation of Data, Pie Diagrams, Histograms, Frequency Polygons, Ogives, Application of Diagrams and Graphs.

Module 2: Measures of Central Tendency and Dispersion

[6L]

Arithmetic Mean, Geometric Mean and Harmonic Mean, Median and Mode, Quartiles and Percentiles. Measures of Variation, Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation.

Module 3: Correlation and Regression

[6L]

Concepts, Scatter Diagram, Coefficient of Correlation - Karl Pearson's and Spearman's Rank Correlation, Regression Analysis - Regression Lines and Regression Coefficient.

Business Forecasting, Methods of Forecasting, Time Series Analysis: Components of Time Series,

Module 4: Index Numbers & Probability

[9L]

Concepts and Applications, Unweighted Index Numbers, Weighted Index Numbers, Consumer, Price Index Numbers. Concepts, Addition Law, Multiplication Law, Conditional Probability and Bayes' Theorem, Normal

Distribution. Estimation of Parameters, Point and Interval Estimation, Confidence Limits for Population Mean, Proportion, Difference of Means and Proportions.

Module 5: Sampling and Sampling Distribution

[4L]

Concepts, Random Sampling and Non Random Sampling, Sampling Distribution – Central Limit Theorem, Sampling Distribution of the Mean, Proportions, Difference of Means and Proportions.

Module 6: Test of Hypothesis

[6L]

Type I and Type II Errors, One Tailed and Two Tailed Test, Chi Square Test, Analysis of Variances - ANOVA tables, One-Way Classification, Statistical Quality Control Charts

Minimum 5 cases to be discussed. Chi-square test, F-Test, T-test

CO-PO Mapping:

	Programme Outcomes [PO]											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	1	-	1	-	-	-	-	-	-	1
CO2	3	2	1	-	3	-	-	-	-	-	-	1
CO3	3	2	1	-	3	-	-	-	-	-	-	1
CO4	3	1	1	-	2	-	-	-	-	-	-	1
CO5	3	2	1	-	33	-	-	-	-	-	-	1
CO6	3	2	1	-	2	-	-	-	-	-	-	1

Suggested Readings:

1. Business Statistics, J.K. Sharma, Pearsons Education.
2. Statistics for Management, Richard I. Levin & Rubin, Pearson Education
3. Quantitative Analysis for Management , Render and Stair, TMH
4. Quantitative Business Analysis - Text & Cases, SamulBodiley
5. Quantitative Methods in Business, Anderson , Thomson Learning

Course Code	XMT4004			
Course Title	Industrial Relation and Labor Welfare			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

The purpose of the course is to enable students to grasp and apply the principles of IR and develop an awareness of the significance of industrial peace, to provide a conceptual basis of Industrial Relations, to give an understanding of the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations, to understand the meaning and the concepts of Industrial relations and to familiarize the students with various concepts of Workers Participation in Management.

Course Outcome:

- CO1:** To help develop acquaintance with industrial relations framework in our country
- CO2:** To understand the importance of the maintenance of industrial peace and efforts to reduce the incidence of strike and lockout. Understand the concept of WPM and employee engagement in India
- CO3:** To understand the Health, safety and welfare facilities, Social security measures in Industry
- CO4:** Learn underlying the disciplinary enquiry for misconduct are to understood in view of acquaint misconduct and procedure to be followed before imposing punishment for misconduct alleged and established
- CO5:** Meaning purpose & principle of wage & salary administration, Methods of wage payment
- CO6:** To understand the Importance of Trade Unionism in India

Course Content:

Module 1: Introduction to Industrial Relations

[8L]

Meaning, definition, importance, scope of Industrial Relations and factors in Industrial Relations.

Approaches towards the study of Industrial Relations (Psychological Approach, Sociological Approach, Socio-Ethical Approach, Gandhian Approach, Industrial Relations Approach and HR Approach)

Evolution of Industrial Relations & Trade Unions: concept, functions, TU Movement in India

Module 2: Industrial Disputes, Employee Engagement and WPM

[8L]

Industrial Disputes, Collective Bargaining & Workers Participation in Management: Meaning, definition & Causes of Industrial Disputes; Model Grievance Procedure; Types of Conflict Resolution: Negotiation, Investigation, Mediation, Conciliation, arbitration & Adjudication. Works Committee, Conciliation Officer, Board of Conciliation, Court of Enquiry, Labour Court, Industrial Tribunal & National Tribunal. Collective Bargaining – Meaning, Characteristics, Importance, Process, Pre-requisites and Types. Employee Engagement: Concept, Importance & Employee Engagement in India. Workers Participation in Management(WPM): Meaning, Pre-Requisites, Advantages & Disadvantages, Levels and Types of Labor Laws.

Module 3: Industrial Disputes Act and Factories Act

[8L]

The Industrial Disputes Act, 1946 & The Factories ACT 1948: The Industrial Disputes Act, 1946 - Definitions, Authorities under the Act, Power & Duties of Authorities, Strike & lockout, Lay-off, retrenchment, closure and dismissal, Grievance Redressal Machinery, Penalties.

The Factories Act, 1948 - Definitions, Authorities, Provisions regarding Safety, Provisions regarding Health, Provisions regarding Welfare, Provisions regarding Leave with Wages, Provisions, regarding Working hours of adults, Penalties.

Module 4: Wage and Salary Administration

[8L]

The Payment of Wages Act, 1936 - Definitions, Provisions, Penalties.

The Minimum Wages Act ,1948 - Definitions, Provisions, Penalties.

Module 5: Trade Unionism in India

[4L]

Case Studies: Diagnostic case studies of successful / unsuccessful entrepreneurs; key variables explaining success/ failures

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3					1	3	1	1	1		
CO 2	3	3	3	3		2	2	2	2	2	3	
CO 3	2	3	1	3		2	1	3	3	3		
CO 4	2	3	1	2		3		2	2	3	3	
CO 5	2	2	3	2		3	2	2	3	2	2	
CO 6	2	3	2	1		2		3	1	3		

Suggested Readings

1. Dynamics of IR – Mamoria, Mamoria and Gankar
2. Industrial Relations – Arun Monappa
3. 4. Industrial & Labour Laws -S.P.Jain

Course Code	XMT4005			
Course Title	Emotional Intelligence and Managerial Effectiveness			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective: This subject aims to make the students aware of the different emotional structure of human behavior and how it helps in communication and other transactions in Management. These qualities enhance the managerial effectiveness and help one to run the organization smoothly.

CO1: To identify the functions of brain in different situations and also the different forms of emotions

CO2: To Explain the basic fundamentals of emotional intelligence and its different factors

CO3: To Explicate rational emotive Therapy, emotional transformation, different models of EI and apply these to solve different complicated situations in different sectors of life.

CO4: To explain challenges faced by organizations & expectations from practicing managers in different transactions they do to manage the employees of junior, senior and similar grade.

CO5: To use these different forms of EI for a ethical sustainable business in this challenging environment of 21st century

CO6: To utilize all the learning in a continuous basis and to train the future managers.

Course Content:

Module-1 Brain and its Function

[7L]

Introduction: Introduction to Emotional Intelligence (EI); What is EI, EQ & IQ; Historical Roots of Multiple Intelligences & EI; Power of Emotions; The Emotional Brain & Amigdala Hijack; Physiology of Emotions ; Application of Physiology of Emotions

Module- 2 Building blocks and Models of EI

[7L]

Building Blocks of Emotional Intelligence: Ability Based Model (Mayer & Salovey), Perception; Employment, Comprehension; Management; Trait Model of Self-Efficacy (K.V. Petrides); Mixed Model (Daniel Goleman); Personal Competence (Self Awareness, Self Management & Motivation); Social Competence (Empathy & Social Skills) Empathy; Understanding Empathy; Importance of Empathy; Application of Self-Efficacy of EI.

Module- 3 Application of EI in different Scenario

[7L]

Aspects & Impact of Fundamental Elements of Emotional Intelligence: Seven Elements defined in Behavioral terms, Self Awareness, Emotional Resilience Motivation Interpersonal, Sensitivity Influence Intuitiveness Conscientiousness, Five Elements defined in Competence terms, Self Awareness & Self Management, Motivation, Empathy, Social Skills, Application of Impact of fundamental elements of EI in our daily life, Everyday Behaviour, Education, Workplace

Module- 4 Measurement of Emotions and EI

[8L]

Measuring Emotional Intelligence & Behavioral EQ: Initial Self-Assessment on EI Elements (Internal), 360 degree Assessment Map, EI Behavioral Test (External), Behavioral EQ, Measuring Behavior EQ, DISC Test, Role Play on DISC Behavior Identification, Emotions and the Tripartite Brain, Emotional Competencies.

Executive EQ, Emotions and Enneagram, Rational Emotive Therapy, Emotional Transformation, Script Analysis using Enneagram

Module- 5 Usage of EI in managerial Effectiveness

[7L]

Measuring Emotional Intelligence, Emotions and Childhood, Role of Emotions, Emotions and Attitudes, Managerial Effectiveness: Challenges faced by Organizations & expectations from practicing Managers, Improving Effectiveness: Understanding Organizational goals, Creativity, Optimizing resources, Execution Skills (PDCA Cycle)

CO-PO Mapping:

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO 1	3	2	1	1								
CO 2	3	3	2	2			1					
CO 3	1		3	3							1	
CO 4		1	2	2								
CO 5		2	2	2			1		2	2	1	
CO 6			2					1	1	1		2

Suggested Readings:

1. Daniel Goleman: Working with Emotional Intelligence.
2. Travis Bradberry and Jean Greaves: Emotional Intelligence 2.0
3. Adele B. Lynn: The EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work
4. Daniel Goleman: Emotional Intelligence: Why It Can Matter More Than IQ

Course Code	XBB4006			
Course Title	RETAIL MANAGEMENT			
Category	Management			
LTP & Credits	L	T	P	Credits
	3	0	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

The purpose of this course is to introduce the student to the world of retailing from a managerial viewpoint. Consequently, they will study the elements that comprise the retail mix, including types of retailers, multichannel retailing, consumer buying behaviour, retail marketing strategies, selecting retail site locations, supply chain management, merchandising, pricing, store management, store layout & design and customer service.

Course Outcomes:

CO1 : To describe basic concepts in retail management.

CO2 : To describe the strategies existing in the retail managements.

CO3 : To discuss about the different opportunities available in selecting a location.

CO4 : To discuss about the different store layouts & designs existing in the retail management

CO5 : To explain the various pricing approaches available in the retail marketing

CO6 : To know the responsibilities of retail personnel in the numerous career positions available in the retail field.

Course Content:

Module 1: Marketing Channels [10L]

- A) **Marketing Channels:** Definition & Importance, Functions of Marketing Channels – Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management
- B) **Wholesaling:** Concept, Importance, Functions –Wholesaler Marketing Decisions – Trends in Wholesaling.

Module 2: Retailing [12L]

- A) **Retailing:** Concept, Importance, Functions - Indian Vs. Global Scenario
- B) **Retail formats:** Store & Non Store Retailing –Franchising-Unconventional channels
- C) **Retail Location:** Factors affecting location decision – Site Selection –Location based retail Strategies

Module 3: Store Design [8L]

- A) **Store Design:** Interiors and Exteriors - Store layout – Types of layouts –Factors affecting store layout – Store image mix – Store Façade – The Internet Store.
- B) **Store Administration:** Floor space management–Managing store inventories and display

Module 4: Retail Communication [10L]

- A) **Retail Communication Mix:** Planning retail communication - Managing in-store promotions and events.

B) **Integrated Marketing Channels:** Channels for Consumer goods, Industrial goods & Services – Horizontal, Vertical, and Multichannel Marketing Systems.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	-	-	1	-	-	2	1	2	3
CO2	2	1	-	2	-	-	-	-	2	-	3	2
CO3	2	1	-	3	-	-	-	-	2	-	3	2
CO4	2	1	-	3	-	-	-	-	3	-	3	2
CO5	3	1	-	2	-	-	-	-	2	1	3	2
CO6	2	-	-		-	1	-	-	3	-	2	2

Suggested Readings:

1. Levy, Michael, Weitz, Barton, Pandit, Ajay [2007]; Retail Management; Tata McGraw Hill, Reprint.
2. Sapna Pradhan, Retailing Management, Text and Cases, 3rd Ed, TMH Education Pvt. Ltd. New Delhi, 2011.
3. Chetan Bajaj, Retail Management
4. Cases in Management, R.Srinivasan, R.K.Srivastava, Biztantra, 2012.
5. Berman & Evans, Retail Management, TMH, 2007

Course Code	XBB4007			
Course Title	E-Commerce and Web Technology			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	0	2	3
Total Contact Hours	24(T)+24(P)			
Pre-requisites	None			

Learning Objectives: : This course is intended to impart knowledge about basic concepts, significance, categories and implementation of e-business. It will help the students, as future managers, to critically assess the impact of web based information systems on the business.

Course Outcome :

CO1: Understand the nature of Web Technology

CO2: Explore the business potential of Web Technology

CO3: Plan and executing the web based business application

CO4: Acquire Knowledge about the Information and Web Security to apply in solving different managerial problems and communication with different internal and external customers

CO5: Utilize Knowledge about the functioning of online payment systems, online marketing, analytics and many more in the competitive environment.

Course Content:

Module 1: Introduction to e-business

[3L+3P]

Introduction to Ecommerce, Definition, Benefits Of E-Commerce, Impact Of E-Commerce On Business, Traditional Commerce Vs E-Commerce, Advantages And Disadvantages Of E-Commerce, Electronic Commerce And The Trade Cycle. Electronic Market: Usage, Advantages and Disadvantages And Its Future. E-Commerce Business Models.

Module 2: Security Threats to e-business

[4L+5P]

Consumer Online: The Internet Audience and Consumer Behavior, Basic Marketing Concepts, Internet Marketing Technologies, E-Commerce In Action: E-Tailing Business Models, Common Themes In Online Retailing, The Service Sector: Offline And Online, Online Financial Services, Online Travel Services, Online Career Services.

Module 3: Electronic Payment System

[5L+5P]

Electronic Payment System: Special Features Required in Payment System for E-Commerce; Types Of E-Payment System; E-Cash & Currency Servers, E-Cheques, Credit Cards, Smart Cards, Electronic Purses & Debit Cards. Security Issues in E-Commerce: Security Risks Of E-Commerce, Exposure Of Resources, Type Of Threats, Sources Of Threats, Security Tools & Risk – Management Approach.

Module 4 : e-Business Applications & Strategies

[6L+5P]

Internet And WWW: Brief History of Internet, World Wide Web And Its Evolution, Uniform Resource Locator (URL), Web Browsers, Web Technologies, Web Standards, Web Design Principles: Basic Principles Involved In Developing A Web Site, Planning Process, Five Golden Rules Of Web Designing, Designing Navigation Bar, Page Design, Home Page Layout, Design Concept, Making a website Search engine friendly.

Module 5: e-Business Applications & Strategies

[6L+6P]

What Is HTML, Basic Structure Of An HTML Document, Creating An HTML Document, Introduction To Cascading Style Sheets, Concept Of CSS, How To Build A Web Site, Working On The Web Site, Creating Web Site Structure, How Different Web Editors Work (Text Editor - Site Builder - CMS), CMS Like WordPress, Joomla& Drupal, Hosting A Website.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	1							1	
CO2	1	2	3	3			1					
CO3	1		3	3							1	
CO4		1	2	2								
CO5		2	2	2								
CO6			2					1	1	1		2

Suggested Readings:

- 1 Whitley, David (2000).e-Commerce Strategy, Technologies and Applications. Tata McGrawHill.
- 2 Schneider Gary P. and Perry, James T (1st Edition 2000).Electronic Commerce. Thomson Learning.
- 3 Bajaj, Kamlesh K and Nag, Debjani (Ist Edition 1999). E-Commerce: The Cutting Edge of Business.Tata McGraw Hill, Publishing Company Ltd., New Delhi.

Syllabus for 3-YEAR B.B.A.

5th semester BBA

Sl.No.	Type	Course No.	Course Name	L	T	P	Credits
THEORY							
1	PC	XBB5001	Corporate Taxation	2	1	0	3
2	PC	XBB5002	Strategic Management	2	1	0	3
3	PC	XBB5003	Business Ethics and CSR	2	1	0	3
4	PC	XBB5004	Customer Relationship Management	2	1	0	3
ELECTIVE -1 MAJOR							
FINANCE							
5	PE	XBB50F1	Financial Services	2	1	0	3
6	PE	XBB50F2	International Finance	2	1	0	3
HUMAN RESOURCE MANAGEMENT							
7	PE	XBB50H1	Talent Management	2	1	0	3
8	PE	XBB50H2	Training & Development	2	1	0	3
MARKETING MANAGEMENT							
9	PE	XBB50M1	Advertising and sales Promotion	2	1	0	3
10	PE	XBB50M2	Sales and Distribution Management	2	1	0	3
ELECTIVE-2MINOR							
TOURISM MANAGEMENT							
11	PE	XBB50T1	Fundamentals of Tourism Industry	2	1	0	3
12	PE	XBB50T2	Tourism Marketing	2	1	0	3
MEDIA MANAGEMENT							
13	PE	XBB50D1	Principles of Media Management	2	1	0	3
14	PE	XBB50D2	Media Agency and Management	2	1	0	3
PRACTICAL / PROJECT							
15	PC	XBB5201	Major Project - I	0	2	3	4
16	PC	XBB5202	Internship Project and OJT Viva	0	0	0	2
TOTAL				12	8	3	24

Course Code	XBB5001			
Course Title	Corporate Taxation			
Category	Management			
LTP & Credits	L	T	P	Credits

	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

In this course, the students will learn about the basics of both the Direct Tax and Indirect Tax I.e. Income Tax in India as per Income Tax Act 1961 as well an overview of Goods and Services Tax(GST). Gain knowledge about the computation of Income Tax under different heads of Income known as Direct Tax.

Course Outcome:

- CO1:** To understand the meaning, Concepts and definitions of Income Tax Act,1961.
- CO2:**To learn the techniques of computation of Taxable Income under different heads of Income.
- CO3:** To know the applicability of deductions from Income (TDS).
- CO4:** To compute the Tax Liability of different 'Person'.
- CO5:** To learn the techniques for submission of IT Returns,Advance Payments of Taxes, Refund of Income Tax, etc.
- CO6:** To know the basics of GST.

Course Content:

Module 1: Income Tax Act -1961(Meaning, Concepts and Definitions) [4L]

History of Income Tax in India, Fundamental concepts and definitions under Income of Tax Act 1961. Canons of Taxation,; objective of Income Tax; Taxation structure in India; Concept and definitions- Income Person, Assessee; Assessment year, Previous year, Residential Status; of an Assessee.

Module 2: Computation of Taxable Income under the different heads of Income [10L]

- a) Income From Salary : Salient features, meaning of salary, allowances and tax Liability- Perquisites and their ValuationDeduction from salary. (Theory and Problems) b) Income from House Property : Basis of Chargeability-Annual Value- Self occupied and let out property- Deductions allowed. (Theory and Problems). C) Profits and Gains of Business and Profession : Definitions, Deductions expressly allowed and disallowed (Theory and Problems). ChargeabilityMeaning and concept of Short term and long term capital gains-permissible deductions. D) Income from Other Sources Chargeability- Meaning and concept –Inclusion and deduction.

Module 3: Computation of Total Taxable Income of an Individual [8L]

Meaning and concept, Gross Total Income –deduction u/s-80 and Tax Liability for respective Assessment year.

Module 4: TDS, Returns ,Refunds [6L]

Tax deducted at source, Return of Income, Advance payment of Tax, methods of payment of Tax, forms of Returns, Refund of Tax.

Module 5: Assessment of various Entities

[8L]

Assessment of firms and their partners; Assessment of co-operative societies; Assessment of charitable trust

Module 6 :GST

[4L]

Overview and techniques.

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1						3	1		3	2		3
CO2		3	3	3		3	1	3	3	3	3	3
CO3				3	3	3		3	3	1		3
CO4				3		2		2	2	3	2	3
CO5		3		2		2	2	2	3	1	2	3
CO6			2	2		2		3	3	2		3

Suggested Readings:

1. H.C.Malhotra, "Indian Income Tax Act"
2. Dr.GirishAbuja and Dr.Ravi Gupta ,"Practical Approach to Income Tax"
3. R.N.Lakhotia, "Income Tax Act"
4. T.N.Manoharan, "Hand Book of Income Tax Law"
5. B.B.Lal and N.Vashisht, "Direct Tax"
6. Dr.VinodSinghania/Dr.MonicaSinghania, "Students guide to Income Tax"

Course Code	XBB5002			
Course Title	Strategic Management			
Category	Management Studies			
LTP & Credits	L	T	P	Credits

	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

Strategic Management induces strategic thinking. The course provides the student the foundation in strategic management and helps to integrate the different aspects of the functions of a business organization

Course Outcome:

- CO1:** Understand the basic concepts of strategic management of a business organization.
- CO2:** Understand and apply the different frameworks needed for strategic analysis and strategy formulation
- CO3:** Understand strategic implementation and able to relate with strategic analysis and formulation
- CO4:** Understand the essence of evaluation, monitoring and control of business strategy
- CO5 :** Understand and analyze cases studies relating to strategic management.

Course Content

Module 1 : Introduction to Business Policy & Strategic Management [2L]

Definition, Concept, Objective and Significance, The levels at which strategy operates
 Characteristic of Strategic Management, An Overview: Strategic Management Process
 Concept of Strategic Decision Making

Module 2 : Strategy Formulation [8L]

Understanding Strategic Intent: Vision, Mission, Business Definition, Goals and Objectives, Concepts of Strategic Stretch, Leverage & Fit, Environment Appraisal: Concept & Environmental Sector; PEST Analysis, Organizational Appraisal: Concepts & Capability Factors ; Porter’s Value Chain Model, Framework for developing Strategic Advantage – SWOT Analysis as a Tool for assessing Organizational Capabilities and Environment Opportunities, Type of Strategies: Corporate Level (Concept of Grand Strategies) , Business Level and Functional Level, Guidelines for Crafting Successful Business Strategies

Module 3 : Strategy Analysis and Choice [6L]

Corporate Level Strategy Analysis: BCG Matrix & GE 9 cell Matrix, Business Level Strategy Analysis: Life Cycle Analysis, Porter’s Five Forces of Industry Analysis, Concept of Strategic Decision Making, Subjective Factors in Strategic Choice and Process of Strategic Choice,

Module 4 : Strategy Implementation [8L]

Between Strategy Formulation and Implementation, - Aspects of Strategy Implementation, An overview of Project, Procedural Implementation, Resource Allocation, Structural Implementation: An overview of: Structural Consideration, Structure for Strategies, Behavioral Implementation: An

overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics, Functional /Operational Implementation: An overview of: Functional Strategies.

Module 5: Strategy Evaluation and Control

[6L]

An Overview of Strategic Evaluation and Control, Strategic Control and Operational Control, Techniques for Strategic Evaluation and Control, Role of Organizational Systems in Evaluation, Mc Kinsey’s 7s Framework.

Module 6: Cases in Strategic Management:

[6L]

Minimum five cases encompassing the above topics to be analyzed and discussed in the class, Cases to be incorporated in Question Paper

CO PO Mapping :

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	-	-	2	2	2	-	-	-	2
CO2	3	3	3	2	2	-	-	-	-	-	-	-
CO3	3	2	2	-	-	-	-	2	-	-	-	-
CO4	3	2	2	-	-	-	-	-	-	-	-	-
CO5	3		-	-	-	-	-	2	3	3	3	3

Suggested Readings:

1. Kazmi, A, “ Business Policy & Strategic Management”.
2. Thompson Jr., Arthur A. and Strickland, A.J.,” Strategic Management- Concepts and Cases –”, 12th Ed.
3. Shrivastava, R.M., “Management Policy and Strategic Management (Concepts, Skills and Practices)”
4. Subba Rao, P., “Business Policy and Strategic Management”.
5. Ramaswamy ,”Strategic Planning Formulation of Corporate Strategy”
6. Michael, V. P., “Globalization, Liberalization and Strategic Management”
7. Lomash,S. and Mishra, P.K, “Business Policy and Strategic Management”, Vikas Publishing House Pvt Ltd, New Delhi
7. David, F.R. “Strategic Management”, Prentice Hall International

Course Code	XBB5003
Course Title	Business Ethics and CSR
Category	Management

LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective

This course aims to understand the Business Ethics and to provide best practices of business ethics. To learn the values and implement in their careers to become a good managers and develop various corporate social Responsibilities and behavior in their professional life and to imbibe the ethical issues in corporate governance and to adhere to the ethical codes.

Course Outcomes

- CO1 :** To demonstrate an understanding of Ethical issues in current business scenario
- CO2 :** To provide knowledge of the environment in which businesses operate, the economic operational and financial framework with particular application to the transaction of insurance business
- CO3 :** To think logically and analytically about complex problems
- CO4 :** To understand the ethics related to consumer protection and environment
- CO5 :** To demonstrate an understanding of Individual ethics
- CO6 :** Be aware of the social and ethical responsibilities within management positions

Course Details

Module1: Introduction [8L]

Meaning of Ethics, Definition of Ethics and Business Ethics, Introduction to Business ethics, Need, Importance, Nature, Scope, Objectives of Business Ethics, Types of Business Ethics. Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, Ethical decision making. Corporate Ethics – ethical behavior& audit of ethicalbehavior. Individual ethics, Professional Ethics.

Module2: Indian Context [8L]

Introduction, Importance and need for Business Ethics in Indian Context, roots of unethical behavior and Issues, Corporate Governance Ethics, How ethics can make corporate governance more meaningful. Gandhian Philosophy. Social Audit.

Module3: Work Life [8L]

Indian Values and Ethics – Respect for Elders, Hierarchy and Status, Need for Security, Non – Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Attitudes and Beliefs.

Module4: Global Scenario [8L]

Business Ethics in Global Economy: Concept of Globalization. Global Business Network. Relationship among Business, Business Ethics and Business Development. Developing Business ethics in Global Economy. Marketing ethics in foreign trade.

Module 5: CSR [8L]

Corporate social Responsibility of business, Obligations under Law, Environmental Protection, Fair Trade Practices, Health and Well-being of Under-privileged People, Social Welfare and Community Development Activities.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	-	-	-	1	-	3	1	1		3
CO2	2	2	-	-	-	-	-	2	1	-		2
CO3	2	3	-	-	-	1	-	2	2	-		1
CO4	2	1	-	-	-	-	-	2	1	-		2
CO5	3	1	-	-	-	-	-	3	1	1		1
CO6	2	-	-	-	-	1	-	3	-	-		2

Suggested Readings:

- A.C. Fernando, Corporate Governance, Pearson (Also Refer for Cases)
- C.S.V. Murthy, Business Ethics, Text and Cases, HPH
- Hartman, Perspectives in Business Ethics, TMH
- Business Ethics – An Indian Perspective, Ronald D. Francis & Mukti Mishra, TMH

Course Code	XBB5004			
Course Title	Customer Relationship Management			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective: • Understand and describe a customer relationship management application, • Understand how it has been successfully implemented in various organizations and what does it take to ensure a successful implementation • Participate and interact meaningfully in a corporation where CRM has been implemented or to be able to participate in an implementation of CRM by understanding the business case and importance of implementing such a system in an organization

Course Outcome:

- CO1:** To Realize that customer relationships change the business opportunities in different sectors
- CO2:** To Apply CRM concepts in different business markets and to solve different market problems
- CO3:** To Gain knowledge to use appropriate technological tools for CRM to ethically sustain in the competitive market
- CO4:** To Manage and implement customer centric marketing opportunities and utilize this in different functions integrated marketing communication
- CO5:** To Assess the impact of channels on CRM and consider the socio-economic market before implementing any new strategies.

Course Content :

Module -1: A Customer Centered/Focused Organization [6L]

How important is good customer service really? The evolution of Customer Service, TQM, Perceptions, The ‘Hot Button’ of the ‘90s

Taking an honest look at your own customer service

Your current customer service profile, Self-evaluation – honestly! How does your company rate? Protocols, How do you & your company deal with Feelings?

Module -2: Your company’s Customer Service focus [6L]

In-focused, Customer-Focused, The 3 Basic Elements of Excellent Service, Are you friendly to customers? Customer Friendly Reflections, Expanding your understand of your Company’s Definition of Service

Developing a Winning Customer Service Strategy

What are your current Customer Service Strategies? Key Strategies , Top Down Approach, Actually using the Feedback you ask for, Know thyself & it shall be true! The creation of client centric practices, The sheer economic necessity of Top Customer Service

Module -3: The “Plus’s” of exceptional Customer Service

[6L]

Critical success factors , Consistency, Criteria, Recognizing Excellence/Reward & Recognition Factors, Awareness, Education

The WOW Customer Service Training & Service Excellence

The wisdom of choosing appropriate training, Brainstorming & Problem Solving Customer Service Enhancers, TIPS - The Coaching Approach, The Listen & Learn Approach

Module -4 Acquiring Customers & Keeping Them

[6L]

Which is the way to go: Surveys/Questionnaires, Interviews or Focus groups?

Surveys, Questionnaires, Interviews, Focus Groups, Who should conduct or run them? Which one should you use? HOW TO prepare a Top Customer Service Survey

Put yourself in the customers shoes, What does my customer actually want? Standards – making, measuring & managing, What you can measure you can manage, Reinventing your processes to suit the customer, Quality Groups What NOT to Do if you want to keep your customers

Those ‘Extras’ & Miscellaneous Factors

Body Language, It’s How You Say It that really counts, Your computer isn’t always your best friend, The differences between data and information, The 2 “E’s” – Ethics & Espionage

Module -5 Completions & Working in the World of the WEB!

[6L]

When the Going Becomes Rough — What to Do!

When you need to say NO and how to say it! Seeing Red and Dealing with It! Take the Initiative and Bounce Back

The Internet has changed the rules & HOW! Automating the personal touch? Clicking with your Customers, Developing Trust & Loyalty – online, Customer Acquisition, Some rules for staying on the road to Success with E-Commerce

Module -6 Long Term Planning and Futurisitc Sustainable Business

[6L]

CRM – It’s not just an Option – It’s here to STAY! Exactly what is CRM? Is it the Latest & Greatest? How do we use it? Automating the personal touch, Defining the technical requirements, Choosing the right CRM tools, The amazing power of CRM, The correct CRM program for you, What defines success with CRM?

Customer Service Management Options of the Future!

People Orientated? Technology Orientated? Strategies, How to best organize Customer Service for the future

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	-	1	-	1	1	1		3
CO2	2	2	-2	2	-	-	-	2	1	-	1	2
CO3		3	2	2	-	1	-		2	-	1	1
CO4	2	1	-	-	-	-	-	2	1	1		2
CO5	3	2	2	-	-	-	-	3	1	1		1
CO6		-	-	-	-	1	-	3	1	-		2

Suggested Readings

1. CRM at the speed of light by Paul Greenberg, YMH 2nd edition.
2. Customer Relationship Management by V Kumar, Werner J Reinartz, WILRY India edition.
3. Customer Relationship Management by Kristin Anderson and Carol Kerr, TM.

ELECTIVE 1 MAJOR FINANCE

Course Code	XBB50F1			
Course Title	FINANCIAL SERVICES			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-Requisite	None			

Learning Objective:

The objectives of this course is to develop a conceptual understanding of the financial markets and services.

Course Outcome:

CO1 To apply the concept, meaning, importance and significance of Financial System, Financial markets & Financial Services

CO2To apply strategies to define goals, functions, way of operations of Money Market, Primary Market & Secondary Market, Share Broker, IPO and Outline the participants in the financial markets, Distinguish between them

CO3 To Evaluate and Analyze the current market scenario, share and stock prices and their performances, Understand the instruments of the money and bond markets

CO4 To implement concepts of regulation of Merchant Banking, Underwriting, Mutual Fund, the way of finding NAV, Expense ratio ,Credit Rating, Lease & Hire purchase, Factoring & Forfeiting, Venture Capital

CO5 To apply the difference between the Types of Financial Services offered in India, and their prospects in the Indian Scenario, How is Underwriting done, Gross Liability and Net Liability found, Pre-issue and Post-issue Management, and distinguish each of them separately from the other

CO6 To implement strategies to make an Impact on the students in taking investment decisions, apply financial concepts, theories and tools to evaluate the legal, ethical and economic environment related to financial services

Course Content:

Module 1: Introduction

[6L]

Introduction to Financial Services

Module 2: Merchant Banking [6L]

Merchant Banking : Nature and scope of merchant banking – regulation of merchant bank activity – overview of current India Merchant banking scene – structure of merchant banking industry – primary markets in India and abroad – professional ethics and code of conduct – current development.

Module 3: Leasing & Hire Purchase [6L]

Leasing & Hire Purchase : introduction – history and development of leasing – concept and classification – types of leases – advantages of leasing – disadvantages of leasing – evolution of Indian Leasing Industry – leasing and the commercial banking sector – product profile - Concept and characteristics of hire purchase – legal aspects of hire purchase.

Module 4: Factoring [6L]

Factoring : Concept of factoring – forms of factoring- evaluation of factor legal aspects of factoring – evaluation of factoring – factoring in India Current Developments.

Module 5: Capital Markets & Money Markets [6L]

Capital Markets & Money Markets : Government securities market, primary & secondary market- treasury bill market, commercial paper and certificate of deposits.

Module 6: Credit Cards [6L]

Credit Cards & Credit Rating

CO PO MAPPING

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1						3	3	3	3	1	2	3
CO2						3	2	3	3	3	3	3
CO3						2	3	3	3	3	2	3
CO4		3	3	2		2		2	2	3	2	3
CO5		3	3	2		3		2	2	1	2	3
CO6				2	2		1	3	3	3	3	3

Suggested Readings :

- 1) G.S.Batra – Financial Services & Market.
- 2) Meir Khan – Financial Institutions and Markets, Oxford Press.

- 3) I M.Bhole , Financial Institutions and Market, TATA McGrawHill
- 4) V.A.Avadhani ,Marketing of Financial Services, Himalayas Publishers, Mumbai
- 5) Vasant Desai, Indian Financial Systems, Himalaya Publishers Books for Reference :
- 6) Benton E.G.,Financial Intermediaries An Introduction
- 7) Edminister R.D.Financial Institution ,Market and Management.
- 8) Verma, J.C.A Manual Of Merchant Banking

Course Code	XBB50F2			
Course Title	INTERNATIONAL FINANCE			
Category	MANAGEMENT STUDIES			
LTP & Credits	L	T	P	Credits
	3	0	0	3
Total Contact Hours	40			
Pre-requisites	None			

Learning Objective:

To make the students aware of the International Financial Management

Course Outcome:

CO1: To enlighten the students with the knowledge of Finance Globally

CO2: To learn and implement the knowledge of International Trade Theories

CO3: To understand about risk and return of different investments in foreign exchange market.

CO4: To understand the concept of Hedging

CO5: To enhance the knowledge about foreign exchange transactions

CO6: To understand the concept and applications of foreign exchange transactions

COURSE CONTENT:

Module 1: Financial Management in a Global Perspective (8L)

Increasing Interdependence in the Global Economy , Trends in International Trade and Cross Border Financial Flows India in the Global Economy Recent ; Developments in Global Financial Markets Liberalization Integration and Innovation Challenges of International Financial Management Gains from International Trade and Investment.

International Monetary System and Financial Markets An Overview: Balance of Payments International Monetary System. An Overview of International Financial Markets Exchange Rate Determination and Forecasting.

Module2: International Trade Theories (7L)

Theory of Absolute Advantage Theory of Comparative Advantage HeckscherOhlin Model ImitationGap Theory International Product Life Cycle Theory.

Trading Blocks: Formation of Trading Blocks Conditions for Success OPEC Its objectives, Functions
European Community (EC) Functioning of EC India and EC The North America Free, Trade Agreement
(NAFTA) Its objectives UNCTAD Its functions.

Module 3: The Foreign Exchange Market (8L)

Structure and the Participants Types of Transactions Mechanics of Currency Dealing Exchange Rate
Quotations Arbitrage Forward Rates Evolution of Exchange, Control and the Foreign Exchange Market in
India Exchange Rate Computations.

The Links between the Forex Market and the Money Market: Covered Interest Arbitrage Covered Interest
Parity Theorem Swap Margins and Interest Rate Differentials Option Forwards Cancellation of Forward
Contracts Forward Swaps Short Dated and Broken Date Contracts.

Module IV: Managing Transactions Exposure (7L)

The Hedging Decision Automatic vs Discretionary Hedging Cost of Forward Hedge Choice of Currency
of Invoicing Internal Hedging Strategies : Leads Lags Netting Offsetting External Hedging : Forwards
Money Market Hedge Hedging Contingent Exposures an Exposures with Uncertain Timing.

Operating Exposure: Operating Exposure Purchasing Power Parity and Real Exchange Rates, Determinants
of Operating Exposure Operating Exposure for Exporters and Importers Assessing and Coping with
Operating Exposure.

Module V: International Equity Investment (6L)

Comparing Domestic Versus Foreign Equity Investment Gains from Cross border Diversification
International CAPM The Depository Receipts Mechanism. International Accounting & Taxation:
Accounting for Forex Transactions & Derivatives Transfer Pricing Consolidation of MNC's Accounts –
International Taxation.

Uniform Customs and Practice for Documentary Credits 1993 Revision Rules: Introduction to International
Chamber of Commerce Introduction to UCPDC Description of Articles Applications of Articles.

Readings:

International Financial Management Apte, P G. ICFAI

International Financial Management Shapiro, Alan C. PrenticeHall, India

International Finance, 5 th e Levi, Maurice D. Routledge

International Finance – Theory & Practice Avadhani, V A. Himalaya Publishing

International Financial Management Charley N Henning, Willan Pigott, Robert Haney

COPO Mapping:

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	-	-	-	3	1	1	3	-	3	3
CO2	1	-	3	-	-	3	1	3	3	1	3	3
CO3	1	2	3	3	3	-	2	-	3	1	1	3
CO4	1	2	2	3	-	2	1	2	2	2	3	2
CO5	-	1	-	2	-	2	3	2	3	1	3	3
CO6	-	-	-	2	-	2	1	2	2	3	2	3

ELECTIVE 1 MAJOR HUMAN RESOURCE MANAGEMENT

Course Code	XBB50H1			
Course Title	Talent Management			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-Requisite	None			

Learning Objectives: This course focuses on the attraction, acquisition, and retention of talent in organizations. In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people. In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people. Aim is to discuss the issues from two perspectives: managing talent in organizations as well as managing one's own talents as an individual

Course Outcome

CO1: To highlight the importance of talent while making decision for effectiveness

CO2: To identify the right source of talent in right time and application of that to solve and developmental issues of the organization

CO3: To handle existing and modern work conditions for development and analyze and implement changes when necessary

CO4: To assess the probability of talent acquisition, utilization and retention for a long term sustainable organization and judge the impact

CO5: To assume the different climates of talent management for making effective decisions of talent management

CO6: To communicate the talent management plans to the employees, motivate them to work in groups and bring on the individual best for the benefit of the organization,

Course Content

Module I: Introduction

[7L]

Macro Level manpower Planning and Labour market Analysis - Organisational Human Resource Planning -- Stock Taking -- Work Force Flow mapping -- Age and Grade Distribution mapping.

Module 2: Models [7L]

Models and Techniques of manpower demand and supply forecasting-- Behavioural Factors in HRD -- Wastage Analysis ñ Retention -- Redeployment and Exit Strategies.

Module 3: Career Planning [7L]

Career Management, Career Planning and Career Development.

Module 4: Performance Planning [7L]

Performance Planning -- Potentials Appraisal -- HRD Climate.

Module 5: HSIR [7L]

Human Resource Information System -- Human Resource Accounting. Suggested

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	-	1	-			1		
CO2	2	2	-2	2	-	-	-	2		-		
CO3		3		2	-	1	-			-	1	
CO4	2	1	-	-	-	-			1	1		
CO5		3	3	-	-	-	-		1	1		
CO6		-	-	-	-	1	-	3		-		2

Readings:

1. Strategic HRM by Mabey and Salama
2. Development Human Resources by Mabey and Thompson
3. Human Resource Information System: Development and Application by Kavanagh M.J.

Course Code	XBB50H2			
Course Title	Training and Development			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-Requisite	None			

Learning Objectives: To demonstrate the need of training, design training, and assess the type of training needed for the particular audience. The objective is also to find out the return on the investment on training.

Course Outcome

CO1: Demonstrate their conceptual Skills in understanding benefits of training, training need assessment and compare training and development

CO2: Demonstrate conceptual Skills and application of designing training programme and apply the same to business situations.

CO3: Demonstrate their conceptual Skills in various training techniques and methods and to analyze target audience to identify typical style and needs

CO4: Demonstrate conceptual understanding of evaluation of training

CO5: Demonstrate the ability in applying the training and development concepts learnt to analyze a case let

Course Content:

Module I:- [7L]

Introduction To Training Concept: Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts Of Education, Training And Development, Overview Of Training Functions, Types Of Training

Module 2:- [7L]

Process Of Training: Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment.

Module 3 :- [7L]

Designing And Implementing A Training Program: Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training.

Module 4 :- [7L]

Evaluation Of Training Program: Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training.

Module 5:- [7L]

Learning: Principles Of Learning, Theories Of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance To Training.

Module 6:- [7L]

Technology In Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	1	2-	-	1	-			1		
CO2	3	2	-2	1	-	-	-	2		-		1
CO3	2	3		2	-1	1	-			-	1	
CO4	2	1	-2	-	-	-			1	1		
CO5		2	3		-1	-1	-		1	1		1

Suggested Readings:-

1. Employee Training And Development - Raymond Noe
2. Every Trainers Handbook- DevendraAgochia
3. 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
4. Training And Development- S.K. Bhatia
5. HRM-Biswajeet Pattanayak

ELECTIVE 1- MAJOR MARKETING MANAGEMENT

Course Code	XBB50M1			
Course Title	Advertising and Sales Promotion			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-Requisites	None			

Learning Objective:

The general purpose is to build a comprehensive framework that fully integrates the various aspects of managerial decision making related to marketing communications strategy and tactic as well as to understand about brands and brand management.

Course Outcome:

- CO1:** Understand the areas of integrated marketing communications process and relate to marketing objectives.
- CO2:** Explain the role, scope, and importance of an integrated marketing communications (IMC) strategy for organizational and business success.
- CO3:** Develop marketing communication objectives, media strategies and the marketing communications tools to cover these objectives;
- CO4:** Understand and analyse the various tools of Integrated marketing communication, monitoring , measuring and controlling the impact of communication
- CO5:** Understand different aspects of brand management including brand equity and monitoring and measuring brand performance

Course Content:

Module -1

[9L]

- Communication Process - Communication models for rural communication and urban communication.
- Advertising - Organizational structure of advertising agency and its functions. Evaluation of agency functioning.
- Advertising objectives with specific reference to DAGMAR, Brand objectives and consumer attitudes and market structures.

Module -2

[9L]

- Brand position and brand image strategy development.
- Persuasion and attitudinal change through appropriate copy development.
- Copy decision - creation and production of copy.

Module -3

[9L]

- Advertising budget.
- Media planning and media research.
- Measuring the effectiveness of advertising campaign.
- Public relations.

Module -4

[9L]

- Planning and designing sales promotion programme with specific reference to sales contest, trade-in discount, coupons etc.
- The Message, the Target and the Media
- Cultural and Ethical Concerns in Advertising

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3					1	2	2				1
CO2	3					1				1		
CO3	3	2	2	2							1	
CO4	3	2	2	2					2	1	1	
CO5	3	2	2	2		1	2	2	2			

Suggested Readings

1. D. A. Aakers and J. G. Myers : Advertising Management, Prentice Hall, 1999

2. J. T. Russel, W. R. Lane : Kleppner's Advertising Procedures, Prentice Hall, 1996
3. G. E. Belch, M. A. Belch : Advertising and Promotion, McGraw Hill, 1996
4. S. Sengupta : Brand Positioning, Tata McGraw Hill, 1998

Course Code	XBB50M2			
Course Title	Sales and Distribution Management			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	36
Total Contact Hours	36			
Pre-Requisite	None			

Learning Objective:

The students will understand the importance of the sales concept and the process of carrying out sales. The sales force management will be identified and the different channel of distribution through which sales is carried out.

Course Outcome:

- CO1:** Understand the basic concepts of sales management and the methods of selling
- CO2:** To understand the process of organizing the sales force management
- CO3:** To understand process of training the sales force and developing them
- CO4:** To understand the concept marketing channels and the different ways the channels are used by the salesforce
- CO5:** TO identify the different channels of distribution and management and understand the logistics process

Course Content:

Module 1: Introduction to Sales Management and personal selling [8L]

Evolution of sales department, Nature & scope of personal selling & sales management, Roles and functions of a sales manager. Types of selling situations, Buyer-seller dyad, Theories of selling, Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, (follow-up)

Module 2: Sales Force Efforts and Sales force Management [8L]

Strategic planning and sales organization, Sales department relations, Distribution network relations, Sales forecasting, Sales budget, Sales objectives, Sales territories and quotas Different personnel

functions of a sales manager, Quantitative and qualitative requirements of sales force planning – determination of sales force size, job analysis for type of sales people required

Module 3: Recruitment, Selection, Training and Development [8L]

Sources of recruitment, Selection process, Methods of selection Need and purpose of training, Types of training, Designing a training programme - ACMEE model

Module 4: Directing the Sales Force and Marketing Channels [12L]

Supervision, Territory management, Determination of quota/target, Determination of compensation of sales force, Leading and Motivating Structure, Functions and advantages, Types of channel intermediaries –wholesalers, distributors, stockists, sales agents, brokers, franchisers, C&F agents, and retailers

Module 5: Channel Design Management, Physical Distribution and Logistics [12L]

Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and control – recruiting and selecting channel members, motivating, evaluating channel arrangements Goals, function, processing, warehousing, inventory & Transportation

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	2	3	-	2	1	1	2	-	-	1
CO2	2	-	1	-	-	1	-	-	-	-	2	1
CO3	1	1	1	2	1	-	2	3	-	-	-	1
CO4	2	2	1	-	1	2	3	2	-	-	-	1
CO5	1	1	3	2	1	2	3	1	-	3	1	1

Suggested Readings:

- Johnson, Kurtz & Scheuing, “Sales Management Concept, Practices & Cases”, McGraw Hill
- Lancaster, David & Jobber, Geoff, “Selling & Sales Management”, Macmillan (India).
- Levy, M. & Weitz, B.A “Retailing Management”, McGraw Hill
- Panda, Sahadev, “Sales & Distribution Management”, OUP
- Pradhan, S, “Retailing management”, TMH

ELECTIVE -2

MINOR- TOURISM MANAGEMENT

Course Code	XBB50T1			
Course Title	Fundamentals Of Tourism Industry			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	36
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective: Understand the significance of travel agency and tour operation business. 2. Know the current trends and practices in the tourism and travel trade sector. 3. Develop adequate knowledge and skills applicable to travel industry. 4. To study different organizations and their contributions to travel and tourism industry. 5. To conceptualize a tour itinerary based on variety of themes.

Course Outcome:

- CO 1** : Familiarizing with basic concept and terminology used in Tourism
- CO 2** : Knowledge of various Types of Tourism and Factors of Development of Tourism
- CO 3** : Ability to identify different Components of Tourism
- CO4** : Knowledge of various Tourism Services and Tourism Chain
- CO5** : Utilize current trends and practices in the tourism and travel operations for accommodation, itinerary and other related services.

Course Content:

Module 1: Introduction [7L]

Introduction: concepts, definitions and historical development

Types of tourists: tourist, traveler, excursionists, forms of tourism: inbound, outbound, domestic, international. Nature and forms of Travel, its components and elements.

Module 2 : Tourism System

[7L]

Tourism system & push-pull factors.

Motivation for travel- basic travel motivators, early travel motivators, sociology of tourism

Determinants and motivations of tourism demand

Module 3: Supply and Demand in Tourism

[7L]

Introduction to demand for tourism patterns. Patterns and characteristics of the supply of tourism. Seasonality & tourism

Organizations in tourism - need & factors, National Tourist Organizations,

Module 4 : Factors Impacting Tourism

[7L]

Impacts of tourism at the destination. its impact: socio-cultural, environmental and economic

Factors affecting the future of tourism business.

Module 5 : Tourism – Indian context

[7L]

Tourism policy and organizations; India's strategy for tourism during the XI plan period; ITDC, state tourism boards; etc.; Sustainable tourism development;

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1							3		
CO2		3	2			2			3		1	
CO3	1	2	3	1			2	1		1	1	
CO4	2	1	2	1						1		2

Suggested Readings:

1. Introduction to Tourism :A.K.Bhatia
2. Tourism System : Mill R.C & Morrison
3. Tourism Development :R.Garther

4. Successful Tourism Management :PranNath Seth

5. Tourism- concepts and practices: Walker, John R. and Walker Josielyn T. Walker

Course Code	XBB50T2			
Course Title	Tourism Marketing			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

The student will learn to market the tourism product in terms of market segmentation and market mix.

Course Outcome:

CO1: Understand the basic Tourism Marketing.

CO2: Understanding the Tourism Markets and Nature and type of tourism products.

CO3: Marketing Mix – Process, Pricing & Promotion.

Course Content:

Module 1

[7L]

Introduction: Concept of business, strategy and role of marketing for competitive advantage for tourism businesses; Concept of value, customer satisfaction and service quality; Service quality Gaps Model.

Module 2

[7L]

Understanding markets: Concepts of segmentation, targeting and positioning; Differentiation; tourism markets; Tourists types– leisure and business travellers; Tourism consumer behaviour and purchase considerations; Market research and intelligence.

Module 3

[7L]

Product: Nature and type of tourism products; managing the tourism product; product decisions- new product development; Service bundling; Tourism Area Life Cycle (TALC); Branding and packaging decisions.

Module 4

[7L]

Marketing mix: Process- service blueprinting; Physical evidence- roles of physical evidence, dominant and peripheral goods as physical evidence; Place (Service logistics)- distribution options, managing channels, franchising; Managing People and internal marketing- internal marketing at a destination.

ELECTIVE 2 MINOR- MEDIA MANAGEMENT

Course Code	XBB50D1			
Course Title	Principles of Media Management			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	36
Total Contact Hours	36			
Pre-Requisite	None			

Learning Objective: The main objective of the subject is to give a detailed overview of Mass Communication to students with special emphasis on Media industry

Course Outcome:

CO1: Thorough Knowledge of the concept of human communication.

CO2: Understanding the models of mass communication.

CO3: Knowledge of the nature and media of mass communication.

CO4: Comprehension of the theories of mass communication.

CO5: Awareness of the ownership patterns and ethical aspects of mass media.

Course Content:

Module 1: Human Communication [6L]

Nature and process of human communication, functions of communication, verbal and nonverbal communication, intra-personal, inter-personal, small group, public and mass communication.

Module 2: Models of Mass Communication [6L]

Models: SMR, SMCR, Shannon and Weaver, Lasswel, Osgood, Dance, Schramm, Gerbener, Newcomb, convergent and gate-keeping, communication and socialization.

Module 3: Nature and Media of Mass Communication [6L]

Nature and process of mass communication, media of mass communication, characteristics and typology of audiences.

Module 4: Theories of Mass Communication [10L]

Media systems and theories: authoritarian, libertarian, socialistic, social-responsibility, development, participatory. Mass media: public opinion and democracy. Media culture and its production. Media organizations, media content, market – driven media content – effects, skyvasion, cultural integration and cultural pollution.

Module 5: Ownership patterns and ethical aspects of Mass Media

[10L]

Issues of media monopoly – cross-media ownership; Ownership patterns of mass media, ethical aspects of mass media, freedom of speech and expression, right to information, media and social responsibility, media accountability, infotainment and ICE.

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	-	-	-	-	-	1	-	2
CO2	-	-	-	-	-	1	-	-	-	-	-	2
CO3	1	-	-	-	-	-	-	-	-	1	-	2
CO4	1	-	-	-	-	1	-	1	-	-	-	-
CO5	1	-	-	-	-	1	-	1	-	1	-	-

Suggested Readings:

1. Keval J. Kumar: Mass Communication in India.
2. VirBala Agarwal & V.S.Gupta: Handbook of Journalism & Mass Communication; Concept Publisher Delhi.
3. Baidyanath Bhattacharya: Adhunik Ganamadhyaam.

Course Code	XBB50D2			
Course Title	Media Agency & Management			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	36
Total Contact Hours	36			
Pre-Requisite	None			

Learning outcome:- The course is designed to make the students aware about the different types of agencies which act as middle men or facilitator in the business.

Course Outcome:

CO1: Thorough knowledge of advertising agency and client servicing.

CO2: Understanding marketing plan and objectives.

CO3: Understanding agency finances and client's evaluation.

CO4: Knowledge of the agency set up and digital advertising.

CO5: Knowledge of the sales promotion management.

Course Content:

Module 1: Advertising Agency and Client Servicing [6L]

Account management: Structure of an ad agency, functions of different departments, types of ad agency, Client servicing, Characteristics of services, 7 P's of services, Stages in client-agency relationship, Issues in client servicing, Understanding the client's business,

Conflict resolution accountability, Negotiation process.

Module 2: Marketing Plan and Objectives [9L]

Marketing plan of the client, understanding client's marketing strategy, Outlining Marketing problem/opportunity, Marketing objectives as stated by the client, Profit objective / Sales and market share objective, Setting advertising objective, STP, Constraints on strategy formulation and implementation, Setting evaluation criteria.

Module 3: Agency Finances and Client's Evaluation [6L]

Agency Finances, Sources of income, Expenditure heads of an agency, Modern systems of financial planning followed by leading agency, Setting the overall advertising and promotion budget, Setting evaluation criteria, Client's evaluation of the agency, Areas of evaluation.

Module 4: Agency Set Up and Digital Advertising [9L]

Setting up an Agency, Nature of agency business, Stages in setting up a new business,

Concept development, Environmental scanning, Market feasibility, Financial feasibility, Making a business plan, Growing the Agency, New Business Development, CRM (Customer relationship management), Digital advertising, Growth with existing and new clients, Speculative Pitches.

Module 5: Sales Promotion Management [9L]

Sales Promotion Management, Importance and role in marketing, Promotional objectives, Profit objectives, Market share objectives, Trade, retail and consumer promotion, Consumer Franchise building versus Non-Franchise building promotion, Consumer Sales Promotion tools, Measuring the effectiveness of Promotional Tools.

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO11	PO 12
CO1	3	-	-	-	-	-	-	-	-	-	-	-
CO2	1	2	-	-	-	-	-	-	-	-	-	-
CO3	1	-	1	-	-	-	-	-	-	1	-	-
CO4	1	-	-	-	-	1	-	-	1	-	-	-
CO5	1	1	-	-	-	-	-	-	-	-	-	-

Suggested Readings:-

1. Media Planning & Buying –ArpitaMenon,McGraw Hill Education.
2. Media Planning & Buying in the 21st Century, Sr. Geskey, Ronald D.
3. Entertainment Industry Economics: A Guide for Financial Analysis (Harold Vogel), Cambridge University Press.

Syllabus for 3-YEAR B.B.A.

6thSemester

Sl.No.	Type	CourseNo.	CourseName	L	T	P	Credits
THEORY							
1	PC	XBB6001	Management Accounting	2	1	0	3
2	PC	XBB6002	Organization Development & Change Management	2	1	0	3
3	PC	XBB6003	Project Management	2	1	0	3
4	PC	XBB6004	Consumer Analysis	2	1	0	3
ELECTIVE -1 MAJOR							
FINANCE							
5	PE	XBB60F1	Security Analysis and Portfolio Management	2	1	0	3
6	PE	XBB60F2	Financial Risk Management	2	1	0	3
HUMAN RESOURCE MANAGEMENT							
7	PE	XBB60H1	Compensation Management	2	1	0	3
8	PE	XBB60H2	Global Human Resource Management in Modern Era	2	1	0	3
MARKETING MANAGEMENT							
9	PE	XBB60M1	Service Marketing	2	1	0	3
10	PE	XBB60M2	Market Research	2	1	0	3
ELECTIVE-2MINOR							
TOURISM MANAGEMENT							
11	PE	XBB60T1	Tourism Product	2	1	0	3
12	PE	XBB60T2	International Tourism	2	1	0	3
MEDIA MANAGEMENT							
13	PE	XBB60D1	Print and Electronic Media	2	1	0	3
14	PE	XBB60D2	Public Relations & Channels	2	1	0	3
PRACTICAL / PROJECT							
15	PC	XBB6201	Major Project-ii (Specialization Dependent)	0	2	3	4
16	PC	XBB6202	Grand Viva	0	0	0	4
TOTAL				12	8	3	24

Course Code	XBB6001			
Course Title	MANAGEMENT ACCOUNTING			
Category	MANAGEMENT STUDIES			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

To develop understanding of Accounting in respect to Management. The objective of this course is to expose the student to the applied aspect of accounting & decision making based on accounting information. Having been introduced to the techniques of Budgeting, cost control & relevant costing and make them understand, The student should be in the position to make effective use of accounting information in resolving the business problem.

Course Outcome:

CO1: To enlighten the students thought and knowledge on management Accounting and its tools

CO2: To learn and implement the knowledge of budget & budgeting techniques

CO3: To learn analyzing & interpreting from the situation and make decision regarding make or buy, accept or reject etc.

CO4: To learn & apply the knowledge of marginal costing / cost volume & profit analysis

CO5: To enhance the knowledge about Cost Control measures

CO6: To understand the concept of cost variances such as material variance & Labour Variance

Course Content:

Module 1: Management Accounting:

[3L]

Meaning, nature, scope and functions of management accounting; Role of management accounting in decision making; Management accounting vs financial accounting; Tools and techniques of management accounting.

Module 2: Budgeting for Profit Planning and Control : [8L]

Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and flexible budgeting; Control ratios; Zero base budgeting; Performance budgeting.

Module 3: Cash Budgets [8L]

Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management/ Sales Budget / Flexible Budget.

Module 4: Marginal Costing [7L]

Meaning, advantages, marginal costing and absorption costing; Cost-Profit-Volume Analysis: break-even point, margin of safety, P/V Ratio, concept of key factor, break-even chart and its types;

Module 5: Relevant Costing Introduction [6L]

Relevant Costs and Revenues- Cost Concepts – Outsourcing Decision –Decision to accept or reject a special order – Decision to continue or abandon a project, Make or Buy, Decision making: costs for decision making, variable costing and differential analysis as aids in making decisions – fixation of selling price, exploring new market, make or buy, product mix, operate or shut down, sell or process further decisions etc. Introduction to Standard costing and Budgetary control

Module 6: Cost Control [8L]

Standard Costs and quality Costs, Cost Variance Analysis, Revenue and Profit Variance Analysis, Responsibility Accounting, Cost Records: Integral and non-integral system; Reconciliation of cost and financial accounts.

COPO Mapping:

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	-	-	-	3	1	1	3	-	3	3
CO2	1	-	3	-	-	2	1	3	3	1	3	3
CO3	-	-	2	3	3	-	2	3	3	-	1	3
CO4	-	1	-	3	2	2	1	3	2	3	3	2

CO5	-	1	-	3	2	3	2	2	3	1	3	3
CO6	-	-	-	2	-	2	1	3	3	3	3	3

Suggested Readings:

1. Atkinson - Management accounting, Pearson Education
2. Banerjee, Bhabatosh – Financial Policy and Management Accounting, PHI, 7th edition, 2008
3. Bhattacharyya, Asish - Cost Accounting For Business Managers, Elsevier
4. Drury - Management & Cost Accounting, Thomson Learning
5. Horngren, Dattar, Foster - Introduction to Management Accounting, Pearson Education

Course Code	XBB6002			
Course Title	ORGANIZATION DEVELOPMENT AND CHANGE MANAGEMENT			
Category	MANAGEMENT STUDIES			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective: To understand the nature of the developmental process in organizations, comprehend the main derives and approaches of the change, realize and apply the stages of the organizational development process, equip students with knowledge and skills required for effective change and organizational development and provide students with knowledge of resistance to change and techniques of handing it.

Course Outcome:

CO1: Apply of various organizational theories and change management theories and models in developing and designing the organization of future

CO2 : Recognize the challenges and obstacles met in the application of any new strategy or system and propose a solution for final framing of a better organization

CO3: Describe the role of competitors, innovation, decision making process in building organizational culture and ethics and help in building a sustainable organization and help the society.

CO4: Implement various intervention techniques with the help of change agents in resolving issues of change smoothly

CO5: Design appropriate individual level, group level and strategic level solutions for future organization structure.

CO6 :Acquire and Communicate all new introductions and interventions of the 21st century to the target group smoothly and manage the teams for better acceptance of the new concepts and work satisfactorily in future.

Course Content

Module I: Introduction

[7L]

The paradigm of learning organizations, lessons in learning and creativity, learning organizations - paradigm of strategy and management, life long creates trails of life long creators, model of life long creativity, mastering creative problems, solving, models of creative problems solving, model of creative intelligence, convergent thinking, acquiring a creative persona, techniques of creative problems solving and creativity.

Module 2: Creativity and Problem Solving**[7L]**

Techniques of creative problem solving, Techniques of creativity, problem decomposition, information search, breaking stereotyped response, unblocking, mutual stimulation, imaging, fusioning, ideating, brainstorming, the when of creativity techniques - attributing changing and morphological analysis .

Module 3: Learning Organization**[7L]**

Building a learning organization:

What is learning organizations - nature of learning enterprises, skills needed by learning organizations, three phases of learning, learning implies unlearning, adaptive and generative learning, building a learning organization, knowledge intensive organization.

Module IV: Indian Way of Change and Knowledge Management**[7L]**

Hatha Yogic Practices: Pratyahara, Nadanusandhana

Core issues and themes in building learning enterprises, vision and strategy, nature of the organization structure, an infrastructure for knowledge management, role of information technology in knowledge management, information technology and knowledge approaches.

Module 5: Knowledge Management**[7L]**

Knowledge management system:

Introduction to knowledge management, knowledge management and knowledge management systems, drivers of knowledge, tacit and explicit knowledge, knowledge management in virtual organizations, implementing knowledge management solutions, knowledge management system on learning organization, knowledge management systems - issues, challenges and benefits.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1		1							
CO2	1	3	3	3	1							
CO3	2		1	1		2		1				
CO4		2	2	2					2	2	2	
CO5		3	1	1								
CO6			2	2		1			2	3		3

Suggested Readings

1. Jack Philip e al, Creating Learning organizations, American Society for Training & Development, Peter Senge.

2. The Fifth Discipline: The Art and Practice of the Learning Organizations, Random House Wick & Leon.
3. The Learning Edge: How Smart Managers and Smart Companies Stay Ahead, MC Graw Hill Natarajan G and S Shekhar.
4. Knowledge Management:: Enabling Business Growth, Tata McGraw Hill.

Course Code	XBB6003			
Course Title	PROJECT MANAGEMENT			
Category	MANAGEMENT STUDIES			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

After studying this course, learners should be able to develop plans with relevant people to achieve the project's goals, breakdown work into tasks and determine handover procedures. Also able to identify links and dependencies, and schedule to achieve deliverables. They should understand all estimates and costs of the human and physical resources required, and make plans to obtain the necessary resources to manage any project.

Course Outcome:

CO1: Apply the key concept for study and identify various types of project

CO2: Analyze and evaluation of single and multiple projects with respect to market and demand analysis, financial appraisal ect.

CO3: Creating a good project organization with the help of different project management skills,

CO4: Analyse time-cost trade off and crashing to control project cost.

CO5: Understand real life problems and conflicts with the help of resource scheduling, risk analysis and project audit.

Course Content:

Module I

[4L]

- An Overview and Key Concepts of Project Management
- Project Feasibility Studies
- Project Identification

Module 11

[4L]

- Market and Demand Analysis
- Technical Analysis

Module III

[6L]

- Project Cost Estimate
- Financial Appraisal of Single Projects
- Financial Appraisal of Multiple Projects

Module IV

[6L]

- Human Aspects in Project Management
- Project Organization
- Project Leadership
- Motivation in Project Management
- Communication in the Project Environment
- Conflict in Project Management

Module V

[8L]

- Project Scheduling with
- Time-Cost Trade-Off and Crashing of Projects
- Contract Management
- Project Cost Control

Module VI

[8L]

- Resource Scheduling and Resource Levelling
- Risk Analysis in Project Management
- Project Audit and Project Termination
- Project Control
- Case Studies on Project Management

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3					1	2			1		2
CO2		2	3								1	1
CO3	1	3		3	3							
CO4				2					2		3	

CO5	1	3			1	1	2				2	2
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Suggested Readings

1. Project Planning Analysis, Selection, Implementation and Review: Prasanna Chandra, TMH
2. Project Management and Control: Narendra Singh, Himalaya Publishing House
3. Prasanna Chandra, "Project Planning Analysis" Tata Mcgraw Hill,1996.
4. Maylor : Project Management; Pearson Education (FT), 4th edition, 2010
5. Burke, Rory : Project management - planning and control techniques; John Wiley, 4th edn

Course Code	XBB6004			
Course Title	Consumer Analysis			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			

Learning Objectives: Identify the major influences in consumer behaviour. Distinguish between different consumer behaviour influences and their relationships. Establish the relevance of consumer behaviour theories and concepts to marketing decisions. Implement appropriate combinations of theories and concepts.

Course Outcome:

CO1: To understand the behavior and buying decision process of consumers

CO2: To Evaluate the key internal and external determinants of Consumer Behavior

CO3: To Apply the conceptual models of Consumer Behavior in business projects and situations

CO4: To Gain knowledge in understanding consumer decision making process for a sustainable business

CO5: To Understand the importance of Consumerism and related issues and use this as an important communication tool

CO6: To Analyze the consumer market and then utilize the knowledge to ethically overcome the competitors and do this repetitively in an ever changing socio economic environment.

Course Content:

Module 1 : Introduction

[5L]

Introduction to Consumer Analysis, Models of Consumer Behaviour, Market segmentation; Bases for segmentation, Criteria for effective targeting of market segments, Implementing segmentation strategies

Module 2 : Nature and Motivation

[5L]

Need and Motivation; Dynamic nature of motivation, Types and systems of needs, Frustration, defence mechanism.

Module 3 Personality and Consumer Behaviour

[5L]

Personality and Consumer Behaviour; Theories of personality, Personality and understanding consumer diversity, Self and self-image.

Module 4 Perception

[5L]

Perception; Dynamic of perception, Consumer imagery, Perceived risk

Module 5 Learning and Consumer Involvement**[5L]**

Learning and Consumer Involvement; Behavioural learning theories, Cognitive learning theory, Brand loyalty.

Module 6 Attitude**[5L]**

Attitude-Formation and Change; Attitude formation, Attitude change. Family Life Cycle and Decision Making, Introduction to Social Class, Role of Children in decision making process, Diffusion of innovation and Opinion Leadership.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1		1				1			
CO2	1	3	3	3	1							
CO3	2		1	1		2		1	1			
CO4		2	2	2					2	2	2	
CO5		3	1	1			1			1	1	
CO6			2	2		1			2	3		3

Suggested Readings:

1. Bannet, Peter D &Kassarjian, Harold, H.:ConsumerBehaviour, Prentice Hall of India, New Delhi
2. Kanuk, Leslie &Schifman, Leon: Consumer Behaviour, Prentice Hall, India 2011

ELECTIVE -1 MAJOR FINANCE

Course Code	XBB60F1			
Course Title	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT			
Category	MANAGEMENT STUDIES			
LTP & Credits	L	T	P	Credits
	3	0	0	3
Total Contact Hours	40			
Pre-requisites	None			

Learning Objective:

To make the students aware of security analysis and portfolio management

Course Outcome:

CO1: To enlighten the students with the knowledge and understanding on security analysis & portfolio management

CO2: To learn and implement the knowledge of Efficient Market Hypothesis, Random Walk Theory and portfolio theories

CO3: To understand about risk and return of different investments and implement the same while managing the portfolio

CO4: To understand the investment decisions and portfolio performance

CO5: To enhance the knowledge about Options future & derivatives

CO6: To understand the concept of fundamental & technical analysis

COURSE CONTENT:

Module 1: Investment management: (8L)

Objective, investment opportunities, and philosophy of individual & institutional investors. Fundamental analysis: concept and significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries.

Module 2: Company Analysis: (8L)

nature and style of management, key role of financial analysis, ratio analysis. Technical analysis: different techniques of analysis, Dow Theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.

Module 3: Efficient Market Theory Random Walk: (8L)

Efficient market hypothesis theory random walk, weak form, semi-strong, strong form of market. Comparison of random walk, technical & fundamental analysis.

Module 4: Theories of Portfolio: (8L)

Concepts of portfolio diversification and its effects, Capital Asset pricing model, arbitrary pricing model, Determination of Security market line, Capital market line

Module 5: Introduction to Options & futures: (8L)

Concept of derivatives, option trading, option contracts settlement, pricing of option futures, concept of futures, characteristics of future contract, its types, difference between future, options, forwards & contracts.

Readings

1. Investment Analysis and Portfolio management – Prasanna Chandra – TMH - 2nd Edition,
2. 2. Investments – ZviBodie, &Mohanty – TMH – 6th Edition, 2005.

CO-PO Mapping:

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	-	-	-	3	1	1	3	-	3	3
CO2	1	-	3	-	-	3	1	3	3	2	3	3
CO3	2	-	3	3	3	-	2	-	3	-	1	3
CO4	-	2	-	3	-	2	1	2	2	2	3	2
CO5	-	1	-	2	-	3	3	3	3	1	2	3
CO6	-	-	-	2	-	2	1	3	3	3	3	3

Course Code	XBB60F2			
Course Title	FINANCIAL RISK MANAGEMENT			
Category	MANAGEMENT STUDIES			
LTP & Credits	L	T	P	Credits
	3	0	0	3
Total Contact Hours	40			
Pre-requisites	None			

Learning Objective:

To make the students aware of the risk part of Financial Management

Course Outcome:

CO1: To enlighten the students with the knowledge and understanding on Derivatives

CO2: To learn and implement the knowledge of Corporate risk management

CO3: To understand about risk and return of different investments and implement the same while managing the portfolio

CO4: To understand the concept of option

CO5: To enhance the knowledge about Swaps, & Future

CO6: To understand the concept and applications of Derivatives

COURSE CONTENT:

Module 1: Introduction to Risk Management (3L)

Elements of uncertainty, Sources of risk, Types of risk, Implications of various risks for firm and limitations of risk management.

Module 2 : Corporate Risk Management (6L)

Total risk and Expected cash flows, Evolution of risk management. Approaches to risk management, Risk Management process, Tools - Hedging, forwards, and futures, options and swaps and Hybrids; Risk management guidelines, and Risk management in practice.

Module 3: Introduction to Derivatives (5L)

Historical perspective, Exchanges the Mechanics of derivative markets, the role of clearinghouses, market players and trading techniques.

Module 4: Futures (6L)

The fundamentals of futures contract; Overview, Types of futures, Mechanics of future trading, Major characteristics, Exchange organization, Trading process, Price quotations, Hedging and Speculation with Commodity futures, Interest rate futures, Currency futures and Stock Index futures. Optimal hedge ratio, Pricing of Index Futures Contracts, Stock Index Arbitrage, Applications of Index Futures and Beta Management.

Module 5 : Options

(6L)

Overview, Generic options, factors affecting option prices, Types of options; Option pricing Model, Elementary inventory strategies.

Module 6 : Swaps & Derivatives Types

(10L)

Evolution of swap market, Swap terminology and structures of standard coupon and currency swaps. Types of swaps and mechanics of swap transaction. Credit Derivatives and Weather Derivatives. Types and Application.

COPO Mapping:

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	-	-	-	3	1	1	3	-	3	3
CO2	1	-	3	-	-	3	1	3	3	1	3	3
CO3	-	-	3	3	3	-	2	-	3	-	1	3
CO4	-	-	-	3	-	2	1	2	2	2	3	2
CO5	-	1	-	2	-	2	3	2	3	1	3	3
CO6	-	-	-	2	-	2	1	3	3	3	3	3

Suggested Readings

1. Options, Futures and Other Derivatives John C, Hull – Pearson – 7th edition
2. Risk Management & Insurance, 8th e Williams, C Arthur et al. McGraw Hill
3. Financial Derivatives Redhed, Keith. Prentice Hall India

ELECTIVE MAJOR-HUMAN RESOURCE MANAGEMENT

Course Code	XBB60HR1
Course Title	Compensation Management
Category	Management Studies

LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:

Compensation Management refers to the establishment and implementation of sound policies, programmes and practices of employee compensation. It is essentially the application of a systematic and scientific approach for compensating the employees for their work in a fair, equitable and logical manner. Compensation Management is concerned with the compensation to employees for their work and contribution for attaining organisational goals. It is concerned with designing and implementing total compensation package

Course Outcome:

- CO1:** Understand the underlying concepts needed to create an effective total compensation and benefits program
- CO2:** Recognize how pay decisions help the organization achieve a competitive advantage.
- CO3:** Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations
- CO4:** Demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues
- CO5:** Design rational and contemporary compensation systems in modern organizations

Course Content:

Module 1: Introduction to Compensation Management [8L]

Compensation management process, Basis of compensation management, motivation and financial and non -financial compensation, compensation philosophies of compensation process, Assessing job values & relativities; Pay structures; Paying for performance, skills and competence.

Module 2: Employee Benefits [8L]

Employee benefits and total remuneration, Special aspects of compensation mergers and acquisitions and compensation policies for new and start up organization, Provisions governing different components of compensation and working of different institutions

Module 3: Legal Aspects of Compensation [8L]

Objectives, structure and provisions of legislations on wages and bonus i.e. the minimum wages Act, 1948, the Payment of wages Act, 1936: The Payment of Bonus Act, 1976. Determination of wages

D.A. and other monetary benefits through Industrial Tribunals, Case law, recent trends, and working of these laws

Module 4: Problem Solving with Algorithms

[12L]

Recent Developments in Compensation Management-Innovations in the area of compensation management in Indian and MNCs operating in India and abroad.

CO-PO Mapping:

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO 11	PO1 12
CO.1	1	1	2	1	2	3		3	2			
CO.2	2	2	1	3	1	2						
CO.3	3	2	3	3	1	3			2	3		
CO.4	2	2	2	3	2	2		2				
CO.5	3	2	1		1		2		1			

Suggested Readings:

1. Strategic Compensation: A human Resource Management Approach by Joseph J Martocchio
2. Compensation and Reward Management, B D Singh, Excel Books

Course Code	XBB60HR2
Course Title	Global Human Resource Management in Modern Era
Category	Management

LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-Requisite	None			

Learning Objectives: This course focuses on the HR challenges which affect or influence the success of the entire enterprise, challenges that are often far beyond the scope of the traditional "personnel" function. Problems, challenges and decisions are analyzed from the point of view of the HR executive or GM who has scorecard responsibility at the organizational level.

Course Objectives:

CO1: Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment

CO2: Recognize, describe and value cultural differences

CO3: Develop successful programs for international assignees (short term/long term)

CO4: Become an expert in a particular country with regard to issues and practices pertaining to major HRM functions

CO5: Evaluate “best practices” across cultures and also implement the latest ones in on going process

Course Content:

Module I Introduction [8L]

Human Resources in a Comparative Perspective

International Recruitment and Selection

Developing International Staff and Multinational Teams

Module 2 Culture [8L]

Cultural Factors/Issues in Performance Management

Human and Culture variables in global organizations

2Cross-cultural differences and managerial implications , communications and negotiations

Module 3 International Employees**[8L]**

Approaches to International Compensation

Repatriation , Managing Global, Diverse Workforce; Global Unions, Regional Integration and Framework Agreements; Emerging Trends in Employee Relations and Employee Involvement ;International Labour Standards

Module 4 CSR & Other HR Issues**[8L]**

HR/IR issues in MNCs and Corporate Social Responsibility. Cross cultural leadership and decision-making

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	2			1			1	1	
CO2	3	1	2	2		1			1	1	1	
CO3	2		2	1		2			1		1	1
CO4		3	1				2					2
CO5		1	2	1				1	1		1	3

Suggested Readings:

Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities

A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College

Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson learning

ELECTIVE MAJOR-MARKETING MANAGEMENT

Course Code	XBB60MK1			
Course Title	Service Marketing			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-Requisite	None			

Learning Objectives: To introduce students to the unique features and characteristics of Services and the marketing challenges. Delivering service excellence at a profit. Understanding the expanded marketing mix. Practicing on the growth of service sector

Course Outcome:

CO1: able to Understand the expanded marketing mix

CO2: To Practice on the growth of service sector.

CO3: :To Acquaint about service characteristics.

CO4: To describe organizations kinds providing services and customer perceptions.

Course Content:

Module 1: Introduction

[5L]

Services Defined; special characteristics of services: heterogeneity, inseparability, intangibility and perishability; attributes those differentiate services from manufactured goods.

Module 2: Service as a system

[5L]

Service delivery system, service operation system; the drama of service delivery; the service process; people processing, possession processing, information processing.

Module 3: Classification of Services

[5L]

Classification on degree of tangibility in services, on recipient of services, on customization Vs. standardisation, on nature of relationship with customers, on the balance of demand and supply, on participation of people, possession and facilities, on place and time of delivery. Service Value Source and

Competitive Advantage.

Module 4: Service quality dimensions

[5L]

Reliability, Responsiveness, Assurance, Empathy, and Tangibles. Understanding of Service Quality gap model, Introduction to service satisfaction measurement techniques – SERVQUAL

Module 5: Marketing Mix for Services

[10L]

4 traditional P's, other special elements for Services marketing The Service Product- Process, Complexity & divergence, Process blueprinting; Differentiating services, Positioning and Repositioning through structural changes, The flower of service

Physical Evidence: Essential and peripheral, the servicescape, other tangibles; specific tactics for creating service atmosphere- sight appeals: size, shape, colour, location, architecture, sign, entrance lighting; sound appeals, scent appeal, touch appeal. People: People as a form of process of service, people as the service, as the marketers, as the brand and as the organisation; internal marketing; differing roles of people- Primary, facilitators and ancillary; Contactors, Modifiers, Influencers, Isolates, people as boundary spanners and thus having emotional labour due to role conflict. Pricing strategies for services: Cost as tripod, costs customers incur for a service- money, time, physical efforts, sensory costs and psychic costs. Pricing bases: revenue oriented, operations oriented, patronage oriented.

Module 6: Distinguishing Services Strategies

[6L]

Distribution Channel for Services, Promotion and Communication for services, Customer Service, Unique customer behaviours for service, Moments of Truth, Customers' roles in service delivery Managing Demand with capacity.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2			1			1	1	
CO2	3	1	3	2		1		2	1	1	1	
CO3	2		2	1	1	2	1		1		1	1
CO4		2	1		1		2	2				3

Suggested Readings:

- 1.A. Payne : The Essence of Services Marketing, Pearson. 1995,
2. V.A. Zeithaml , M. J. Bitner, D DGremler, A. Pandit: Service Marketing, 5th Edition McGrawHill, 2011
3. Lovelock, C.: Services Marketing: People, Technology, Strategy , Pearson 2003.

Course Code	XBB60MK2			
Course Title	Market Research			
Category	Management			
Ltp & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-Requisite	None			

Learning Objective: a. To make students understand the importance of Research in today's corporate world.
. b. To create awareness about various Research Methodology and its Techniques available. c. To create awareness about role of Researcher and his contributions in research work

Course Outcome:

CO1: The Student will be able to understand the importance of Research work

CO2: Students will develop insights into Research and investigation concepts and its impact on Business

CO3: Students will be able to understand Various Methods and Techniques available to research work.

CO4: The Student will be capable of understanding how creativity and innovative Techniques help to find a solution to problems

Course Content:

Module -1

[7L]

- Introduction: A Decision Making Perspective of Marketing Research
- An Overview of the Marketing Research
- Problem Identification
- Methodology

Module -2

[7L]

- Qualitative Research
- Factor Analysis
- Multi-Dimensional Scaling
- Pre-processor to MDS

Module -3

[7L]

- Conjoint Analysis
- Discriminant Analysis
- Cluster Analysis
- Segmenting and Positioning

Module -4

[7L]

- New Product Development
- Pricing Research
- Media Research
- Strategy Formulation

Module -5

[7L]

- Brand Value
- Selling the Idea of MR

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	3	-	2	1	1	2	-	-	
CO2	3	2	1	-	-		-	-	-	-	2	
CO3	1	2	1	2	1	-	2	3	-	-	-	1
CO4	2	2	1	-	1	2			-	-1	-	1

Suggested Readings :

1. Aaker; Marketing Research, John Willey & Sons, 2001.
2. Tull & Hawkins; Marketing Research, Prentice Hall of India, 2000

ELECTIVE -2
MINOR TOURISM MANAGEMENT

Course Code	XBB60T1			
Course Title	Tourism Product			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-Requisite	None			

Learning Objective: To give the student a detailed idea of the different types of destination and how they can be sold to the customers as a valued product

Course Outcome:

CO1: To understand and know the tourism product, background of tourism products, its concepts, development and scope and also to differentiate the product.

CO2 : To know in depth the natural tourism products of India and the activities related to them, like Hill stations, beaches, deserts islands, wildlife...

CO3 : Complete knowledge of man-made tourism products like architecture (temple, forts, palaces, museum) also culture like dance, cuisine, handicrafts, textiles, fairs and festivals.

CO4 : To gain knowledge and how to promote various new concept of tourism like MICE, rural tourism (including farm and agro-tourism), eco-tourism, golf and wine tourism, medical tourism, wellness, spiritualism, yoga tourism...

CO5 : Knowledge about a concept to showcase the various tourism product in a region – example – Luxury Trains – Palace on Wheel , The Golden Chariot.

Course Content:

Module 1: Tourism Product

[7L]

Tourism products: concepts, definition, classifications; attractions; difference between tourism resources and products; Heritage- Meaning & Types, Heritage management organizations- UNESCO, ASI, ICOMOS, ASI, INTACH, NGOs.

Module 2: Art and architecture

[7L]

Art and architecture: architecture- Hindu, Jain, Buddhist and Islamic; popular religious canthers- Hindu, Muslim, Sikh, Buddhist, Jains, Jews, etc.; forts and palaces; museums, etc.

Module 3: Culture

[7L]

Culture: Fairs and festivals; performing arts- classical and folk dances, folk culture, handicrafts and textiles, Indian cuisine; rural tourism (including farm and agro-tourism)

Module 4: Nature

[7L]

Nature: Hills stations, beaches and islands, eco-tourism, wildlife – sanctuaries and parks, deserts; Adventure- soft and hard, water based and others.

Module 5: Activity

[7L]

Activity: golf and wine tourism, art galleries, sports tourism, MICE, luxury trains of India; Medical tourism, wellness, spiritualism, yoga, dark tourism, etc

CO PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	2		1	2	2		2	1	1
CO2	3		3	3		1						
CO3	3	2	2	2		2	1			1		
CO4	3	2	2	2					2		1	
CO5	3	2	2	2		1	2	2	2			

Suggested Books:

1. The Wonder that was India :A.L.Basham
2. Cultural Heritage of India :R.Acharya
3. Indian Architecture : Percy Brown

Course Code	XBB60T2			
Course Title	International Tourism			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-Requisite	None			

Learning Objective

This course is designed to give information to students about the challenges and opportunities in International tourism and how to conduct the business in International Market.

Course Outcome:

CO1: Definition and Scope of International Tourism.

CO2: Determinants and Barriers of International Tourism.

CO3: International Tourism Conventions and various Organisations.

Course Content:

Module 1

[7L]

Definition, Nature and scope of Domestic and International Tourism. Role of Government in promotion of Domestic and International tourism in India. Types of International and Domestic Tourism

Module 2

[7L]

Economic determinants of international tourism. Factors affecting Global & regional tourist movements, Contemporary trends in international tourist movements, Characteristics of Inbound tourism and patterns of India's major international market. Long-term tourism growth trends, tourism growth in major regions. Alternative tourism

Module 3

[7L]

Political aspects of the international travel, tourism . Barriers to travel, Political Risk and Crisismanagement. Tourist typology

Module 4

[7L]

Patterns and characteristics of India’s outbound tourism. Domestic tourism in India, major touristgenerating states in India.

International Conventions: Warsaw 1924, Chicago 1944, Brussels 1961, 1966 & 1970, Athens 1974, Helsinki 1976.

Module 5

[7L]

International organizations viz. WTO, WTTC,IATA .

National tourism organizations viz DOT, TAAI,

Global competition & the future .Development of transportation, technology & automation world wide. Developmental issues, tourism & the environment

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	1	1	1	-	-	-	-	-	-	-	-
CO2	1	1	1	1	-	-	-	-	-	-	-	-
CO3	1	1	1	1	-	-	-	-	-	-	-	-

Suggested Readings :

1. International Tourism :A.K.Bhatia
2. Tourism System : Mill R.C. & Morrison

MINOR- MEDIA MANAGEMENT

Course Code	XBB60D1			
Course Title	Print and Electronic Meida			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-Requisites	None			

Learning Objective: The main objective of the subject is to give students knowledge on how step by step the print and electronic media works to provide proper communication to the audience.

Course Outcome:

CO1: Defining print media and news. Understanding news writing and different types of beats in journalism.

CO2: Describing the functions of newsroom. Analysing the role of the news editor and the reporters.

CO3: Understanding the importance and style of presentation of editorial page. Knowledge of the services of the news agencies.

CO4: Understanding the importance of radio in society and types of radio broadcasting. Comprehension of the radio production techniques, types of radio Formats.

CO5: Describing the objectives of Doordarshan, different types of TV programmes. Understanding the fundamentals of television Journalism.

CO6: Knowledge of the indoor & outdoor shooting and the different types of video editing.

Course Content:

Module 1: Introduction to Print Media

[8L]

Print Media- Introduction, Concept, Scope, Advantages & its importance. Nature, Objectives, Purposes and Functions. News: Definition, Nature, Qualities and Values, Hard & Soft News.

Parts/Structure of News - Headline, Intro and Body. Functioning of News Room Essentials of News Writing, The Inverted Pyramid: Need and usefulness, Process of News Gathering, sources of News.

Module 2: Editorials

[6L]

Editorial Page, Editorials and importance of Editorial Page. Types of Editorials, importance of Editorial, Planning of editorials. News Agency Journalism, PTI, UNI, International News Agencies: AP, UPI, Reuters, Syndicates.

Module 3: Electronic Media

[6L]

Radio as a Mass Medium, Importance of Radio in the present media scenario,

strengths and weaknesses of Radio. Overview of AIR, BBC and VOA, Types of Radio- AM, FM, Digital and Community Radio Station.

Module 4: Radio as a Mass Medium

[8L]

Principles of Program formatting, Objectives of Radio Programme – Information, Entertainment and Education, Introduction to Radio Studio and basic production Techniques. Types of Radio Formats- Radio Talks, News, Interviews, Discussions, Features, Documentaries and Commercials, Program for special audience.

Module 4: TV as a Mass Medium

[8L]

TV as a Mass medium, its importance & role in society and Nation building. Working & Objectives of Doordarshan and Satellite TV Channels. Different types of TV Programs, Indoor and Outdoor shooting, Fundamentals of TV Reporting, Reporting skills, Ethics & Principles of news writing, PTC, VO, News Package, sound bites, Types of editing-linear and Non-Linear, Online and Offline editing.

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PO 11	PO 12
CO1	3	2	2							1		2
CO2	1		2	1								2
CO3	2	2		2		1						2
CO4	3	1	2			2	1		1		1	2
CO5		2		1		2	1	2				2
CO6	1	2									1	2

Suggested Readings:

1. Mac Dougall, Curtis D., (7 February 1987), Interpretative Reporting, Macmillan New York.

2. Hohenmerg, John, (January 1983), The Professional Journalist. Rinehart and Inston, London.
3. Mehta DS (1979), Mass Communication and Journalism in India, Allied Publishers.
4. Shrivastava, K.M., (1989), Radio and TV Journalism, Sterling Publishers, New Delhi.
5. Shrivastava, K.M., (1989), Radio and TV Journalism, Sterling Publishers, New Delhi.
6. Shrivastava, K.M. (2005), Broadcast Journalism in the 21st century, New Dawn Press.

Course Code	XBB60D2			
Course Title	Public Relations and Channels			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-Requisites	None			

Learning Outcome

Public Relations Strategies introduces students to the strategic planning process involved in putting together and coordinating organizational public relations efforts. In this course, students will learn what is involved in developing, implementing and evaluating public relations strategies. The course provides insights on understanding an organization's internal and external environment; as well as identifying and addressing public relations situations that emerge in these environments.

Course Outcome:

CO1: Thorough knowledge of the concept of public relation.

CO2:Comprehension of the principles of public relation.

CO3:Knowledge of the tools of public relation.

CO4:Understanding CSR and roleof public relation in India.

CO5:Awareness of the crisis communication.

Course Content:

Module 1: Definition and History of Public Relation [6L]

PR - Definition, PR-Publicity/Propaganda & Public Opinion, History of PR, Growth as a communication function.

Module 2: Principles of Public Relation [6L]

PR- as a management function, PR- principles, planning, implementation, research, evaluation, PRO-qualifications and function.

Module 3: Tools of Public Relation [6L]

PR Tools, Press releases, Press conference, House journals, Corporate films, Other PR Tools (Newsletter, Brochure, Leaflets, Pamphlets, Booklets, Manuals, Annual Reports, Handbills, Sticker, and posters).

Module 4: CSR and Role of PR in India [9L]

Community relations / Employee relations / Govt. relations / Lobbying / CSR (Corporate Social

Responsibility), PR in India (Both public & private sector), Role & Function of a PR Agency, Emerging trends in PR.

Module 5: Crisis Communication

[9L]

Crisis Management: Predictable and unpredictable crisis, crisis situations, reaction to crisis, crisis communication, more than just debunking the damage, out of adversity, post crisis communication. The relationship between individual and organization stress, coping with stress.

CO-PO Mapping:

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO11	PO 12
CO1	1	-	-	-	-	-	-	-	-	-	-	2
CO2	1	-	-	-	-	2	-	-	-	-	-	-
CO3	2	-	-	-	-	-	-	-	-	1	-	-
CO4	-	-	-	-	-	2	-	-	1	-	-	-
CO5	-	-	-	-	-	1	1	-	-	1	-	-

Suggested Readings:

1. Public Relations in India – J. M. Kaul, General Publisher.
2. Practical Public Relations – Sam Black, Routledge.
3. Applied Public Relations – K. R. Balan, Himalaya.
4. PR: A Scientific Approach – Baldeo Sahani.
5. Effective PR – Cutlip&Center, Pearson.