



Haveri University, Haveri

Syllabus

Bachelor of Business Administration From the Academic Year 2024-25

(Revised NEP as per Govt. order ED 166, UNE 2023,
Bengaluru dt. 08.05.2024 and prepared under the provision of Section 44(1)
(c) of K.S.U. Act 2000)

Approved in Ad-hoc BOS BBA dated:18.07.2024

Approved in Faculty of Management dated:

Effective from 2024-25 and onwards

Preamble
Bachelor of Business Administration
Syllabus
From the Academic Year 2024-25

BBA Programme Course Structure

Semester	Paper-I	Paper-II	Paper-III	Paper-IV	Paper-V	Languages		Credits / Teaching hrs/week	Credits / Teaching hrs/week	Total
	Credits / Teaching hrs/week	Credits / Teaching hrs/week	Credits / Teaching hrs/week	Credits / Teaching hrs/week	Credits / Teaching hrs/week	Credits	Teaching hrs / week			
I	D-4	D-4	D-4	D-4	--	L-1=3	4	C-1 = 2 Constitutional Values I	--	24
						L-2=3	4			
II	D-4	D-4	D-4	D-4	--	L-1=3	4	C-2 = 2 Constitutional Values II	--	24
						L-2=3	4			
III	D-4	D-4	D-4	--	--	L-1=3	4	C-3=3 SEC	E-1 = 4 Elective	25
						L-2=3	4			
IV	D-4	D-4	D-4	--	--	L-1=3	4	C-4=3 SEC	E-2 = 4 Elective	25
						L-2=3	4			
V	D-4	D-4	S-4	S-4	S-4	--	--	C-5 = 4 (Research Methodology)	--	24
VI	D-4	D-4	S-4	S-4	S-4	--	--	C-6 = 4 (Internship / Project)	--	24
Total	24	24	24	16	8	24	--	18	8	146

B.B.A - Semester-wise Credit Distribution

Sl. No.	Category	Semester						Total Credits
		I	II	III	IV	V	VI	
01	Discipline Core Papers (D)	16	16	12	12	08	08	72
02	Discipline Elective Papers (E)	-	-	4	4	-	-	08
03	Discipline Specialization Papers (S)	-	-	-	-	12	12	24
04	Languages (L)	06	06	06	06	-	-	24
05	Compulsory Papers (C)	02	02	03	03	04	-	14
06	Project/Internship/Dissertation	-	-	-	-	-	04	04
	Total	24	24	25	25	24	24	146

B.B.A. - First Semester

Sl. No.	Subject Code	Subject Name	Instruction Hours/week	Duration of Sem-end Exam	Marks in Examination			Credits
					I.A.	Sem-end	Total	
1	D1BBA1T1	Principles of Management	4	3	20	80	100	4
2	D1BBA1T2	Business Communication	4	3	20	80	100	4
3	D1BBA1T3	Human Resource Management	4	3	20	80	100	4
4	D1BBA1T4	Introduction to Business Accounting	4	3	20	80	100	4
5		Language – I	4	3	20	80	100	3
6		Language – II	4	3	20	80	100	3
7		Constitutional Values – I	2	1.5	10	40	50	2
Total					130	520	650	24

Note: The number of teaching hours against each subject is inclusive of Internal Assessment hours

Paper: Principles of Management

Code: D1BBA1T1

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60hrs

Objective: To enable students to understand the fundamental concepts and principles of Management.

Unit – I: Introduction to Management: 14 Hours

Introduction –Meaning, Evolution of management thought, Pre-Scientific Management Era, Classical Management Era, Neo-Classical Management Era, Modern Management Era; Nature and Characteristics of Management - Scope and Functional areas of Management; Management as a Science, Art or Profession; Management and Administration; Principles of Management, Scientific Management.

Unit – II: Planning and Decision Making: 08 Hours

Nature, Importance and Purpose of Planning - Planning Process; Objectives; Types of plans, Decision making- Importance and steps; Management By Objectives and Management By Exception.

Unit – III: Organising and Staffing : 10 Hours

Nature and purpose of Organizing; Principles of Organising; Delegation of Authority; Types of Organization - Departmentation, Committees; Centralization vs Decentralization of Authority and Responsibility, Span of Control; Nature and importance of Staffing.

Unit – IV: Directing : 14 Hours

Meaning and Nature of Direction, Principles of Direction; Communication - Meaning and Importance, Motivation theories – Maslow’s Need Hierarchy Theory, Herzberg’s Two Factor Theory, Mc.Gregor’s X and Y theory. Leadership – Meaning, Formal and Informal Leadership, Characteristics of Leadership; Leadership Styles – Autocratic Style, Democratic Style, Participative Style, Laissez Faire Leadership Styles, Transition Leadership, Charismatic Leadership Style.

Unit – V: Co-ordinating and Controlling: 10 Hours

Coordination–Meaning, Importance and Principles. Controlling–Meaning and steps in controlling, Essentials of Effective Control system, Techniques of Control. Recent trends in management; Corporate Social Responsibility towards stakeholders; Managerial Ethics – Meaning - Importance of Ethics in Business.

References:

1. Stephen P. Robbins, Management, Pearson Publication
2. Koontz and O Donnell, Management, McGraw Hill.
3. L M Prasad, Principles of management, Sultan Chand and Sons
4. V.S.P Rao/Bajaj, Management process and organization, Excel Books.GH25
5. Appanniah and Reddy, Management, HPH.
6. T. Ramaswamy: Principles of Management, HPH.
7. Management principles and applications by T.N Chhabra

Title: Business Communication

Code: D1BBA1T2

Work Load: 4 Hours per week

Credit Points: 04

Contact Hours: 60

Objective: The subject aims to develop written and oral communication skills for effective business communication.

UNIT I: 10 hours

Business Communication: Meaning, Process of Communication, Importance of communication in the organisation, Types of communication model: a) Linear Model b) Transactional Model c) Interactional Model, Barriers to Effective Communication, Methods of overcoming barriers.

UNIT II: 12 hours

Written Communication: Structure and Layout of Business Letter, Kinds of Business letters for various context – Acknowledgement letter, Apology letter, Complaint letter, Covering letter, Inquiry letter, Order letter, Writing Business Reports – Importance and types of business reports, Resume writing with covering letter.

UNIT III: 12hours

Speaking and Presentation: Basic guidelines and considerations for presentation, Elements of Business presentation – Designing and effective presentation, Exercises on Speaking and Presentation is to be conducted. **Non-verbal Communication:** Meaning, elements of non-verbal communication, importance of non-verbal communication

UNIT IV: 10 hours

Meeting: Meaning, types of meetings – Statutory Meeting, Board of Directors Meeting, Annual General Meeting, Shareholders Meeting, Preparation of Meeting - Notice, Agenda, Minutes of the meeting, and Responsibilities of Chairman and Secretary in conducting of meeting

UNIT V: 12 hours

Technology in Communication: E-mail, Mobile devices, video Conferencing, Intercom, Cloud-based Apps, Social Intranet Software, Online Discussion Forums. Advantages and Disadvantages of Technology in the Workplace. **Application of Communication Skills:** Activities are to be conducted - Group Discussion, Negotiations, Presentation, Mock Interview, Speeches

References:

1. Essentials of Business Communication – by Rajendra Pual, Sultan Chand & Sons, New Delhi
2. Business Correspondence and Report Writing – R. C. Sharma, Krishna Mohan – Tata McGraw Hill Publishing Company Limited, New Delhi
3. Advanced Business Communication – John M., Penrose, Robert W. Rasberry, Robert J. Myers
4. Business Communication – M. K. Sehgal, Vandana Khetarpal, Excel Books Publications

Title: Human Resource Management

Code: D3BBA1T3

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objectives: to enable the students to understand Human Resource Management (HRM) function within an organization

UNIT I: 10 hours

Human Resource Management – Concept, Meaning, and objectives of Human Resource Management. Process of Human Resource Management, Functions and Qualities of HR Manager, Difference between Human Resource Management and Personnel Management, Difference between HRM and HRD.

UNIT II: 10 hours

Human Resource Planning – Meaning, Objectives of Human Resource Planning, and Process of Human Resource Planning, Job Analysis - Meaning and purpose of Job Analysis, Components of Job Analysis, Job Description & Job Specification - Meaning, Contents and Purpose of Job description and Job specification

UNIT III: 12 hours

Recruitment & Selection – Meaning and difference between Recruitment and Selection, Objectives and sources of Recruitment, e-Recruitment and its advantages; Meaning and objectives of Selection, Steps or techniques in selection process. Employment Tests – Physical Ability test, Aptitude test, Personality test, Emotional Intelligence test. Hiring and Induction.

UNIT IV: 14 hours

Training and Development – Meaning, Objectives of Training, Training Needs Analysis, Training Methods, Training Evaluation, Management Development Program – Meaning and objectives of MDP, Techniques of MDP, Differences between Training and Management Development, E-Learning: Computer-based Training, Web-based training, Tele or Video conferencing.

UNIT V: 10 hours

Performance Appraisal – Concept, features, objective, Methods of appraisal: Traditional methods and Modern methods of Appraisal. Career planning, stages of career, Succession planning, Career development techniques.

References:

1. P SubbaRoa, Essentials of Human Resource Management, Himalaya Publication
2. Monappa, Arun and Mirza S. Saiyadain; ‘Personnel Management’; Tata McGraw-Hill Publishing Company Limited; New Delhi; Latest edition.
3. C B Gupta, Human Resource Management, Sultan Chand & Sons
4. K.Ashwatappa, Human Resource And Personnel Management, Tata McGraw-Hill Education
5. Human Resource Management, David A. Decenzo, Stephen Robbins, Susan L., Wiley
6. Human Resources Management, Mirza S. Saiyadain, Mcgraw Higher Ed

Title: Introduction to Business Accounting

Code: D1BBA1T4

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objectives: To enable student to understand the fundamentals of accounting.

UNIT 1: 10 hours

Introduction to Financial Accounting: Meaning, Definition and Objectives of Accounting, Functions of Accounting, Users of Accounting Information, Accounting terms, Accounting Principles – Accounting Concepts and Accounting Conventions, Accounting Standards –List of Indian Accounting Standards

UNIT 2: 15 hours

Accounting Process: Accounting cycle (traditional approach), Kinds of Accounts, Rules of accounting, Journal – Ledger – Trial Balance. Depreciation: SLM and WDV methods.

UNIT 3: 15 hours

Subsidiary Books: Accounting cycle (modern approach), Meaning, Types of Subsidiary Books: Purchases Book, Sales Book, Purchase Returns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book, Cash Book (Simple Cash Book, Double Column Cash Book, Three Column Cash Book and Petty Cash Book) and Journal proper. Meaning of Bank Reconciliation Statement, reasons of disagreement, Preparation of Bank Reconciliation Statement.

UNIT 4: 10 hours

Final Accounts of Proprietary Concern: Adjustment entries and closing entries, Preparation of Profit & Loss Account and Balance Sheet,

UNIT 5: 6 hours

Basics of Final Accounts of Partnership Firm and Company accounts.

References:

1. Fundamentals of Accounting & Financial Analysis by Anil Chowdhry, Pearson Education
2. Accounting Made Easy by Rajesh Agarwal & R Srinivasan, Tata McGraw –Hill
3. Financial Accounting For Management by Ambrish Gupta, Pearson Education
4. An Introduction to Accountancy by Dr. S. N. Maheshwari, Vikas Publishing House
5. Accounting for Management by Bhattacharyya, S. K. And John Dearden, Vikas Publishing House Pvt. Ltd.; New Delhi
6. The Essence of Financial Accounting by Chadwick, Leslie, Prentice–Hall of India Private Limited, New Delhi.
7. Basic Accounting, B S Raman, Sapna book house.
8. Managers' Guide to Finance and Accounting by Chandra Prasanna, Tata McGraw–Hill Publishing Company Limited; New Delhi.

B.B.A. - Second Semester

Sl. No.	Subject Code	Subject Name	Instruction Hours/week	Duration of Sem-end Exam	Marks in Examination			Credits
					I.A.	Sem-end	Total	
01	D2BBA1T1	Business Environment	4	3	20	80	100	4
02	D2BBA1T2	Financial Management	4	3	20	80	100	4
03	D2BBA1T3	Elements of Marketing	4	3	20	80	100	4
04	D2BBA1T4	Advanced Accounting	4	3	20	80	100	4
05		Language – III	4	3	20	80	100	3
06		Language – IV	4	3	20	80	100	3
07		Constitutional Values – II	2	1.5	10	40	50	2
Total					130	520	650	24

Paper: Business Environment

Code D2BBA1T1:

Course Credits: 04

Total Contact Hours: 60

Course Objective: To enable the students to familiar with business environment.

UNIT-I: Introduction to Business Environment: 10 hours

Meaning of business, scope and objectives of Business, Business environment, Micro and Macro environment of business (social, cultural, economic, political, legal technological and natural). Meaning and definition- Managerial Economics, Salient features, objectives and importance of managerial economics, meaning of micro and macroeconomics, differences between micro and macroeconomics.

UNIT-II: Demand and Supply Analysis 14 hours

Meaning of demand, individual and market demand, determinants of demand, demand-function, Demand curve, the law of demand, exceptions to the law of demand, Elasticity of demand, price elasticity of demand and types. Demand forecasting-meaning, significance and methods. Meaning of supply, determinants of supply, law of supply, supply curve, causes of change in supply, elasticity of supply.

UNIT-III: Production Analysis And Cost Analysis 12 hours

Production analysis: Concept of production function, factors of production, laws of production- the law of diminishing marginal returns, the law of variable proportions, the law of returns to scale, isoquants (only meaning), economies of scale and diseconomies of scale. Cost analysis: meaning of cost, types of cost, cost concepts-TFC, TVC, TC, AC, and MC their meaning and computation.

UNIT-IV: Market Structures And Pricing Policies 10 hours

Meaning of Market, Pure and Perfect Competition & its features, Imperfect Competition & its features. Meaning - Monopoly, Duopoly, Oligopoly, Monopolistic and Oligopolistic market.

Unit- V: Government and Legal Environment 10 hours

Government Functions of the State, Economic role of government, State intervention in business- reasons for and types of state intervention in business. Monetary policy, Fiscal policy, Exim policy and industrial policy on business. Legal environment - Various laws affecting Indian businesses.

References:

1. Dr. K Ashwatappa: Essentials Of Business Environment
2. Sundaram & Black: The International Business Environment; Prentice Hall
3. Chidambaram: Business Environment; Vikas Publishing
4. Upadhyay, S: Business Environment, Asia Books
5. Chopra, BK: Business Environment in India, Everest Publishing\
6. Suresh Bedi: Business Environment, Excel Books
7. Economic Environment of Business by M. Ashikary.
8. Business Environment by Francis Cherunilam

Paper: Financial Management

Code: D2BBA1T2

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objectives: The objective is to enable students to understand the basic concepts of business finance and the role of business finance in decision-making.

UNIT 1:

12 hours

Introduction to Financial Management: Meaning of Finance, Business Finance, Finance Function, Organization structure of finance. Financial Management- meaning, Objectives (profit maximization, wealth maximisation), Financial Management Decisions: Investment decision, Financing decision, Dividend decisions, Principles of Financial management, Role of a Financial Manager.

UNIT 2:

8 hours

Time Value Of Money: Introduction to time value of money, Meaning & Definition of Future Value (Single Flow, Uneven Flow & Annuity), Present Value (Single Flow, Uneven Flow & Annuity), Doubling Period- Simple problem. Cost Of Capital: Meaning and Significance of Cost of Capital, Sources of Capital, Computation of Cost of Capital, Specific Cost: Cost of Debt, Cost of Preference Share Capital, Cost of Equity Share Capital; Weighted Average Cost of Capital – Problems.

UNIT-3:

12 hours

Working Capital Management: Introduction – Concept of Working Capital, Significance of Adequate Working Capital, effects of Excess or Inadequate Working Capital, Determinants of Working Capital, Sources of Working Capital. Estimation of working capital requirement. Concepts of Cash Management, Receivables Management, Inventory Management.

UNIT 4:

08 hours

Capital Budgeting: Meaning, Significance of Capital Budgeting, Capital Budgeting techniques: Payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return Profitability Index,

UNIT 5:

14 hours

Capital Structure: Meaning of Capital Structure, Factors influencing Capital Structure, Optimum Capital Structure, EBIT-EPS Analysis, Leverages meaning, Types of Leverages – Simple Problems. Meaning of Dividend, factors determining dividend decision, Irrelevance Theory – MM Model, Relevance Theories - Walter Model - Gordon Model, Problems on Dividend Theories.

References:

1. Khan and Jain, Financial Management, Tata McGraw Hill.
2. Dr. K.V. Venkataramana, Financial Management, SHB Publications.
3. Sudhindra Bhatt: Financial Management, Excel Books.
4. Sharma and Sashi Gupta, Financial Management, Kalyani Publication.
5. M.GangadharRao & Others: Financial Management, Himalaya Publishers.
6. I M Pandey, Financial Management, Vika Publication House.
7. Prasanna Chandra, Financial Management, Tata McGraw Hill.

Paper: Elements of Marketing

Code: D1BBA1T3

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60hrs

Objective: To enable students to understand the fundamental concepts and principles of marketing

UNIT 1: Introduction to Marketing

14 hours

Marketing: Meaning and Types of market, Meaning, Definitions, Importance of Marketing. Core concepts of marketing: - Need wants and demands, product, service, value and satisfaction, Exchange transaction and relationship, market. Marketing management orientations: Production concept, Product concept, Selling concept, Marketing concept, Societal marketing concept. Marketing process: - Analysing marketing opportunities, Selecting target market, Developing marketing mix, managing marketing effort.

UNIT 2: Marketing Environment

10 hours

Company's micro environment: - Company, suppliers, marketing intermediaries, customers, competitors and public. Company's macro environment: - Demographic environment, economic environment, natural environment, technological environment, political environment and cultural environment,

UNIT 3: Consumer Buyer Behaviour

12 hours

Models of Consumer Behaviour, Factors Influencing Consumer Behaviour: - Cultural Factors, Social Factors, Personal Factors, Psychological Factors. Consumer Decision Process. Types of Buying Decision Behaviour: - Complex Buying Behaviour, Dissonance-Reducing Buying Behaviour, Habitual Buying Behaviour and Variety-Seeking Buying Behaviour. The Consumer Buying Process: - Need Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post purchase Behaviour.

UNIT 4: Business Buyer Behaviour

08 hours

Meaning and Characteristics of Business Markets. Model of Business Buyer Behaviour. Types of Business Buyer Behaviour. Participates in the Business Buying Process. Business Buying Process.

UNIT 5: Market Segmentation and Targeting

12 hours

Market segments: - Meaning, Basis of segmentation, Requirements of effective segmentation.

Market Targeting: - Meaning, Evaluating market segments, selecting target market segments, Market Segment Strategy- undifferentiated marketing, differentiated marketing, concentrated marketing. Market Positioning:- Meaning, Perceptual Mapping, Positioning Strategies, Choosing and Implementing a Positioning Strategy, Selecting the Right Competitive Advantages, Communicating and Delivering the Chosen Position.

References:

1. Kotler and Armstrong, Principles of Marketing, Pearson Publications, New Delhi.
2. Philip Kotler, Marketing Management, PHI, New Delhi.
3. William Stanton, Fundamentals of Marketing, TMH, New Delhi.
4. Rajan Nair, Marketing, Sultan Chand & Sons, New Delhi.
5. Ramaswamy and Namkumari, Marketing Management, Macmillan, New Delhi.

Paper: Advanced Accounting

Code: D2BBA1T4

Work Load: 4 Hours per week

Credit Points: 04

Contact Hours: 60

Objective: to acquaint the students with the knowledge on the accounting procedures for different types of business.

UNIT 1: 9 hours

Valuation of Goodwill: Meaning and types, need for goodwill valuation, Factors influencing the value of Goodwill, Methods of Valuation of Goodwill: Average Profit Method, Super Profit Method, Weighted Average method, Capitalization of Profit Method (average and super), Annuity Method

UNIT 2: 12 hours

Issue of Shares: Meaning of Share, Types of Shares, methods of issue pricing (fixed price method and book building method), Issue of shares at par, at premium, at discount, pro – rata allotment, over subscription and under subscription, calls in arrears, calls in advance, forfeiture and re-issue of forfeited shares, Journal Entries, Preparation of Balance Sheet

UNIT 3: 8 hours

Valuation of Shares: Meaning, Need for Valuation, Factors Affecting Valuation, Methods of Valuation: Asset Backing or Intrinsic Value Method, Yield Method, Fair Value Method

UNIT 4: 15 hours

Company Final Accounts: Meaning and necessity, provisions of Companies Act 2013 relating to maintenance of Company Final Accounts, divisible profits, managerial remuneration, treatment of tax provisions; Preparation of Statement of Profit and Loss Account and Statement of Assets and Liabilities

UNIT 5: 12 hours

Corporate Financial Reporting Practices: Corporate Financial Reporting - meaning, types, characteristics of Corporate financial report, users of corporate financial report; Components corporate financial report. Accounting Software: Introduction-meaning of accounting software, manual and computerised accounting comparison, various accounting software, Tally– Features – Advantages, Creating a New Company, Creation of Groups and Ledgers, Vouchers Entry. Various Reports in Tally.

Reference:

1. S N Maheswari, Advanced Accounting, Vikas Publishing House, New Delhi.
2. R L Gupta and Radhswamy, Advanced Accountancy, Sultan Chand & Sons, New Delhi.
3. Arulanandam& Raman ; Corporate Accounting-II, HPH
4. Anil Kumar – Advanced Corporate Accounting, HPH
5. Shukla and Grewal, Advanced Accounts, S. Chand & Company, New Delhi.
6. Ashok Sehgal and Deepak Sehgal, Advanced Accounting, Taxmann, New Delhi.
7. J R Monga, Fundamentals of Corporate Accounting, Mayur Paperbacks, Noida.
8. Jain and Narang, Advanced Accounting, Kalyani Publishers, Ludhiana.
9. Chakraborty, Advanced Accounts, Oxford Press, New Delhi.

B.B.A. - Third Semester

Sl.No.	Subject Code	Subject Name	Instruction Hours/week	Duration of Sem-end Exam	Marks in Examination			Credits
					I.A.	Sem-end	Total	
01	D3BBA1T1	Financial Markets and Services	4	3	20	80	100	4
02	D3BBA1T2	Cost and Management Accounting	4	3	20	80	100	4
03	D3BBA1T3	Marketing Management	4	3	20	80	100	4
04	D3BBA2T1	Entrepreneurship and Start-ups	4	3	20	80	100	4
05		Language – V	4	3	20	80	100	3
06		Language – VI	4	3	20	80	100	3
07		Business Data Analysis - I	3	3	20	80	100	3
Total					140	560	700	25

Title: Financial Markets and Services**Code: D3BBA1T1****Credit Points: 04****Work Load: 4 Hours per week****Contact Hours: 60**

Objective: to make students understand the role and function of the financial system and demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

UNIT 1:**7 hours**

Financial System: Introduction – Meaning – Classification of Financial System, Financial Markets – Functions and Significance of Primary Market, Secondary Market, Capital Market, & Money Market

UNIT 2:**15 hours**

Financial Services: Meaning & Definition – Features – Importance, Types of Financial Services Merchant Banking- Definition, Services of Merchant Banks, Role of Merchant Bankers in Issue Management, Regulation/guidelines of Merchant Bankers in India. Hire purchase and instalment- meaning. Leasing- meaning, types of Lease, Evaluation of Leasing Option Vs. Buying option (problems) Venture capital – meaning, features, importance and Growth of Venture Capital in India Mutual Funds -Concept and Objectives.

UNIT 3:**08 hours**

Factoring, Forfeiting, Discounting- meaning, difference between Factoring and Forfeiting, difference between Factoring and Discounting, types of factoring. Debt Securitisation- Concept, benefits of Securitisation. Credit Rating – Meaning & Functions, credit rate agencies in India. Credit cards meaning.

UNIT 4:**15 hours**

Stock Exchanges In India: Concept of stock exchange, objectives, functions and economic importance; management and regulation of stock exchanges in India; major stock exchanges in India - BSE, NSE and OTCEI; SEBI establishment, objectives and functions; SEBI's regulations relating to stock markets. Listing Of Securities: Meaning – Merits and Demerits, Listing requirements, delisting- compulsory, voluntary

UNIT 5:**9 hours**

Trading Mechanism on Indian Stock Exchanges: Open outcry system and screen based trading; settlement procedure - physical delivery v/s dematerialisation; rolling settlement - T+1, T+5, etc., transaction cost - trading cost, clearing costs and settlement costs; buying and selling shares - procedure; market order and limit order; internet trading; buying on margin and short sale; BSE – Share groups on BSE – BOLT System, NSE – Market segments.

References:

1. M Y Khan, “Financial Services”, TMH
2. E. Gordon and K. Natarajan, Financial Markets And Services, Himalaya publishing house
3. Bhole. L.M. and Jitendra Mahakud “Financial Institutions & Markets – Structure, Growth & Innovations”, TMH
4. Anthony Saunders & Marcia Millon Cornett, “ Financial Markets & Institutions”, TMH
5. Vinod Kumar Atul Gupta Manmeet Kaur Financial Markets Institutions & Financial Services, Taxmann

Paper: Cost And Management Accounting

Code: D3BBA1T2

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objective: to enrich students with knowledge of techniques of Management and cost accounting for business management.

UNIT 1: **12 hours**

Introduction – Meaning & Definition of Cost, Costing and Cost Accounting, Cost Concepts - Classification of Costs, Cost Unit, Cost Centre, Elements of Cost. Preparation of Cost Sheet. Meaning, scope, merits, tools and techniques of management accounting and need for analysing financial statements.

UNIT – 2: **08 hours**

Standard Costing, Variance Analysis, Budgetary Control: Standard Costing Meaning, Variance analysis meaning and uses, Material variance, Direct labour variance, overheads variance problems. Meaning of a Budget, Budgetary control, Objectives of budgetary control, Types of Budgets, Materials budget, Production Budget, Master budget, Cash Budget, Fixed and Flexible Budget.

UNIT 3: **12 hours**

Marginal costing: Concept of Marginal Costing Marginal Cost, variable cost, fixed cost, Contribution, BEP Analysis, Break Even Chart, Break Even Point, Profit Volume ratio, Application of Marginal cost: Target profit, Margin of Safety, Change in price, Make or buy, Add/ Drop product.

UNIT 4: **8 hours**

Cash Flow Fund Flow Analysis: Meaning of cash and funds, uses of cash flow and fund flow analysis, preparation of cash flow statement (vertical form), preparation of fund flow statement (vertical form)

UNIT 5: **16 hours**

Financial statement Analysis: Ratio analysis: Meaning of ratio analysis, importance of ratio analysis, types of ratios: liquidity ratios, leverage ratios, activity ratios and profitability ratios (problems on all types). Comparative Statement Analysis and Common Size Financial Statements: Meaning, Uses of Comparative and Common size financial statements, Comparative financial statement, Common size financial statement, Trend Analysis.

References:

1. Jain and Narang, Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
2. Vanderbeck Edward, Principles of Cost Accounting, Cengage Learning, New Delhi.
3. Colin Drury, Cost and Management Accounting, Cengage Learning, New Delhi.
4. Bhabatosh Banerjee, Cost Accounting, PHI, New Delhi.
5. Khan and Jain, Cost Accounting, TMH, New Delhi.
6. Lanen, Anderson and Maher, Fundamentals of Cost Accounting, TMH, New Delhi.
7. Jawahar Lal and Srivastava, Cost Accounting, TMH, New Delhi.
8. M N Arora, Cost Accounting - Principles and Practice, Vikas Publications, New Delhi.
9. S N Maheswari, Cost and Management, Sultan Chand & Sons, New Delhi.
10. Kaplan and Atkinson, Advanced Management Accounting, PHI, New Delhi.

Paper: Marketing Management

Code: D2BBA1T3

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60hrs

Objective: To enable students to understand the fundamental concepts and principles of marketing

UNIT 1: Marketing Mix

12hours

Marketing Mix: meaning, significance, components and strategies. **Product;** meaning, Classifications of Product: - Consumer Products, Industrial Products. Individual Product Decisions: - Product Attributes, Branding, Packaging Decisions, Labeling Decisions, Product-Support Services Decisions. Product Line Decisions:- Product Line-Length Decisions. Product Mix Decisions.

UNIT – 2 Product Life Cycleand Strategies

08 hours

Product Life-Cycle (PLC): - Meaning, Stages of PLC, Marketing Strategies of PLC, types of PLC, style, Fashion, Fad, New - Product Development concept, Steps involved in New Product Development.

UNIT 3: Price

14 hours

New-Product Pricing Strategies: - Market-Skimming Pricing, Market-Penetration Pricing.

Product-Mix Pricing Strategies:- Product Line Pricing, Optional-Product Pricing, Captive-Product Pricing, By-Product Pricing, Product-Bundle Pricing.Price-Adjustment Strategies: - Discount and Allowance Pricing, Segmented Pricing, Psychological Pricing, Promotional Pricing, Value Pricing, Geographical Pricing, International Pricing.

UNIT 4: Promotion

10 hours

Advertising: - Meaning, Types of Media and its Merits and Demerits.Sales Promotion: - Meaning, Sales Promotion Tools: - Consumer Promotional Tools, Trade Promotional Tools and Business Promotional Tools.Public Relations: - Meaning, Tools of Public Relations.Personal Selling: - Meaning and Process of Personal Selling.

UNIT 5: Place

12 hours

Distribution Channels: - Meaning, Functions and Type of Channel Levels; Wholesalers, Retailers, other intermediaries. Channel-Design Decisions: -Analyzing Customer Needs and Wants, Establishing Objectives andConstraints, Identifying Major Channel Alternatives, Evaluating Major Channel Alternatives, multi-channel strategy.

References:

1. Philip Kotler, Marketing Management, PHI, New Delhi.
2. William Stanton, Fundamentals of Marketing, TMH, New Delhi.
3. Rajan Nair, Marketing, Sultan Chand & Sons, New Delhi.
4. Ramaswamy and Namkumari, Marketing Management, Macmillan, New Delhi.
5. Pillai and Bagavathi – Modern Marketing - Principles and Practices, S. Chand & Company, New Delhi.

Paper: Entrepreneurship and Start-ups

Code: D3BBA2T1

Course Credits: 04

Total Contact Hours : 60

Course Objective: To develop conceptual and analytical skills and learn to work as an entrepreneur.

UNIT – I: Introduction to Entrepreneurship: 12 Hours

Introduction to Entrepreneurship, Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Entrepreneur. The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Start-up Opportunities for Entrepreneurs in India and abroad. Types of Startups. Unicorn business in India. Process of Business startups, reasons for startup failures.

UNIT – II: The Business Plan: 10 Hours

Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan, Launching formalities. Strat ups, procedure to establish new units. Concept of Unicorns.

UNIT – III: Financing and Managing the new venture: 12 Hours

Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls. Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising. Role of Directorate of Industries and Commerce, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI) Karnataka State Industrial Investment Development Corporation (KSIIDC). Funding with Equity, Financing with Debt, Funding startups with bootstrapping, crowd funding, strategic alliances. The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.

UNIT IV : Incubation support and Government Initiatives for Startups 12 hours

Meaning, objectives and functions of Incubation centre, major startups incubations in India. Government initiatives - Seed fund, MUDRA yojana, ATAL Innovation mission, MSME multiplier grants scheme, Self-Employment and Talent Utilization.

UNIT-V: Stages of growth in a new venture: 10 Hours

Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures – preparing for change - Leadership succession. Support for growth and sustainability of the venture. Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.

Books for Reference:

1. Mark. J. Dollinger: Entrepreneurship, Strategies and Resources, Pearson Edition.
2. P. C. Jain: Handbook for Entrepreneurs, Entrepreneurship Development of India, Oxford Publications.
3. Robert D. Hisrich, Michael P. Peters & Dean A. Shepherd: Entrepreneurship, Sixth edition, Tata McGraw Hill Publications.

4. S. S. Khanka: Entrepreneurship Development, S. Chand Publications.
5. S. V. S. Sharma: Developing Entrepreneurship - Issues and Problems.
6. Udai Pareek & T. V. Rao : Developing Entrepreneurship.
7. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
8. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
9. S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
10. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
11. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
12. Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009

Paper: Business Data Analysis I

Code: D4BBA2T1

Credit Points: 03

Work Load: 4 Hours per week

Contact Hours: 45

Objective: To equip the students with the basic understanding of statistics and use of statistical tools in business.

UNIT 1: Introduction:

6 Hours

Meaning, Definition, Nature, Function and Significance of Statistics; Use of statistics in Business.

UNIT 2: Data representation:

10 Hours

Meaning; Necessity and methods of frequency distribution; Data Grouping, discrete and Continuous; Data representation through tables, graphs and diagrams, Types of graphs and diagrams, Pictograph, Bar diagram, Scatter diagram, Histogram, Pie chart; Frequency curve and Frequency polygon (application in business).

UNIT 3: Measures of Central Tendency:

10 Hours

Mean, Median, Mode- Meaning, uses; Measures of Dispersion– Meaning, Causes and effects of Dispersion; Range, coefficient of range, Quartiles – Inter quartile range and Quartile Deviation; Mean Deviation, Coefficient of Mean Deviation, Standard Deviation, Coefficient of variation.

UNIT 4: Skewness and Kurtosis

08 Hours

Meaning, Definition, Objectives, Significance of Skewness and Kurtosis; Standard Deviation; The Lorentz curve Skewness and Kurtosis; Measures of Skewness – Absolute and Relative, Coefficient of Absolute and Relative; Coefficient of Skewness; Moments and Moments-Based Measures of Skewness and Kurtosis.

UNIT 5: Correlation and Regression

08 Hours

definition, types and methods of correlation; Graphical method, scatter diagram method; Karl Pearson's Coefficient of Correlation; Spearman's Rank Correlation Co-efficient; Regression: definition and uses; difference between correlation and regression, regression equation – X on Y and Y on X; construction regression equations.

References:

1. Levine, Business Statistics – A First Course, Pearson Education, New Delhi.
2. M L Berenson and David M Levine, Basic Business Statistics, PHI, New Delhi.
3. S. C. Gupta, Fundamentals of Statistics, HPH, New Delhi.
4. S. P. Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi.
5. J K, Sharma – Business Statistics, Pearson Education, New Delhi.
6. Naval Bajapai, Business Statistics, Pearson Education, New Delhi.

7. Shukla & Sahai – Business Statistics, Sahitya Bhavan, Agra.
8. Shenoy and Srivastava, Business Statistics, New Age International, New Delhi.
9. Goel & Goel – Mathematics & Statistics, Taxmann, New Delhi.
10. G C Beri, Business Statistics, TMH, New Delhi.

B.B.A. - Fourth Semester

Sl. No.	Subject Code	Subject Name	Instruction Hours/week	Duration of Sem-end Exam	Marks in Examination			Credits
					I.A.	Sem-end	Total	
01	D4BBA1T1	Organizational Behaviour	4	3	20	80	100	4
02	D4BBA1T2	Service Marketing	4	3	20	80	100	4
03	D4BBA1T3	Introduction to Logistics	4	3	20	80	100	4
04	D4BBA2T1	Business Data Analysis - II	4	3	20	80	100	4
05		Language – VII	4	3	20	80	100	3
06		Language – VIII	4	3	20	80	100	3
07	D0BBA4P1	Information Communication Technology for Business	3	3	20	80	100	3
Total					140	560	700	25

Title: Organisational Behaviour

Code: D4BBA1T1

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objective: The objective of the subject is to bring about behavioural learning and personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.

UNIT I: 12hours

Understanding Human Behaviour – Meaning and Nature; Approaches for studying Human Behaviour: Behavioural Approach, Cognitive Approach, and Psychoanalytic Approach. Diversity, Emotions – Nature and Meaning, Physiological responses in emotions, Theories of Emotions. Definition, Historical Development, Challenges and Opportunities for OB and outcomes.

UNIT II: 12hours

Attitude – Concept of Attitude; attitude, opinions and beliefs; attitudes and behaviour, formation of attitude, factors affecting formation of attitude, attitude measurement. Attitudes and Job Satisfaction. Perception – Meaning, Perceptual Process, Perceptual errors used in an organization.

UNIT-III: 12hours

Personality – Meaning and definition of Personality, Components of Personality – Structural & Functional aspects, Determinants of Personality – Biological, Psychological and Socio-cultural factors Techniques in Personality Development – a) Self Confidence b) Mnemonics c) Goal Setting d) Time Management and effective planning. Self-Awareness and Self-Motivation- Self Analysis through SWOT and Johari window, Techniques or Strategies for Self-Motivation. Positive Thinking – Meaning, Importance of Positive thinking, Techniques for Positive thinking, practicing a positive life style.

Unit – IV: 10hours

Group Behavior: Definition and Classifying Groups, Stages of Group Development, Group Properties and Group Decision Making. Teams: Difference between Group and Teams Types of Teams, Creating Effective Teams, Successful Teams, Team Composition, Team Processes, Turning Individuals into team Players etc.

Unit – V: 10hours

Organization Culture; Organizational Change and Stress Management. Conflict and Negotiation: Definition, Transitions in Conflict Thought, the conflict process. Negotiation: Definition, Bargaining strategies, the Negotiation Process, etc.

References:

1. Human Behaviour at Work: Organisational Behaviour – by Davis K Staff, Keith Davis, Tata McGraw Hill Publishing Co., New Delhi
2. Organisational Behaviour – by Fred Luthans, McGraw Hill Publishing Co., New Delhi
3. Power of Positive Thinking – by Mile, D J, Rohan Book Company, Delhi
4. Personality Development – by Elizabeth Hurlock, Tata McGraw Hill
5. Organisational Behaviour – by Stephen Robbins, Pearson Education, New Delhi

Paper: Service Marketing

Code: D4BBA1T2

Work Load: 4 Hours per week

Credit Points: 04

Contact Hours: 60hrs

Objectives: To teach the importance of services and elements of service marketing.

UNIT I: Introduction to Services Marketing **14 Hours**

Meaning and Nature of Services, Growing Importance of Services Sector; Difference between goods and service, Characteristics of services and its Marketing Implications, Gap model of service quality, Service marketing Mix, service marketing triangle.

UNIT II: Customer expectations of Services **12 Hours**

Meaning and types of Service Expectations; Levels of Expectations, Zones of tolerance, Factors influence, Customer expectations of Service, Sources of Desired, Service expectations and Adequate Service expectations, Issues, Involving Customer Expectations.

UNIT III: Customer Perception of Services **12 Hours**

Meaning of customer perceptions, Customer Satisfaction, Service Quality Dimensions, Service Encounters, Importance, types of service Encounters, Strategies for influencing Customer Perceptions.

UNIT IV: Service Recovery **10 Hours**

Meaning, Importance of Services failure and recovery, Recovery Paradox, customer respond to the service failures, why do and don't people complain? When they complain? What do customers expect? Service recovery strategies, Service Guarantees, Benefits, types, when to use and not to use?

UNIT V: Service Development and Design **08 Hours**

Challenges of service Design, Types of New Services, Stages in New Service Development, Service Blue print, Services capes, Meaning, types and Roles, Customer retention, benefits of customer retention

References:

1. Services Marketing by – Valarie A. Zeithaml and May Jo Bther Pub : Tata Mc Grow HIL
2. Services Marketing by – Vasont : Venugopal and Raghu N. Himalaya Publishing House.
3. Service Marketing by – Hellen wood Ruffe, Macmillan I

Paper: Introduction to Logistics Management

Code: D4BBA1T3

Course Credits: 04

Total Contact Hours: 60

Course Outcomes: To develop competencies and knowledge of students to become logistics professionals and to orient students in the field of Logistics

Unit- I: Introduction to Logistics

10 Hours

History of Logistics Need for logistics-Cost and Productivity, cost saving & Productivity improvement. Logistics Cost, reduction in logistics cost, benefits of efficient Logistics, Principles of Logistics, Technology & Logistics -Informatics, Logistics optimization. Listing of Sub-sectors of Logistics.

Unit – II: Logistics and Customer Service

10 Hours

Definition of Customer Service Elements of Customer Service-Phases in Customer Service-Customer Retention -Procurement and Outsourcing -Definition of Procurement/Outsourcing - Benefits of Logistics Outsourcing -Critical Issues in Logistics Outsourcing.

Unit- III: Global Logistics Global Supply Chain

12 Hours

Organizing for Global Logistics-Strategic Issues in Global Logistics -Forces driving Globalization -Modes of Transportation in Global Logistics Barriers to Global Logistics - Markets and Competition -Financial Issues in Logistics Performance -Integrated Logistics - Need for Integration -Activity Centres in Integrated Logistics. Role of Third Party Logistics & Fourth Party Logistics, Principles of Logistics Information System.

Unit-IV: Warehouse and Transportation Warehouse

14 Hours

Meaning, Types of Warehouses Benefits of Warehousing - Transportation-Meaning; Types of Transportations, efficient transportation system and Benefits of efficient transportation systems - Courier/Express -Courier/Express-Meaning, Categorization of Shipments, Courier Guidelines, Pricing in Courier -Express Sector for international and domestic shipping - ECommerce -Meaning, Brief on Fulfilment Centres, Reverse logistics in e-commerce sector, Marketing in e-commerce and future trends in e-commerce.

Unit-V: Logistics Outsourcing

10 Hours

Exim Brief on EXIM/FF & CC, Multi-modal transportation, brief on customs clearance, bulk load handling and brief on trans-shipment – Supply Chain – Cold Chain – Liquid Logistics – Rail Logistics. Logistics Outsourcing. Introduction- Concept of Logistics Outsourcing- Benefits-Types of logistics outsourcing-Risks involved in outsourcing-Role and Selection of Service Providers.

References:

1. Fundamentals of Logistics Management (The Irwin/Mcgraw-Hill Series in Marketing),
2. Douglas Lambert, James R Stock, Lisa M. Ellram, McGraw-hill/Irwin, First Edition, 1998.
3. Vinod V. Sople (2009) Logistic Management (2nd Edn.) Pearson Limited.
4. Logistics Management for International Business: Text and Cases, Sudalaimuthu& Anthony Raj, PHI Learning, First Edition, 2009.
5. Fundamentals of Logistics Management, David Grant, Douglas M. Lambert, James R.Stock, Lisa M. Ellram, McGraw Hill Higher Education, 1997.

Title: Business Data Analysis-II

Objectives: The objective of the course is to equip the students with the techniques of data analysis.

Pedagogy: Lectures, Assignments and Practical Exercises

Course Credits: 04

Total Contact Hours: 60

MODULE 1 : Introduction of OR

08 Hours

Operation Research: Meaning: scope: aid to decision making, Importance of OR techniques in business and industry

MODULE 2 : Linear Programming

14 Hours

Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations, Slack, surplus, Simplex method (Simple examples on change in price)

MODULE 3 : Transportation problems:

12 Hours

Introduction, Formulation of Transportation Problem (TP), initial basic feasible solution by NorthWest corner rule, matrix maxima method, Vogel approximation method, degeneracy, MODI method, Moving Towards Optimality **Assignment problems:** Initial solution, optimal solution, Hungarian method, Maximization problem as assignment problem,

MODULE 4 :Project Scheduling and PERT , CPM

12 Hours

Introduction, Basic Difference between PERT and CPM, Network Components and Precedence Relationship, Rules for drawing the network diagram construction, Application of CPM and PERT techniques in project planning and control.

MODULE 5 : Game Theory

10 Hours

Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Two-person zero-sum game; pure and mixed strategy games, saddle point.

Reference Books

- ☐ Gupta Prem Kumar and Hira Das (1999). Op. Cit, Chap. 3 & 4, pp. 148-241.
- ☐ Shenoy G.V. etal(1999). op. Cit, Chap. 2, pp. 70-109.
- ☐ Taha, H.A.(1999). O.P. Chap 5, pp 165-213.
- ☐ Gupta P and Hira. D.S (2003). Op. Cit, pp 709-753.
- ☐ Srivastava, U.K.etal (1997). Op. Cit, Chap-20, pp. 695-720.
- ☐ Gupta Premkumar and Hira, D.S. (2003). Operations Research, New Delhi: S.Chand& Co. Ltd.,Chap 1, pp 1-40
- ☐ Marketing Research- Naresh K Malhotrs- 5th Edition, Pearson Education /PHI 2007
- ☐ Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2011

Title: Information Communication Technology for Business

Code: D0BBA3P1

Credit Points: 03

Work Load: 3 Hours per week

Contact Hours: 45

Objectives: To acquaint students with basic ICT tools which help them in their day to day life, as well as in office

UNIT 1: Introduction to computers **06 hours**

Definition, Block diagram of computer, computer memory, primary storage devices RAM, ROM, secondary storage devices, input devices and output devices MS Office - Introduction.

UNIT 2: MS Word **10 hours**

Introduction to word processing software, features of MS word, tabs available in MS word, creating and saving documents, macro and mail merge facility in MS word.

UNIT 3: MS Excel **12 hours**

Introduction to MS Excel: Features of MS-excel, spreadsheet/ worksheet, workbook, cell, cell pointer, cell address etc- parts of MS excel window- saving, opening and closing workbook- insertion and deletion of worksheet- entering and editing data in worksheet- cell range-formatting- auto fill- formulas and its advantages- references: relative, absolute and mixed. Working with Ms Excel: functions- meaning and advantages of functions, different types, of functions available in excel- templates- charts- graphs- macros: meaning and advantages, relation, editing and deletion; data sorting, filtering, validation, consolidation, grouping, pivot table and pivot charts reports and Vlook-up, Hlook-up.

UNIT 4: MS PowerPoint **08 hours**

Introduction, auto content wizard design template, adding and formatting text, making notes and handouts, adding clip arts, drawing and other objects, equations, tables and charts, slides show, animations.

UNIT 5: Internet applications **06 hours**

Fundamentals of Internet: Internet Addressing – Entering a Web Site Address, URL– Components of URL, Types of Browsers, Introduction to Social Networking: social media. E-mail: Applications of E-mail. Message Components, Message Composition, Mail Management.G-Suite: Google drive, Google documents, Google spread sheets, Google Slides and Googleforms.

Reference:

1. Fundamentals of Computers by V Rajaraman, PHI
2. A First Course in Computers by Sanjay Saxena, Vikas Publishing
3. In-line/On-line: Fundamentals of the Internet and the World Wide Web, 2/e – by Raymond Greenlaw and Ellen Hepp, Publishers : TMH
4. Internet technology and Web design, ISRD group, TMH.
5. Information Technology – The breaking wave, Dennis P.Curtin, Kim Foley, Kunai Sen and Cathleen Morin, TMH.

B.B.A. - Fifth Semester

Sl. No.	Subject Code	Subject Name	Instruction Hours/week	Duration of Sem-end Exam	Marks in Examination			Credits
					I.A.	Sem-end	Total	
01	D5BBA1T1	Production and Operations Management	4	3	20	80	100	4
02	D5BBA1T2	Business Ethics and Corporate Governance	4	3	20	80	100	4
03	S1	Specialization I: M1/F1/H1/L1	4	3	20	80	100	4
04	S2	Specialization II: M2/F2/H2/L2	4	3	20	80	100	4
05	S3	Specialization III: M3/F3/H3/L3	4	3	20	80	100	4
06	D5BBA1T1	Research Methodology	4	3	20	80	100	4
Total					120	480	600	24

Title: Production and Operations Management

Code: D5BBA1T1

Work Load: 4 Hours per week

Credit Points: 04

Contact Hours: 60

Objectives: To teach the students the basic elements of production and operations management.

UNIT 1:

10 hours

Introduction: Production meaning, meaning of production management and operations management, decision making in production: strategic, operations and control decisions, difference between production management and operation management, production as a system and types of production systems (mass, intermittent, project, batch), characteristics of modern production and operations function. Recent developments in production management.

UNIT 2:

14 hours

Facilities and Capacity planning: Location decision- need for/importance of location selection, factors influencing location decision selection, location selection process, Locational models: problems on factors & point rating methods, load distance model & Break-Even analysis. Layout decision- Meaning of Layout, objective of good Layout, factors influencing layout designing, Layout types (product, process, fixed and cellular), designing layout (meaning of templates, models, string diagram, travel chart, REL /Half matrix chart) problems on Load –distance models in layout Designing. Meaning & types of capacity, Capacity planning process (Briefing) Long term & short-term capacity strategies for modifying capacity

UNIT 3:

10 hours

Production & planning control: Meaning & objective of production planning control, need for and objectives of PPC, Functions of PPC (planning, routing, scheduling (Backward & forward), loading (Finite & infinite Loading), sequencing (Principles /Bases for sequencing), dispatching, follow-up and control); Overview of operations scheduling and planning systems; Sequencing problems (N jobs 2 machines & 3 machines)

UNIT 4:

10 hours

Material management: Meaning and types of materials; meaning of material management; Functions of Material management and stores Management; objectives of Material management and Inventory control; Inventory control techniques like EOQ, ABC analysis, FSN analysis, VED analysis, GOLF analysis, ROL, Safety and buffer stock) value Analysis (introduction & benefits), Problems on EOQ, ROL & safety stock

UNIT 5:

12 hours

Productivity & Quality: Meaning of productivity, Measures to improve productivity, Meaning of Quality, Dimensions of Quality, Meaning of SQC & Quality control, Objectives and functions of QC, meaning of Quality circles and TQM, Sampling Inspection v/s 100% Inspection, Acceptance sampling, Meaning of variable & attribute quality Characteristics, Random & non-random (non-assignable & assignable) deviations, use of control charts (problems on c, p, np, x & R charts) ISO Standards.

References:

1. Production and Operations management- K.Aswhappa&K.Shridhara Bhat (Himalaya Publishing house)
2. Production and operations Management, concepts, models&Behavior- Everetle E Adam&Jr.Ronald .J. Ebert (PHI learning publication)
3. Production & operations management -Kanishka Bedi (oxford university press)

Paper: Business Ethics and Corporate Governance

Code: D5BBA1T2;

Course Credits: 04

Total Contact Hours: 60

Objective: Students will demonstrate Ethics and value consideration in business for legitimate business operations Study of Corporate Governance enables the student to learn the purpose and nature of corporations. Evaluate different stakeholders' roles and significance in relation to corporate governance. Explain the importance of regulation, markets and information in corporate governance.

Unit I: Introduction to business ethics and values: 10 Hours

Meaning, Nature of business ethics, Importance of business ethics, Factors influencing business ethics, Arguments for and against business ethics, Moral Standard Standards, Moral Decision making, Ethical principles in business, Human Values: Meaning, Types of values.

Unit II: Business & Organizational Ethics: 12 Hours

The Indian Business scene, Ethical Concerns, LPG & Global trends in business ethics, Business ethics rating in India. Organizations & Organisation culture, Types of Organization, Corporate code of ethics –Formulating, Advantages, implementation Professionalism and professional ethics code Ethical issues related to advertisement, Finance, Investment, Technology.

Unit III: Ethical Issues in the Functional Area: 08 Hours

Introduction, Ethics in functional area, Ethics in Marketing, Ethics in Finance, HR, Production and Information Technology: Introduction, Potential Conflicts, Creating ethical Environmental Ethics, Gender Ethics.

Unit- IV: Corporate Governance: 12 Hours

Meaning, Features of good corporate governance, Factors influencing corporate governance, Corporate governance in India, Principles of corporate governance, OECD Principles of corporate governance, Theories of corporate governance-Agency theory and stewardship theory, Models of corporate governance around the world, Need for good corporate governance.

Unit V: Legal, Regulatory Framework of Corporate Governance And Board Committees : 14 Hours

Need for Legislation of Corporate Governance - Legislative Provisions of Corporate Governance in Companies Act 2013, Securities (Contracts and Regulations) Act, 1956 (SCRA), Depositories Act 1996, Securities and Exchange Board of India Act 1992, Listing Agreement, Banking Regulation Act, 1949 and Other Corporate Laws - Legal Provisions relating to Investor Protection Board Committees - Audit Committee, Remuneration Committee, Shareholders' Grievance Committee, other committees.

References:

1. Business Ethics: K Aswathappa, J Usha Rani, Sunanda GundaVajhala; Himalayala Publishing house; First edition 2017.
2. Business Ethics and Corporate Governance: Dr. S S Khanka; S Chand and Company Pvt Ltd; First edition 2014.
3. Business Management: R K Sharma and Shashi K Gupta; Kalyani publishers; 2007 edition.
4. New Companies Act: Taxman's publication

1. 5.Report of the Cadbury Committee on Financial Aspects of Corporate Governance, London Stock Exchange, London.
5. Report on Corporate Governance, Confederation of India Industries and Bombay.
6. Fernando .A.C, CorporateGovernance, Pearson Education

Title: Research Methodology

Code: D5BBA11T1

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objective: To equip the students with the basic understanding of the research methodology in changing business scenario.

UNIT1: Introduction **10 hours**

Meaning of research, objectives of research, criteria of a good research, types of research, qualitative v/s quantitative, Significance of research, research process.

UNIT 2: Research design **12 hours**

Meaning of research design, need for research design, population, census and sample, steps in sampling design, characteristics of a good sample design.

Sampling methods- probability sampling and non probability sampling methods

UNIT 3: Data collection **14 hours**

Sources of data- meaning of primary and secondary data

Primary data: Interview method- personal interview and telephonic interview, its merit and demerits. Questionnaire method-main aspect of questionnaire, merits and demerits of questionnaire method, essentials of a good questionnaire, steps in designing questionnaire.

Secondary data: sources of secondary data.

UNIT 4: Scaling Techniques **10 hours**

Meaning of scaling, measurement of scales- nominal, ordinal, interval, ratio Scaling techniques - rating scale, attitude scale, arbitrary scale, semantic differential scale, likert scale, stapel scale

UNIT 5: Hypothesis **10 hours**

Meaning, characteristics of hypothesis, basic concept concerning testing of hypothesis, null hypothesis and alternative hypothesis, level of significance, decision rule or test of hypothesis, type I and type II errors, two tailed and one tailed test, T test, Z test, Chi-square Test.

References:

1. Research Methodology: Methods and Techniques, C R Kothari, New Age International Private Limited
2. Business Research Methods, Donald R. Cooper, J.K. Sharma, Pamela S. Schindler, Tata McGraw-Hill Education Pvt. Ltd
3. Business Research Methodology, J K Sachdeva. Himalaya Publishing House
4. Marketing Research: Measurement and Method, Tull and Hawkins, Prentice Hall Of India
5. Levine, Business Statistics – A First Course, Pearson Education, New Delhi.
6. M L Berenson and David M Levine, Basic Business Statistics, PHI, New Delhi.
7. S. C. Gupta, Fundamentals of Statistics, HPH, New Delhi.
8. S. P. Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi.
9. S. J K, Sharma – Business Statistics, Pearson Education, New Delhi.
10. Naval Bajapai, Business Statistics, Pearson Education, New Delhi.

Fifth Semester Specialisation Papers

Specialisation Papers: Fifth Semester

	Marketing	Finance	HR	Logistics
Group – A	Consumer Behaviour	Income Tax	Training and Development	Warehouse Management
Group – B	Integrated Marketing Communication	Investment Analysis and Portfolio Management	Compensation and Reward Management	Multimodal Transportation
Group – C	Sales and Distribution management	Stock Market Operations	Performance Appraisal and Counselling	Inventory Management

Note: Students must select any one subject from Each Group mentioned above.

Marketing Specialisation Papers:

Paper: Consumer Behaviour

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60hrs

Objective: To make the Students understanding the concepts of consumer behaviour.

Unit- I:

15 Hours

Introduction to Consumer Behaviour Meaning and Definition, Need for Consumer Behaviour, consumer and customer. Buyers and users. Need to study consumer behaviour. Factors influencing Consumer Behaviour. External factors – Culture, Sub Culture, Social Class, Reference Groups, Family. Internal factors– Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes

Unit- II:

10 Hours

Individual Determinants of Consumer Behaviour Consumer Needs & Motivation; Personality and Self-Concept; Consumer Perception; Learning & Memory; Nature of Consumer Attitudes – Psychological: Motivation, Perceptions, Learning, Belief and Attitudes. Consumer Attitude, Formation and Change.

Unit – III:

15 Hours

Environmental Determinants of Consumer Behaviour Family Influences; Influence of Culture; Subculture & Cross-Cultural Influences; Group Dynamics and Consumer Reference Groups; Social Class: Family role. Person's Age, Life cycle stage, Occupational and economic circumstances.

Unit-IV:

08 Hours

Opinion leadership, dynamics of opinion leadership process, The Motivation behind opinion leadership- The Diffusion Process-The adoption process- levels of consumer decision making. Models of consumer decision making.

Unit -V:

08 Hours

Concept of Consumer Satisfaction; Working towards enhancing Consumer Satisfaction; Sources of Consumer Dissatisfaction, Dealing with Consumer Complaint. Concept of Consumerism, Consumerism in India, Reasons for Growth of Consumerism in India.

References:

1. Consumer Behaviour by L. G. Schiffman & L. L. Kanuk, Pub : Prentice Hall India
2. Marketing Management- by Kotler PHI
3. Consumer Behaviour by Suja R Nair, Pub: HPH
4. Ramneek Kapoor, Consumer Behaviour: Text and Cases, Tata McGraw Hill, New Delhi
5. Ramanuj Majumdar, Consumer Behaviour, PHI Learning, New Delhi.
6. K. Venkatramana, Consumer Behaviour, SHBP.

Paper: Integrated Marketing Communication

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60hrs

Objectives: Understand the nature, role, and importance of IMC in marketing strategy. Understand effective design and implementation of advertising strategies

UNIT-I:

10 hours

Introduction to Integrated Marketing Communication, AIDA Model, Setting goals and objectives, concept of DAGMAR in setting objectives, elements of IMC; Role of advertising in India's economic development, Ethics in advertising, Social, Economic and Legal aspects of advertising.

UNIT-II:

12 hours

Consumer and Media: How advertising works: perception, cognition, affect, association, persuasion, behaviour, Associating feeling with brands, Use of research in advertising planning; Advertising Media; industry structure, functions, advantages, disadvantages of print, Television, Radio, Internet, Outdoor, Basic concept of media planning, media selection, Media Scheduling strategy, setting media budgets

UNIT-III:

12 hours

Advertising Program: Planning and managing creative strategies; Creative approaches; Building Advertising Program: Message, Theme, advertising appeals; Advertising layout: how to design and produce advertisements; Advertising Budget: nature and methods of advertising appropriation; Art of copywriting; Guidelines for copywriting; Copywriting for print, Audio, TV and outdoor media.

UNIT-IV:

12 hours

Elements of IMC: Sales Promotion, PR, Events and Experiences and Word of Mouth, Consumer and trade sales promotion, application of sales promotion in different domains; Using public relations in image building; Planning and executing events, event management; Viral marketing, building organic word of mouth communication

UNIT-V:

10 hours

Measuring Effectiveness: Measuring Advertising Effectiveness: stages of evaluations and various types of testing-Pre and Post testing; Advertising agencies: history, role, importance, organizational structure, functions; Selection of agency, client agency relationship, compensation strategies

References:

1. Advertising Principles and Practice, William Wells, John Burnett, Sandra Moriarty, 6th ed., Pearson education, Inc.
2. Advertising and Promotion, G.Belch, Michael Belch, KeyoorPurani, 9th edition, Tata Mcgraw Hill publication, ISBN: 978-1-25-902685-0.

Paper: Sales And Distribution Management

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60hrs

Objective: to acquaint the students with the process of personal selling and the strategies and methods for effective sale management.

UNIT 1: 12 hours

Meaning of sales management, Objectives of sales management, Role of sales management, Duties, Responsibilities and qualities of sales manager and sale executives, AIDS theory of selling, “right set of circumstances”.

UNIT 2: 10 hours

Sales meeting Meaning, Types of sales meeting, Sales contest Meaning, Objectives of sales contest, Contest formats, Contest price, Contest duration, Contest promotion and Managerial evaluation of contests, Objections to sales contests.

UNIT 3: 12 hours

Sales quota-Meaning, Objectives in using sales quota, Types of quotas, Quota setting procedure.Sales territories- meaning, reasons for establishing or revising sales territories, procedures for setting up or revising sales territory. Routing and scheduling of sales personnel.Sales budget- Meaning, purpose, sales budget form and content, budgetary process

UNIT 4: 12 hours

Introduction need and scope of distribution management, marketing channels strategy, levels of channels. Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference between a Distributor and a Wholesaler, Wholesaler and Retailer, Choice of Distribution System – Intensive, Selective, Exclusive

UNIT 5: 10 hours

Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict. Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution, Motivating Channel Members, Selecting Channel Partners, Evaluating Channels, Channel Control

References:

1. Sales Management: Decision Strategies and cases by Richard R. Still Edward, Candiff Norma, A.P. Govani.
2. Marketing Management by Philip Kotler, PHI.
3. Sales and Distribution Management by S L Gupta
4. Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press
5. Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaldar, Vasant M. Cavale, Tata McGraw-Hill

Finance Specialisation Papers:

Paper: Income Tax

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objectives: To acquaint the students with theoretical and practical knowledge of tax planning and management techniques.

UNIT 1: Introduction

10 hours

Meaning of tax, purpose, types of taxes, difference between direct and indirect tax, Person [Section 2(31)], Assessee, assessment, previous year, assessment year, Gross total income, Total income, meaning of agricultural income, exempted incomes u/s 10, tax slab of current assessment year (individuals and Domestic Companies).

UNIT 2: Residential status and tax liability

10 hours

Conditions for residential status: resident, non resident and not ordinary resident

UNIT 3: Heads of Income

20 hours

Income from Salary, Income from House property, Income from Business and profession, Income from Capital gains, Income from other sources.

UNIT 4: Deductions

08 hours

Deductions u/s 80C to 80U

UNIT 5: Computation of Total Income

08 hours

Assessment of individuals, computation of individuals Total Income and tax liability

References:

1. Dr. Vinod K Sighania, Direct tax laws, Taxmann Publications, Mumbai
2. Dr H C Mehrotra, Income tax law and practice, Sahitrya Mahal Prakashan, Agra
3. Lal, Income tax, Pearson Education
4. Hariharan, Income tax, Tata McGraw Hill Education
5. Elements of Indirect Taxes- Law & Practices- V.S. Datey, Taxmann

Paper: Investment Analysis and Portfolio Management

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objectives: To familiarize the students with various investment and capital market dynamics and its functioning.

UNIT 1:

15 hours

Introduction- Investment process, Criteria for Investment, types of Investors, Investment, Speculation and Gambling. Elements of Investment, Investment Avenues, Factors influencing selection of investment alternatives. Security Market- Introduction, functions, Secondary Market Operations. Stock Exchanges in India, Security Exchange Board of India, Government Securities Market, Corporate Debt Market and Money Market Instruments

UNIT 2:

15 hours

Risk-Return Relationship Meaning of risk, types of risk, measuring risk, risk preference of investors. Meaning of return, measures of return, holding period of return, Annualized return, expected return, investors attitude towards risk and return.

UNIT 3:

10 hours

Fundamental Analysis Introduction- Investment Analysis, Fundamental Analysis, Macro Economic Analysis, Industry Analysis, Company Analysis, Trend Analysis, and Ratio Analysis.

UNIT 4:

08 hours

Technical Analysis Meaning of Technical Analysis, Fundamental vs Technical Analysis, Charting techniques, Technical Indicators, Testing Technical Trading Rules and Evaluation of Technical Analysis.

UNIT 5:

8 hours

Portfolio Management Framework-Portfolio Analysis – Selection and Evaluation – Meaning of portfolio – Reasons to hold portfolio – Diversification analysis – Markowitz’s Model – Assumptions – Specific model – Risk and return optimization – Efficient frontier – Efficient portfolios – Leveraged portfolios – Corner portfolios – Sharpe’s Single Index model – Portfolio-evaluation measures – Sharpe’s Performance Index – Treynor’s Performance Index – Jensen’s Performance Index.

References:

1. Punithavathy Pandian-Security Analysis and Portfolio Management, Vikas Publishing House Pvt Ltd., New Delhi.
2. S Kevin-Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
3. Dr. V A Avadhani, Investment and Securities Market in India- Himalaya Publishing House, New Delhi.
4. Donald E Fischer & Ronald J Jordan, Security Analysis and Portfolio Management-Prentice Hall of India, New Delhi.
5. Gordon J Alexander, William F Sharpe and Jeffery V Bailey, Fundamentals of Investments-Prentice Hall of India, New Delhi.
6. Prasanna Chandra, Investment Analysis and Portfolio Management- Tata Mc Graw Hill, New Delhi.
7. William Sharpe, Portfolio Theory and Capital Markets -McGraw-Hill Ryerson, Limited.
8. V K Bhalla, Investment Management: Security Analysis and Portfolio Management-S Chand & Company Ltd. New Delhi.
9. Robert Jarrow & Stuart Turnbull- Derivative Securities - South-Western College Publishing.

Paper: Stock Market Operations

Code:

Credits: 4

Workload hours per week: 4

Contact hours: 60

UNIT 1 : Introduction to Equity trading

14 hours

Equity Trading and Equity Markets : meaning and definition; need, characteristics and importance of Equity market. Evolution of Equity market in India. **Sensex and Nifty - meaning and characteristics.** Demat Account: meaning, need and steps involved in obtaining demat account. Market Participants : meaning and role. Retail investors, Institutional investors and market makers. Brokers – meaning and top Brokers in India.

Module 2: Trading Strategies

12 hours

Meaning and need of strategies. Day Trading –Scalping, Momentum trading. Swing Trading - Identifying trends, Using oscillators. Long-term Investing - Buy and hold strategy, Value investing, Growth investing

Order types: meaning and objectives of (a) Market order (b) Limit Order (c) Stop loss

UNIT 3: Trading of Equity Shares

15 hours

Buying and Selling of Shares : Bid, offer Intraday MIS, long term CNC, days range, lower and upper circuit, holdings and positions; factors affecting and charges in Buying and Selling of Equity shares.

UNIT 4: Futures and Options

08 hours

Options trading: Meaning, Strategies, Participants and steps Premium, Strike Price, Expiry date.

Future trading: Meaning. Future market and types of futures. Difference between options and futures.

Commodity trading: Meaning. Commodity market and types of commodities. Commodity exchanges in India. Difference between Commodities and Futures.

UNIT 5 : Practical Trading

07 hours

Setting Demo account, simulating trading exercises, BSE trading vs NSE trading, Transitioning to live trading.

References

1. Guide to Indian Stock Market : Basics of Stock Market for Beginners by Jitendra Gala
2. Breakout Trading Made Easy: Maximize Your Profits with Simple Price Action Strategies by Sunil Gurjar
3. The Warren Buffett of India Rakesh Jhunjhunwala: The Big Bull of Indian Share Market by Mahesh Dutt Sharma
4. Bulls, Bears and Other Beasts (5th Anniversary Edition): A Story of the Indian Stock Market by Santosh Nair

Human Resource Management Specialisation Papers:

Paper: TRAINING & DEVELOPMENT – V Semester

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objective: To familiarize the students about the ways of developing the human resources and recent developments in training.

UNIT I:

12 hours

Human Resource Development: Concept of HRD, objectives, Differences between HRM & HRD. Executive Development: Concept of Executive Development, Objectives, Methods, Career Management, Career development programs, Career Planning & Succession Planning

UNIT II:

12 hours

Employee Training: Concept of training, needs, objectives of employee training, stages in training, Modern types of employee training: i. Managerial Training, ii. Orientation Training, iii. Technical Training, iv. Product Specific Training, v. Safety and Security Training, and evaluating training effectiveness

UNIT III:

12 hours

Organizational Development: Concept of OD, Characteristics of OD, Meaning of OD Interventions, Organizational Development Techniques or Types of OD Interventions – i. Diagnostic activity, ii. Team building, iii. Sensitivity training, iv. Intergroup relationships (development), v. Process consultation

UNIT IV:

10 hours

Coaching & Mentoring: Meaning, Types of coaching, Process of Coaching – GROW model, CLEAR model, benefits of coaching. Mentoring: Meaning, Qualities of a Mentor, benefits of mentoring, differences between Mentoring & Coaching.

UNIT V:

10 hours

Human Resource Control: Meaning of HR Records, objectives of HR Records, types of HR records. HR Research: Concept, objectives and techniques HR Research. HRIS: Meaning, need for HRIS, benefits of HRIS.

References:

1. C. B Gupta, Human Resource Management- 19th revised edition, Sultan Chand & Sons (2018)
2. Margulies, N.; & Raia, A.P. (1975). Organizational Development: Values, process and technology. New Delhi: Tata McGraw Hill
3. R Krishnaveni, Human Resource Development - Excel Books (2008)
4. Michael Armstrong, Human Resource Management -, 13th edition, Kogan Page, (2014)
5. David & Stephen P. Robbins, Human Resource Management - 13th edition, Wiley India Private Ltd. (2011)
6. French, W.L.; & Bell, C.H. Jr. (1980). Organizational Development, London, Prentice Hall.

Title: Compensation and Reward Management

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objective - The objective of the course is to focus on how organizations use pay systems and benefit plans to achieve corporate goals,

UNIT I: 12 Hours

Concepts of compensation and reward management, Monetary and non-monetary compensation and rewards, Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage - Theories of Wages & Salary, Machineries for Wage Fixation - Statutory provisions governing different components of reward systems

UNIT II: 12 Hours

Reward Management: Concept, Aims, Components of Reward system - Role of Reward in organization, Reward policies Factors determining the rates of Pay - Strategic and Tactical pay related issues - Internal Pay Structure. Grade and Pay structures: Types, Design and Implementation

UNIT III: 12 Hours

Compensation Package - Employee Benefits & Services - Rationale for employee benefits - Types of benefits, Administering employee benefits, Tax considerations - Flexible benefits / Cafeteria Plans - Pension Schemes – ESOP - Computations of taxable income, overtime, etc.

UNIT IV 10 Hours

Wage Administration in India - Wage Policy in India, Methods of wage determination in India, The Pay Commission, and Wage Boards: structure and functions

UNIT V 10 Hours

International Compensation and Competitive Strategies-Executive Compensation Packages–Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules–Strategic Issues and Choices in Using Contingent and Flexible Workers.

References:

1. A Handbook of Employee Reward Management and Practice, Michael Armstrong, Tina Stephens, Kogan Page Publishers
3. Compensation Management, Henderson, T.O, Englewood Cliffs, Prentice Hall
4. Reward Management, Michael Armstrong and Helen Murlis, Kogan Page Publishers
5. Compensation, George T. Milkovich, Jerry M. Newman and C. S. Venkata Ratnam; Tata McGraw Hill
6. Compensation and Reward Management, B. D. Singh; Excel Books
7. Rethinking Rewards and Incentive Management, G.K. Suri; C.S. Venkata Ratnam; N.K. Gupta; Excel Books

Paper: Performance Appraisal and Counselling

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objectives: The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations.

UNIT I: 10 Hours

INTRODUCTION: Performance Appraisal – Concept, Definition, Philosophy, objective of Performance appraisal, Benefits, Components of performance appraisal

UNIT II: 12 Hours

PLANNING PERFORMANCE: Performance Appraisal – Employer and Employee perspective, performance appraisal versus performance management; Identifying performance dimensions, KPA's and performance planning, Performance Appraisal process. Issues in appraisal design.

UNIT III: 12 Hours

PERFORMANCE MEASUREMENT : Methods of Performance Appraisal, Straight ranking method, Graphic rating scale, Forced distribution method, Free form essay method; MBO, 360 degree feedback, Multi Rater Assessment & Feedback system, Self appraisal; Barriers to effective appraisal and overcoming barriers to appraisal.

UNIT IV: 10 Hours

IMPROVING PERFORMANCE: Identifying sources of ineffective performance, Performance Diagnosis, factors that influence performance, legal issues in Performance Appraisal; Strategies to improve performance.

UNIT V: 12 Hours

COUNSELLING: Meaning, Nature, Objectives of counseling and functions of counselling, and Process of counselling, Types of Counselling; Variables affecting the counselling process, Approaches to counselling, Importance of counselling, Evaluation of counselling, Organizational Application of Counselling Skills, Modern trends in Counselling process.

References:

1. David A Decenzo, Stephen P Robbins, "Fundamentals of Human Resource Management", Wiley Publications.
2. Snell / Bohlander, "Human Resource Management", Thomson.
3. Luis R. Gomez Mejia, David B Balkin, Robert L. Cardy, "Managing Human Resources, PHI Pvt. Ltd.
4. John W Newstrom, "Organizational Behaviour", Mc Graw Hill.
5. L.M. Prasad, "Principles and practices of Management", Sultan Chand & Sons.
6. Performance Appraisal by T. V. Rao, Excel Books

B.B.A. - Sixth Semester

Sl. No.	Subject Code	Subject Name	Instruction Hours/week	Duration of Sem-end Exam	Marks in Examination			Credits
					I.A.	Sem-end	Total	
01		Strategic Management	4	3	20	80	100	4
02		Project Management	4	3	20	80	100	4
03		Specialization IV:M4/F4/H4/L4	4	3	20	80	100	4
04		Specialization V:M5/F5/H5/L5	4	3	20	80	100	4
05		Specialization VI:M6/F6/H6/L6	4	3	20	80	100	4
06		Internship/Project/Dissertation: Report 50 marks and Viva-voce 50 marks	4	3	50	50	100	4
Total					150	450	600	24

Paper: Strategic Management

Code: D6BBA1T1

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objectives:

To provide conceptual knowledge of strategic management process in businesses and develop skills of analysis, implementation and evaluation of corporate level strategies amongst the students.

UNIT 1:

12 hours

Concept of Business Policy, Types of Business Policies, Meaning of Strategy & Strategic Management, Process of Strategic Management and Its importance; Vision and Mission Statement, Corporate Objectives and Process of setting objectives; Strategic Level Decisions – Corporate level, Business unit level, and Functional level Strategies

UNIT 2: (core competency, competitive advantage)

14hours

Environmental Analysis – Analysis of company's external environment and internal environment; Concept of Competitive advantage and Core Competence

Tools for Environmental Analysis - SWOT, PESTEL, and Michael Porter's Five Forces analysis
Strategy Formulation – Strategic alternatives – Stability Strategy, Growth Strategy, Diversification Strategy, Retrenchment strategy, Michael Porter's Generic Strategies, Ansoff's Matrix

UNIT 3:

12 hours

Portfolio Analysis – BCG Matrix, GE Model, Porter's Value chain, Formulating Long-term Objectives and Grand Strategies, Concept of Vertical Integration & Horizontal Integration, and its Benefits; Corporate Restructuring – Mergers & Amalgamation, Takeover, Divestiture, Acquisition and Joint venture

UNIT 4:

10hours

Strategic Implementation – Functional implementation, Structural implementation, behavioural implementation, Operational implementation

UNIT 5:

08 hours

Strategic Evaluation – Strategic control – operational control, evaluation techniques for strategic and operational control

Reference:

1. Business Policy & Strategic Management – P. Subba Rao, Himalaya Publication
2. Strategic Management – Pierce & Robinson, Tata Mc Graw Hill
3. Strategic Management – Azar Kazmi – Tata McGraw Hill
4. Business Policy and Strategic Management – L M Prasad – Sultan Chand and Sons
5. Strategic Management and Business Policy – Glueck, William F – McGraw Hill

Paper: Project Management

Code: D6BBA1T2

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objective: To provide knowledge on the concept of project management

UNIT 1: **10 hours**

Introduction: Meaning- Project, Project Management, Capital budgeting, Types of projects, importance, objectives and difficulties of capital budgeting, phases of capital budgeting.

UNIT 2: **10 hours**

Planning: Strategy meaning and grand strategy concept; generation of idea: monitoring the environment, corporate appraisal, scouting for project ideas; aspects of preliminary screening; project rating index

UNIT 3: **10 hours**

Analysing: Market and demand analysis: situational analysis and specification of objectives, collection of secondary information, and conduct of market survey, characterisation of the market, demand forecasting and methods, marketing plan.

UNIT 4: **10hours**

Technical analysis: manufacturing process/ technology, technical arrangements, material inputs and utilities, product mix, plant capacity, location and site, machineries and equipment, structures and civil works, environmental aspects, project charts and layouts, schedule of project implementation. Financial analysis: cost of project, means of finance, estimates of sales and production, cost of production, working capital requirement and its financing, profitability projections, projected cash flow statement, projected balance sheet.

UNIT 5: **12 hours**

Project Evaluation and Implementation and Review: Methods of Evaluation- Payback Period, ARR, NPV, IRR, BCR etc. Forms of project organisation, network techniques PERT and CPM (problems), project control: variance analysis (problems), human aspects of project management, pre requisites for successful project implementation. Project Review

Reference:

1. Prasanna Chandra. Project Planning, Analysis, Selection, Tata McGraw-Hill, Publishing Co. Ltd., New Delhi
2. Goel B.B. Project Management, Deep & Deep Publications Pvt. Ltd., New Delhi.
3. Harold Kerzner . Project Management: A Systems Approach to Planning, Scheduling, and Controlling, CBS Publishers , New Delhi.
4. Vasant Desai . Project Management, Himalaya Publishing House, Mumbai.
5. Rao .P .C .K . Project Management and Control, Sultan Chand & Sons, New Delhi.
6. Bhavesh M Patel . Project Management: Strategic Financial Planning, Evaluation, and Control, Vikas Publishing House, New Delhi.

Sixth Semester Specialisation Papers

	Marketing	Finance	HR	Logistics
Group A	Brand Management	Derivative Markets and Risk Management	Managerial Effectiveness and Leadership	Freight Forwarding (Ocean and Air Cargo)
Group B	Retail Management	International Financial Management	Organisational Development and Change Management	Surface Transportation
Group C	Digital Marketing and CRM	Goods and Services Tax	Cultural Diversity at Work Place	International Logistics Management

*Note: Students must select **any one** subject from the Each Group mentioned above.*

Paper: Brand Management

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60hrs

Objectives : The aim of the paper is to acquaint the students with concepts and techniques of brand management

UNIT 1:

12 hours

Brand Management: Brand: - Meaning, functions and significance - types of brands – concept of branding. Branding strategies: Concept and types of branding strategies. Steps in brand development strategies. Brand switching.

UNIT 2:

10 hours

Brand loyalty - factors affecting brand loyalty. Benefits of brand loyalty- Types of brand loyalty. Building brand loyalty - Brand Positioning and Brand Associations.

UNIT 3:

12 hours

BRAND Image, BRAND EXTENSION AND BRAND EQUITY BRAND COMMUNICATION - Brand image Building – Brand Loyalty programmes– Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

UNIT 4:

12 hours

BRAND EXTENSION – Naming new brand and extension, Advantages of extension, disadvantages of extension, Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT 5:

10 hours

BRAND EQUITY -Customer based brand equity, Concept of brand equity, sources of brand equity, benefits of brand equity, choosing brand elements to build brand equity, Brand element choice criteria, Brand element option, brand element tactics

References:

1. Keller, Parameshwaran Jacon, Strategic Brand Management, Pearson
2. Gulnar Sharma, Karan Singh Khundia, Brand Management, Himalaya Publishing House.
3. Kirti Dutta, Brand Management: Principles and Practices, Oxford University Press.
4. Y L R Moorthi, Brand Management: The Indian Context, Vikas Publishing House
5. Thapan K Panda, Product and Brand Management, Oxford University Press
6. Paul Tmepoal, Branding in Asia, John Willy, 2000.
7. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
8. Jagdeep Kapoor, Brandex, Biztranza, India, 2005.

Paper: Retail Management

Code:

Work Load: 4 Hours per week

Credit Points: 04

Contact Hours: 60hrs

Objective: To introduce the Scope and significance of Retail industry, Trends and Challenges and to enlighten on Retail Strategies, Opportunities and Competitive advantage.

UNIT – I

10 Hours

Introduction to Retailing - Meaning, Functions of Retailer, The Global Retail Market Scenario, Indian Retail Market Scenario, Organized and Unorganized Retailing, Key sectors in Indian Retail Industry – Food, Apparel, Consumer Durable, Footwear, Jewellery, Pharmaceuticals etc, Drivers of Retail change in India, Career in Retail – Buying & Merchandising, Marketing, Store Operations, Sales, Technology & E-commerce, Visual Merchandising etc

UNIT – II

08 Hours

Retail Formats – Traditional Retailing in India: Haat, Mandi, Mela, Kirana store, Public Distribution System, Pan-Bidi shops; Store based Retail Formats – Supermarket, Hypermarket, Department Store, Supercenter, Specialty Store, Kiosks/Automated Vending Machine, Warehouse Clubs; Non store based retail formats – Electronic shopping, Tele shopping, Direct selling; Multi-channel Retailing, Private Label Brands, E-retailing

UNIT – III

08 Hours

Retail Merchandising – Concept of Merchandising, Process of Merchandising Planning – Forecasting, Components of merchandise planning: Product, Price, Variety & Assortment; Merchandise Procurement Process – Identifying the sources of supply, contacting and evaluating sources of supply, negotiating with vendors, placing the purchase order, establishing vendor relations, analyzing vendor performance.

UNIT – IV

12 Hours

Retail Marketing Mix – Product, Promotion, Place, Price, Presentation, Personnel; Retail Pricing Strategy - Dynamic Pricing, Flexible Pricing, Everyday Low Pricing (EDLP), Psychological Pricing, Bundled Pricing, Leader Pricing; Retail Communication/Promotion Mix – Advertising (Media types – Newspaper, Magazine, Radio, Television, Internet, M-Commerce, Outdoor Media), Public Relations (Product Placement, Sponsorship, Company Websites), Sales Promotion (Coupons & Rebates, Premiums, Loyalty Marketing Programs, Contests and Sweepstakes, Sampling, Point-of-Purchase Promotion, Online Sales Promotion), Personal Selling.

UNIT – V

08 Hours

Store Design – Principles of Store Design, exterior store design, and interior store design (aesthetics, space planning, and atmospheric); Store Layouts – Grid Layout, Race track Layout (Loop), Free Form Layout; Visual Merchandising – Meaning, Importance of Visual merchandising, Tools used in the visual merchandising: Props & Fixtures, Window Displays, Lightings, Mannequins, Colours, Music

References:

1. Retailing Management – Swapna Pradhan, TMH
2. Retailing Management – Michael Levy, Barton Weitz, Ajay Pandit
3. Retail Management – A Strategic Approach – Barry Berman, Joel Evans, Pearson
4. Retail Management – Chetan Bajaj, Nidhi Srivastava, Rajnish, Oxford University Press
5. Retailing – Patrick Dunne, Robert Lusch, David Griffith, Thomson south western

Paper: Digital Marketing And CRM

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60hrs

Objectives: Gain knowledge on Digital Marketing, Email marketing and Content marketing and to emphasize the importance of customer relationships and teach the basic principles involved in managing customer relationships.

UNIT I:

12 hours

Introduction - Meaning of Digital Marketing, Need for Digital Marketing, Digital Marketing Platforms. Email Marketing :Importance of e-mail marketing, e-mail Marketing platforms, Creating e-mailers, Understanding e-mail Deliverability & Tracking emails, How to create Effective & Unique e-mail Content, Outlining the Design of Your Marketing e-mails, Open rates and CTR of e-mail, Drive leads from e-mail, What are opt-in lists. Web Site: meaning – objectives – components of website - website creation – incorporation of design and– adding content, installing and activating plugins.

UNIT II:

10 hours

SEO: Meaning – History and growth of SEO –Importance of Search Engine - On page Optimization – off page optimization – Role of Search Engine Operation google Ad words – Search Engine Marketing: Campaign Creation – Ad Creation, Approval and Extensions.

UNIT III:

12 hours

Meaning of social media and Social Media Marketing – social Management tools strategy and planning – social media network – Social Networking – video creation and sharing – use of different social media platforms - Content creation - Blogging – Guest Blogging.

UNIT IV:

12 hours

Relationship management: meaning and levels of relationship strategy i.e., structural bonds, financial bonds, social bonds, customised bonds. Meaning of CRM, Benefits and Challenges of CRM, need and goals of CRM, CRM technology and its components, introduction to CRM, differences between CRM and e-CRM. CRM Process: - Objectives of CRM process, CRM Cycle i.e. assessment phase, planning phase and executive phase. 4 C's (elements of CRM), Customer Lifecycle Management, Customer lifetime value

UNIT V:

10 hours

Defining the CRM Vision, Assessing CRM Readiness, Factors Affecting CRM Implementation, CRM Implementation Challenges, Phases of CRM Implementation, Upgrades and Change Management, CRM Implementation Pitfalls, CRM Performance Measurement.

References:

1. Digital Marketing for Dummies by Ryan Deiss& Russ Henneberry, publisher John Wiley first edition 2020.
2. Youtility by JayBaer, Published by Gilda MediaLL C Portfolio 2013,
3. Epic Content Marketing by Joe Pulizzi, McGraw-Hill Education, 2013
4. New Rules of Marketing and PR byDavidMeermanScott.Wiley, 2017
5. Balasubramaniyan, K., Essence of Customer Relationship Management, learn Tech press
6. Kaushik Mukerjee – Customer Relationship Management – PHI.
7. M.Peeru Mohamed – Customer Relationship Management – Vikas.
8. Judith W Kincaid, Customer Relationship Management: Getting It Right, Prentice Hall PTR 2002

Paper: Derivatives And Risk Management

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objectives: To familiarize students with Derivatives market

UNIT 1:

12 hours

Introduction to risk management -Meaning and need - importance -Types of market risk - Risk management issues in business - Derivative markets – Exchange-traded financial derivatives for risk management in India- Participants – Functions.Growth of financial derivatives markets in India –Types of risk management instruments -Forwards - Futures - Options - Swaps - The regulatory framework of derivative trading in India.

UNIT 2:

12 hours

Forward & Future: Introduction, Forward Contract, trading and settlement of Forward Contract, Futures contract, Specifications of Futures contract, trading and settlement of Futures Contract, difference between Forward and Future contracts, Margin trading, MTM, Convergence spot and Futures, Pricing of Forwards and Futures (Index, Stock, Commodity, Currency), Hedging principles, basis-risk, minimum variance hedge ratio, stock index hedge, Speculation, Arbitrage strategies, Payoffs of Futures contracts.

UNIT 3:

10 hours

Options –Basic: Options - meaning - needs and importance specification of options– Trading and settlement of options, Margins, Pricing of Options (Binomial and Black Schole’s pricing methods), Payoffs of Options contracts.

UNIT 4:

12 hours

Hedging using Option contracts- Option Strategies, Long-call, Short-call, Long put, Short put, Covered Call, Covered Put, Bull-Spread, Bear-Spread, Long butterfly, Short Butterfly, Straddle, Strangle.

UNIT 5:

10 hours

Swaps - meaning and Types– structure of swap dealing, design of swaps, Interest rate swaps, Currency swaps - Valuation and pricing of swaps –Basic practical exercises.

References:

1. Rajiv Srivastava, Derivatives & Risk Management, , 4th Edition, Oxford Publication House
2. Rene M. Stulz, Risk Management & Derivative, Cengage
3. John C. Hull. Options, Futures and Other Derivatives (Eighth ed.). Pearson Education
4. Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.
5. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India
6. McDonald, Derivatives Markets, (latest ed.), Pearson.
7. Robert Reitano, 2010, Introduction to Quantitative Finance, MIT Press.
8. Chance, 2003, Analysis of Derivatives for the CFA Program.
9. Gupta, S.L, Financial Derivatives: Theory, Concepts and Problems (latest ed.), PHI Learning Publications.

Paper: International Financial Management

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objectives: To familiarize students with international financial transactions and Operational aspects of foreign exchange markets

UNIT 1:

12 hours

International Financial Environment: Financial Management in a Global Context, Recent Changes in Global Financial Markets, International Monetary System, Foreign exchange reserves, Balance of payments, Balance of Trade, Bilateral and multilateral agreements relating to financial transactions, Flow of funds internationally through FDI and FII, Govt Policies regarding FII & FDI, Integration of global developments with the changing business environment in India.

UNIT 2:

12 hours

Foreign Exchange Management and Markets: Forex meaning, forex management objectives, scope and significance, Foreign Exchange Market, Structure of the Foreign Exchange Market, Functions, features, Participants, Types of Transactions and Settlements, Exchange Rate Quotations and Arbitrage.

UNIT 3:

10 hours

Managing Foreign Exchange Risk: The Concept of Hedging and Speculation, Currency Forwards, Currency Futures, Currency Options, Currency swaps (problems)

UNIT 4:

12 hours

Foreign Exchange Rate Determination: Meaning of exchange rate, spot, forward and cross exchange rate. Theories of Exchange Rate Determination, Fundamental International Parity Conditions, Purchasing Power and Interest Rate Parity, International Fischer Effect in business.

UNIT 5:

10 hours

Corporate Exposure Management: The Risk Management Process, types of exchange risk exposure, economic, transaction and translation, management of foreign exchange risk.

References:

1. Alan C. Shapiro, Multinational Financial Management, John Wiley & Sons
2. Seth, AK, International Financial Management, Galgotia Publishing
3. Maurice D. Levi, International Finance, Routledge.
4. Jeff Madura, International Financial Management, Thomson Publications.
5. David K. Eiteman, Arthur I. Stonehill and Michael H. Moffeth, Multinational Business Finance, Pearson Education
6. S. Eun Choel and Risnick Bruce, International Financial Management, Tata Mc Graw Hill
7. P.K Jain, Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan Publishers, 2001.
8. Prakash G. Apte, International Finance A Business Perspective, Tata McGraw-Hill Publishing Co. Ltd.
9. Adrian Buckley, Multinational finance, Prentice-Hall of India Pvt. Ltd.

Paper: Goods and Services Tax

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objectives: To enable students to familiar with GST practices.

UNIT 1: Introduction:

10 hours

Definition of tax, meaning of direct tax, meaning of indirect tax, difference between direct and indirect tax, features of indirect tax, introduction to GST, cascading effect of tax, classification of GST (CGST, SGST/UTGST, IGST), GST council, GST common portal, GSTIN

UNIT 2: Registration:

10 hours

Registration under GST, compulsory registration under GST, process of registration, aggregate turnover, reverse charge mechanism, composition levy scheme, Tax invoice, bill of supply, refund voucher, debit note, credit note, receipt voucher, payment voucher.

UNIT 3: Input Tax Credit:

12 hours

Input tax credit, manner of utilization of input tax credit. Input Tax Credit Eligible and Ineligible Input Tax Credit; Apportionments of Credit and Blocked Credits; Tax Credit in respect of Capital Goods; Recovery of Excess Tax Credit; Availability of Tax Credit in special circumstances; Transfer of Input tax, Reverse Charge Mechanism, tax invoice, Problems on input tax credit.

UNIT IV:

14 hours

Supply/Valuations of Goods and Services Under GST: Introduction to supply under GST, exempt supply, zero rated supply, nil rated supply, non-taxable supply, time of supply, value of supply, place of supply. Introduction to Valuation under GST, Meaning and Types of Consideration: a) Consideration received through money b) Consideration not received in money c) Consideration received fully in money, valuation rules for supply of goods and services: 1) General Valuation Rules; 2) Special Valuation Rules; Other cases for valuation of supply, imported services, imported goods, valuation for discount. Transaction Value: Meaning and conditions for transaction value, inclusive transaction value, and exclusive discount excluded from transaction value. Problems on GST.

UNIT 5:

10 hours

Payment of GST: Introduction, Time of GST Payment, How to make payment, Unique Identification Number (UIN), Recording / Maintenance of Register/Ledgers, Challan Generation & CPIN, TDS & TCS.

References:

1. Bare GST Act
2. B G Bhaskara, M Ramachandra Gowda, Manjunath N and Naveen Kumar L M, Goods and Services Tax – Law and Practice, Himalaya Publications, Bangalore
3. Philip A P, Goods and Services Tax – Law and Practice, Notion Press, Delhi
4. H C Mehrotr and V P Aarwal, Goods and Services Tax – Law and Practice, Sahitya Bhavan Publication, Agra
5. Keshava Garg, Goods and Services Tax – Law and Practice, Bharat Law House, Delhi
6. Balachandran V Indirect Taxation – Goods and Services Tax, Sultan Chand & Sons, New Delhi
7. Milind Kumar, Goods and Services Tax – Law and Practice, Law Books, Delhi.
8. Jayakumar Sathanandam, Textbook on GST Laws, White Falcon Publishing, Mumbai.
9. Jatin Christopher, GST and Allied Laws, Taxmann Publications, New Delhi
10. Nikhil Singhal, Goods and Services Tax – Law and Practice, Mukhakash Publications, Delhi
11. Sharad Bhargava, GST – Concepts and Practice, Bright Spark Ventures, Ghaziabad

Title: Organizational Development and Change Management

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objective: To acquaint the students with the concepts underlying organizational change and development and to explore the practice of change management and to examine individual group and organizational reactions to change.

UNIT I

12 Hours

Introduction to Organizational Change and Development; Definitions & its distinguishing characteristics, Dynamics of planned change, triggers for change, strategies for implementing organizational change; Foundations of OD: Conceptual Framework of OD, Historical background of OD, Values, assumptions and beliefs in OD, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.

UNIT II

12 Hours

Action Research: A Process and an Approach. Managing OD Process: Diagnosis, Nature of OD intervention; Creating Parallel Learning Structures; Change and its Impact: Diagnosis and Resistance to Change; Implementing Change; Strategies and Skills for Communicating Change; Consolidating Change; Introduction to Organizational Development; Foundations of Organizational Development; Process of Organizational Development; Diagnostic Strategies and Skills; Power, Politics and Ethics in OD; Evaluating change and future of Organizational Development

UNIT III

10 Hours

OD Interventions: An overview, characteristics of OD interventions. Structural Interventions, Training Experience: T-Groups, Behavioral-Modeling and Career Anchors. Team Interventions, Intergroup and Third-Party Peace-Making Interventions.

UNIT IV

12 Hours

Issue in Consultant-Client Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention; the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship.

UNIT V

10 Hours

Ethical standards in OD, Implications of OD for the Client, Contemporary Issues in OD, OD and Quality Movement, OD- Now and Beyond.

References:

1. Wendeel L. French, Cecil H. Bell : Organization Development Prentice Hall
2. Richard Beckhard: Organization Development Strategies & Models Tata Mc Graw Hill.
3. Blake, Robert & Mouton : Building a Dynamic Corporate through Grid OD, Homewood
4. Thomas H, Patten Organization Development through Team Building, Thomas Publication
5. Edgar F. Huse : Organization Development & Change, Thomas Publication
6. Burke W.W.: Organization Development Principles & Practice, Sage Publication

Paper: Managerial Effectiveness and Leadership

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

Objectives: To develop competencies to excel in different managerial roles in organizations and to help students develop themselves as effective leaders in the organizational context.

UNIT I

12 Hours

Managerial Traits and Skills: Emotional Stability, Defensiveness, Integrity, Interpersonal Skills, Technical & Cognitive Skills.

Managerial Traits and Effectiveness: High Energy level and Stress Tolerance, Self Confidence, Internal Locus of Control, Emotional Stability and Maturity, Power Motivation, Personal Integrity, Achievement Orientation, Need for Affiliation.

Managerial Skills and Effectiveness: Technical Skills, Conceptual Skills, Interpersonal Skills

UNIT II

10 Hours

Relevant Competencies for Leadership Skills: Emotional Intelligence, Social Intelligence, Systems Thinking, Ability to learn; Situational Relevance of Skills: Skills Needed at Different levels, Transferability of Skills across Organizations.

UNIT III

10 Hours

Problem solving and building relationship: Problem solving, creativity, innovation, steps for analytical problem solving, limitations of analytical problem solving; impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting.

UNIT IV

12 Hours

Leadership Developmental Activities: Learning from Experience: Amount of challenge, Variety of Tasks or Assignments, Relevant Feedback.

Developmental Activities: Multisource Feedback, Developmental Assessment Centers, Developmental Assignments, Job Rotation Programs, Action Learning, Mentoring, Executive Coaching, Outdoor Challenge Programs, Personal Growth Programs.

UNIT V

12 Hours

Leadership Behavior and Styles, Process Theories: Reinforcement Theory, Contingency Leadership Theories and Models, normative leadership theory, and Leadership Substitute Leadership Behavior and Motivation: Leadership Traits and Leadership Styles, Leadership Theories: Reinforcement theory, Contingency Leadership theory, Normative leadership theory, Substitute for Leadership Theory

References:

1. Gary Yukl: Leadership in organisations, Pearson Education, New Delhi.
2. L M Prasad: Organisational Behaviour, Sultan Chand & Sons, New Delhi.
3. P.Guggenheimer& M. Diana Szulc: Understanding Leadership Competencies, Viva, books, New Delhi
4. Bennis, W. (1994). On becoming a leader. (Rev. ed). Reading, MA: Perseus Books.
5. Hersey, P. Blanchard, P. (1969). The lifecycle theory of leadership. Training and Development Journal, 23 (5), 26-34.

Paper: Cultural Diversity at Workplace

Code:

Credit Points: 04

Work Load: 4 Hours per week

Contact Hours: 60

UNIT 1 : Introduction to Diversity

12hrs

Introduction to cultural diversity in organizations, Evolution of Diversity Management, Over View of Diversity, Advantages of Diversity, Identifying characteristics of diversity, Scope- Challenges and issues in diversity management, Understanding the nature of Diversity – Cultural Diversity – Global Organizations- Global Diversity.

UNIT II : Exploring Differences

10hrs

Introduction -Exploring our and others' differences, including sources of our identity. Difference and power: Concepts of prejudice, discrimination, dehumanization and oppression

UNIT III : Visions of Diversity and Cross Cultural Management

12 hrs

Models and visions of diversity in society and organizations: Justice, fairness, and group and individual differences. Cross-Cultural Management: Meaning and Concepts, Frameworks in Cross-Cultural Management: Kluckhohn and Strodtbeck framework, Hofstede's Cultural Dimensions, Trompenaar's Dimensions, Schwartz Value Survey, GLOBE study.

UNIT IV : Skills and Competencies

10 hrs

Skills and competencies for multicultural teams and workplaces/ Organizational assessment and change for diversity and inclusion, Diversity Strategies. Creating Multicultural Organisations.

UNIT V : Recent Trends in Diversity Management

12 hrs

Emerging workforce trends–Dual-career couples–Cultural issues in international working on work-life balance–Managing multi-cultural teams: Issues and challenges, Global demographic trends: Impact on diversity management, Social psychological perspective on workforce diversity, Diversity Management in IT organizations Contemporary Issues in Workplace Diversity.

References:

1. Bell, M.P. (2012). Diversity in organizations (2nd Ed.). Mason, OH: Cengage.
2. Harvey, C.P. & Allard, M.J. (2015). Understanding and managing diversity:
3. Readings, cases, and exercises (6th Ed.). Upper Saddle River, NJ: Pearson.

Paper: Freight Forwarding (Ocean and Air Cargo)

Workload Hours Per week: 4

Credits: 4

Objective: to enable students to familiar with Freight Forwarding both Ocean and Air Cargo.

UNIT:1 – Introduction to EXIM

10 Hours

Freight forwarding and custom clearance – types of custom clearances – Importance of custom clearance – certificate of origin, ICEGATE and insurance – custom Act – Regulations pertaining to custom clearance – different modes of freight forwarding – domestic and international freight forwarding networks – process of freight forwarding.

UNIT: 2 – Multi modal transportation

10 Hours

Vendor management - bulk load handling - brief on transshipment – DG handling - customer acquisition and management - Customs clearance procedure - Documents and its importance - Stages of Documentations process and procedures - Documentation types and filing processes - Details of documents as per the format approved by the Customs - The requirement of documents for pre-shipment and requirement of documents for Import - DO's and DON'T's while handling different documents during Custom Clearance

UNIT: 3 – Procedures of freight forwarding

12 Hours

Operation Procedures of Freight Forwarding - The procedures for Pre-Operating Checks and Operational checks to be performed for every shipment /consignment - List of basic handling of errors and the Operational errors that occur in common - Procedure for checking of shipping bill, Airway bill based on invoice and packing list received from department for Freight Forwarding. Regulations (EXIM/IATA/Countries)/COM based on permutations and combinations of weight vs volume.

UNIT :4 – Cargo handling terms and procedures

12 Hours

Cargo handling, INCO terms and terminologies used in Cargoes - Different Types of Cargoes for transportation. Full Export and Import value of the cargo – Importer and exporter Code (IEC),The registered PAN based Business Identification Number received from the Directorate General of Foreign Trade - Different type of Cargo, Their quantity and value - Packaging requirement for the cargo during shipment from the shipper - Inspection procedure for the cargo while unloading - DO's and DON'T's while handling different cargo - Basic Regulation pertaining to Cargo movement by Air, Sea, and Land. Climatic conditions of different routes in different seasons.

UNIT: 5 – Documentations

12 Hours

Documentation of Freight Forwarding process as per customer timelines and requirements - Carting, unloading, Stacking, Loading; and Stuffing - Procedure for dealing with loss or damage to goods - Different P.G.A and their roles. Technical knowledge on Containers; Pallets; Palletization; Fumigation - The general reporting processes and time frames - Different airline / shipping line available for different routes - Letters of Credit and payment Terms. Etc. - Movement policy - Details of the transport available in Different routes - Organization fees , charges structure and Organizational procedures - computer and its application in internal systems of documentation.

Reference:

1. J P Saxena, Warehouse Management and Inventory Control- Vikas Publication House Pvt Ltd, First Edition, 2003.
2. Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems Michael Ten Hopel, Thorsten Schmidt, Springer verlag, First Edition, 2006.
3. Management Guide to Efficient Money Saving Warehousing, Stephen Frey, Gower, 1982.

Paper: Surface Transportation

Code:

Workload Hours per week: 4

Credits: 4

Objective: to enable students to familiar with surface transportation practices.

UNIT:1 – Introduction to Surface transportation 12 Hours

Introduction to surface transportation - Need for transportations - Role of transportations in logistics -Importance of transportations - Types of transportations metrics - functions of transportations – inter modal transport -various land transport carriers and their Load capacities - pricing and availability - verification of carriers and drivers - transit rules - traffic rules inside warehouse premises – Docking procedure and safety steps. Procedure to Confirm vehicle for loading of goods.

UNIT: 2 – Tracking of Transport 10 Hours

Transportation Optimisation - Documentation for transportation – GST – E Waybill Filing - transportation Telematics - Vehicle tracking system - Communication with vehicle driver or transport company -Probable reasons for delay or any issues during transit -Solutions for corrective actions (such as talking to local authorities or break down service assistance) - Road signs, List good practices in driving.

UNIT: 3 – Transport organization structure 12 Hours

Types of Trucks and Load capacity/Organisation structure in a Transport organization/ Incident management systems & Processes - Explain types of temperature-controlled carriers – Discus hazmat goods rules -Importance of safety data sheet and labels - Procedure for Consolidation of consignments for optimal loads, to verify count of material - Reporting discrepancies such as pilferages, loss or damage of goods in transit - Checking insurance and claims - steps to close deliveries and Coordinate with loading / unloading supervisor.

UNIT :4 – Benefits of efficient transportation system 12 Hours

Benefits of efficient transportation systems/Study on emerging trend in transportation sector/ pricing in transportation sector/govt regulations on transportation in India. Safety procedures during transit and emergency response steps - keeping track of news on traffic and communicate with drivers to identify delays and suggest rerouting -Explain tracking systems-Importance of consignment number - GPS systems and tracking devices - Procedure for downloading and reading tracking data from devices

UNIT: 5 – Customer management 10 Hours

Customer Management/ Vendor coordination for return truck loads/DG Handling – features and facilities offered by railways factors influencing growth in rail logistics – suitability for different cargo and distance ranges segments – innovative schemes-facilities to popularize rail logistics in India

Reference:

1. J P Saxena, Warehouse Management and Inventory Control- Vikas Publication House Pvt Ltd, First Edition, 2003.
2. Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems Michael Ten Hompel, Thorsten Schmidt, Springer-verlag, First Edition, 2006.

Paper: International Logistics Management

Code:

Credits: 4

Workload hours per week: 4

Contact hours: 60

Objective: To develop the skills of International Logistics Management.

UNIT-I:

12 hours

International Logistics- Meaning, Importance, Types, Vehicle Selection – Types of Vehicles – Types of Operations – Load types and characteristics – main types of vehicle body – Implications of vehicle selection – vehicle acquisition.

UNIT-II:

08 hours

Need for planning – fleet management – main types of road freight transport – transport resource requirements

UNIT-III:

12 hours

Vehicle routing and scheduling issues – data requirements – computer routing and scheduling – information system applications – GPS – RFID. . Legislation – Operator licensing – Driver licensing – Driver’s Hours regulations – Road transport directive – tachographs – vehicle dimensions.

UNIT-IV:

12 hours

Introduction to Air Cargo; Aviation and airline terminology – IATA areas – Country – Currency – Airlines – Aircraft layout – different types of aircraft – aircraft manufacturers – ULD – International Air Routes – Airports – codes – Consortium – Hub and spoke – Process Flow

UNIT-V:

12 hours

Air freight forwarding; Air Freight Exports and Imports – Special Cargoes – Consolidation – Documentation – Air way Bill (AWB) – Communications – Handling COD Shipments – POD – conditions of contract – Dangerous (DGR) or Hazardous goods.

Reference:

1. Air transport Logistics by Simon Taylor (Hampton)
2. Air Cargo distributions; a management analysis of its economic and marketing benefits by Paul Jackson and William Brackenridge (Gower Press)
3. Fundamentals of air transport management by P.S. Senguttuvan
4. Aviation century ; wings of change – a global survey – Ratandeep Singh – Jain book