



Bachelor of Business Administration (BBA) **(Three-Year, Semester Based, Full Time Program)**

PROGRAM MISSION:

To empower the students with business knowledge and skills through competency-based education”

PROGRAM OBJECTIVES (PO’s): The objectives of the BBA program are to develop amongst the students:

- PO1:** Critical thinking, decision-making, and problem-solving skills to solve complex business problems
- PO2:** Knowledge of the key areas of business and their inter-relationship with each other.
- PO3:** The ability to comprehend economic, political, technological, global and socio-cultural environment and to make decisions according to changing circumstances.
- PO4:** Leadership skills, ability to assume responsibility and work in a team.
- PO5:** Effective oral and written communication skills to facilitate information flow in organizations.
- PO6:** The ability to act ethically and with responsibility with an understanding of the impact of business on the environment and society.

PROGRAM LEARNING OUTCOMES (PLO’s): At the completion of the BBA program, graduates will be able to demonstrate:

- PLO1:** Proficiency in the fundamental business principles and practices.
- PLO2:** Competency across various business disciplines (Marketing, Human Resource Management, Finance, Accounting etc.)
- PLO3:** Awareness of the various economic, political, technological, global and social-cultural environments within which business organizations operate.
- PLO4:** Critical thinking and analysis skills to solve business problems in a real-world context.
- PLO5:** Effective communication through the delivery of written and oral presentation with the use of computer software tools and internet technology.
- PLO6:** The ability to analyse and interpret data and use it in decision making.
- PLO7:** High level of professionalism, leadership skills and team-work.
- PLO8:** An understanding of ethical conflicts and social responsibility issues involving different stakeholders.

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PROGRAM STRUCTURE

Maximum Credits on offer in the BBA Program	144	
Minimum Credit Requirements for award of BBA	140	
The structure of Credit requirements is shown below:	Credits	Courses
Total Number of Mandatory CORE COURSES	83	21
Ability Enhancement Courses	07	02
Skill Enhancement Courses	10	04
Term Project/ Comprehensive Viva-Voce(Student Will Do a Term Project in Semester V)	05	--
General Elective	03	01
Discipline Based Specialization (Dual) (Core+ Elective) (16x Dual)		
1. MARKETING (MRM)		
2. FINANCE (FIN)		
3. HUMAN RESOURCE MANAGEMENT (HRM)		
4. ENTREPRENEURSHIP &FAMILY BUSINESS (EFB)		
5. BUSINESS ANALYTICS (BAN)	32	08
Summer Internship / Social Project (Non Credit)*	--	--
Open Elective**	04	01

* A student may undertake a summer internship project on any aspect of Business Management in the industry for six to eight weeks at the end of the second year (May - July) or the student may undergo a social project with an NGO or social enterprise in a rural setting. At completion, the student will submit/present a report for grading. The grades will reflect in his/her mark-sheet (Semester V)

** Student may opt for one additional course (Open Elective) from other schools of University or can do courses from MOOC/NPTEL/Swayam Portal in Semester VI.

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PROGRAM CURRICULUM

SEMESTER-I

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 101	Principles of Management	4	0	0	4
2	BBA 102	Financial Accounting	4	0	0	4
3	BBA 103	Principles of Microeconomics	4	0	0	4
4	BBA 104	Environmental Studies	4	0	0	4
5	BBA 105	Business Communication	2	0	2	3
6	BBA 106 P	IT for Managers	0	0	4	2
Total			18	0	6	21
Contact Hours			24			

SEMESTER-II

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 201	Management Accounting	4	0	0	4
2	BBA 202	Business Mathematics	4	0	0	4
3	BBA 203	Principles of Macroeconomics	4	0	0	4
4	BBA 204	Principles of Marketing	4	0	0	4
5	BBA 205	Human Resource Management	4	0	0	4
6	BBA 206	Legal Aspects of Business	4	0	0	4
Total			24	0	0	24
Contact Hours			24			

SEMESTER-III

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 301	Business Statistics	4	0	0	4
2	BBA 302	Indian Economy	4	0	0	4
3	BBA 303	Business Research Methods	4	0	0	4
4	BBA 304	Fundamentals of Financial Management	4	0	0	4
5	BBA 305	Production and Operations Management	4	0	0	4
6	BBA 306	Business Environment	3	0	0	3
7	BBA 307 P	Soft Skills and Personality Development	0	0	4	2
Total			23	0	4	25
Contact Hours			27			

SEMESTER-IV

S.No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 401	Operations Research	4	0	0	4
2	BBA 402	Company Law	4	0	0	4
3	BBA 403	International Business	4	0	0	4
4	BBA 404	Essentials of Organizational Behavior	4	0	0	4
5	BBA 405	E-Commerce	4	0	0	4
6	BBA 406	Business Ethics and CSR	3	0	2	4
7	BBA 407 P	Statistical Software Package	0	0	4	2
Total			23	0	6	26
Contact Hours			29			

***Optional summer internship/social project after semester IV (Non Credit).**

SEMESTER-V

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 501	Business Policy and Strategy	4	0	0	4
2		Specialisation-I Core – 1	4	0	0	4
3		Specialisation-II Core – 1	4	0	0	4
4		Specialisation-I Core – 2	4	0	0	4
5		Specialisation-II Core – 2	4	0	0	4
6		General Elective(Compulsory)	3	0	0	3
7	BBA 502 S	Term Project	0	0	6	3
Total			23	0	6	26
Contact Hours			29			

SEMESTER-VI

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 601 S	Comprehensive Viva Voce	0	0	4	2
2		Specialisation-I Core – 3	4	0	0	4
3		Specialisation-II Core – 3	4	0	0	4
4		Specialisation – I Elective	4	0	0	4
5		Specialisation – II Elective	4	0	0	4
6	BBA OPE	Open Elective (Optional)*	4	0	0	4
7		PDP(Non Credit)	0	0	4	-
			Min: 16 Max: 20	0	8	Min: 18 Max:22
Contact Hours			Min: 24 Max: 28			

***Student may opt for one additional course (Open Elective) from other schools of University or can do courses from MOOC/NPTEL/Swayam Portal in Semester VI.**

Note: L: Lectures, **T:** Tutorials, **P:** Practical

Minimum Requirement of Course Credits (Semesters I-VI): 140

SPECIALISATION AREAS
BBA PROGRAM OFFERS A DUAL SPECIALISATION:
(STUDENTS CAN CHOOSE TWO SPECIALISATION AREAS FROM THE LIST BELOW)

SPECIALISATIONS OFFERED	
1.	MARKETING (MRM)
2.	FINANCE (FIN)
3.	HUMAN RESOURCE MANAGEMENT (HRM)
4.	ENTREPRENEURSHIP & FAMILY BUSINESS (EFB)
5.	BUSINESS ANALYTICS (BAN)

LIST OF COURSES UNDER DIFFERENT SPECIALISATIONS

DSE – I – MARKETING(MRM)						
S.No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	MRM 101C	Consumer Behavior	4	0	0	4
2	MRM 102C	Marketing of Services	4	0	0	4
3	MRM 103 C	Integrated Marketing Communication	4	0	0	4
4	MRM 104 E	Sales and Sales Force Management	4	0	0	4
5	MRM 105 E	Product and Brand Management	4	0	0	4
6	MRM 106 E	Retail Marketing	4	0	0	4

DSE – II - FINANCE (FIN)						
S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	FIN 101 C	Security Analysis and Portfolio Management	4	0	0	4
2	FIN 102 C	Indian Financial System	4	0	0	4
3	FIN 103 C	Merchant Banking and Financial Services	4	0	0	4
4	FIN 104 E	Corporate Tax Planning	4	0	0	4
5	FIN 105 E	Insurance and Risk Management	4	0	0	4
6	FIN 106 E	Banking: Theory, Law and Practices	4	0	0	4

DSE – III - HUMAN RESOURCE MANAGEMENT (HRM)						
S.No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	HRM 101 C	Human Resource Planning and Development	4	0	0	4
2	HRM 102 C	Industrial Relations and Labor Laws	4	0	0	4
3	HRM 103 C	Training and Development	4	0	0	4
4	HRM 104 E	Performance Management and Appraisal	4	0	0	4
5	HRM 105 E	Counseling and Negotiation Skills for Managers	4	0	0	4
6	HRM 106 E	Compensation Management	4	0	0	4

DSE – IV - ENTREPRENEURSHIP & FAMILY BUSINESS (EFB)						
S.No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	EFB 101 C	Entrepreneurship Development	4	0	0	4
2	EFB 102 C	Family Business Management	4	0	0	4
3	EFB 103 C	Feasibility Study & Business Plan	3	0	2	4
4	EFB 104 E	Start-up Ecosystem in India	4	0	0	4
5	EFB 105 E	Entrepreneurial Marketing	4	0	0	4
6	EFB 106 E	Entrepreneurial Finance	4	0	0	4

DSE – V - BUSINESS ANALYTICS (BAN)						
S.No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BAN 101 C	Data Analytics with R	3	0	2	4
2	BAN 102 C	Business Intelligence: Concepts, Tools, and Applications	3	0	2	4
3	BAN 103 C	Business Intelligence and Data Warehousing	3	0	2	4
4	BAN 104 E	Marketing Analytics	3	0	2	4
5	BAN 105 E	HR Analytics	3	0	2	4
	BAN 106 E	Financial Analytics	3	0	2	4

Note: DSE (Discipline Specific Elective)

GENERALECTIVES (GEN)						
S.No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	GEN 101 E	Supply Chain Management	3	0	0	3
2	GEN 102 E	Total Quality Management	3	0	0	3
3	GEN 103 E	Project Management	3	0	0	3
4	GEN 104 E	Consumer Affairs	3	0	0	3
5	GEN 105 E	India's Diversity & Business	3	0	0	3

Course:PRINCIPLES OF MANAGEMENT			Semester: I
Course Code: BBA 101	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with basic principles and functions of management and professional challenges that a manager faces in various organizations.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: gain understanding of the functions and responsibilities of managers. 2. Know critical management theories and philosophies and how to apply them. 3. Specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances. 4. Understand individual and group behavior in organizations, including motivation, leadership and communication. 5. Integrate management principles into management practices. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Management: Nature and significance of Management, Management as Science or Art, Evolution of Management Thought: Early Classical Approaches – Scientific Management, Administrative Management, Bureaucracy, Neo-Classical Approaches – Human Relations Movement, Behavioral Approaches, Modern Approaches – Quantitative Approach; Systems Approach; Contingency Approach, Indian Vs western Management, Indian Values in Modern Management, An overview of functions of Management: Planning, Organizing, Staffing, Leading and Controlling	09
	2.	Planning: Meaning, Need and Importance, Planning types: Missions or Purposes, Objectives and Goals, Procedures and Rules, Programs and Budgets, Strategies and Policies, Steps in Planning, Objectives, Management by Objectives, Planning Premises, Strategic Planning Process, Forecasting: Need and Techniques, Decision Making: Types, Importance, Process and Limitations of Rational Decision Making, and Techniques of Decision Making, Decision Making under Certainty, Uncertainty, and Risk	13
	3.	Organising: Concept of Organising and its Process, Formal and Informal Organisations, Basic issues in Organising – Work Specialisation, Chain of Command, Span of Management, Centralisation v/s Decentralisation, Organisation Structures-bases for departmentalisation, Line and Staff relationship, Empowerment, Delegation of	09

		Authority, Organisation Charts, Organisation Culture: Managing multi- ethnic workforce	
	4.	Staffing: Definition of Staffing, Systems Approach to Staffing and Human Resource Management, Manpower Planning, Job Design, Recruitment and Selection, Training and Development, Performance appraisal	08
	5.	Leading: i. Motivation: Concept, Theories of Motivation :McGregor’s ‘Theory X’ and ‘Theory Y’, Maslow’s Hierarchy of Needs, Herzberg’s Motivation- Hygiene Theory, Expectancy Theory, Goal Setting Theory. ii. Leadership: Meaning, Styles, Qualities and Functions of a Leader, Situational or Contingency Approaches to Leadership, Transactional and Transformational Leadership. iii. Communication: Purpose, Process, Barriers and Breakdowns, Making Communication Effective	09
	6.	Controlling: Concept, Nature, Importance, and Process of controlling, Controlling as a feedback system, Feed forward or Preventive Control, Total Quality Control, Requirements of Effective Control, Major Techniques Of Controlling; Budgetary and Non-Budgetary Control Devices.	08
		Total hours	56
TEXT BOOK	1. Koontz, H. and Weihrich, H.; <i>Essentials of Management</i> ; McGraw Hill, 10 th Edition (2017)		
REFERENCE BOOK/ SUGGESTED READING	1. Robbins, S.P, Coulter, M. and Vohra, N.; <i>Management</i> ; Pearson Education 2. Stephens P. Robbins and Madhushru N and, Agrawal; <i>Fundamentals of Management</i> ; 06 th Edition, (2015) Pearson Education		

Course: FINANCIAL ACCOUNTING			Semester: I
Course Code: BBA 102	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: define bookkeeping and accounting along with accounting process. 2. Describe the main elements of financial accounting information, assets, liabilities, revenue and expenses, along with subsidiary books 3. Understand the preparation of financial statements, Trading Account, Profit & Loss Account and Balance Sheet 4. Explain various Indian accounting standards, IFRS and preparation of depreciation accounting 5. Learn various types of financial statement analysis 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction & Accounting Process: Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in Three Column Cash Book. An Overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts	10
	2.	Preparation of Financial Statements: Preparation of Financial Statements: Preparing Trading Account, Profit and Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Preparation of Cash Flow Statement as per AS-3 (revised). Understanding the Contents of a Corporate Annual Report	12
	3.	Accounting Standards (AS): Indian Accounting Standards: Concept, Benefits, Procedure for Issuing Indian Accounting Standard in India, Salient Features of Indian AS issued by ICAI. International Financial Reporting Standards (IFRS): Features, Uses and Objective of IFRS, IFRS Issued by IASB and Concept of Harmonisation and Convergence, Obstacle in Convergence	10

	4.	Depreciation Accounting: Introduction, Causes, Methods for providing Depreciation	08
	5.	Financial Statements Analysis: Analysing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the Perspective of Different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis	16
		Total hours	56
TEXT BOOK	1. Anthony R. N., Hawkins D. F., and Merchant K. A.; <i>Accounting Text and Cases</i> ; McGraw Gill.		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Maheshwari, S.N. and Maheshwari, S. K.; <i>Financial Accounting</i>; Sultan Chand and Sons 2. Grewal T. S.; <i>Double Entry Book Keeping</i>; Sultan Chand and Sons 3. Gupta, R.L.; <i>Advanced Accounting</i>; Sultan Chand and Sons 4. Bhattacharya, A.; <i>Essentials of Financial Accounting</i>; Pearson Education 5. J. R. Monga; <i>Financial Accounting: Concepts and Applications</i>; Mayur Paperbacks 		

Course: PRINCIPLES OF MICROECONOMICS			Semester: I
Course Code: BBA 103	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with basic microeconomic concepts which will enable them to apply the economic reasoning, analyze various business problems and to provide solutions.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand the basic concepts of microeconomics and societies use of limited resources in decision making 2. Apply the economic reasoning, analyze various business problems and provide solutions. 3. Identify why consumers choose to spend their money and on what and why. 4. Develop basic knowledge about economics concept used in microeconomics. 5. Learn how and why individuals make certain financial decisions. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Nature and Scope of Microeconomics, Demand: Law of Demand, Demand Curve, Determinants of Demand, and Elasticity of Demand, Supply: Law of Supply, Supply Curve, and Determinants of Supply, Equilibrium	09
	2.	Theory of Consumer Behaviour: Utility: Cardinal and Ordinal Utility, Diminishing Marginal Utility, Indifference Curve Analysis, Consumer's Equilibrium, Price-Consumption Curve, Income-Consumption Curve and Engel Curve, Price, Income and Substitution Effects, Consumer Surplus	14
	3.	Theory of Production and Cost: Production Function, Factors of Production, Law of Variable Proportion, Returns to Scale, Revenue Curves, Total Revenue, Average Revenue and Marginal Revenue, Cost: Classification of Cost, Long Run and Short Run Cost Curves	14
	4.	Market Structure: Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly and Imperfect Competition	11
	5.	Theory of Distribution: Theory of Distribution, Determination of Rent, Wages, Interest and Profit	08
		Total hours	56

TEXT BOOK	1. Pindyck, R. S., Rubinfeld, D.L. and Mehta, P. L.; <i>Microeconomics</i> ; Pearson Education
REFERENCE BOOK/ SUGGESTED READING	1. Samuelson, P.A. and Nordhaus, W.D.; <i>Economics</i> ; McGraw Hill 2. Browning, E.K., and Browning J.M.; <i>Microeconomic Theory and Applications</i> ; Kalyani Publishers 3. Salvatore, D.; <i>Microeconomic Theory</i> ; McGraw Hill 4. Mankiw, N. G.; <i>Principles of Microeconomics</i> ; Cengage Learning 5. Koutsoyiannis, A.; <i>Modern Microeconomics</i> ; Macmillan

Course: ENVIRONMENTAL STUDIES			Semester: I
Course Code: BBA 104	L T P	4 0 0	Credits: 4

OBJECTIVE	To provide students with a basic understanding of environment, its major issues and their role towards a sustainable development of the society.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: Understand the bond between humans and the Environment 2. Appreciate and value bio diversity and various forms of resources 3. Explain Pollution and its ill effect and Mitigating disasters. 4. Describe bylaws formulated for the protection of environment and mankind 5. Develop a sound awareness towards a healthy and prosperous nation. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Multidisciplinary Nature of Environmental Studies; Components of Environment – Atmosphere, Hydrosphere, Lithosphere and Biosphere. Scope and Importance; Concept of Sustainability and Sustainable Development	03
	2.	Ecosystems: What is an Ecosystem? Structure and Function of Ecosystem; Energy Flow in an Ecosystem: Food Chain, Food Web and Ecological Succession. Case Studies of the Following Ecosystems: A) Forest Ecosystem B) Grassland Ecosystem C) Desert Ecosystem D) Aquatic Ecosystems (Ponds, Streams, Lakes, Rivers, Oceans, Estuaries)	07
	3.	Natural Resources: Renewable and Non-Renewable Resources: Land Resources and Land Use Change; Land Degradation, Soil Erosion and Desertification. Deforestation: Causes and Impacts due to Mining, Dam Building on Environment, Forests, Biodiversity and Tribal Populations. Water: Use and Over-Exploitation of Surface and Ground Water, Floods, Droughts, Conflicts Over Water (International & Inter-State). Heating of Earth and Circulation of Air; Air Mass Formation and Precipitation. Energy Resources: Renewable and Non-Renewable Energy Sources, Use of Alternate Energy Sources, Growing Energy Needs, Case Studies	09
	4.	Biodiversity and Conservation: Levels of Biological Diversity: Genetic, Species and Ecosystem Diversity; Biogeography Zones of India; Biodiversity Patterns and Global Biodiversity Hot Spots. India as a Mega-Biodiversity	09

		Nation; Endangered and Endemic Species of India. Threats to Biodiversity: Habitat Loss, Poaching of Wildlife, Man-Wildlife Conflicts, Biological Invasions; Conservation of Biodiversity: In-situ and Ex-situ Conservation of Biodiversity. Ecosystem and Biodiversity Services: Ecological, Economic, Social, Ethical, Aesthetic and Informational Value	
	5.	Environmental Pollution: Environmental Pollution: Types, Causes, Effects and Controls; Air, Water, Soil, Chemical and Noise Pollution. Nuclear Hazards and Human Health Risks. Solid Waste Management: Control Measures of Urban and Industrial Waste. Pollution Case Studies.	09
	6.	Environmental Policies & Practices: Climate Change, Global Warming, Ozone Layer Depletion, Acid Rain and Impacts on Human Communities and Agriculture. Environment Laws : Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and Control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act; International Agreements; Montreal and Kyoto Protocols and Conservation on Biological Diversity (CBD). The Chemical Weapons Convention (CWC). Nature Reserves, Tribal Population and Rights, and Human, Wildlife Conflicts in Indian Context	08
	7.	Human Communities and the Environment: Human Population and Growth: Impacts on Environment, Human Health and Welfares. Carbon Foot-Print. Resettlement and Rehabilitation of Project Affected Persons; Case Studies. Disaster Management: Floods, Earthquakes, Cyclones And Landslides. Environmental Movements: Chipko, Silent Valley, Bishnios of Rajasthan. Environmental Ethics: Role of Indian and Other Religions and Cultures in Environmental Conservation. Environmental challenges in Uttarakhand, Environmental Communication and Public Awareness, Case Studies (E.G., CNG Vehicles In Delhi/Ground level changes brought by Institutions/ Individuals in Uttarakhand toward environmental conservation).	06
	8.	Field work Visit to an Area to Document Environmental Assets: River/ Forest/ Flora/Fauna, etc. Visit to a Local Polluted Site Urban/Rural/Industrial/ Agricultural. Study of Common Plants, Insects, Birds and Basic Principles of Identification	05

		Study of Simple Ecosystems-Pond, River, Delhi Ridge, etc.	
		Total hours	56
TEXT BOOK	1. Bharucha, Erach ; <i>Text Book of Environmental Studies</i> , Universities Press		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Sharma, P.D; <i>Ecology and Environment</i>, Rastogi Publication 2. Carson, R. 2002. <i>Silent Spring</i>. Houghton Mifflin Harcourt 3. Gadgil, M., & Guha, R. 1993. <i>This Fissured Land: An Ecological History of India</i>; University of California Press 4. Gleeson, B. and Low, N. (eds.) 1999. <i>Global Ethics and Environment</i>, London, Routledge. 5. Gleick, P. H. 1993. <i>Water in Crisis</i>. Pacific Institute for Studies in Dev., <i>Environment & Security</i>, Stockholm Env. Institute, Oxford Univ. Press. 		

Course: BUSINESS COMMUNICATION			Semester: I
Course Code: BBA 105	L T P	2 0 2	Credits: 3

OBJECTIVE	The objective of the course is to enhance students' ability to communicate effectively in business world with special focus on Reading, Writing and Speaking Skills.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: demonstrate an understanding of the principles and elements of effective business communications and effective business writing. Acquire and demonstrate skills crucial for developing and delivering effective presentations Synthesize and practically apply skills that maximize team effectiveness and effective interpersonal communications. Differentiate between different methods of communication and effectively use them in various situations. Demonstrate an improved academic and workplace language proficiency. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Communication: Communication – Definition. Process of Communication, Types of Communication—Verbal and Non-Verbal Communication; Formal and Informal. Communication (grapevine) and their Significance. Barriers to Communication—Semantic Barriers, Physical Barriers, Psychological Barriers, Interpersonal Barriers and Organizational Barriers. Language as a Tool of Communication. Importance and Features of Business Communication	08
	2.	Reading Skills: Importance of Reading Skills, Types of Reading Skills, Methods of Improving Reading Skills, Objectives of Improving Reading Skills. Vocabulary Building: Antonyms, Synonyms, Homophones, Word formation (Prefixes and Suffixes), One Word substitution	08
	3.	Business Correspondence: Functional Grammar- Parts of Speech. Common Grammatical Errors: Errors of Syntax, Concord etc. Sentence and Paragraph construction. Writing Expository, Argumentative, Deductive Paragraphs. Précis Writing. Types of Business Correspondence – Letters of Enquiry, Quotation, Order, Instructions, Sales, Credit, Complaint, Adjustment, Collection, etc. Types of Business Correspondence - Notice, Agenda, Minutes, Memorandum. Job Application Letters - Covering Letter, Resume, Bio-	18

		data and C.V. Business Report - Features, Types, Style, Format, Relevance. Writing Business Reports	
	4.	Speaking Skills: Phonetics: Classification of English Sounds, Vowel (Short Vowels and Long Vowels), Consonants, Diphthongs, Phonemes, Allophones, Phonetic Transcription. Syllable: Definition, Types of Syllable. Monosyllabic, Polysyllabic words etc. Stress, Rhythm, Intonation: Rising Tone, Falling Tone and Rising-Falling Tone. Presentation skills: Features, Types, Structure, Aids and Importance. Group Discussion Skills: Features and Importance Facing Interviews: Interview Tips. Debate, Making a Speech, Role Play, Extempore, JAM Session (just a minute session). Practice of Speaking Skills: Practicing the following Modules Through Self-Learning Software: a. Grammar with special emphasis on Tenses, Pronunciation: of Consonants, Vowels, Syllables and Individual Words, Word Stress: Based on Accentual Patterns, Rhythm in Speech Based on Content Words and Strong Words, Intonation: Rising, Falling and Rising-Falling Tone, Pause Groups, Speech Making / Public Speaking; Introducing Self and Others Keeping In Mind Kinesics; Common Conversation Practice (Making Small Talk Etc.); Asking for Permission; Making Requests; Describing Events / People / Places; Extempore.	14
	5.	E-Business Communication: E-Business Concept- Role, Effects and Advantages of Technology in Business Communication. Strategic Importance of E-Communication. Email, Text Messaging, Instant Messaging. Video Conferencing and Social Networking	08
		Total hours	56
TEXT BOOK	1. Bovee and Thill: <i>Business Communication Today</i> , McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Rizvi, Ashraf; <i>Professional Communication</i> , McGraw Hill, New Delhi 2. Sharma & Mohan; <i>Business Correspondence and Report Writing</i> , Tata McGraw Hill, N Delhi 3. Ronald E. Duleck, John S.Fielden: <i>Principles of Business Communication</i> , Prentice Hall 4. Wallace, <i>Masters Personality Development</i> , Cengage Learning, N. Delhi 5. Shirley Taylor and V. Chandra, <i>Communication for Business</i> , Pearson Education		

Course IT FOR MANAGERS			Semester: I
Course Code: BBA 106 P	L T P	0 0 4	Credits: 2

OBJECTIVE	The objective of this course is to develop “Technology-Savvy Student” who possess literacy and competency in software applications and tools that are essential ingredients of their everyday lives.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: understand and make distinction between different types of software such as application and custom software. They will be able to create the documents and also capable to format it. Create charts and graphs, merging of the documents through mail merge features etc. Create and work on excel software which helps them to analysis the numerical data. Use all the commonly used excel functions such as mathematical characters, statistics and financial functions which helps them to Analyse different business problems and able to represent those data in various forms of charts and graphs which helps them to prepare reports. Create macros in excel as well as in word software. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	<p>Document Creation, Collaboration and Communication: Create and Manage Documents: Create Document, Search for Text, Format a Document. Modify Page Setup, Apply Document Themes, Style Sets, insert Headers and Footers, Page Numbers, Format Page Background; Document Properties, Show or Hide Formatting Symbols; Print and Save Documents.</p> <p>Modify Print Settings: Save Documents in Alternative File Formats, Print All or Part of a Document, Inspect a document for Hidden Properties or Personal Information, Accessibility Issues and Compatibility Issues</p> <p>Format Text, Paragraphs: Find and Replace Text; Cut, Copy and Paste Text, Format Text and Paragraphs, Apply Font Formatting, Set Line and Paragraph Spacing and Indentation.</p> <p>Create Tables and Lists: Create and Modify Table, Apply Table Styles, Sort Table Data; Configure Cell Margins and Spacing; Merge and Split Cells; Resize Tables, Rows and Columns; Configure a Repeating Row Header. Create and Modify Numbered or Bulleted List,</p> <p>Create and Manage References: Create and Manage</p>	14

	Reference Markers, Manage Footnotes and Endnotes, Insert / Update Standard Table of Contents, Insert a Cover Page, Mail Merge, Track Changes, Hyperlinks. Insert and Format Graphic Elements: Insert Graphic Elements, Shapes, Text Boxes. Apply Artistic Effects, Picture Effects, format Objects, Apply a Picture Style, Wrap Text Around Objects, Position Objects.	
2.	Data Analysis, Manipulation and Presentation: Create and Manage Worksheets and Workbooks: Create Worksheets and Workbooks, Import Data from a Delimited Text File, Add a Worksheet to an Existing Workbook, Copy and Move a Worksheet, Insert and Remove Hyperlinks, Format Worksheets and Workbooks, Insert and Delete Columns or Rows, Change Workbook Themes, Adjust Row Height and Column Width, Insert Headers and Footers, Manage Hide or Unhide. Set a Print Area, Scaling, Display Repeating Row, Column Titles on Multipage Worksheets. Insert/Replace Data in Cells and Ranges, Cut, Copy or Paste Data; Modify Cell Alignment, Wrap Text Within Cells, Apply Number Formats, Insert Subtotals, Apply Conditional Formatting Perform Operations with Formulas and Functions: Summaries Data by using Functions, IF Function, format Text by using Functions. Sorting, Filtering and Parsing. Usage of General Algebraic Functions, Linear Functions, V Lookup Functions, Statistical Functions and Add-On Tools. Create Charts and Objects: Create Charts, Switch Between Rows and Columns in Source Data, Format Graphic Elements and Modify Chart Elements, Layouts and Styles. Analyze Data Using Pivot Tables: Creating, Formatting and Modifying a Pivot Table and Pivot Charts, Perform What-If Analysis.	14
3.	Presentation Design and Delivery Skills: Create and Manage Presentations: Create, Format, Delete and Modify Slides, Handouts and Notes. Modify Slide Master Content, Create and Modify Slide Layout, Handout Master and Notes Master. Order and Group Slides. Print All or Part of a Presentation; Print Notes Pages; Print Handouts; Configure and Present a Slide Show. Order Objects, Align Objects, Group Objects, Display Alignment Tools and Insert Tables, Charts Insert and Format Tables and Charts: Create a Table, Insert, Delete Table Rows and Columns, apply Table Styles. Insert Audio and Video Clips; Configure Media Playback Options,	12

		Set the Video Start and Stop Time, Set Media Timing Options. Apply Transitions and Animations: Apply Slide Transitions, Transition Effect, Animate Slide Content, Apply Animations to Objects, Set Timing for Transitions and Animations, Set Transition Effect Duration	
	4.	Communication, Collaboration and Email Skills: Manage the Outlook: Customize Settings, Reply Messages, Navigation Pane and Manage Multiple Accounts, Manage Calendar, Contact, Save Messages in Alternative Formats. Configure Mail Settings, Assign Signatures; Create and Manage Rules; Create Automatic Replies; Configure Junk Email and Clutter Settings, Request a Delivery or Read Receipt; Redirect Replies; Flag Outgoing Messages for Follow Up, Importance and Sensitivity Manage Schedules: Create and Manage Calendars, Modify Calendar Time Zones, Work Times. Create Appointments, Meetings and Events, Recurring Calendar Items, Set Up Meetings by Using the Scheduling Assistant, Set Free or Busy Status for Calendar Items, Schedule Resources, Set Up Meeting Location by Using Room Finder. Create and Manage Contacts, Address Books and Contact Groups	10
	5.	Google Forms and Advanced use of Search Engines i. Introduction to Google Drive, Google Forms and Google Sheets (Creation, Sharing and Data Collection). ii. Introduction to Popular Search Engines (Google Chrome, Internet Explorer, Firefox, Safari). Advanced use of Search Engines	06
		Total hours	56
TEXT BOOK	1. Joan Lambert, Steve Lambert; <i>MOS 2016 Study Guide for Microsoft Word</i> ; 2016 Edition; Microsoft Press		
REFERENCE BOOK/ SUGGESTED READING	1. Joan Lambert; <i>MOS 2016 Study Guide for Microsoft Excel</i> ; 2016 Edition; Microsoft Press 2. Joan Lambert; <i>MOS 2016 Study Guide for Microsoft PowerPoint</i> ; 2016 Edition; Microsoft Press 3. Joan Lambert; <i>MOS 2016 Study Guide for Microsoft Outlook</i> ; 2016 Edition; Microsoft Press		

Course MANAGEMENT ACCOUNTING			Semester: II
Course Code: BBA 201	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the Principles of Management Accounting and their applications in business and the use of Management Accounting for decision making.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: understand what managerial accounting is and why it is important. Demonstrate the need for a balance between financial and non-financial information in decision making. They learn about cost concepts, analyze the relationship between the cost-volume and profit, and explain break-even sales price, break-even sales volume, the total contribution margin, and the unit contribution margin, margin of safety, security ratio, and profit margin concepts. Demonstrate high level personal autonomy and accountability with the help of responsibility accounting. Define budgeting and operating budgets concepts, preparation of a master budget and demonstrate an understanding of the relationship between the components. Create, organize, interpret, and communicate information that improves internal processes, and allows organizations to identify and leverage opportunities to create value within the supply chain and with customers. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Nature and scope of Management Accounting, Role of Cost in Decision-Making, Management Accounting and Cost Accounting as Internal Control Tools, Difference Between Management Accounting and Financial Accounting, Types of Cost, Cost Concepts, Full Costing and its uses, Overhead Allocations, Preparation of Cost Sheet	08
	2.	Marginal Costing: Cost-Volume-Profit Analysis, P/V Ratio: Analysis and Implications, Concept and uses of Contribution, Break-Even Point and its Analysis for the Various Types of Decision-Making Like Single Product Pricing, Multi-Product Pricing, Replacement and Sales; Differential Costing and Incremental Costing: Concept, Uses and Applications, Method of calculation of these Costs and their role in Management Decision Making	14
	3.	Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget: Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production	09

		Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control	
	4.	Standard Costing: Concept of Standard Costs, Establishing various Cost Standards, Calculation of Material Variance, Labour Variance, Overhead Variance, Their Implications and Applications; Transfer Pricing: Multinational Transfer Pricing, Market Based Transfer Pricing, and Cost-Based Transfer Pricing; Cost of Quality and Time	09
	5.	Responsibility Accounting: Concepts of Responsibility Centre, Types: Investment Centre, Cost Centre and Profit Centre, Divisional Performance Measurements and their Managerial Implications	07
	6.	Introduction to GST: Indirect Taxes before the GST; Major Defects in the Structure of Indirect Taxes prior to GST; Need of GST in India; Genesis and Salient Features of GST; Taxes Subsumed in GST; Advantages and Challenges of GST; Innovation and Best Practices; Structure of GST including SGST, CGST, UTGST and IGST; Procedure of Registration; Compulsory Registration; Deemed Registration; Cancellation and Revocation of registration	09
		Total hours	56
TEXT BOOK	1. Bhattacharya, D.; <i>Management Accounting</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Horngren, C.T., Sundem, G. L., Schatzberg, J. O. and Burgstahler, D. <i>Introduction to Management Accounting</i> ; Pearson Education; 16 Edition 2. Anthony, R.N; Hawkins, D. F, and Merchant, K.A.; <i>Accounting: Text and Cases</i> ; McGraw Hill 3. Garrison, R. and Noreen, E.; <i>Managerial Accounting</i> ; McGraw Hill 4. Jain, I.C.; <i>Management Accounting</i> ; Taxmann Publications 5. Ravi M. Kishore; <i>Cost and Management Accounting</i> ; Taxmann Publications; 6 Edition		

Course BUSINESS MATHEMATICS			Semester: II
Course Code: BBA 202	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with Basic Mathematics and its Applications in Business		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand the important role math plays in all facets of the business world. 2. Do mathematical computations. 3. Use various formulas for interest to solve problems involving simple and compound interest, present value, future value and discounts. 4. Understand and calculate annuities, perpetuities and capitalized cost. 5. Understand matrices, determinants, calculus and their applications to solve business problems. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Basics of Business Mathematics: Rates of Interest: Nominal, Effective and their Inter-Relationships in different compounding situations, Compounding and Discounting of a sum using different types of Rates, Types of Annuities: Ordinary, Due, Deferred, Continuous, and Perpetual, and their Future and Present Values using different types of rates of interest.	09
	2.	Matrices and Determinants: Algebra of Matrices, Inverse of a Matrix, Solution of System of Linear Equations (having Unique solution and involving not more than three variables) using Matrices, Input Output Analysis	12
	3.	Logarithm and Set Theory: Definition of Set, Methods of describing a Set, Types of Sets, Subsets and their Properties, Compliment of a Set, Operations of Sets, Fundamental Law of Algebra of Sets, Logarithms: Definition, and Fundamental Properties of Logarithm, Base changing Formula, Problem Solving without using Log Tables	10
	4.	Calculus I: Mathematical Functions and their types: Linear, Quadratic, Polynomial, Exponential, Logarithmic and Logistic Functions, Concept and Rules of Differentiation, Concept of Derivative as Rate of Change, Maxima and Minima involving Second or Higher Order Derivatives	13
	5.	Calculus II: Integration, Standard Forms, Methods of Integration: By substitution, By parts and By use of Partial Fractions, Basic idea of Definite Integration – Concept of	12

		Area under the Curve. Applications of Definite Integrals particularly in Statistics	
		Total hours	56
TEXT BOOK	1. Mizrahi and Sullivan, J.; <i>Mathematics for Business Finance and Economics</i> ; Wiley		
REFERENCE BOOK/ SUGGESTED READING	1. Dowling, E.T.; <i>Applied Mathematics</i> ; McGraw Hill 2. Budnick, P.; <i>Theory and Problems of Mathematics of Finance</i> ; McGraw Hill 3. Ayres, F. Jr.; <i>Mathematics for Economics and Finance</i> ; McGraw Hill		

Course: PRINCIPLES OF MACROECONOMICS			Semester: II
Course Code: BBA 203	L T P	4 0 0	Credits: 4

OBJECTIVE	To provide students with a basic understanding of the Macroeconomic Theories and Tools that can be used in Decision-Making.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand fundamentals of macroeconomics and its application in current scenario. 2. Learn macroeconomic variables and its measurement. 3. Develop knowledge of monetary policy and Fiscal policy and its application in economic growth and development. 4. Develop a basic understanding of current situation of Inflation, unemployment and its measuring methods. 5. Develop understanding of business cycle, characteristics and its phases like boom, recession, depression, recovery and its measures. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Nature and Scope of Macroeconomics: Meaning, Nature and Scope, Circular flow of Income in Two, Three and Four Sector Models, National Income: Concepts and Measurement, Stock and Flow variables	12
	2.	Theory of Investment: Meaning, Types of Investment; Determinants of Investments, MPC, MPS and Multiplier; Investment Spending; Government Spending; Equilibrium in Two, Three, and Four Sector Models; Expenditure Multipliers: Simple Multiplier, Investment Multiplier, Foreign Trade Multiplier and Balanced Budget Multiplier	10
	3.	Money, Banking System and Monetary Control: Definition of Money; Functions of Money; Concept of Money Supply; Demand for Money; Money Multiplier; Commercial Banks: Function, and their role in Economic Development; Credit Creation by Commercial Banks; Central Bank: Functions; Monetary Policy: Objectives and Tools	12
	4.	Fiscal Policy: Nature and Objectives; Concepts of Taxation, Public Expenditure, Public Debt and Budget; Fiscal Deficit; Role of Fiscal Policy and Stability in Economic Growth	08
	5.	Business Cycles: Definition; Different phases of Business Cycles; Features of Business Cycles; Indicators of Business	06

		Cycles; effects of Business Cycles and Policy Response; Economic Growth under Business Cycles	
	6.	Inflation and Unemployment: Types of Inflation; Theories of Inflation; Causes of Inflation; Effects of Inflation; Measures to Control Inflation; Stagflation; Unemployment: Meaning, Kinds of Unemployment; Measures to Control Unemployment; Philip's Curve	08
		Total hours	56
TEXT BOOK	1. Gupta, G. S.; <i>Macroeconomics: Theory and Applications</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Dornbusch, R. and Fisher, S.; <i>Macroeconomics</i>; McGraw Hill 2. Mankiw, N.G.; <i>Principles of Macroeconomics</i>; Cengage Learning 3. Roy, S.; <i>Macroeconomic Policy Environment</i>; McGraw Hill 4. Melvin, M. and Boyes, W.; <i>Principles of Macroeconomics</i>; Cengage Publication 5. Mankiw, Gregory N.; <i>Principles of Macroeconomics</i>, Cengage Learning 		

Course: PRINCIPLES OF MARKETING			Semester: II
Course Code: BBA 204	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the basic Concepts, Principles, Tools and Techniques of Marketing Management.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand the basic concepts of marketing. 2. Differentiate between Strategic Marketing and tactical marketing 3. Understand the different elements of marketing mix and their applications 4. Understand how to develop marketing plans 5. Identify the new emerging concepts in marketing 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Concept, Nature, Scope and Importance of Marketing; Selling Vs Marketing; Marketing Mix; Marketing Environment	7
	2.	Market Segmentation and Consumer Behavior: i. Market Segmentation: Concept, Importance and Types; Target Market Selection; Concept of Positioning. ii. Understanding Consumer Behavior: Factors determining Consumer Behavior, Psychological Process, and Consumer Buying Decision Process; Analysing Business Market: Different buyer roles.	10
	3.	Product Decisions: Meaning and Importance; Product Classification; Concept of Product Mix; Branding, Packaging and Labeling; After-Sales Service; Product Life-Cycle; New Product Development.	8
	4.	Pricing Decisions: Meaning, Importance and Objectives; Factors influencing Price Determination; Pricing Strategies, Geographic Pricing Strategies.	7
	5.	Promotion Decisions: Nature and Importance; Types of Promotion: Advertising, Personal selling, Public Relations and Sales Promotion, Promotion mix and factors affecting Promotion Mix Decisions.	7
	6.	Distribution Channels and Physical Distributions: Channels of Distribution: Meaning and Importance, Types of Distribution Channels, Wholesaling and Retailing, Factors affecting choice of Distribution Channel, Physical Distribution.	8

	7.	Contemporary Issues in Marketing: Social Marketing; Online Marketing, Direct Marketing, Service Marketing, Green Marketing, Consumerism and Consumer Protection: An overview.	9
		Total hours	56
TEXT BOOK	1. Kotler, Philip, Armstrong, Gary and Prafulla Agnihotri; <i>Principles of Marketing</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Etzel, Michael J.; Walker, Bruce J.; Stanton, William J.; Pandit, Ajay; <i>Marketing</i>; McGraw Hill; 14e. 2. Grewal, Dhruv and Levy, Michael, <i>Marketing</i>, McGraw Hill 3. Lamb Charles W.; Hair Joseph F.; McDaniel Carl; <i>Essentials of Marketing</i>: South-Western Cengage Learning 4. Perreault Jr., William D.; Cannon, Joseph P.; McCarthy, E. Jerome; <i>Basic Marketing: A Marketing Strategy Planning Approach</i>; McGraw Hill 5. Srinivasan, R.; <i>Case Studies in Marketing: The India Context</i>; PHI Learning, 		

Course: HUMAN RESOURCE MANAGEMENT			Semester: II
Course Code: BBA 205	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with principles of human resource management specifically employee related issues.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to:develop an understanding of the basic concepts, functions and processes of Human Resource Management Aware of the role, functions and functioning of human resource department of the organizations Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behavior. Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy. Evaluate the developing role of human resources in the global arena. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Concept of HRM: Nature, Scope, Objectives and Functions, HRM policies, HRM in Globally Competitive Environment, Workforce Diversity, Work Life Balance, Strategic Human Resource Management. HRM issues in Indian Organizations	10
	2.	Acquiring Human Resources: Human Resource Planning; Job Analysis and Job Design, Employee Involvement, Flexible Work Schedule, Right Sizing, Recruitment, Selection and Orientation: Internal and External sources, e-Recruitment, Selection Process, Various types of Tests, Placement, Induction and Orientation Process, Skill Inventories Human Resource Information System (HRIS), Succession Planning	11
	3.	Developing Human Resources: Employee Training: Training Need Assessment, Training Methods and Evaluation, Cross-Cultural Training, Management Development: Techniques of Executive Development Programs, Career Planning and Development, Career Life Stages	12
	4.	Enhancing and Rewarding Performance: Establishing the Performance Management System, Establishing, Reward and Pay Plans, Employee Benefits: Pay Structure	12

		and its Components, Factors Influencing Compensation Levels, Profit Sharing, ESOPs, Social Security and Retirement Benefits. Ensuring a Safe and Healthy Work Environment	
	5.	Discipline and Grievance Procedures: Definition, Disciplinary Procedure Model, Grievance Procedures, Termination of Employment: Retirement, Resignation and Termination of Contract, Layoff and Exit Interviews, Dealing with the Human Aspects of Terminations and Counseling	11
		Total hours	56
TEXT BOOK	1. Dessler, G. and Varkkey, B.; <i>Human Resource Management</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. DeCenzo, D.A. and Robbins, S.P.; <i>Fundamentals of Human Resource Management</i> ; Wiley 2. Ivancevich, J. M; <i>Human Resource Management</i> ; McGraw Hill 3. Aswathappa, K.; <i>Human Resource and Personnel Management</i> ; McGraw Hill 4. Khanka, S.S; <i>Human Resource Management</i> ; S. Chand		

Course: LEGAL ASPECTS OF BUSINESS			Semester: II
Course Code: BBA 206	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with major provisions of major laws excluding Company Law which affects business at large		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: explain the applicability of Indian Contract Act 1872 and its types, essentials of a valid contract, enforcement of contract and its legality, duties and right of the different parties. Explain Sale of goods act 1930, term of goods with respect to the act, meaning of Contract of sale, Ownership, delivery and transfer of goods, Right and duties of the parties. Explain the applicability of Partnership Act 1932, concept of partnership, who can be a partner, effect of registration and related legal aspect of partnership firm. Explain meaning, types, creation, cancellation, endorsement, alteration of negotiable instrument and its effect as per Negotiable instrument act 1881. Explain the applicability of "Right to Information Act 2005", Importance of right of information and its procedure, Rights and obligation of public information officer 		
COURSE DETAILS	Module no	Topic	Hours
	1.	The Indian Contract Act, 1872: Meaning and Essentials of Contract; Kinds of Contract- based on: Validity, Formation and Performance, Law Relating to Offer and Acceptance, Consideration, Competency to Contract, Free Consent, Void Agreements, Performance Of Contracts, Discharge of Contracts, Breach of Contracts and Quasi Contract, Special Contracts: Contract of Indemnity and Guarantee, Bailment and Pledge, and Agency	15
	2.	The Sale of Goods Act, 1930: Contract of Sale: Meaning and Difference Between Sale and Agreement to Sell, Conditions and Warranties, Transfer of Ownership in Goods including Sale by Non-Owners, Performance of Contract of Sale, Unpaid Seller: Meaning and Rights of an Unpaid Seller Against the Goods and the Buyer	10
	3.	Law of Partnership, 1932 <ol style="list-style-type: none"> Definition and Nature of Partnership, Rights and Duties of Partner, Registration of Partnership, Status of a Minor, Effects of Non-Registration, Dissolution of a Partnership: Major Provisions. 	12

	ii. Introduction to Limited Liability Partnership Act 2008, Difference between Partnership and Limited Liability Partnership, Procedure of Registration of Limited Liability Partnership, Major provisions for Dissolution of Limited Liability Partnership	
4.	The Negotiable Instruments Act, 1881: Meaning & Types of Negotiable instruments, Endorsements, Crossing of cheque, Material alteration and its effect. Provisions relating to Payment and Collection of cheques. Dishonour of cheque and recourse available.	12
5.	The Right to Information Act 2005: Salient Features and Coverage of the Act, Definition of Terms; Information, Right, Record, Public Authority; Obligations of Public Authorities, Requesting Information and Functions of PIO	07
	Total hours	56
TEXT BOOK	1. Kuchhal, M.C., and Kuchhal, Vivek; <i>Business Law</i> ; Vikas Publishing House	
REFERENCE BOOK/ SUGGESTED READING	1. Singh, Avtar; <i>The Principles of Mercantile Law</i> , Eastern Book Company 2. Kumar, Ravinder; <i>Legal Aspects of Business</i> ; Cengage Learning, 04 th Edition. 3. Maheshwari, S. K. and Maheshwari, S. N; <i>Business Law</i> ; National Publishing House. 4. Gogana, P.P.S.; <i>Business Law</i> ; Vikas Publication House	

Course: BUSINESS STATISTICS			Semester: III
Course Code: BBA 301	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the basic concepts of statistics and their applications in Business Scenario.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: portray and examine the key terminology, concept tools and techniques used in business statistical analysis. Understand and critically discuss the issues surrounding model and significance. Discuss critically and conduct basic statistical analysis of data and its uses and limitations. Solve a range of problems using the techniques covered. Critically estimate the underlying assumptions of analysis tools. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction, Classification and Presentation of Data: Meaning, Characteristics, Importance of Statistics, its Limitations and types of Statistics, Application of Statistics in Management Decision Making. Measuring and Scaling concepts; Frequency Distribution: Discrete and Continuous Frequency Distribution; Graphical Representation: Line, Bar, Rectangle and Pie diagram; Graphs: Histograms, Frequency Polygon, Ogives; Advantages and Limitations of Diagrams and Graphs; Tabulation: Types of tables.	15
	2.	Measures of Central Tendency and Dispersion: Concepts of Central Tendency, Measures of Central Tendency: Definitions, Properties and Applications of Mathematical Averages including Arithmetic Mean, Geometric Mean and Harmonic Mean, Positional Averages: Mode, Median and other Partition Values including Quartiles, Deciles, and Percentiles; Measures of Dispersion/Variation: Absolute and Relative: Range, Quartile Deviation, Mean Deviation, Standard Deviation and Co-Efficient of Variation; Properties of Standard Deviation, Comparison of various Measures of Dispersion; Skewness, and Kurtosis; Moments: Sheppard's Corrections and Significance. Business Applications, Case Studies and Application of SPSS Software in Analysis of Measures of Central Tendency.	15

	3.	Correlation and Regression: Correlation: Meaning and Significance; Correlation and Causation, Types of Correlation. Methods of studying Simple Correlation, Scatter Diagram, Karl Pearson's Coefficient of Correlation and Spearman's Coefficient of Rank Correlation; Regression Analysis: Meaning and Significance, Regression v/s Correlation, method of Least Squares, Regression Coefficient and Standard Error of Estimate. Application of SPSS Software to Analyse Correlation and Regression Analysis.	10
	4.	Time Series and Forecasting: Time Series: Introduction, Objectives of Time Series, Identification of Trend, Variation in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation; Methods of estimating trend; Choosing appropriate Forecasting Model.	08
	5.	Probability: Meaning and Need. Basic terminology in Probability, Types of Probability, Probabilities under conditions of Statistical Independence, Probabilities under conditions of Statistical Dependence, Revising prior estimates of Probability; Bayes' Theorem.	08
		Total hours	56
TEXT BOOK	1. Siegel, A.; <i>Practical Business Statistics</i> ; Elsevier		
REFERENCE BOOK/ SUGGESTED READING	1. Black, K.; <i>Business Statistics: For Contemporary Decision Making</i> ; Wiley 2. Vohra, N.D.; <i>Business Statistics</i> , McGraw Hill 3. Levin, R. I., Rubin D.S., Rastogi S., Siddiqui, M.H.; <i>Statistics for Management</i> ; Pearson Education 4. Gupta S.C.; <i>Fundamentals of Statistics</i> ; Himalayan Publication House		

Course: INDIAN ECONOMY			Semester: III
Course Code: BBA 302	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with main features of the Indian Economy and how it is influencing the Business Environment.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: develop an understanding of Indian economy 2. Learn calculation of national income and contribution by various sectors 3. Develop an understanding of industrial policies and reforms. 4. Develop an understanding of NITI Aayog and its role. 5. Understand overall current economic position in the world. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Structure of Indian Economy: Features of an Under-Developed Economy, Concepts of Economic Growth and Development, Basic characteristics of Indian Economy, Changes in structure of Indian Economy (Primary, Secondary and Tertiary sector).	12
	2.	National Income: Basic concepts of National Income, Trends in National Income, Occupational Distribution, Work Force Participation and changes in Occupational Structure in India.	11
	3.	Agriculture and Industrial Sectors: Land Reforms in India, Technological changes in Agriculture, Green Revolution, Agricultural Price Policy, Industrial Policy-1991, Public Sector Enterprises and their Performance, Problem of Sick Units in India.	12
	4.	Planning in India: Objectives of Economic Planning in India, Twelfth Five Year Plan, NITI Aayog, And Economic Problems: Poverty, Inequality, Unemployment, Unbalanced Regional Development, Low Capital Formation, and Industrial Sickness.	11
	5.	Indian Economy: Emerging Issues: WTO and Indian Economy (Emerging Areas), GATT, TRIMS, TRIPS, and Foreign Direct Investment, Foreign Portfolio Investment, Foreign Institutional Investment.	10
		Total hours	56
TEXT BOOK	1. Datt, Gaurav, and Mahajan, Ashwini; <i>Indian Economy</i> ; S. Chand & Co.		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none">1. Puri, V.K. and Mishra, S.K.; <i>Indian Economy</i>; Himalaya Publishing House2. Bhagwati, J. and Desai, P; <i>India: Planning for Industrialization</i>; Oxford University Press3. Jhingan, M. L.; <i>Indian Development and Planning</i>; Vikas Publishing House4. Todaro, M.P. and Stephen, C.S.; <i>Economic Development</i>; Pearson Education5. Dhingra, I. C.; <i>The Indian Economy; Environment and Policy</i>; Sultan Chand
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Course: BUSINESS RESEARCH METHODS			Semester: III
Course Code: BBA 303	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with Research Methods and Statistical Tools used in conducting research in areas of Management.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand the purpose of research, identify a business problem/ need, translate it into a research question and design an appropriate way to answer it. 2. Identify the main qualitative and quantitative methods of business research, their merits and demerits and appropriate application areas. 3. Develop skills in choosing suitable sampling technique, measurement scales, questionnaire design, conducting interviews, surveys and leading focus groups. 4. Formulate testable hypotheses and choose the most appropriate tools for testing them, develop skills of quantitative data analysis and interpretation of its results. 5. Communicate research findings and their implications in a clear and well organized way, both orally and in writing." 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Research Methods: Introduction to Research Philosophy, Types of Research Philosophy, Nature and Scope of Business Research – Role of Business Research in Decision Making. Definition and Objectives of Research, various steps in Scientific Research. Problem Formulation: Types of Research, Design, Survey Research, Qualitative Research Design, Case Study in Research. Ethics in Research.	10
	2.	Data Collection and Sampling Design: Sources of Data: Primary and Secondary Data, Sources of Collecting Primary and Secondary Data. Preparation of Questionnaire and Schedules, Measurement and Scaling Techniques, Primary Scales of Measurement. Probability and Non-Probability Sampling, Methods of drawing Samples: Lottery Methods and using Random Number table, Sampling Vs. Complete Enumeration, Sampling and Non-Sampling Errors.	12
	3.	Descriptive Statistics: Data Preparation: Editing, Coding, Classification and Tabulation of Data, Measures of Central Tendency, Probability Concepts. Testing of Hypothesis, Type I and Type II errors, Sampling Distribution and Standard Errors, Test of Significance: Small Sample Tests:	16

		T and F Tests, large sample test: Z Test and Chi Square Test. Using MS Excel and SPSS in calculation of Descriptive Statistics and Hypothesis Testing.	
	4.	Statistical Modelling and Analysis: Fundamentals of Statistical Analysis and Inferences, Correlation and ANOVA. Multivariate Analysis I & II (Dependence and Interdependence Techniques): Simple and Multiple Regression, Discriminant Analysis and Factor Analysis. Using SPSS in calculation of Inferential Statistics and Interpreting the SPSS output.	12
	5.	Research Reports: Structure and Components of Research Report, Types of Reports, Layout of Research Report, Mechanism of Writing a Research Report.	06
		Total hours	56
TEXT BOOK	1. Zikmund, W.G., Babin, J., B., Carr, C.J., Adhikari, A. and Griffin, M.; <i>Business Research Methods</i> ; Cengage Learning		
REFERENCE BOOK/ SUGGESTED READING	1. Cooper, D.R., Schindler, P.S and Sharma, J. K.; <i>Business Research Methods</i> ; McGraw Hill 2. Levin, R. I., Rubin D.S., Rastogi S., Siddiqui, M.H.; <i>Statistics for Management</i> ; Pearson Education 3. Sekharan, Uma and Bougie, Roger; <i>Research Methods for Business</i> ; Wiley India		

Course: FUNDAMENTALS OF FINANCIAL MANAGEMENT			Semester: III
Course Code: BBA 304	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with principles, tools and techniques of Financial Management with a view to develop skills to take informed Business Decisions.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: explain the nature and scope of financial management as well as time value of money and risk return trade off. Analyze capital budgeting process and capital budgeting techniques. Estimate various capital structure theories and factors affecting capital structure decisions in a firm. Critically examine various theories of dividend and factors affecting dividend policy. Evaluate working capital requirement. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Concept of Finance, Scope and Objectives of Financial Management, Profit Maximization Vs. Wealth Maximization, Functions of a Finance Manager in Modern Age, Time Value of Money, Risk and Return Analysis, Financial Planning, Capitalization :Over Capitalization and Undercapitalization.	10
	2.	Investment Decisions: Capital Budgeting Decisions: Implications involved, Techniques of Capital Budgeting and Application, Capital Rationing, Cost of Capital: Cost of Equity and Preference Shares, Debentures, Retained Earnings and Weighted Average Cost of Capital and its implications.	14
	3.	Financing Decisions: Concept, Theories and Approaches of Capital Structure Decisions (NI, NOI, Traditional and Modigliani Miller approach), Leverage Analysis: Financial, Operating and Combined Leverage along with implications, EBIT and EPS Analysis, Indifference Points, Long Term sources of Finance	11
	4.	Dividend Decisions: Concept of Retained Earnings and Plough Back of Profits, Relevant and Irrelevant Theories of Dividend Decision: Walter's Model, Gordon's Model and MM Hypothesis, Factors affecting Dividend Decision.	9
	5.	Working Capital Decisions: Concept, Component and Factors affecting Working Capital Requirement, Working Capital Management, Management of Cash, Inventory and	12

	Receivables, Working Capital Financing.	
	Total hours	56
TEXT BOOK	1. Khan M. Y. and Jain P. K.; <i>Basic Financial Management</i> ; McGraw Hill	
REFERENCE BOOK/ SUGGESTED READING	1. Van Horne, J.C. and Wachowicz, J. M; <i>Fundamentals of Financial Management</i> ; Pearson Education 2. Chandra, P.; <i>Financial Management: Theory and Practice</i> ; McGraw Hill 3. Brealey, R. A., Myers, S. C., Allen, F. and Mohanty, P.; <i>Principles of Corporate Finance</i> ; McGraw Hill	

Course: PRODUCTION AND OPERATIONS MANAGEMENT			Semester: III
Course Code: BBA 305	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with various Production Processes and Service Systems, and the role that Production and Operations Management plays in business and analysis of issues arising in the Management of Operations.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: identify the elements of operations management and various transformation processes to enhance productivity and competitiveness. Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments Develop aggregate capacity plans and MPS in operation environments. Plan and implement suitable materials handling principles and practices in the operations. Plan and implement suitable quality control measures in Quality Circles to TQM 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Nature and Scope of Production and Operations Management, its relationship with other systems in the Organisation, Factors affecting System and concept of Production and Operations Management, Facility Location, Layout Planning and Analysis.	08
	2.	Production System and Related Concepts: Types of Production Systems, Productivity, Productivity Measurement, Production Planning and Control, Batch Production, Job Order Production, Product Design and Development, Process Selection	12
	3.	Scheduling and Measuring Production Activities: Scheduling, Maintenance, Total Productive Maintenance (TPM), Time and Motion study, Work study, Method study, Work Measurement, Work Environment.	12
	4.	Material and Inventory Management: An overview of Material Management, Material Planning and Inventory Control, Inventory Model (Classical EOQ), Just-in-time (JIT), Lean Manufacturing, Purchase Management, Store Management, Safety Management.	12
	5.	Quality in Production and Operations Management: Quality Assurance, Quality Control, Total Quality Management (TQM).	12

	Total hours	56
TEXT BOOK	1. Charry, S.N; <i>Production and Operation Management-Concepts Methods and Strategy</i> ; McGraw Hill	
REFERENCE BOOK/ SUGGESTED READING	1. Adam E.; <i>Production and Operations Management</i> ; Pearson Education 2. Joseph, S.M.; <i>Production and Operations Management</i> ; McGraw Hill 3. Stevenson, W.J.; <i>Operation Management</i> ; McGraw Hill 4. Krajawski, L.J., Ritzman, L.P., and Malhotra, M.K.; <i>Operation Management: Strategy and Analysis</i> ; Pearson Education	

Course: BUSINESS ENVIRONMENT			Semester: III
Course Code: BBA 306	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with various Social, Political, Legal, Economic and Technological Factors which influence the Business Environment.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand the basic concepts of business environment 2. Identify the different environmental factors. 3. Analyze the responsiveness of companies to different factors in business environment. 4. Identify the rules and regulations governing business environment 5. Compare the strategies of different companies based on different business environment 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Concept, Significance and nature of Business Environment, Types of Environment, Difference between Internal and External Environments; Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting.	06
	2.	Economic Environment of Business: Economic Environment, History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective, NITI Aayog, Monetary Policy and Fiscal Policy, Union Budget as instrument of Growth and its Impact on Business, Industrial Policy: Meaning, Objective and Recent Developments in New Economic Policy and its Impact on Business, Disinvestment in Public Sector Units.	12
	3.	Political Environment of Business: Politico-Legal Environment, Political Institutions: Legislature, Executive, and Judiciary, Relationship between Business and Government, Role of Government, Constitutional Provisions affecting Business.	7
	4.	Technological and Legal Environment of Business: Factors Influencing Technological Environment, Role and Impact of Technology on Business, Transfer of Technology: Channels, Methods and Limitations, Intellectual Property Rights and Trademarks, Competition Act, 2002, Information Technology Act, 2000, Consumer Protection Act, 1986, SEBI Act.	12

	5.	Business and Social Environment: Population Size, Declining Birth Rate, Changing Age Structure and its Impact on Business, Business and Society, Business and Culture, Culture and Organisational Behavior, Consumerism, Social Responsibility of Business.	5
		Total hours	42
TEXT BOOK	1. Cherunilam, Francis.; <i>Business Environment</i> ; Himalaya Publishing House		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Paul, Justin.; <i>Business Environment</i>; McGraw Hill 2. George, A. and Steiner, G.A.; <i>Business Environment and Society</i>; Macmillan 3. Aswathappa, K.; <i>Business Environment and Strategic Management</i>; Himalaya Publishing House 4. Dhingra, I.C.; <i>Indian Economy: Environment and Policy</i>; Sultan Chand and Sons 		

Course: SOFT SKILLS AND PERSONALITY DEVELOPMENT			Semester: III
Course Code: BBA 307 P	L T P	0 0 4	Credits: 2

OBJECTIVE	To familiarize students with soft skills like Communication Skills, People Skills, etc and personality traits to enhance their interactions, job performance and career prospects.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: apply the conceptual understanding of communication into everyday practice. 2. Understand the importance of teamwork and group discussion skills. 3. Make use of techniques for self-awareness and self-development. 4. Develop insights on how to cope up with work stress and students will develop time management skills. 5. Apply business etiquette skills on professional front and will bring a change in organizational culture 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Communication Skills: Basics of Communication Skills— Verbal Communication, Nonverbal Communication- Kinesics, Paralanguage and Proxemics. Presentation Skills - Multimedia Presentation: Understanding the Basics, Features, Structure, Aids and Importance, Presentation and Interaction. Public Speaking- Art of Public Speaking, the Rhetoric of making a Public Speech, Exploring Rhetorical Elements through various Videos.	14
	2.	Interpersonal Communication: Building Relationships - Understanding Group Dynamics, Conflicts and their Resolution, Social Network, Media and Extending our Identities. Role of Personality and its various Attributes - Emotional Quotient, Attitude, Perception, Motivation, Socialization, Self- Esteem, Impact of Behavior, and Self-Awareness. Stress Management and Accepting Criticism in determining Efficacy of Interpersonal Communication	12
	3.	Professional Skills: Creativity, Critical Thinking and Problem Solving. Leadership Skills- Develop Leadership Qualities. Collaboration and Team Work - Work Effectively in a Team, understand Personal as well as Professional Goals of the members of the Group. Decision Making- Creative, Rational and Intuitive Decision Making. Negotiation - Ways of Effective Negotiation. Mentoring and Conflict Management–Reasons of Conflicts in Human Relations, Approaches to Conflict Resolution, Importance	20

		and Manner of Mentoring. Conducting Meetings - Call and Organize meetings, Conducting meetings, Agenda and Minutes of the meeting. Time Management and Effective Planning - Importance of Time, Preparing Time Line, Allocation of time, Prioritizing Work, Multi-Tasking. Stress Management - Kinds of Stress, Reason/s of Stress, Techniques to cope with Stress.	
	4.	Business Etiquette: Professional Grooming- How to carry yourself; Dressing- Selection of Proper Attire as per the Situation, and Conduct- To Project One's Self in the Right Frame and Spirit. Work-Life Balance and Punctuality. Social Etiquette- Meeting People, Greetings, Introductions, Office Parties, Dining Etiquette, Cultural Courtesy. Professional Etiquette - Phone Etiquette - Tone and Pitch of the Voice, Voice Mail, Correspondence Etiquette, Netiquettes	10
		Total hours	56
TEXT BOOK	1. Nitin Bhatnagar; <i>Effective Communication and Soft Skills</i> ; Pearson Education India		
REFERENCE BOOK/ SUGGESTED READING	1. Daniel Coleman; <i>Emotional Intelligence</i> ; Bantam Book, 2006 2. Butterfield Jeff; <i>Soft Skills for Everyone</i> ; Cengage Learning, 201		

Course: OPERATIONS RESEARCH			Semester: IV
Course Code: BBA 401	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the construction of mathematical models for Managerial Decision. The emphasis is on understanding the Concepts, Formulation and Interpretation.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to:develop ability to model business problems into mathematical models. 2. Make better use of decision making analytical tool. 3. Develop linear programming (LP) models for shortest path, maximum flow, critical path, minimum cost flow, assignment and transshipment problems. 4. Understand use of CPM and PERT techniques, to plan, schedule, and control project activities. 5. Understand the fundamental applications of OR tools in industry and the public sector in context involving uncertainty and scarce or expensive resources. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Linear Programming (LP): Formulation of LP Problems; Graphical method: procedure, solution including exceptional cases; Simplex Method: basic definitions of LPP, slack and surplus variables, standard form and solution of LPP problems.	14
	2.	Transportation Model: Formulation of Transport Problem; Balanced conditions; Initial solution by: N.W. Corner Rule, Least Cost Method, Vogel's Approximation Method (VAM); Optimal solution by Stepping Stone Method and Modified Distribution Method (MODI) Method.	10
	3.	Assignment Model: Mathematical formulation; Hungarian Method including unbalanced problem; Rule to draw minimum number of lines; Variations in Assignment problem.	09
	4.	Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure Strategy, Saddle Point; Dominance Rule, Mixed Strategy, Reduction of m x n Game and Solution.	09
	5.	Network Analysis: PERT, Construction of the Network Diagram, Critical Path- Float and Slack Analysis (Total Float, Free Float, Independent Float), CPM: Time cost trade off.	14

	Total hours	56
TEXT BOOK	1. N. D. Vohra; <i>Quantitative Techniques in Management</i> ; McGraw Hill	
REFERENCE BOOK/ SUGGESTED READING	1. Anderson, D.; Sweeney, R.; Dennis, J. and Williams, T. A.; <i>Quantitative Methods for Business</i> ; Thomas 2. Hiller and Lieberman; Bodi Bharat Nav. & Pritam Basu; <i>Introduction to Operations Research</i> ; McGraw Hill 3. Hamdy A. Taha; <i>Operations Research - An Introduction</i> ; Pearson 4. Barry Vend. Ralf M. stair; Michael Hama & T N Badri; <i>Quantitative Analysis of 2012</i> ; Pearson	

Course: COMPANY LAW			Semester: IV
Course Code: BBA 402	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the provisions of Company Law including those governing formation of companies, corporate management practices, possible abuses of power by executives, remedial measures and Government regulations on Corporate Businesses.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to:outline the various basic concept of company law and different types of company. 2. Explain different types of meeting. 3. Understand different types of shares and debenture. 4. Explain the power and duties of director and auditor. 5. Explain the concept of winding up. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Meaning, Nature of Companies, Kinds of Companies, Comparative Overview of Companies Act, 2013 vis-à-vis Companies Act, 1956,	06
	2.	Formation and Incorporation of a Company: Incorporation: Meaning and Consequences, Promoters, Memorandum of Association, Articles of Association, Doctrines of Ultra Vires, Constructive Notice and Indoor Management	10
	3.	Shares, Debentures& Meetings: Shares and Types of Shares, Transfer of Shares; Dividends: Declaration and Payment; Debentures and Kinds of Debentures; Deposit received by the company and restriction attached herewith, Meetings and their types, Kinds of General Body Meetings; Meaning of Dividend, Sources of Divided Payments. Books to maintain by company law.	13
	4.	Directors and Audit: Meaning, Appointment and Removal of Directors, Duties and Liabilities of Directors, Types of Directors, Meetings of Board of Directors, Audit and Auditors, Corporate Social Responsibility	12
	5.	Amalgamation and Winding Up: Law relating to Compromise, Arrangement and Amalgamation, Winding Up: Modes, Circumstances, Procedure, Consequences, Appointment, Power and Duties of a Liquidator in Winding Up	15
		Total hours	56

TEXT BOOK	1. Kuchhal, M.C. and Kuchhal Alok; <i>Modern Indian Company Law</i> ; Mahavir Publication – 30 th Edition (2018)
REFERENCE BOOK/ SUGGESTED READING	1. Dhamija, Sanjay and Kapoor, G.K.; <i>Company Law</i> ; Taxmann Publications – 21 st Edition (2018) 2. Singh, Avtar; <i>Company Law</i> ; Eastern Book Company 3. Gogna P.P.S.; <i>A Text Book of Company Law</i> ; S. Chand Publication 4. Anil Kumar; <i>Company Law</i> ; India Book House; Delhi

Course: INTERNATIONAL BUSINESS			Semester : IV
Course Code: BBA 403	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the nature, scope and structure of International Business, and the influences of various environmental factors on International Business Operations.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand the fundamentals of international business; different entry modes; and internationalization process 2. Explain global trading environment and export import documentation 3. Describe the role, functions and importance of different international economic institutions and agreements 4. Explain the phenomenon of regional economic integration and famous regional trade agreements across the world 5. Understand about the emerging trends, developments and issues of multinational and transnational corporations 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Nature, Scope and Importance of International Business; EPRG Framework; Modes of entry into International Business; Internationalisation Process and its Managerial Implications.	10
	2.	Global Trading Environment and EXIM Documentation: Historical roots of today's International Trade; Trade Theories; World Trade in goods and services: Major Trends, Balance of Payment; Introduction to EXIM Documentation; Trade Protectionism; Tariff and Non-Tariff Barriers; Counter Trade.	14
	3.	International Economic Institutions and Agreements: GATT; WTO: Structure, Objectives and Agreements; World Bank Group; UNCTAD; IMF; Recent International Agreement, BRICS Development Bank.	10
	4.	Regional Economic Groupings: Regional Economic Cooperation; Regionalism and Multilateralism; Structure and Functioning of EU and NAFTA; Emerging Regional Economic Groups with reference to India.	10
	5.	Developments and Issues in International Business: Issues in Foreign Investment; Technology Transfer; Global Pricing Framework; Promotions in International Market; Cross-Cultural Communication; International Distribution and	12

	Supply Chain; Growing Concern for Ecology.	
	Total hours	56
TEXT BOOK	1. Varma, Sumati; <i>International Business</i> ; Pearson Education	
REFERENCE BOOK/ SUGGESTED READING	1. Sharan, V; <i>International Business</i> ; Pearson Education 2. Bennet, Roger; <i>International Business</i> ; Pitman Publishing 3. Cateora, Philip R. & Graham, John L.; <i>International Marketing</i> ; Tata McGraw Hill 4. Griffin, Ricky W. and Pustay, Michael W.; <i>International Business: A Managerial Perspective</i> ; Addison Wesley	

Course: ESSENTIALS OF ORGANIZATIONAL BEHAVIOR			Semester: IV
Course Code: BBA 404	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with basic concepts, theories and techniques in the field of human behavior at individual, group and organizational levels.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to:define basic organizational behavior principles, and analyze how these influence behavior in the workplace. Analyze individual human behavior in the workplace as influenced by personality, values, perceptions, and motivations. Outline the elements of group behavior including group dynamics, communication, leadership, power & politics and conflict & negotiation; Understand their personal management style as it relates to influencing and managing behavior in the organization systems. Enhance their critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Concept of Organizational Behavior, scope, evolution, conceptual models, challenges and opportunities, interdisciplinary role of Organizational Behaviour.	06
	2.	Foundation of Individual Behavior: Learning: Theories, Learning curve; Attitude: components, change of attitude; Job satisfaction: meaning, factors affecting job satisfaction. Concept of personality and its types: Big Five Model, MBTI, Perception: process, perceptual errors, Attribution theory; Motivation: concept; Theories (Hierarchy of needs, McGregor's 'Theory X' and 'Theory Y', Herzberg's -Two factor theory, Goal setting theory, Equity theory, Expectancy Theories.	20
	3.	Concept of Group Dynamics: Concept and features of group, Types of groups: Formal and informal groups, Process of group formation, Group decision making; Work Teams; Conflict: types of conflict, causes and resolution of conflict.	13
	4.	Leadership: Concept, styles and behaviours, Theories of leadership: Trait theories; Behavioural theories (Ohio and Michigan studies); Contingency and situational theories,	14

		Power and Authority.	
	5.	Stress Management: Concepts of stress, sources, consequences and techniques for management of stress.	03
		Total hours	56
TEXT BOOK	1. Robbins, S. P., Judge, T.A. and Vohra, N.; <i>Organizational Behavior</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Luthans, F.; <i>Organizational Behavior</i> ; McGraw Hill 2. Pareek,U.; <i>Understanding Organizational Behavior</i> ; Oxford University Press 3. Newstorm, J.; <i>Human Behavior at Work</i> ; McGraw Hill 4. McShane, S.L. and Mary, V.G. and Sharma, R.R.; <i>Organizational Behavior</i> ; McGraw Hill 5. Singh, K.; <i>Organization Behavior: Text and Cases</i> ; Pearson Education		

Course: E-COMMERCE			Semester: IV
Course Code: BBA 405	L T P	4 0 0	Credits: 4

OBJECTIVE	The course enables students to learn the essentials of E-Commerce.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: demonstrate an understanding of the foundations and importance of E-commerce 2. Analyze the impact of E-commerce on business models and strategy 3. Describe the key features of Internet, Intranets and Extranets and explain how they relate to each other. 4. Recognize and discuss global E-commerce issues 5. Analyze real business cases regarding their e-business strategies and transformation processes and choices. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to E-Business and E-Commerce: Origin of E-Business, E-Business Vs the Traditional Business Mechanism, Advantages and Disadvantages of E-Business, Main Goals of E-Business. Meaning and Concept of E-Commerce, E-Commerce Vs E-Business, Advantages and Disadvantages of E-Commerce.	06
	2.	E-Commerce Models: Value Chain in E-Commerce, Porter's Value Chain Model, Competitive Advantage and Competitive Strategy, different types of E-Commerce like B2B, B2C, C2C, C2B, G2C. Meaning and Usage of B2B model, B2C model, C2C model, C2B model, G2C model. Concept of M-Commerce. Business to Business E-Commerce: Benefits and Opportunities in B2B, B2B Building Blocks and their relationship to Supply Chain Management, Key B2B models and their main functions, EDI as a B2B tool.	12
	3.	E-Commerce payment Systems: Features of Payment Methods, 4C Payment Methods, Electronic Money, ACID (Atomicity, Consistency, Isolation, Durability) and ICES (Interoperability, Conservation, Economy and Scalability) test in Electronic Money Transfer, Payment Gateway, SET (Secure Electronic Transaction) Protocol for Credit Card Payment, Electronic Payment Media: E-Cash and E-Wallet, E-Check, Credit Card, Debit Card, Smart Card, EFT (Electronic Funds Transfer) and ACH (Automated Clearing House).	10

	4.	Security in E-Commerce: E-Payment Security Challenges, E-Payment Business Risks, E-Commerce Security Solutions. Security Threats: Security in Cyberspace, kinds of Threats and Crimes: Client Threat, Communication Channel Threat, Server Threat, Frauds. Basic Cryptography for Enabling Security in Ecommerce: Public and Private Key Encryption, Authentication and Trust using Digital Signature and Digital Certificates, Internet Security using SSL VPN (Secure Sockets Layer Virtual Private Network).	10
	5.	E Commerce and E-Marketing: The Scope of E-Marketing, Internet Marketing Techniques, E-Cycle of Internet Marketing, Personalisation, Mobile Agents, Tracking Customers, Customer Service, CRM and E-Value. Challenges for E-Marketing, understanding online Consumer Buying Behavior, Marketing Issues in E-Marketing. Inbound Marketing for Ecommerce.	6
	6.	Technology in E-Commerce: An overview of the Internet, basic network architecture, network hardware and Software Considerations, Intranets and Extranets. The Making of World Wide Web, ISP, URL's and HTTP, Cookies. Building and Hosting your website: choosing an ISP, Registering a Domain Name, Web Promotion.	6
	7.	Issues in E Commerce: Understanding Ethical Issues, Legal Issues, Taxation Issues and International Issues. A Model for Organising the Issues, Basic Ethical Concepts, Analysing Ethical Dilemmas, Candidate Ethical Principles Privacy and Information Rights: Information Collected at E-Commerce Websites.	6
		Total hours	56
TEXT BOOK	1. Kalakota Ravi, Whinston Andrew B.; <i>Electronic Commerce-A Manager's guide</i> ; Wesley		
REFERENCE BOOK/ SUGGESTED READING	1. Laudon Kenneth C., Traver Carol Guercio; <i>E-Commerce 2017: Business, Technology, and Society</i> ; Pearson Education 2. Rajaraman, V.; <i>Essentials of E-commerce Technology</i> ; Pearson Education 3. Jeffery R. and Bernard J.; <i>Introduction to E-commerce</i> ; McGraw Hill 4. Bhasker, B.; <i>Electronic Commerce: Framework, Technologies, and Applications</i> ; Tata McGraw Hill		

Course: BUSINESS ETHICS AND CSR			Semester: IV
Course Code: BBA 406	L T P	3 0 2	Credits: 4

OBJECTIVE	The objective of this paper is to make the students more clear about the importance of Ethics in Business and Practices of good Corporate Governance. It also talks about the Corporate Social Responsibility.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: develop an understanding of the concept of ethics & its relevance in organization. 2. Comprehend and understand about Indian scriptures of Indian ethics. 3. Understand about Ethical issues in capitalism & market systems, marketing, human resource management, and intellectual property rights. 4. Learn emerging trends in Corporate Social Responsibility in the global and Indian context and its impact on stakeholders. 5. Explain the framework of corporate governance and its role in corporate social responsibility. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Business Ethics: Business Ethics: Meaning of Ethics, Why Ethical Problems occur in Business. Ethical Principles in Business: Utilitarianism: Weighing Social Cost and Benefits, Rights and Duties, Justice and Fairness, Ethics of Care, Integrating Utility, Rights, Justice and Caring, An Alternative to Moral Principles: Virtue Ethics, Moral Issues in Business: Worker's and Employee's Rights and Responsibilities, Profit Maximization vs. Social Responsibility.	15
	2.	Indian Ethos: Components of Indian Ethos, Principles of Indian Ethos, Application of Indian Ethos to Management, Quality of Work Life and Indian Ethos	8
	3.	Impact of Ethics on Business: Ethics impact in business, Ethical issues in capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics in human resource, Ethics in information technology, Intellectual property rights, Designs, Patents, Trademarks, Copy rights.	13
	4.	Corporate Social Responsibility: Concept, Rationale of CSR, Social responsibility theories, Pyramid of Corporate social responsibility Contemporary CSR concepts: corporate sustainability, Reputation management and social impact management, Triple Bottom Line .CSR and business ethics	10

	5.	CSR & Corporate Governance: CSR and corporate governance, Environmental aspect of CSR, CSR models, Drivers of CSR, Cases on Corporate social responsibility, Contemporary Issues in CSR. Field work: Visit to a nearby village for community service and interaction with villagers to understand the challenge faced by them.	10
		Total hours	56
TEXT BOOK	1. Manuel G Velasquez; <i>Business ethics- concepts and cases</i> ; Pearson		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Luthans, Hodgetts and Thompson; <i>Social issues in business</i>; Macmillan USA 2. A.C. Fernando; <i>Business Ethics</i>; Pearson Education 3. Marianne M Jennings; <i>Cases in Business Ethics</i>; Cengage Learning 4. Kevin Gibson; <i>Ethics and Business- An Introduction Cambridge Applied Ethics</i>; Cambridge University Press 5. Hartman, L.P. and Chatterjee, A.; <i>Business Ethics</i>; McGraw Hill 		

Course: STATISTICAL SOFTWARE PACKAGE			Semester: IV
Course Code: BBA 407 P	L T P	0 0 4	Credits: 2

OBJECTIVE	To imbibe students with essentials skills and techniques required to use SPSS in various Business Issues, practice in Data Analysis and Quantitative Thinking		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to:use their statistical skills in interdisciplinary areas such as marketing, finance, human resource, business and industry. 2. Understand computational techniques and software used in the statistical arena. 3. Develop a solid ground for collating, analyzing data and disseminating information through live project work. 4. Construct practical statistical models for several processes in the real-world. 5. Pursue their future career as data analyst in the business world. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Getting to know SPSS: Analysis of Data; Coding, Editing and Tabulation of Data; Charts and Diagrams used in Data Analysis; Data Processing, Analysis and Estimation. Entering Data into the Data Editor, Saving a Data File, Creating a Bar Chart, Saving an Output File, Getting help and Printing in SPSS and Quitting SPSS. Opening a Data File, Exploring the Data File, Creating a Histogram, Frequency Distributions, Bar Chart, Cross Tabulating Data, comparing two Distributions, Scatter Plots to Detect Relationships	20
	2.	Descriptive Statistics: Computing one Summary Measure for a Variable: Mean, Median, Mode, Standard Deviation, Skewness, and Kurtosis: Measures of Dispersion; Range, Quartile Deviation, and Coefficient of Variation.	10
	3.	Correlation and Regression: Measures of Association: Karl Pearson's Correlation Coefficient and Spearman's Rank Correlation Coefficient. Regression Analysis: determination of Strength of Relationship, Regression Coefficients and Formulation of Linear Equation for Estimation.	15
	4.	Time Series and Forecasting: Measuring Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation; Methods of Estimating Trend; choosing appropriate Forecasting Model.	11
	Total hours		56

TEXT BOOK	1. George D and Mallery P; <i>SPSS for Windows, Step by Step</i> ; Pearson Education
REFERENCE BOOK/ SUGGESTED READING	1. McCormick K and Salcedo J; <i>SPSS Statistics for Data Analysis and Visualization</i> ; Wiley 2. Carver R. H., Nash J.G.; <i>Doing Data Analysis with SPSS</i> ; Cengage Learning. 3. Meyers L.S and Gaurino A.J; <i>Performing Data Analysis Using IBM SPSS</i> ; Wiley

Course: BUSINESS POLICY AND STRATEGY			Semester: V
Course Code: BBA 501	L T P	4 0 0	Credits:4

OBJECTIVE	To equip students with the necessary insight into Designing Strategies for an organization and linking the organizations strategies with the changing environment. the course will focus on Indian cases, approaches and experiences		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to:demonstrate the ability to disseminate knowledge regarding the concept and tools of business policy and strategy. 2. Develop strategies for business development in differing operating contexts 3. Apply these concepts to develop innovative solution for business problems. 4. Demonstrate the ability to assess the changes in business environments to constantly redefine organizational strategies for success. 5. Apply the principles of strategy formulation, implementation and control in the present organizations. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Business Policy and Strategy : Introduction: Concept of Business Policy, Strategy and Strategic Management, Need and functions of Business Policy and Strategy, Factors influencing Business Policy and Strategy, Business Policy vs. Strategy. Importance of Strategic Management, Causes for failure of Strategic Management, Role of a Strategist,	12
	2.	Strategic Management Process: Overview of Strategic Management Process Levels of Strategy, Strategic Direction-Vision and Mission, Business Definition, Company's Vision and Mission. Criteria for Evaluating a Mission Statement-Goal, Process and Input, Formulation of the Mission Statement-Drucker's Performance Area, Bennis's Core Problem.	10
	3.	Strategic Analysis: Strategic Analysis – definition, need for Strategic Analysis & Environmental Scanning, External Environment Appraisal using PESTEL, Competitor Analysis using Porter's 5-Forces model Environmental Threat and Opportunity Profile (ETOP), Value chain Analysis, Scanning Functional Resources and Capabilities for building Organization Capability Profile (OCP) and SWOT Analysis.	12
	4.	Strategy Formulation: Introduction, Types of Strategies, Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation, Strategic alternatives at	12

		corporate, level, Strategic choice models -Strickland's Grand Strategy Selection Matrix, Model of Grand Strategy Clusters, BCG, GE Nine Cell Matrix, Strategic alternatives at business level: Michael Porter's Generic competitive strategies, Strategy as Simple Rules	
	5.	Strategic Implementation and Control: Strategic Implementation: Developing short-term objectives and policies, functional tactics, and rewards, Structural Implementation: an overview of Structural Considerations, Behavioral Implementation, Mc Kinsey 7-S Framework Establishing Strategic Control, Balanced Score Card; Strategic evaluation and control: Implementing and Operationalization.	10
		Total hours	56
TEXT BOOK	1. Lawrence R. Jauch and William F. Glueck; <i>Business Policy and Strategic Management</i> ; (McGraw Hill Series in Management)		
REFERENCE BOOK/ SUGGESTED READING	1. Kazmi, Azhar and Adela Kazmi; <i>Strategic Management</i> ; McGraw Hill 2. J.A. Pearce & R.B. Robinson; <i>Strategic Management Formulation Implementation and Control</i> ; McGraw Hill 3. Arthur A. Thompson Jr. & A.J Strickland III; <i>Crafting And Executing Strategy</i> ; McGraw Hill 4. Gerry Johnson and Kevan Schole; <i>Exploring Corporate Strategies</i> ; PHI 5. Arthur A. Thompson Jr. and A.J.Strickland; <i>Strategic Management –Concepts and Cases</i> ; McGraw-Hill Companies		

Course: TERM PROJECT			Semester: V
Course Code: BBA 502 S	L T P	0 0 6	Credits: 3

OBJECTIVE	To conduct detailed project work on a Topic of Relevance in the chosen area of Specialization, to gain practical exposure and depth of knowledge. The student learns how to execute the Project Work, prepare the Report and Present the Work.
COURSE DETAILS	Each student will have to do a Project Work on a Topic related to his or her area of specialization in allotted time frame of 48 days. At the end, Project Report will be evaluated and Presentation/Viva-Voce will be conducted

Course: COMPREHENSIVE VIVA-VOCE			Semester: VI
Course Code: BBA 601 S	L T P	0 0 4	Credits: 2

OBJECTIVE	To evaluate the learning outcomes of the Program and its various Components.
COURSE DETAILS	The domain knowledge and skills covered over the entire Program will be examined and evaluated by a Panel.

Course: CONSUMER BEHAVIOR			Semester: V/VI
Course Code: MRM 101C	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart knowledge about issues and dimensions of Consumer Behavior, and develop skills for analysing consumer information and using it to create Consumer-Oriented Marketing Strategies.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand the rationale of studying consumer behaviour. 2. Relate the marketing implications of understanding consumer behaviour. 3. Relate to the individual influences on consumer decision making. 4. Evaluate the societal influences on consumer decision making. 5. Create consumer oriented marketing strategies. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Consumer Behavior: Nature, Scope and Application, Importance of Consumer Behavior in Marketing Decisions, Consumer Needs and Motivation, Characteristics of Motivation, Motives: Arousal and Types, Theories of Motivation, Introduction to ‘Organizational Buying Behavior’, Market Segmentation: VALS2 Segmentation Profile.	09
	2.	Consumer Personality, Self-Concept and Learning: Personality and Consumer Behavior, Theories of Personality, Importance of Learning on Consumer Behavior, Learning Theories, Classical Conditioning, Instrumental Conditioning, Cognitive Learning Theory.	12
	3.	Consumer Perception and Attitude: <ol style="list-style-type: none"> i. Concepts of Absolute Threshold Limit and Differential Threshold Limit, Subliminal Perception, Perceptual Processes, Selection, Organisation and Interpretation, Consumer Imagery, Product Positioning and Repositioning, Situational Influences on Consumer Behavior, Social and Physical Surroundings, ii. Consumer Attitudes, Formation of Attitudes, Functions Performed by Attitudes, Models of Attitudes, Tri-Component Model and Multi-Attribute Models, Attitude toward the Ad Model, Strategies of Attitude Change, Cognitive Dissonance and Attribution Theory. 	12

	4.	Influence of Consumer Reference Groups and Opinion Leadership: Reference Groups, Types and Importance in Consumer Behavior, Factors affecting Reference Group Influence, Word-of-Mouth Communication, Opinion Leadership, Characteristics and Needs of Opinion Leaders and Opinion Receivers, Interpersonal Flow of Communication, Influence of Family as a Reference Group, Consumer Roles within a Family, Social Class, Determinants, Measurement and Characteristics, Culture: Characteristics, Sub-Cultural and Cross-Cultural Influences, Influence of Culture on Consumer Behavior	11
	5.	Consumer Buying Behavior: Diffusion of Innovation: Definition of Innovation, Product Characteristics influencing Diffusion, Resistance to Innovation, New Product Adoption Process, Consumer Decision Making Process.	12
		Total hours	56
TEXT BOOK	1. Schiffman, L.G., Wisenbirt, and Kumar, S.Ramesh; <i>Consumer Behavior</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Solomon, M.R.; <i>Consumer Behavior-Buying, Having, and Being</i> ; Pearson Education 2. Blackwell, R.D., Miniard, P.W., and Engel, J. F.; <i>Consumer Behavior</i> ; Cengage Learning 3. Hawkins, D.I., Best, R. J., Coney, K.A., and Mookerjee, A.; <i>Consumer Behavior-Building Marketing Strategy</i> ; McGraw Hill		

Course: MARKETING OF SERVICES			Semester: V/VI
Course Code: MRM 102C	L T P	4 0 0	Credits: 4

OBJECTIVE	To acquaint students with the concepts and processes of Services Marketing and the required knowledge to solve Business Problems in Services Marketing.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: differentiate between goods and services. 2. Analyze the services marketing mix. 3. Understand the application and concepts of services marketing 4. Analyze the application of concepts to different service industries 5. Identify and measure the different service quality dimensions 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Concepts and Issues in Services Marketing: Classification and Characteristics of Services, Core and Supplementary Services: Flower of Service, Emergence of Service Economy, Factors Affecting Growth of Service Sector.	07
	2.	Strategic Issues in Services Marketing: Service Encounter, Level of Expectations, Zone of Tolerance, Managing Customer Expectations, Consumer Behavior in Service Marketing, Segmentation, Targeting, Differentiation and Positioning of Services	14
	3.	Marketing Mix of Services: Price: Factors Affecting Pricing Decisions, Promotion: Internal and External Communication and issues in Services Promotion; Place: Service Distribution, Channel Options, Service Distribution Strategy; People; Process; Physical Evidence: Tangibles and Service scape.	14
	4.	Managing Service Quality and Service Design: Designing the Service: Managing Demand and Adjusting Capacity, Service Delivery System: Servuction System, Service Quality: Dimensions, Measurement and Gap Model, SERVQUAL	14
	5.	Application of Services Marketing: Satisfaction/Dissatisfaction Disconfirmation Theory, Complaining Behaviour and Service Recovery, Marketing of Financial Services, Hospitality, Health, Educational and Professional Services, Marketing in Non-Profit Organisations and NGOs.	07

	Total hours	56
TEXT BOOK	1. Zeithaml, Valarie A.; Gremler, Dwayne D.; Bitner, Mary Jo; and Pandit, Ajay; <i>Services Marketing</i> ; McGraw-Hill	
REFERENCE BOOK/ SUGGESTED READING	1. Wirtz, Jochen; Lovelock, Christopher; and Chatterjee, Jayanta; <i>Services Marketing: People, Technology and Strategy</i> ; Pearson Education 2. Nargundkar, R.; <i>Services Marketing: Text and Cases</i> ; McGraw Hill 3. Verma, H. V.; <i>Services Marketing: Text and Cases</i> ; Pearson Education 4. Apte, G.; <i>Services Marketing</i> ; Oxford University Press	

Course: INTEGRATED MARKETING COMMUNICATION			Semester: V/VI
Course Code: MRM 103 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the nature, purpose and complexities in planning and execution of an effective Integrated Marketing Communication (IMC) Programme.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: explain the role of IMC in the overall marketing program. 2. Develop a detailed understanding of various marketing communication tools and their effectiveness in contemporary time. 3. Analyze the creative and message strategies used in different advertising campaigns. 4. Explain common methods used to measure effectiveness of marketing communication programs. 5. Apply IMC concepts to develop a comprehensive IMC plan for a brand. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Introduction to IMC and the Communication Process, Evolution of IMC and reasons for its Growth, IMC Planning Process, Role of IMC in Marketing Process, Communication Process: Traditional and Alternative Response Hierarchy Models, Establishing Objectives and Budgeting, Determining Promotional Objectives, Sales Vs. Communication Objectives, DAGMAR, Problems in Setting Objectives, Setting Objectives for the IMC Program.	13
	2.	Creative and Media Strategy: The Creative Process, Advertising- Types and Functions, Advertising Agencies – Types, Functions and Compensation Structure, Advertising Appeals and Execution, Advertising Copy, Media Planning and Strategy, Developing a Media Plan, Market Analysis and Establishing Media Objectives, Developing and Implementing Media Strategies, Evaluation and follow up, Advertising Spiral.	13
	3.	Managing Mass Communication: Developing and Managing Advertising Programs, Deciding on Media and Measuring Effectiveness, Sales Promotion, Events and Experiences, Public Relations and Publicity.	12
	4.	Managing personal Communication: Direct Marketing, Interactive Marketing, Word of Mouth, Personal Selling.	09

	5.	Evaluation of Broadcast, Print, Internet and Support Media: Evaluation of TV, Radio, Print and Support Media, Advantages and Limitations of TV, Radio, Internet and Support Media.	09
		Total hours	56
TEXT BOOK	1. Clow, K.E., Baack, D.; <i>Integrated Advertising, Promotion and Marketing Communication</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Belch, G.E., and Belch, M.A. and Keyoor Pranami; <i>Advertising and Promotion: An Integrated Marketing Communications Perspective</i>; McGraw Hill 2. Shah, Kruti, D'Souza, A.; <i>Advertising and Promotions: An IMC Perspective</i>; McGraw Hill 3. Kotte Berry Armstrong and Praful Agnihotri; <i>Principles of Marketing</i>; 17th Edition. Pearson Education 4. Batra, R., Myers, J.G., and Aaker, D.A.; <i>Advertising Management</i>; Pearson Education 5. Kotler, Philip, Armstrong, Gary and Prafulla Agnihotri; <i>Principles of Marketing</i>; Pearson Education, 17th Edition (2018) 		

Course: SALES AND SALES FORCE MANAGEMENT			Semester: VI
Course Code: MRM 104E	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the fundamental elements of the Sales Function and prepare them for a career in sales.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: explain the types and functions of Sales 2. Understand the theories and skills required in Selling 3. Formulate sales programs 4. Learn ways to implement a sales program 5. Evaluate and control the sales programs 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Sales: Role of Sales Management in Marketing, Salesmanship, Specific Characteristics of a Successful Salesman, Theories of Selling, Process of Personal Selling and Institutional Selling.	12
	2.	Process of personal selling: Prospecting and Qualifying, Pre-approach, Approach, Presentation and Demonstration, Dealing with Objections and Negotiation, Closing the Sale, Follow-Up.	06
	3.	Sales Techniques: Key Account Management, Relationship Selling, Direct Marketing: Catalogue Marketing, Database Marketing, Direct Mail Marketing, Mobile Marketing and Telemarketing.	12
	4.	Building Sales Organization: Types of Sales Organizations and their Structure, Functions and Responsibilities of Sales Staff, Selecting and Hiring Salespeople, Sales Training Programs.	14
	5.	Leading Sales Organization: Sales force Motivation, Sales Force Compensation, Designing Incentives and Contests, Sales Forecasting, Sales Budget, Sales Quota, Building Sales Reporting Mechanism and Monitoring, Sales Force Productivity, Sales force Appraisal.	12
		Total hours	56
TEXT BOOK	1. Spiro, R.L., Stanton, W.J., and Rich, G.A.; <i>Management of A Sales Force</i> ; McGraw Hill		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none">1. Johnston, M. and Marshall, G.; <i>Sales Force Management</i>; McGraw Hill2. Futrell, C.M.; <i>Sales Management</i>; Dryden Press3. Still, Richard. R.; Cundiff, Edward W.; Govani, Norman. A.P.; <i>Sales Management: Decisions Strategies and Cases</i>; Pearson Education
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Course: PRODUCT AND BRAND MANAGEMNT			Semester: VI
Course Code: MRM 105E	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize students with the fundamental understanding to develop, measure, analyze and manage brands and product categories of an organization.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: identify the factors influencing product management, 2. Analyze and compare product management strategies of different companies. 3. Use portfolio analysis and the product life cycle to understand how a firm manages its product mix. 4. Develop a conceptual understanding of the models in brand management 5. Describe the process and methods of brand management, including how to establish brand identity and build brand equity. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Product Management: Introduction to product management, Products and their types, Product focused organization v/s Market focused organization, Product management: facts versus fiction, changes affecting product management.	10
	2.	Product Strategy: Product mix: length, width, depth and consistency, Product line extensions and contractions, Product line filling and line pruning, Product Life Cycle, Adopter Categories	12
	3.	New Product Development: Classification of new products, New product development process: idea generation, idea screening, concept development and testing, Business analysis, Product development, Market testing and commercialization.	10
	4.	Brand Management: Meaning and characteristics of brands, Branding Challenges and Opportunities, Strategic Brand Management Process, Brand Elements: Characteristics and Criteria for Choosing Brand elements, Brand Positioning and Perceptual Mapping, Brand personality, Brand Identity, Internal Branding, Brand Audit. Co-branding,	12
	5.	Brand Equity: Meaning and importance of brand equity, Steps of Brand Building, Brand Value Chain, Brand Knowledge, Secondary Brand Knowledge, Brand image, Brand loyalty, Brand Architecture and Brand Hierarchy,	12

	Brand Extensions. Financial valuation of brands	
	Total hours	56
TEXT BOOK	<ol style="list-style-type: none"> 1. Keller L Kevin; <i>Strategic Brand Management</i>; Pearson Education 2. Lehmann, D.R and Winer, R.S; <i>Product Management</i>; McGraw Hill 	
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Kapferer, J.N.; <i>The New Strategic Brand Management</i>; Kogan Page 2. Aaker, D.; <i>Aaker on Branding: 20 Principles That Drive Success</i>; Sage Publications 3. Majumdar, R.; <i>Product Management in India</i>; Pearson Education 4. Crawford, C. Merle and C.Anthony Di Benedetto; <i>New Products Management</i>; McGraw Hill 	

Course: RETAIL MARKETING			Semester: VI
Course Code: MRM 106E	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarise the students with the concept, process and management of Retail Business.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand the fundamentals of retailing, process and management of retail marketing. 2. Analyze retail strategies and design relevant strategies for retail business expansion,, retail site selection and customer relationship management 3. Explore the information systems and supply chain management techniques prevalent in the contemporary retail set-up 4. Understand the process and methods of Merchandise Management 5. Design the store layout and set up visual merchandising 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Retailing: Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Types of Retailers, Factors Behind the change of Indian Retail Industry.	07
	2.	Retail Formats: Retail Sales by Ownership, Merchandise Offered, Non-Store Based, Retail Mix and Non- Traditional Selling.	08
	3.	Retail Strategy: Retail Market Strategy, Growth Strategies and Retail Strategic Planning Process, Financial Strategy,Retail location and its importance, trading area analysis, Retail franchising, Human resource management, Information systems and Supply Chain Management, Customer Relationship Management.	16
	4.	Merchandise Management: Introduction and Evolution of Merchandising, Category Management, Merchandise Planning, Buying Systems and Buying Merchandise, Retail Pricing, Retail Communication Mix. Managing Retail Services	15
	5.	Store Management: Managing the Store, Store layout, Design, Location Planning and its Importance, Visual Merchandising, Customer Service, Gaps and Recovery, Legal and Ethical Aspects in Retailing.	10
		Total hours	56

TEXT BOOK	1. Levy, M, Weitz, B.A, Pandit, A.; <i>Retailing Management</i> ; McGraw Hill
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none">1. Berman, B. and Evans, J.R; <i>Retail Management-A Strategic Approach</i>; Pearson Education2. Pradhan, S.; <i>Retailing Management-Text and Cases</i>; McGraw Hill3. Newman, A.J., Cullen, P.; <i>Retailing : Environment and Operations</i>; Thomson Learning4. Bajaj, C., Tuli, R., Srivastava, N.V.; <i>Retail Management</i>; Oxford University Press

Course: SECURITYANALYSIS AND PORTFOLIO MANAGEMENT			Semester: V/VI
Course Code: FIN 101 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarise the students with theories and practices of Security Analysis, Portfolio Management and Investment Decision Making Process.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: recognize and apply appropriate theories, principles and concepts relevant to securities analysis and portfolio management. 2. Develop a reasoned argument to the solution of problems relevant to securities analysis and portfolio management. 3. Analyse investment opportunities in stock markets 4. Formulate and exercise appropriate judgment in selecting and presenting information using various methods relevant to securities analysis and portfolio management. 5. Analyse and evaluate portfolio performance. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Investment: Concept, Objectives, Comparison with Speculation and Gambling, Selection of Investment in Global Market, Return and Risk.	10
	2.	Indian Capital Market: Overview, Types, Functions, Limitations and its Institutional Structure, SEBI and its Role, Stock Market Indicators	10
	3.	Security Analysis: Valuation of Fixed and Variable Income Securities, Fundamental Analysis. Technical Analysis, Efficient Market Hypothesis.	12
	4.	Portfolio Analysis: Concept, Composition, Process, Objectives, Calculation of Risk and Return of Portfolio, Optimum Portfolio Selection, Markowitz Portfolio Theory, Capital Asset Pricing Model, Arbitrage Pricing theory, Characteristic Lines.	12
	5.	Portfolio Performance Evaluation: Sharpe Measure, Treynor Measure, Fama's Measure, Portfolio Revision, Portfolio Balancing, Guidelines for Investment Decision, Portfolio Management in India.	12
	Total hours		56
TEXT BOOK	1. Chandra, Prasanna; <i>Investment Analysis and Portfolio Management</i> ; McGraw Hill		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none">1. Jordan, R.J and Fischer, Donald. E; <i>Security Analysis and Portfolio Management</i>; Pearson Education2. Avadhani, V.A.; <i>Security Analysis and Portfolio Management</i>; Himalaya Publishing House3. Rustagi, R.P.; <i>Investment Analysis and Portfolio Management</i>; Sultan Chand4. Pandian, P.; <i>Security Analysis and Portfolio Management</i>; Vikas Publishing House5. Luenberger, D.G.; <i>Investment Science</i>; Oxford University Press
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Course: INDIAN FINANCIAL SYSTEM			Semester: V/VI
Course Code: FIN 102 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the structure, organization and functioning of the Financial System in India.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to:develop an understanding of the functions, and operations of the financial markets and institutions in India. 2. Explain the role of financial system on economic development of the country. 3. Develop a clarity on conceptual issues related to risk and return, role of regulatory bodies, mechanism of commercial banking, and various development Banks 4. Understand the need for financial services and various types of financial services. 5. Develop a comprehensive overview of financial markets and various financial instruments. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Meaning, role & functions of a financial system. Organized and un-organized financial system. Financial System, Financial Assets, Financial Intermediaries, Financial Markets, Classification, Financial Instruments, Formal and Informal Financial Sectors, Key Elements of well-functioning Financial System. Financial Sector Reforms: Narasimham Committee Report 1991 and 1998. Financial intermediaries and Financial markets. Financial regulation in India.	14
	2.	Financial Markets in India: Capital Markets: Meaning, Role and Importance, Development Initiatives and Reforms, Composition: Primary and Secondary Market -- Meaning, Features, Objectives and Functions. Growth of stock exchange, stock brokers, functions of stock exchange, Margin trading, Forward trading, Sensex, Nifty, OTCEI (over the counter exchange of India), Depositories, SEBI as capital market regulator. Book building for new issues. ASBA (Applications Supported by Blocked Amount). Money Markets: Functions, Players and Instruments in Money Market. Money Market and Capital Market. Objectives & Features of a Developed Money Market, Importance of Money Market, Structure of Indian Money Market, Call Money Market, Role of RBI and Commercial	14

		Banks in the Indian Money market. Debt Market: Participants in the debt market, Link between debt and money markets.	
	3.	Financial Institutions: Commercial Banks, Cooperative Banks, Regional Rural Banks, Payment Banks and Post office Bank.—Features, functions and Structure, its role in financing - commercial and consumer, Financing problem (NPAs), Bankruptcy and insolvency Act, Financial Inclusion. Development Institutions-- National Bank for Agriculture & Rural Development(NABARD), Export-Import Bank (EXIM Bank), National Housing Bank (NHB), Small Industries Development bank(SIDBI_ – Objectives and Functions. Non-Banking Finance Companies (NBFCs): Meaning, Role and Types of Services. Life and non-life insurance companies in India (public and private). Mutual Funds – Types of mutual fund schemes.	14
	4.	Financial Services: Meaning and concept, Need for financial services, various types of financial services, Fund based and non-fund based financial services, Characteristics and role of financial intermediaries.	07
	5.	Financial Policy: Monetary policy of RBI; Union Budget. Investment banking, Scope of advisory services offered by investment bankers, Investment banking in India.	07
		Total hours	56
TEXT BOOK	1. Bhole, L.M. and Mahakud, J.; <i>Financial Institutions and Markets</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Desai, Vasant; <i>The Indian Financial System and Development</i> ; Himalaya Publishing House 2. Khan, M.Y.; <i>Indian Financial System</i> ; McGraw Hill 3. Guruswamy, S.; <i>Financial Markets and Institutions</i> ; McGraw Hill 4. Pathak, B.; <i>The Indian Financial System</i> ; Pearson Education		

Course: MERCHANT BANKING AND FINANCIAL SERVICES			Semester: V/VI
Course Code: FIN 103 C	LTP	4 0 0	Credits: 4

OBJECTIVE	To familiarise the students with Merchant Banking and Financial Services and to enable them to appreciate the role of Merchant Banking and Financial Services.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand the basic evolution, functioning and regulations in Financial Services. 2. Develop thorough understanding about the various Financial Services operating in India. 3. Understand the concept, functioning and regulations in Merchant Banking sector in India. 4. Find coherence of portfolio advisory, investment banking and leasing services. 5. Take investment decisions related to Derivative market. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Financial Services: Meaning and Concepts, Role of Financial Services, Types of Financial Services: Fund Based and Non-Fund Based Services; Characteristics and Role of Financial Intermediaries.	06
	2.	Merchant Banking: Nature and Scope of Merchant Banking -Regulation of Merchant Banking Activity - overview of Current Indian Merchant Banking Scene - Structure of Merchant Banking Industry - Primary Markets in India – SEBI Guidelines for Merchant Banker’s- Current Developments.	10
	3.	Issue Management: Public Issue: Classification of Companies, Eligibility, Issue Pricing, Promoter’s Contribution, Minimum Public Offer, Prospectus, Allotment, Preferential Allotment, Private Placement, Book Building Process, Green Shoe Option; Right Issue: Promoter’s Contribution, Minimum Subscription, Advertisements, Contents of offer Document, Bought out Deals, Post Issue Work and Obligations, Investor Protection, Broker, Sub Broker and Underwriters	15
	4.	Leasing and Hire Purchase: Concepts of Leasing, Types of Leasing – Financial and Operating Lease, Direct Lease and Sales & Lease Back, Advantages and Limitations of Leasing, Lease Rental Determination; Finance Lease Evaluation Problems (only Lessee’s Angle), Hire Purchase Interest and Instalment, difference between Hire Purchase and Leasing, Factoring and Forfeiting and its Arrangement, Housing Finance : Meaning and rise of Housing Finance in	10

		India, Fixing the amount of Loan, Repricing of a Loan, Floating Vs. Fixed Rate, Practical Problems on Housing Finance.	
	5.	Venture Capital: Concept, History and Evolution of Venture Capital (VC); Investment Process in VC; steps in Venture Financing; Incubation Financing	05
	6.	Credit Ratings: Introduction, types of Credit Rating, Advantages and Disadvantages of Credit Ratings, Credit Rating Agencies and their Methodology, International Credit Rating Practices.	05
	7.	Securitisation: Concept, Securitisation as a Funding Mechanism, Traditional and Non- Traditional Mortgages, Graduated-Payment Mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralised Mortgage Obligations (CMOs), Securitisation of Non-Mortgage Assets, Securitisation in India.	05
		Total hours	56
TEXT BOOK	1. Khan, M.Y.; <i>Financial Services and System</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Bhole, L.M.; <i>Financial Institutions and Markets</i> ; McGraw Hill 2. Saunders, A.; <i>Financial Markets and Institutions</i> ; McGraw Hill 3. Gomez,C.; <i>Financial Markets, Institutions and Financial Services</i> ; McGraw Hill		

Course: CORPORATE TAX PLANNING			Semester: VI
Course Code: FIN 104 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To provide students with knowledge of various aspects of corporate tax planning and their impact on decision-making; and further to provide an understanding of relevant tax provisions in this context.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: differentiate between various tax planning concepts and understand the procedure of assessment of corporate assesses. Devise strategies for tax planning in respect of a new business, understand the specific tax issues for start-ups, and comprehend the Income Tax provisions relevant for financial management decisions. Decipher the tax factors relevant for managerial decisions and to understand how to develop pay packages for employees. Recognize the relevant Tax provisions for Non-resident Indians and to understand how to claim relief in case of double taxation of income. Understand tax planning with reference to business restructuring. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Tax planning, tax management, tax evasion, tax avoidance; Types of companies; Residential status of companies and tax incidence, clubbing; Tax liability and minimum alternate tax; Carry forward and set off of losses in case of certain companies; Deductions available to corporate assesses; Tax on distributed profits.	08
	2.	Tax planning with reference to setting up of a new business: Tax planning with reference to setting up of a new business; taxation issues of start-ups; Location of Business, nature of business, form of organisation; Tax panning with reference to financial management decision – Capital structure, dividend and bonus shares; Tax planning with reference to sale of scientific research assets.	12
	3.	Tax planning with reference to specific management decisions: Tax planning with reference to specific management decisions – Make or buy, own or lease, repair or replace; Tax planning with reference to employee’s remuneration; Tax planning with reference to receipt of insurance compensation; Tax planning with reference to distribution of assets at the time of liquidation.	12
	4.	Tax planning in respect of non-resident Indians: Tax planning in respect of non-resident Indians; income by way of interest on NRO/NRE accounts, provisions under sections	12

		115C – 115I; Double taxation relief; Provisions regulating transfer pricing, computation of Arm's length pricing; Advance rulings; Advance Pricing Agreement	
	5.	Tax planning with reference to business restructuring: Tax planning with reference to business restructuring - Amalgamation; Demerger; Slump sale; Conversion of sole proprietary concern/ partnership firm into Company; Conversion of company into LLP; Transfer of assets between holding and subsidiary companies	12
		Total hours	56
TEXT BOOK	1. V.K. Singhanian and Monika Singhanian; <i>Corporate Tax Planning & Business Procedures</i> ; Taxmann Publications (latest edition only)		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1 Girish Ahuja and Ravi Gupta; <i>Simplified Approach to Corporate Tax</i>; Flair Publications Pvt. Ltd 2 Goyal, S.P.; <i>Tax Planning and Management</i>; Sahitya Bhawan Publications 3 Shweta Jain; <i>Goods & Service Tax: law & Practice</i>; Taxmann Publications Pvt. Ltd 4 Singhanian, V.K.; <i>Student Guide to Income Tax</i>; Taxmann Publications Pvt. Ltd 5 Mahesh Chandra & Shukla, D.C.; <i>Income Tax Law & Practice</i>; Pragati Publications 		

Course: INSURANCE AND RISK MANAGEMENT			Semester: VI
Course Code: FIN 105 E	LTP	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the framework of Insurance and Risk Management and the use of insurance devices in order to increase value of Business as well as individual welfare.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: demonstrate knowledge of insurance contracts and provisions, and the features of property-liability insurance, life and health insurance, and employee benefit plans. Demonstrate knowledge of the operation and management of insurance entities, and the economic implications of organizational design and structure. Develop skills to facilitate insurance product cost and pricing, marketing, and distribution. Develop practical skills through professional development seminars, internships, and/or practicums in insurance and risk management. Examine the role of public policy including social insurance in personal financial planning and risk management. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Concept of Risk, Objectives and Needs of Risk Management, Types of Risk, Identification and Measurement of Risk, Risk Management Process, Risk Management by Individuals and Corporations, Principles of Insurance and Insurance Contracts.	10
	2.	Law and Economics of Insurance: Insurance Business Environment, Insurance and Allied Laws, Regulatory Framework of Insurance Business: IRDA Act and Regulations, Accounting and Taxation Aspects, and Consumer Rights.	14
	3.	Risk Aversion and Risk Management: Risk Aversion and Demand for Insurance by Individual, Business Risk Management and Demand for Insurance, Expected Utility Application of Statistical Techniques in Risk Avoidance.	14
	4.	Life Insurance: Basic Concepts related to the structure of Coverage, Various Products and their Features.	06
	5.	Functional Aspects of Insurance and Risk: Organisational Structure of Insurance Companies, Reinsurance, Insolvency Risk, Underwriting Practices, Asset allocation and Investment Strategies, Performance Evaluation of Insurance Companies, Pricing of Insurance Products: Ratings and Valuation, Benefits and Costs of Insurance.	12

	Total hours	56
TEXT BOOK	1. Rejda, G.E.; <i>Principles of Risk Management and Insurance</i> ; Pearson Education	
REFERENCE BOOK/ SUGGESTED READING	1. Jeevanandam, C; <i>Risk Management</i> ; S. Chand and Co. 2. Agarwal, S. and \ Nangia, V.K.; <i>Smart Banking: An Introduction Driven by Information Technology</i> ; Haridwar Vyan Publications 3. Vaughan, E. J. and Vaughan, T. M.; <i>Essentials of Risk Management and Insurance</i> ; Wiley 4. Harrington, S. and Niehaus, G.; <i>Risk Management and Insurance</i> ; McGraw Hill 5. Panda, G.S.; <i>Principles and Practices of Insurance</i> ; Kalyani Publications	

Course: BANKING: THEORY, LAW AND PRACTICES			Semester: VI
Course Code: FIN 106E	LTP	4 0 0	Credits: 4

OBJECTIVE	To familiarise the students with basic principles of banking and make them aware about the latest functions and developments in banking sector.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: explain banking operations. 2. Explore history of Banking with banking structure in India. 3. Describe practical aspects of banking operations (Deposit and Lending) in India. 4. Understand various laws governing the Banking operations in India. 5. Understand different technology based Banking channels available in India. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Banking in Pre-Nationalisation Period, Banking Sector reforms – recommendation of Narsimham committee and its implementation. Banking structure in India--- Public sector, Private sector, Regional Rural banks, Co-operative Banks and Specialized banks working in India. Rural Banking, International Banking. Various issues in credit policy declared by RBI, challenges before Banking industry and the way ahead	12
	2.	Banker Customer Relationship: Banker and customer relationship, rights and obligations of banks, demand and time deposits, deposit accounts of non-resident Indians, different types of customers and their accounts with their risk classification. Know your customer(KYC) and anti-money laundering guidelines for Banks. Various ancillary services provided by banks to retail and corporate customers. Banking Ombudsman scheme.	10
	3.	Banking Laws: Banking regulation Act 1949, RBI act 1934 – Some important sections. Negotiable instruments Act 1881 (NI act 1881), Types of Negotiable instruments, meaning of crossing, endorsement, payment and collection of cheques and related sections. Interest Act, 2002 (SARFAESI Act), National Company Law Tribunal (NCLT) for resolution of stressed assets, Payment and Settlement Systems Act, 2007.	10
	4.	Bank Lending: Principles of sound lending, Secured vs. unsecured advances, Fund based and non-fund based lending. Various types of advances, Advances against different types of securities. Concept of priority sector and	12

		weaker sector lending and National goals. Govt. credit schemes for economic upliftment of unemployed / economically backward people. Financing Micro, Small and Medium enterprises. Concept of Non-Performing Assets and their impact on Bank's Balance Sheet.	
	5.	<p>E- Banking:</p> <p>1) Computerisation of Banking business, concept of Core Banking and new digital products and services like—</p> <ol style="list-style-type: none"> i. Remittance facilities -- RTGS & NEFT etc. ii. Fees payment, tax payment, utility bill payment services iii. E-payment through products developed by NPCI iv. Internet banking services v. Different types of mobile banking services vi. Cheque truncation system vii. Plastic cards—Debit, Credit, Smart Card & Pre-paid cards. viii. POS machines ix. National automated clearing house. <p>2) Various initiatives taken by RBI / GOI to increase digital transactions.</p>	12
		Total hours	56
TEXT BOOK	1. Chhabra, T.N.; <i>Elements of Banking Law</i> ; Dhanpat Rai and Sons		
REFERENCE BOOK/ SUGGESTED READING	1. Varshney, P.N.; <i>Banking Law and Practice</i> ; Sultan Chand and Sons 2. Saxena, G.S.; <i>Legal Aspects of Banking Operations</i> ; Sultan Chand and Sons 3. Suneja, H.R.; <i>Practical and Law of Banking</i> ; Himalaya Publishing House 4. Jyotsna Sethi and Nishwa Bhatia; <i>Principles of banking and insurance</i> ; PHI Learning		

Course: HUMAN RESOURCE PLANNING AND DEVELOPMENT			Semester: V/VI
Course Code: HRM 101 C	L T P	4 0 0	Credits: 4

OBJECTIVE	The course highlights the importance of Planning and Development of Human Resources for upgrading the organization's system & growth.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand how to develop employees for achieving personal and organizational goals 2. Analyse the strategic issues and strategies required in manpower planning 3. Make sound career decisions by getting acquainted with individual and organizational development tools. 4. Develop skills to address the realities of organizations while developing context specific strategies for human resource development. 5. Learn the techniques of HRD program application and trends like Competency mapping, Balanced Score Card etc. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Human Resource Planning: Human Resource Planning: Objectives, Concept and Importance, Human Resource Planning Process, Human Resource Forecasting Process, Techniques of Ascertaining HR Demand: Trend Analysis, Delphi Technique, Nominal Group Technique, HR Budgets, Downsizing and Restructuring.	10
	2.	Career Planning: Concept, Objective, Career Stages, Significance of Career Planning, Need and Components of Career Planning, Succession Planning: Evolution and Importance, Succession Management Process, Process of Career Planning and Career Development	10
	3.	Human Resource Development (HRD): HRD: Concept, Origin and Need, Relationship between Human Resource Management and Human Resource Development; HRD as a Total System; Activity Areas of HRD: Training, Education and Development; Roles and competencies of HRD Professionals.	10
	4.	Human Resource Development Process (HRDP): Assessing the need for HRD; Designing and Developing Effective HRD Programs; Implementing HRD Programs; Evaluating HRD Programs. Training and Development: Need, Design, Conduct and Evaluation.	12
	5.	Application and Assessment of Human Resource Development Program: HRD Applications: Coaching and Mentoring, Career Management and Development; Employee Counselling; Competency Mapping, High	10

		Performance Work Systems, Balanced Score Card, Appreciative Inquiry. Integrating HRD with Technology. HRD Assessment: Data Gathering; Analysis and Feedback.	
	6.	Issues in Human Resource Planning and Development: Challenges and Contemporary Issues in Human Resource Planning and Development	04
		Total hours	56
TEXT BOOK	1. Belcourt, M. and McBey, K.J.; <i>Strategic Human Resource Planning</i> ; Cengage Learning		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Bhattacharyya, D.K.; <i>Human Resource Planning</i>; Excel Books 2. Werner, J.M. and DeSimone, R.L.; <i>Human Resource Development: Foundation, Framework and Application</i>; South Western 3. Rao, T.V.; <i>Human Resource Development</i>; Oxford University Press 4. Rao, T.V.; <i>Future of HRD</i>; Macmillan Publishers India 5. Werner, J. M., & DeSimone, R. L.; <i>Human Resource Development</i>; Cengage Learning 		

Course: INDUSTRIAL RELATIONS AND LABOR LAWS			Semester: V/VI
Course Code: HRM 102 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with objectives, concepts, theories and importance of industrial relations and labor laws.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: analyze the present state of Industrial relations in India; 2. Develop critically informed analysis of management and union strategies; 3. Draw strategies related to collective bargaining, workers participation, grievance Redressal, and employee discipline and dispute resolution; 4. Understand the various processes and procedures of handling Employee Relations. 5. Apply aspects of employment law to real workplace situations. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Concept of industrial relations, Objectives of IR, Parties to IR, International Labor Organization (ILO): role, functioning and contribution.	12
	2.	Trade Unionism: Trade Unions: origin and growth, Objectives, functions and role of trade unions, Issues and challenges before trade unions.	14
	3.	Labor Problems: Discipline and misconduct, Grievance redressal mechanism, Labor turnover, Absenteeism, Dispute settlement machinery, Consultative bodies (bipartite, tripartite) and IR strategies, Collective bargaining Workers' participation in management.	16
	4.	Labor Legislations: Important provisions of Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Employees Compensation Act, 1923, Payment of Gratuity Act, 1972, Employees Provident Fund and Miscellaneous Provisions Act, 1952, Industrial Dispute Act, 1948, and the Factories Act, 1948.	14
		Total hours	56
TEXT BOOK	1. Padhi, P.K.; <i>Industrial Relations and Labor Laws</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Pylee, M.V. and George, A.; <i>Industrial Relations and Personnel Management</i>; Vikas Publishing House 2. Venkataratnam, C.S.; <i>Industrial Relation</i>; Oxford University Press 3. Sinha P.R.N., Sinha, I. and Shekhar, S.P.; <i>Industrial Relations, Trade Unions, and Labor Legislation</i>; Pearson Education 4. <i>Labor Laws</i>; Taxmann Publication 5. Malik, P.,L., <i>Manual of Industrial Law Handbook</i>; Eastern Book Company 		

Course: TRAINING AND DEVELOPMENT			Semester: V/VI
Course Code: HRM 103 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarise the students with the concept and practice of training and development in the modern organisational setting.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand the requirement of training programs according to training necessities and designs matching organizational visions. 2. Understand the importance of training functions, analyze the training capacities and importance of training program and learning materials. 3. Know the importance of various types and designs of training and management development programs and their impact on learners. 4. Learn to evaluate the learning outcomes from training programs and calculate the return on investment on training programs. 5. Understand the importance of interventions as and when required for overall organizational development. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Strategic Training and Development: Organisation Vision and Plans, Assessment of Training Needs, Setting Training Objectives, Designing Training Programmers, Spiral Model of Training.	05
	2.	Objectives of the Training Function: Tasks of the Training Function: Building Support, Overall Training Capacity, Developing Materials, Strategic Planning, Networking, Designing Training Programmers	05
	3.	Training Design& Methods: On the Job Training, Job Instruction Training, apprenticeship, coaching, job rotation, syndicate method, Knowledge Based Methods, Lecture, Conferences, Programmed Learning, Simulation Methods, Case Study, Vestibule Training, Laboratory Training, In-Basket Exercise, Experiential Methods, Sensitivity Training, E-Training.	15
	4.	Management Development Programs& Evaluation of Training: Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related Programmers, Special Projects, Behavioral Modelling, Job Rotation, Case Study, Multiple Management, Sensitivity Training. Post Training: Training Evaluation, Training Impact on Individuals and Organisations, Evaluating Programmers, Participants, Objectives.	15

	5.	Organisational Development (OD) Interventions: Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-Group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD	16
		Total hours	56
TEXT BOOK	1. Blanchard P. Nick & Thacker James; <i>Effective Training, Systems, Strategies and Practices</i> ; Pearson		
REFERENCE BOOK/ SUGGESTED READING	1. French Wendell, Bell Cecil and Vohra Veena; <i>Organisation Development, Behavioral Science Interventions for Organisation Improvement</i> ; PHI 2. Lynton, Rolf & Pareek, Udai; <i>Training & Development</i> ; PHI		

Course: PERFORMANCE MANAGEMENT AND APPRAISAL			Semester : VI
Course Code: HRM 104 E	L T P	4 0 0	Credits: 4

OBJECTIVE	The course is designed to acquaint the students with the changing role and system of Performance Management in Business Organisations.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: design an organization's performance management process that supports organizational mission and strategy. 2. Develop job-related performance standards and performance indicators that reflect the employee's range of responsibilities 3. Use the concepts to train employees to identify career paths and resources available to support individual development 4. Relate the outcomes of performance appraisal with various HR functions like wage increase, promotion, incentivization based on their performance strengths and weaknesses. 5. Compare and contrast various organizational performance management programs to increase the effectiveness. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction and Theoretical Framework of Performance Management: Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management, Importance of Performance Management and Linkage of Performance Management to Other HR Processes. Theoretical framework: Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management, Organisational Justice Theory and its Application in Performance Management	14
	2.	An Overview of Performance Management: Aims of Performance Management, Purpose of Performance Management, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management.	08
	3.	Process of Performance Management: Performance Management Process, Performance Management Planning Process, Mid-Cycle Review Process, End-Cycle Review Process, Performance Management Cycle at a Glance, evaluating the Performance Planning Process.	10

	4.	Performance Appraisal (PA) and Feedback: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Performance Appraisal Process, Errors in Performance Appraisal Process. Performance Appraisal Methods: Traditional Methods, Modern Methods. 360 Degree: Introduction, the Impact of 360-Degree Feedback on Organisations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback, Operating 360-Degree Appraisal. Appraisal Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback.	16
	5.	Issues in Performance Management: Team Performance Management, Performance Management and Learning Organisations, Performance Management and Virtual Teams, Competency development, Use of technology and e-PMS, Competency-based Pay, Ethics in Performance Management.	08
		Total hours	56
TEXT BOOK	1. Aquinas, H.; <i>Performance Management</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Pareek, U & Rao, T. V; <i>Designing and Managing Human Resource Systems</i> ; Oxford Publishing Company 2. Rao, T. V.; <i>Performance Management and Appraisal Systems: HR tools for global competitiveness</i> ; SAGE Publications India 3. Srinivas, R.K.; <i>Performance Management: Strategies, Interventions and Drivers</i> ; Prentice Hall of India 4. Kohli, A.S. and Deb, T; <i>Performance Management</i> ; Oxford University Press 5. Armstrong, M; <i>Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance</i> ; Kogan Page		

Course: COUNSELLING AND NEGOTIATION SKILLS FOR MANAGERS			Semester: VI
Course Code: HRM 105 E	L T P	4 0 0	Credits: 4

OBJECTIVE	The objective of this course is to provide insights into handling behavioral issues at work place by developing Counselling Skills. It is also intended to develop understanding of the structure and dynamics of Negotiation.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: demonstrate an understanding of the principles and elements of the counseling. 2. Develop a deep understanding of the core and basis of negotiation. 3. Reliably demonstrate the ability to formulate and apply the instruments of negotiation strategy and tactics in different situations. 4. Demonstrate the ability to leverage personal strengths and expertise to create & maintain a managerial relationship . 5. Demonstrate the ability to develop strategies and skills to effectively address and resolve conflicts leading to the highest quality outcomes. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Understanding and Developing Counselling Skills: Counselling: Introduction, Approaches to Counselling, Goals and Process and Phases of Counselling; Counselling Procedures and Skills, Organisational Application of Counselling Skills, Types of Counselling, Client-Counsellor Relationship, Schools of Counselling.	18
	2.	Changing Behaviour through Counselling: Resolving workplace Issues through Counselling, Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organisational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.	14
	3.	An Overview of Negotiation: Negotiation: Introduction, Nature and need for Negotiation, Negotiation Process, Types and Styles of Negotiation; Strategies and Tactics; Barriers in Effective Negotiation, Communication Style, Breaking Deadlocks	14
	4.	Important Considerations in Negotiation: Role of Trust in Negotiations; Negotiation and IT; Ethics in Negotiation; Cultural Differences in Negotiation Styles; Gender in Negotiations; Context of Mediation; Negotiation as Persuasion.	10
	Total hours		56

TEXT BOOK	1. Singh Kavita; <i>Counselling Skills for Managers</i> ; PHI
REFERENCE BOOK/ SUGGESTED READING	1. Kapoor,P.; <i>Counselling and Negotiation Skills for Managers</i> ; Wiley 2. Carroll, M.; <i>Workplace Counseling</i> ; Sage Publication 3. Kotler, J. A., & Shepard, D. S.; <i>Introduction to Counselling: voices from the field</i> ;USA: Cengage Learning

Course: COMPENSATION MANAGEMENT			Semester: VI
Course Code: HRM 106 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To acquaint the students with the concepts and tools of Compensation Management, its application and current trends.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: explain the compensation functions and various reward systems 2. Explain theories regarding employee behaviour and motivation as it applies to compensation. 3. Apply appropriate compensable factors to determine rates of pay 4. Envision equitable compensation system strategies that attract, retain, and motive qualified staff in order to achieve organizational effectiveness 5. Ensure that the design and application of compensation processes comply with appropriate legislation, e.g. Statutory provisions, Internal and External Equity 		
?COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Compensation Management: Concepts of Compensation and Reward Management, Monetary and Non-Monetary Compensation and Rewards, Economic and Behavioural Theories related to Wages: Subsistence Theory, Wage-Fund Theory, Surplus-Value Theory, and Bargaining Theory, Wages and Motivators. Modern Trends in Compensation - from Wage and Salary to Cost to Company Concept, Comparable Worth, Broad banding, Competency-Based Pay.	14
	2.	Wage Determination: Concepts of Minimum Wage, Living Wage and Fair Wage, Job Evaluation: Concept, Scope, Methods and Techniques, Types of Incentive Plans, Wage Differentials.	14
	3.	Individual-based Compensation: Individual and Team-Based Compensation, Cafeteria Style of Compensation, Pension & Retirement Benefits , Profit Sharing & Stock Option and Purchase Plans using ESOP Compensation, Employee Services & Fringe Benefits in India, Principles of Executive Compensation (in Indian context), Factors Affecting Executive Compensation.	10
	4.	Wage Administration in India: Wage Policy in India, Methods of Wage Determination in India, The Pay Commission, and Wage Boards: Structure, Scope and Functions	09

	5.	Contemporary aspects of Compensation Management: Strategic Compensation Management: Types of Business Strategies, Aligning Compensation to business Strategies, Strategic Compensation Design; International Compensation Management: Cultural Issues, Expatriation & Repatriation Compensation management, Approaches to International Compensation: Going Rate Approach & Balance Sheet Approach.	09
		Total hours	56
TEXT BOOK	1. Milkovich, G. T., Newman, J. M., & Milkovich, C.; <i>Compensation</i> ; McGraw-Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Bhattacharyya, D.K.; <i>Compensation Management</i> ; Oxford University Press 2. Singh, B.D.; <i>Compensation and Reward Management</i> ; Excel Books 3. Henderson, R.; <i>Compensation management in a knowledge based world</i> ; Prentice Hall 4. Chhabra, T.N.; & Rastogi, S.; <i>Compensation management</i> ; Sun India Publications 5. Henderson, R.I.; <i>Compensation Management: Rewarding Performance</i> ; Pearson Education		

ENTREPRENEURSHIP DEVELOPMENT			Semester: V/VI
Course Code: EFB 101 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with Entrepreneurship Development, process of establishing an enterprise and the type of support available from various government and non-government institutions.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand the nature of entrepreneurship and develop the ability to recognize business opportunity as a career. 2. Demonstrate the ability to do a self-analysis in the context of an entrepreneurial career. 3. Develop the capability to find an attractive market that can be reached economically. 4. Create an appropriate business model. 5. Develop a well presented business plan that is technically and economically feasible. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Foundation of Entrepreneurship: Concept and Need of Entrepreneurship, Characteristics and Types of Entrepreneurship, Charm of becoming an Entrepreneur, Entrepreneurial Decision Process, Entrepreneurship as a career, Entrepreneurship as a Style of Management, Changing role of the Entrepreneur, Entrepreneurial Traits, Factors Affecting Entrepreneurship.	08
	2.	Theories of Entrepreneurship: Influences on Entrepreneurship Development, External Influences on Entrepreneurship Development: Socio-Cultural, Political and Economic, Personal Entrepreneurial Success and Failure, Reasons and Remedies, Women Entrepreneurs, Challenges and Achievements of Women Entrepreneurs.	08
	3.	Entrepreneurial Motivation and Competencies: Meaning of Entrepreneurial Motivation, Motivation Cycle or Process, Theories of Entrepreneurial Motivation, Entrepreneurial Motivating Factors, Changes in Entrepreneurial Motivation, Entrepreneurial Motivation Behavior, Meaning of Entrepreneurial Competencies, Major Entrepreneurial Competencies, Developing Entrepreneurial Competencies.	10
	4.	Opportunities Identification and Selection: Need for Opportunities Identification and Selection, Environmental Dynamics and Changes, Business Opportunities in Various	10

		Sectors, Identification of Business Opportunities, Opportunity Selection.	
	5.	Business Planning Process: The business plan as an entrepreneurial tool, Elements of business planning, Objectives, Market analysis, Development of product/idea, Marketing, Finance, Organization and management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones	10
	6.	Social Entrepreneurship: Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in Creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.	10
		Total hours	56
TEXT BOOK	<ol style="list-style-type: none"> 1. Khanka, S.S.; <i>Entrepreneurial Development</i>; S. Chand and Co. 2. Kuratko, D. F. and Rao, T. V.; <i>Entrepreneurship: A South Asian Perspective</i>; Cengage Learning 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Hisrich, R. D., Peters. M.P. and Shepherd, D.A.; <i>Entrepreneurship</i>; McGraw Hill 2. Dollinger, M.J.; <i>Entrepreneurship: New venture creation</i>; Pearson Education 3. Zimmerer, W.T. and Norman M.S; <i>Essentials of Entrepreneurship and Small Business Management</i>; Pearson Education 4. Charantimath, Poornima, <i>Entrepreneurship Development & Small Business Enterprises</i>, Pearson Education. 5. Desai Vasant and Kaur, Kulveen; <i>Entrepreneurial Development and Management</i> 		

FAMILY BUSINESS MANAGEMENT			Semester: V/VI
Course Code: EFB 102 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To acquaint the students with the basic knowledge and understanding of the dynamic issues and problems facing family businesses as well as how these issues and problems can be dealt strategically to improve family business performance.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: Understand the unique aspects of a family business. 2. Understand the distinctive advantages of a family business and unique challenges facing such entities. 3. Identify various stakeholders of a family business and understand their relationship to business performance. 4. Understand the critical issues that family businesses face in managing and improving business performance. 5. Develop a working knowledge in addressing concerns in management, governance and relational dynamics in family firms. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Family Business: Definition of family business, Constitution of family business, Importance of family business, Uniqueness of family business-special strengths, Family culture, beliefs & values and their impact on business, family dynamics, Non family managers, Responsibilities and rights of family shareholders of a family business, Strategies for improving the capability of a family business, Nepotism in family business. Re-discovering and re-orientating family business for new environment.	14
	2.	Issues and Unique Concerns of Family Business: Family management and control of business, Terms and conditions for effective control by the family, Long term success of the family business, Promoting Professionalism in family business, Succession planning and effective conflict resolution, Maintaining competitiveness, Buying new business, expansion of business, Separation of ownership in family business, Legal issues in family business, Provisions of law relating to termination, resignation, or death of the principal family member.	14
	3.	Managing Succession: The succession paradox, Resistance to succession planning - The founder, The family, Employee and environmental factors. Leading the transition. Succession planning process in family business. Transfer of Power and Building financial security and relinquishing control.	10

	4.	Strategic Planning and Trans-generational Entrepreneurship: Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage – The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix – Intrapreneurship.	10
	5.	Business Families of India: Kumar Mangalam Birla – Aditya Birla Group, Dheeru Bhai Ambani – Reliance Industries, Lakshmi Niwas Mittal- Arcelor Mittal, Jamnalal Bajaj-Bajaj Group, Jamsetji Nusserwanji Tata-Tata Group	08
		Total hours	56
TEXT BOOK	1. Leach, P.; <i>Family Businesses: The Essentials</i> ; Kogan Page		
REFERENCE BOOK/ SUGGESTED READING	1. Aldersan, K. J.; <i>Understanding the Family Business</i> ; Business Expert Press 2. D. Sampath, <i>Inheriting the Mantle: Management of Succession and Transition in Indian Family Business</i> , Sage Publications 3. Loss, M. and Bascunan, F. L.; <i>Entrepreneurship Development</i> ; Global Vision Publishing House 4. Sahay, A. and Sharma, V.; <i>Entrepreneurship and New Venture Creation</i> ; Excel Books		

FEASIBILITY STUDY & BUSINESS PLAN			Semester: V/VI
Course Code: EFB 103 C	L T P	3 0 2	Credits: 4

OBJECTIVE	This course focuses on new venture initiation and the preparation of a feasibility study that can be used to begin operations in a new business enterprise.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: Prepare and analyse feasibility studies. 2. Understand the principles of feasibility studies. 3. Understand the factors both internal and external that impact on the feasibility of a project. 4. Develop the knowledge of the components of a feasibility study. 5. Analyse the commercial viability of any project. 		
COURSE DETAILS	Module no	Topic	Hours
	1	Environmental Screening and Idea Generation: <ol style="list-style-type: none"> i. Analysis of economic, socio-cultural, technological and politico-legal environment. Sources of business ideas. Role of personal observation, creativity and business research. Collection of data – primary and secondary. Situational analysis ii. Entrepreneurship opportunities in contemporary business environment, like opportunities in network – marketing, social media, franchising, business process outsourcing. Small business as the seedbed of entrepreneurship iii. Pre-feasibility study 	20
	2	Feasibility Study: <ol style="list-style-type: none"> i. Preliminary study of the business ideas. Aspects of the technical and economic feasibility: Commercial, financial and administrative feasibility, Preparation of feasibility report ii. Technical feasibility, estimation of cost, demand analysis and commercial viability, risk analysis, collaboration arrangements; financial planning; Estimation of funds requirements, sources of funds. Loan syndication for the projects. Tax consideration in project preparation and legal aspects 	20

	3	Business Plan: i. Meaning and uses and business plan. Elements (major headings and brief discussion) and presentation ii. Implementation – prototype development and test marketing.	10
	4	Presentation of Feasibility Study: Students will form teams to work on the feasibility study. Thus, a central component of this course is the opportunity for the students to develop a venture feasibility plan which will be presented for evaluation.	06
		Total hours	56
TEXT BOOK	1. Chandra, Prasanna. <i>Project Preparation Appraisal and Implementation</i> , Tata McGraw-Hill Publishing Company.		
REFERENCE BOOK/ SUGGESTED READING	1. Panda, Sahiba Charan, <i>Entrepreneurship Development</i> , New Delhi, Anmol Publications. 2. Holt, David H., <i>Entrepreneurship: New Venture Creation</i> , Prentice-Hall of India, New Delhi. 3. Brandt, Steven C, <i>The 10 Commandments for Building a Growth Company</i> , Macmillan Business Books, Delhi.		

START-UP ECOSYSTEM IN INDIA			Semester: VI
Course Code: EFB 104 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To acquaint the students with Startup Ecosystem and initiatives of Government and other institutional support for growth and development of Entrepreneurship		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: identify and understand the interdependent network of complex start-up ecosystems. 2. Describe the opportunities available for startups within the ecosystems. 3. Describe the Support provided by government & other agencies for startups within the ecosystems. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Startup Ecosystem: The New Industrial Revolution, The Rise of The Start-up Economy, The Forces of Change-Startup Ecosystem in India – Issues, Challenges & Opportunities.	10
	2.	Business Incubation: Business Incubation Definition and Principles, Incubator Models and Success Factors, Incubator Operation, planning an Incubator, Business Incubation Marketing and Stakeholder Management, Financing a Business Incubator, Managing the Business Incubator, Monitoring, Evaluation and Benchmarking, Implementing a Mentoring Program, Deals and Financing for Incubator Clients, Technology Commercialization, Virtual Business Incubation, Concept of Accelerator	14
	3.	Support Ecosystem: Start-up policies of Central Government and some leading State Governments Technology Business Incubator (TBI), Role of National Science and Technology Entrepreneurship Development Board, (NSTEDB), DST guidelines for Seed Support System (SSS) for Start-ups in Incubators. Make in India, Stand-Up India, Start-up India and Recent Initiatives from MUDRA, National INNOVATION and STARTUP Policy, Case study on Start-ups.	16
	4.	Institutions Promoting Entrepreneur ship: Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute(SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB) (Emphasis on their Objectives, Activities & Schemes)	16

	Total hours	56
TEXT BOOK	1. Desai, Vasant; <i>Small Scale Industries and Entrepreneurship</i> , Himalaya Publishing House,	
REFERENCE BOOK/ SUGGESTED READING	1. Charanthimath, Poornima M. <i>Entrepreneurship Development Small Business Enterprises</i> , Pearson 2. Burns, Paul & Hunt, Jim Dew; <i>Small Business Entrepreneurship</i> , Palgrave Macmillan publisher 3. Chaudhury, Suman; <i>MSME in India</i> , Raj Publications	

ENTREPRENEURIAL MARKETING			Semester: VI
Course Code: EFB 105 E	L T P	4 0 0	Credits: 4

OBJECTIVE	This course clarifies key marketing concepts, methods, and strategic issues relevant for start-up and early-stage entrepreneurs.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: discuss the processes of market identification and market creation in entrepreneurial situations. Critically assess and apply marketing theories and models to new ventures. Design and build an operational marketing strategy for a start-up business or new product. Construct strategies to overcome challenges encountered in the planning process for new products and businesses. Describe the role innovation can play in developing a market strategy 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Entrepreneurial Marketing: Definition, Characteristics and Importance, Entrepreneurial versus Traditional Marketing, Entrepreneurial Marketing Mix, Identifying entrepreneurial marketing opportunities, market Research, Demand forecasting.	10
	2.	Segmentation Targeting and Positioning: Conceptualizing the market, Abell's Model of conceptualization of 'the market, Understanding the concept of value, Customer segmentation, Important criteria for evaluating the quality of the derived segments, Targeting using effectuation, Developing a positioning statement. Validation: initial customer feedback and iteration.	14
	3.	Entrepreneurial Marketing Mix Strategies: Product concept design, Levels of product manipulation, entrepreneurial pricing strategy, entrepreneurial communication strategy, entrepreneurial distribution strategy, Building Brands, Brands functionality and the branding activity, The importance of branding and branding success factors, building customer relationships..	14
	4.	Adoption, Diffusion and Lead customers: The adoption life cycle, Penetration and diffusion, Understanding lead customers, Anticipating and preventing chasms, Effectively addressing chasms. Reasons why customers postpone or resist adoption.	12

	5.	Competitive and Market Considerations: Different levels of competition. Anticipating competitor reactions,	06
		Total hours	56
TEXT BOOK	1. Edwin J. Nijssen, <i>Entrepreneurial marketing An Effectual Approach</i> , Routledge,		
REFERENCE BOOK/ SUGGESTED READING	1. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, <i>Entrepreneurial Marketing</i> , Wiley 2. Luca Cacciolatti and Soo Hee Lee, <i>Entrepreneurial Marketing for SMEs</i> , Plgrave Macmillan 3. Zubin Sethna, Paul Harrigan, Rosalind Jones, <i>Entrepreneurial Marketing: Global Perspectives</i> , Emerald Group Publishing 4. Bruce D. Buskirk, Molly Lavik, <i>Entrepreneurial Marketing: Real Stories and Survival Strategies</i> , Thomson 5. Ian Chaston, <i>Entrepreneurial Marketing: Sustaining Growth in All Organisations</i> , Palgrave Macmillan		

ENTREPRENEURIAL FINANCE			Semester: VI
Course Code: EFB 106 E	L T P	4 0 0	Credits: 4

OBJECTIVE	The goal of Entrepreneurial Finance is to help managers make better investment and financing decisions in entrepreneurial settings.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: describe the various sources of funding for new ventures. 2. Understand how to determine the amount of money an entrepreneur requires to successfully start and operate a business. 3. Calculate the value of a venture and appreciate the many roles valuation plays in the creation and development of a venture. 4. Construct, read and draw practical insights from the financial statements of a venture, 5. Recognize a company in financial distress and understand the options for the company. 		
COURSE DETAILS	Module no	Topic	Hours
	1	Finance for Entrepreneurs: Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle, Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture, opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial, Plans and Projections.	14
	2	Organizing and Operating the Venture: Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break even Analysis. Evaluating operating and financial performance using ratio analysis.	16
	3	Financial Planning: Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital	16

	4	Venture Valuation: Valuing Early stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.	10
		Total hours	56
TEXT BOOK	1. Steven Rogers, <i>Entrepreneurial Finance</i> , Tata Mc Graw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Douglas Cumming, <i>Entrepreneurial Finance</i> , Oxford University Press 2. M J Alhabeeb, <i>Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business</i> , Wiley 3. Philip J. Adelman, Alan M. Marks, <i>Entrepreneurial Finance</i> , 5e, Pearson, 2011.		

DATA ANALYTICS WITH R			Semester: V/VI
Course Code: BAN 101 C	L T P	3 0 2	Credits: 4

OBJECTIVE	The main objective of this course is to explain fundamentals of data analytics and various data analytics tools and algorithms.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: Understand the data analytics fundamentals Understand Statistics and Probability Distributions Understand Hypothesis Testing Fundamentals Understand and apply various data analytics tools and algorithm such as Regression, cluster analysis, decision tree. 		
COURSE DETAILS	Module no	Topic	Hours
	1	Introduction: Overview of Analytics. Types of problems in analytics, Case studies of application of analytics in business, Analytics vs. data warehousing, OLAP, Statistics, Widely used analytic software, Companies using analytics, Day in the life of a business analyst, Career path in analytics, Qualities of a business analyst	12
	2	Statistics and Probability Distributions: Introduction to statistics, Summary statistics (Mean, Median, Mode, Variance), Probability, Probability distribution (Binomial, Poisson, Normal)	10
	3	Hypothesis Testing Fundamentals: Sampling basics, Central Limit Theorem, Hypothesis testing using with one and two samples, ANOVA, Non parametric testing- Chi-square test	14
	4	Other Data Analysis Techniques: Correlations, Regression (Basics of Regression, Linear Regression, Logistic Regression, Interpretation of modelling results, Violation of regression assumptions, Decision Trees- Data preparation for trees, creating a tree, Measure of effectiveness, Decision Tree using R-Rattle.	14
	5	Data Analysis Techniques using R: Introduction to R, Descriptive Analysis using R, Hypothesis testing on R.	06
		Total hours	56
TEXT BOOK	1. R N Prasad and Seema Acharya, <i>Fundamentals of Business Analytics</i> , Wiley India		

<p>REFERENCE BOOK/ SUGGESTED READING</p>	<ol style="list-style-type: none"> 1. Minelli, <i>Big Data, Big Analytics: Emerging Business Intelligence and Analytic trends for today's business</i>, Wiley India. 2. Levin and Rubin, <i>Statistics for Management</i>, Pearson Publication. 3. Hair and Anderson, <i>Multivariate Data Analysis</i>, Pearson Publication
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BUSINESS INTELLIGENCE: CONCEPTS, TOOLS, AND APPLICATIONS			Semester: V/VI
Course Code: BAN 102 C	L T P	3 0 2	Credits: 4

OBJECTIVE	This course is intended to impart fundamental knowledge on concepts and tools of business intelligence.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: Understand the meaning and importance of Business Intelligence in business. Understand the types and platforms of Business Intelligence Learn Cognos as Business Intelligence tool. 		
COURSE DETAILS	Module no	Topic	Hours
	1	Introduction: Basics of Business Intelligence, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications, Creating Business Intelligence Environment, Business Intelligence Landscape	14
	2	Types and Platforms of Business Intelligence: Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges of BI. Business Intelligence Platform Capability Matrix, BI Target Databases, Data Mart, BI Products and Vendor, The Big Four Business Intelligence vendors	16
	3	Cognos as Business Intelligence Platform: Introduction, application, environment, Identify data term, explore the workspace, Filter content using explore point. Data import, File handling, web based reporting system.	10
	4	Data Manipulation and Restructuring: Objective, Calculate data in a work place, customization data, Restructuring of data, Customized Import, construction of workspace, formatting of data, use of numeric and text data.	08
	5	Data Visualization: Objective, choose effective chart, Features of charts, Area Charts; Column charts, Line charts, Pie charts, Point Chart, customize chart options.	08
		Total hours	56

TEXT BOOK	1. Gautam, Sangeeta, <i>IBM Cognos; Business Intelligence V10</i> ; IBM Press
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none">1. Wilfried, Grossmann, Rinderle-Ma, Stefanie; <i>Fundamentals of Business Intelligence</i>; Springer2. Loshin, David; <i>Business Intelligence</i>; Elsevier,3. Volitich, Dan, Ruppert, Gerard; IBM Cognos; <i>Business Intelligence 10: The Official Guide</i>; McGraw-Hill4. Turban, E, Sharda, R, Delen, Dursun, and King, David; <i>Business Intelligence: A Managerial Approach</i>; Pearson

BUSINESS INTELLIGENCE AND DATA WAREHOUSING			Semester: V/VI
Course Code: BAN 103 C	L T P	3 0 2	Credits: 4

OBJECTIVE	The main objective of this course is to explain the meaning and importance BI and DW in business.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: Understand the meaning and importance BI 2. Understand the concept of digital data and types 3. Understand the importance of Data Warehouse, OLAP and OLTP 4. Understand the concept of data integration 5. Understand basics of data modelling and power pivot as tool of BI in Excel 		
COURSE DETAILS	Module no	Topic	Hours
	1	Introduction to BI : Definition of Business Intelligence (BI), Evolution of BI, Role of DSS, EIS, MIS and dashboards, BI component Framework and Architectures.	06
	2	Digital Data: Structured data, Unstructured Data, Managing and storing unstructured data, Storage Challenges of Unstructured Data, Extraction of information from unstructured data, Semi-Structured Data, Sources of Semi structured Data. Managing, Storing and extracting information from semi-structured data, XML as a solution for Semi-structured data.	12
	3	Data Warehousing, OLAP and OLTP: Data Warehouse and BI, Drivers for BI and DW, OLTP, Advantages, challenges, Shortcomings of OLTP, OLAP, Dimensions of Data -One Dimensional, Two Dimensional and Three Dimensional Data, Beyond Third Dimension, OLAP versus OLTP, Data Models for OLAP and OLTP, OLAP Operations on multi-dimensional data: Slicing, Dicing, Roll Up, Drill Down, Drill Across.	16
	4	Data Integration: Need for Data Warehouse, Data Mart, Kimball's approach versus Inmon's approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse, and Approaches to Data integration, needs and advantages.	10
	5	Multi-Dimensional Data Modeling: Data Modeling Basics: Entity, Attribute, Cardinality, Types of Data Models: Conceptual data model, Logical data model, Physical model, Normalization modelling, Star and Snowflake Schema, Designing a dimensional model. MS Excel 2013 Based	12

	Activity- implementation of BI in excel using power pivot.	
	Total hours	56
TEXT BOOK	1. David Loshin, <i>Business Intelligence</i> , Morgan Kaufmann Publishers.	
REFERENCE BOOK/ SUGGESTED READING	1. Cindi Howson, <i>Successful Business Intelligence: Secrets to making Killer BI Applications</i> , TMH 2. Stephen Few, <i>Information dashboard design: The Effective Visual Communication of Data</i> , O'Reilly Media. 3. Mike Biere, <i>Business intelligence for the enterprise</i> , IBM Press	

MARKETING ANALYTICS			Semester: VI
Course Code: BAN 104 E	L T P	3 0 2	Credits: 4

OBJECTIVE	To introduce students to marketing analytics and equip them with the skill-sets necessary to practically apply these analytics to real-world marketing decisions.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: Assess the application of tools of marketing analytics in decision making 2. Develop analytical skills in the field of marketing based on data. 3. Understand the different marketing metrics to measure performance 4. Apply data in segmenting the markets 		
COURSE DETAILS	Module no	Topic	Hours
	1	Introduction: An Introduction to Marketing Analytics, Marketing Analytics as an Enabler of Marketing Strategy, Ethics of Marketing Analytics.	06
	2	Segmentation, Targeting and Positioning Analytics: Analytical Methods in STP: Cluster Analysis for Segmentation, Customer Segmentation using RFM (Recency-Frequency-Monetary) Analysis, Positioning using MDS (Multidimensional Scaling);	12
	3	Customer Analytics: CLV (Customer Lifetime Value) Calculation, Customer Satisfaction Measurement using IS (Importance-Satisfaction) Analysis; Using Qualitative Analysis to Discover Customer Insights.	12
	4	Marketing Mix Analytics: Product Analytics: Optimal Product Design using Conjoint Analysis; Price Analytics: Estimating Linear and Power Demand Curves to Determine Profit-Maximizing Price, Price Bundling; Promotion Analytics: Measuring the Effectiveness of Advertising using Ad-stock Model, Media Selection Models;	16
	5	Retail Analytics: Market Basket Analysis and Lift; Sales Forecasting: Using Correlation, Simple Regression and Multiple Regression to Forecast Sales.	10
		Total hours	56
TEXT BOOK	1. Sorger, S.; <i>Marketing Analytics: Strategic Models and Metrics</i> ; Admiral Press.		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none">1. Venkatesan, Rajkumar Paul Farris and Roanld T. Wilcox; <i>Cutting edge Marketing Analytics: Real world cases and data sets for hands on learning</i>, Pearson Education2. Winston, Wayne L.; <i>Marketing Analytics: Data driven techniques with Microsoft Excel</i>, Wiley3. Stokes, R. Blake, S. and Education, Q.; <i>eMarketing: The Essential Guide to Marketing in Digital World</i>; Quirk eMarketing
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HR ANALYTICS			Semester: VI
Course Code: BAN 105 E	L T P	3 0 2	Credits: 4

OBJECTIVE	To familiarize the students to head an HR analytics function in the company to succeed.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: get an insight about the use of HR analytics in improving decision making. Implement and strategize people analytics to boost performance and efficiency in the organizations. Develop essential skills to lead an organization to people analytics success. Identify best ways to categorize and evaluate metrics in order to avoid misuse of data 		
COURSE DETAILS	Module no	Topic	Hours
	1	Introduction: Introduction to HRM, HR Decision-making, Concept and Definitions of Analytics, Importance and Significance of HR Analytics, Benefits of HR Analytics, Steps to implement HR Analytics, Critical HR decision making and HR analytics, Predictive HR Analytics, Aligning HR to Business through HR Analytics, Steps for Alignment of HR Analytics with Business Goals and Strategies, HR Analytics Framework and Models	16
	2	HR Business Process and HR Analytics: Statistics and Statistical Modelling for HR Research and HR Decision making, HR Research Tools and Techniques, Data Analysis for Human Resources, Parametric and Non-Parametric Tests, HRIS for Decision making, HR Metrics, Recruitment Metrics, Metrics for Training and Development Function, HR Scorecard, HR Dashboards, HR Analytics for a Better Tool for HR Decisions.	16
	3	HR Analytics and Data: HR Data and Data Quality, HR Data Collection, Big Data for HR, Transforming HR Data into HR Information, Process for Data Collection for HR Analytics, HR Reporting, Data Visualization, Performing Root Cause Analysis, Ratification for HR	14
	4	HR Analytics and Predictive Modelling Different Phases of HR Analytics, Examples, Data and Information for HR Predictive Analysis, Software Solutions, Predictive Analytics Tools and Techniques, Understanding	10

	Future HR	
	Total hours	56
TEXT BOOK	1. Bhattacharya, D. K.; <i>HR Analytics</i> ; Sage Publishing House.	
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Fitz-Enz, J.; <i>The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investment</i>; AMACOM Div American Mgmt Assn. 2. Edwards, M. R., & Edwards, K. <i>Predictive HR Analytics: Mastering the HR Metric</i>. Kogan Page Publishers. 3. Fitz-Enz, J., & John Mattox. <i>Predictive analytics for human resources</i>. John Wiley & Sons. 	

FINANCIAL ANALYTICS			Semester: VI
Course Code: BAN 106 E	L T P	3 0 2	Credits: 4

OBJECTIVE	This course introduces an overview of financial analytics. The students will learn why, when, and how to apply financial analytics in real-world situations.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: Learn Financial Data Analysis and Interpretation for Decision Making. Adept various Statistical tools to be used for financial data analysis. Do Analysis of risk and return of individual security and evaluation of portfolio performance. Learn Statistical tools for predictive and forecasting modeling with financial data using Ms-Excel. 		
COURSE DETAILS	Module no	Topic	Hours
	1	Introduction: A Brief History of the Evolution of Analytic. Why is Analytics Important to the Finance Field, Business Model and Changing Role of Financial Department and Uses of Financial analytics Work with variable, Data files from other Statistical Tools and access and use of various packages for financial analytics	12
	2	Dataset Analytics, Visualization and Presentation of Financial Data: Understanding of Financial Datasets with descriptive statistics – univariate and bivariate analysis, Using financial Datasets for creating Graphs, Making Histograms, Bar graphs, Line graphs etc. with base and other packages.	12
	3	Risk & Return Measurement of individual security and Portfolio: Importing daily stock price data, checking and plotting of data, risk and return of individual security and portfolio, Sharpe Ratio and Markowitz mean – variance optimization.	12
	4	Predictive Modeling and Forecasting: Predictive modeling with Single, Multiple and Logistic Regression model, Time series modeling, Examining time series, trend analysis, stationary time series, auto regressive moving processes and data transformation.	12
	5.	Analytics of Financial Statement using Excel: Balance Sheet, Income Statement, Cash Flow Statement, Understanding the Financial Statements and their interlinking and financial statement forecasting.	08

	Total hours	56
TEXT BOOK	<ol style="list-style-type: none"> 1. Mayes, Timothy R. ; <i>Financial Analysis with Microsoft Excel</i>; Cengage, 2. Mark J. Bennett, Dirk I. Hugen.; <i>Financial Analytics with R</i>; Cambridge University Press. 	
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Khan, M.Y., & Jain, P.K. ;<i>Basic Financial Management</i>; Tata McGraw Hill 2. Chandra, Prasanna; <i>Financial Management-Theory and Practice</i>, Tata McGraw Hill. 3. Rustagi, R. P.; <i>Fundamentals of Financial Management</i>; Taxmann publication (Pvt) Ltd. 4. Pandey, I.M. ; <i>Financial Management</i>; Vikas Publishing House Pvt. Ltd. 	

Course : SUPPLY CHAIN MANAGEMENT			Semester: V
Course Code: GEN 101 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarise the students with the mechanism of Supply Chain Planning, design, and operations. This will help to manage facilities, inventory, transport, and information about the key drivers of Supply Chain Management.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: understand and identify goals of supply chain and its processes. 2. Design distribution network after understanding the importance of its influencing factors. 3. Understand supply chain strategy and competitive strategy and achieve strategic fit. 4. Understand the role of Logistics in Supply chain and identify different modes of transportation. 5. Apply Information Technology in the supply chain drivers. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Basic Concepts, Scope and Philosophy of Supply Chain Management, Importance of Supply Chain Management, Supply Chain Decision, Evolution of Supply Chain Management.	07
	2.	Designing the Supply Chain: Role of Distribution Supply Chain, Factors influencing Distribution Network, Process of Supply Network Design, and Distribution Strategy, Models for Facilities Location and Capacity Allocation, Impact of Uncertainty on Supply Chain Design, Evaluation of Supply Chain Design, Demand Chain Management, and Strategic Alliances.	09
	3.	Performance Measurement and Control: Concept, Dimensions of Performance Measurement, Tools for Performance Improvement, Benchmarking: Introduction, and Forms of Benchmarking, GAP Analysis, Benchmarking study report, Achieving Strategic Integration, Supply Chain Operations Reference(SCOR) Modelling, SCOR Analysis, Value Chain, Concept of Configurability, Evaluation of Supply Chain Performance, Impediments to Improved Performance.	09
	4.	Logistics Management: Concept of Logistics, Inbound and Outbound Logistics, Key activities of Logistics, Managing the Costs of Logistics, Application of Logistics Management, Trade-offs in Logistics Management, Bull-Whip Effect in Logistics, Third and Fourth Party Logistics, Emergence of IT	10

		in Logistics, International issues in Logistics, Warehousing, Types of Warehouses, Site Selection, Layout and Design Of Warehouses.	
	5.	Emerging Trends: Role of Information Technology in Supply Chain Management: Electronic Data interchange, E-Customer Relationship Management, use of Data Mining Tools, and E-business Framework, Customer Profitability Analysis, International issues in Supply Chain Management.	07
		Total hours	42
TEXT BOOK	1. David, Simchi-Levi, Philip, Kaminsky and Edith, Simchi-Levi; <i>Designing and Managing the Supply Chain</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; <i>Supply Chain Management–Strategy, Planning and Operation</i> ; Pearson Education 2. Altekar, R.; <i>Supply Chain Management: Concepts and Cases</i> ; PHI Learning 3. Raghuram, G.; <i>Logistics and Supply Chain Management</i> ; Macmillan 4. Sahay, B.S.; <i>Supply Chain Management</i> ; Macmillan 5. Balou, R. H.; <i>Supply Chain Management</i> ; Pearson Education		

Course: TOTAL QUALITY MANAGEMENT			Semester: V
Course Code: GEN 102 E	LTP	3 00	Credits: 3

OBJECTIVE	To familiarize the students with the concept, principles and tools of Total Quality Management including ISO 9000 Quality Management System Standards.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: know prerequisites of evolution of total quality management and significance of quality works to the management of modern organizations Understand Human aspects in total quality management project implementation Use quality management methods analyzing and solving problems of organization Know Quality Management Standards and be able assess organizational performance making reference to their criteria. Understand and apply the five-step DMAIC model as a framework to organize process improvement activity. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Total Quality Management (TQM): Concept and Fundamentals: Definition and dimensions of quality, Evolution of quality management, TQM framework, Principles of TQM, Philosophies of quality gurus: Deming's 14 points, Crosby's Four Absolutes, and Juran' Strilogy, Barriers to TQM.	08
	2.	Human Aspects of Total Quality Management: TQM culture, Resistance to change, Quality Leaders: Role and Characteristics, Employee Involvement, Motivation, Empowerment, Recognition and Reward, Quality Council, Team Work for TQM, Quality Circles, Ergonomics.	06
	3.	Total Quality Management Practices: Tools for Process Analysis: Flow Chart, Check Sheet, Histograms, Pareto Diagram, Cause and Effect diagram, Scatter diagram and Control Charts, Continuous Improvement: PDSA cycle, Poka-Yoke concept, Business Process Re-Engineering (BPR), Benchmarking, Quality Function Deployment (QFD), Taguchi Method, Failure mode and effect analysis, Malcolm Baldrige Award Model, TQM Implementation Process.	14
	4.	Quality Management System: Strategic Quality Management Cost of Quality: Direct and Indirect Cost, Total Quality Cost Curve, Quality Index, ISO9001 Quality Standards, Quality Audits.	06
	5.	Six Sigma: Concept, Benefits, DMAIC Approach,	08

		Implementation Process, Six Sigma Team: Champion, Black Belt and Green Belt.	
		Total hours	42
TEXT BOOK	1. Besterfield, D.H., Besterfield, C., Besterfield, G.H. and Besterfield, M.; <i>Total Quality Management</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Ross, J.E.; <i>Total Quality Management: Text, Cases, and Readings</i>; St. Lucie Press 2. Evans, J.R. and Lindsay, W.M.; <i>An Introduction to Six Sigma and Process Improvement</i>; Cengage Learning 3. Thomas, P and Keller, P.; <i>The Six Sigma Handbook</i>; McGraw Hill 4. Pande, P., Neuman, R. and Cavanagh, R.; <i>The Six Sigma Way</i>; McGraw Hill 		

Course: PROJECT MANAGEMENT			Semester: V
Course Code: GEN 103 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarise the students with Project Management, technical tools like MS project, and the complex tasks of time estimation and project scheduling, including PERT and CPM.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon completion of the course students should be able to: describe a project life cycle and skillfully map each stage in the cycle. 2. Understand and identify organisation structures in Projects and contract management. 3. Know the project appraisal methods 4. Recognize the success criteria for a risk mitigation / management process. 5. Explain project control mechanisms such as GANT charts and CPM/PERT networks 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Introduction, Project Characteristics, Taxonomy of Projects, Project Identification and Formulation, Establishing the Project and Goals, Nature and Context of Project Management, Phases of Project Management, Project Environment and Complexity, Organising Human Resources, Organising Systems and Procedures for Implementation, Project Direction.	10
	2.	Project Organisation and Project Contracts: Introduction, Functional Organisation, Project Organisation, Matrix Organisation, Modified Matrix Organisation, Pure Project Organisation, Selection of Project Organisation Structure, Project Breakdown Structures, Project Contract, Types of Contract, Types of Payment to Contractors.	12
	3.	Project Appraisal and Cost Estimation: Introduction, Technical Appraisal, Commercial Appraisal, Economic Appraisal, Financial Appraisal, Management Appraisal, Social Cost/Benefit Analysis, Project Risk Analysis, Cost Analysis of the Project.	10
	4.	Project Planning and Scheduling: Introduction to PERT and CPM, Planning and Scheduling Networks, Time Estimation, Determination of Critical Path, CPM Model, Event Slacks and Floats, PERT Model, Expected Time for Activities, Expected Length of Critical Path, Calculating the Project Length and Variance.	10
		Total hours	42

TEXT BOOK	1. Prasanna Chandra; <i>Project Management</i> ; Pearson Education
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none">1. Gray, C.F and Larson, F.W; <i>Project Management</i>; McGraw Hill2. <u>Harvey, M.</u>; <i>Project Management</i>; Pearson Education3. Lientz, B.P. and Rea, K.; <i>Project Management for 21st century</i>; Pearson Education4. Lock, D.; <i>Project Management</i>; Gower Publishing5. Cleland, D.I.; <i>Project Management</i>; McGraw Hill

Course: CONSUMER AFFAIRS			Semester: V
Course Code: GEN 104 E	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with their rights and responsibilities as a consumer, the social framework of consumer rights and legal framework of protecting consumer rights.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: understand the procedure of redressal of consumer complaints, Explain the role of different agencies in establishing product and service standards. Identify the ethical and legal issues in advertisements and in packaging. Learn how to pursue the consumer rights under consumer protection act Analyse the role of industry regulators in consumer protection. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	<p>Conceptual Framework: Consumer and Markets: Concept of Consumer, Nature of markets: Liberalization and Globalization of markets with special reference to Indian Consumer Markets, E-Commerce with reference to Indian Market, Concept of Price in Retail and Wholesale, Maximum Retail Price (MRP), Fair Price, GST, labeling and packaging along with relevant laws, Legal Metrology.</p> <p>Experiencing and Voicing Dissatisfaction: Consumer buying process, Consumer Satisfaction / dissatisfaction-Grievances-complaint, Consumer Complaining Behaviour: Alternatives available to Dissatisfied Consumers; Complaint Handling Process: ISO 10000 suite.</p>	10
	2.	<p>The Consumer Protection Law in India: Objectives and Basic Concepts: Consumer rights and UN Guidelines on consumer protection, Consumer goods, defect in goods, spurious goods and services, service, deficiency in service, unfair trade practice, and restrictive trade practice.</p> <p>Organizational set-up under the Consumer Protection Act: Advisory Bodies: Consumer Protection Councils at the Central, State and District Levels; Adjudicatory Bodies: District Forums, State Commissions, and National Commission: Their Composition, Powers, and Jurisdiction (Pecuniary and Territorial), Role of Supreme Court under the CPA with important case law.</p>	10
	3.	Grievance Redressal Mechanism under the Indian Consumer Protection Law: Who can file a complaint?	07

	<p>Grounds of filing a complaint; Limitation period; Procedure for filing and hearing of a complaint; Disposal of cases, Relief/Remedy available; Temporary Injunction, Enforcement of order, Appeal, frivolous and vexatious complaints; Offences and penalties.</p> <p>Leading Cases decided under Consumer Protection law by Supreme Court/National Commission:</p> <p>Medical Negligence; Banking; Insurance; Housing & Real Estate; Electricity and Telecom Services; Education; Defective Products; Unfair Trade Practices.</p>	
4.	<p>Role of Industry Regulators in Consumer Protection</p> <p>i. Banking: RBI and Banking Ombudsman</p> <p>ii. Insurance: IRDA and Insurance Ombudsman</p> <p>iii. Telecommunication: TRAI</p> <p>iv. Food Products: FSSAI</p> <p>v. Electricity Supply: Electricity Reg.</p>	08
5.	<p>Contemporary Issues in Consumer Affairs: Consumer Movement in India: Evolution of Consumer Movement in India, Formation of consumer organizations and their role in consumer protection, Misleading Advertisements and sustainable consumption, National Consumer Helpline, Comparative Product testing, Sustainable consumption and energy ratings.</p> <p>Quality and Standardization: Voluntary and Mandatory standards; Role of BIS, Indian Standards Mark (ISI), Ag-mark, Hallmarking, Licensing and Surveillance; Role of International Standards: ISO an Overview</p>	07
	Total hours	42
TEXT BOOK	1. Khanna, Sri Ram, Savita Hanspal, Sheetal Kapoor, and H.K. Awasthi., <i>Consumer Affairs</i> , Universities Press.	
REFERENCE BOOK/ SUGGESTED READING	<p>1. Choudhary, Ram Naresh Prasad. <i>Consumer Protection Law Provisions and Procedure</i>, Deep and Deep Publications Pvt Ltd.</p> <p>2. G. Ganesan and M. Sumathy. <i>Globalisation and Consumerism: Issues and Challenges</i>, Regal Publications</p> <p>3. Suresh Misra and Sapna Chadah (2012). <i>Consumer Protection in India: Issues and Concerns</i>, IIPA, New Delhi</p>	

Course: INDIA'S DIVERSITY AND BUSINESS			Semester: V
Course Code: GEN 105 E	L T P	3 0 0	Credits: 3

OBJECTIVE	The objective of the paper is to understand the bases of India's Diversity and its linkages with the People,		
LEARNING OUTCOME	<ol style="list-style-type: none"> Upon completion of the course students should be able to: Understand and appreciate India's diversity and acknowledge the same in a sustainable business Understand the demographic patterns prevailing in India and the root causes that divide us on the basis of caste, creed and religion. A universal Brotherhood and sustainable livelihood for all. Explain Socio-economic challenges along the various regions, recent trends and emerging options. Describe Food Insecurity, Economic Inequalities and Poverty, Environmental Degradation and Sustainable Development, How to overcome these problems. Describe Indian Consumers and Marketing; Rural and Urban context, Workforce Diversity and Management. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	India's Diversity: Recognizing, Accommodating and Valuing Diversity, Challenges and Dilemmas posed by Diversity and drive for Homogenization; Sources of Dilemma and Tension—Immigration, Competition for limited resources; Regional bases of India's Diversity: Regional Approach to understanding Diversity in terms of India's Topography, Drainage, Soil, Climate, Natural Vegetation, Rural And Urban Settlements Social Diversity in India: Peopling, Demography, Languages, Castes, Ethnicity, Religions, Sects, Family, Kinship and Social Institutions; Socio-Cultural Regions	16
	2.	Diversity in Occupation: People, Livelihood and Occupational Diversity; Traditional Livelihoods and their Nature - Agriculture, Crafts, Industry and Services; Regional Occupation and Employment	08
	3.	Diversity and Socio-Economic Conditions: Linkages between Diversity and India's Socio-Economic Challenges. Regional variations in terms of Geographic and Socio-Economic Factors- trends and Emerging options; Food Insecurity, Economic Inequalities and Poverty, Environmental Degradation and Sustainable Development;	10
	4.	Diversity and Business: Indian Consumers and	08

	Marketing; Rural and Urban context; Diversity, Manufacturing, Industry and Services; Diversity and Innovation; Workforce Diversity and Management	
	Total hours	42
TEXT BOOK	1. Sopher, D. E. (Ed.); <i>An Exploration of India: Geographical Perspectives on Society and Culture</i> ; Cornell University Press	
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Bill Aitken; <i>Seven sacred rivers</i>; Penguin Books 2. Desai, A. R.; <i>Rural Sociology in India</i>; Popular Prakashan 3. Chekki, D. A.; <i>The Social System and Culture of Modern India: a research bibliography</i>; Routledge 4. Thorat, S., & Neuman, K. S.; <i>Blocked by Caste: Economic Discrimination in Modern India</i>; Oxford University Press 5. Das, K.; <i>Indian Industrial Clusters</i>; Routledge 	