



St Aloysius College (Autonomous)

Mangaluru

Re-accredited by NAAC “A++” Grade

Course structure and syllabus of

B.B.A

Under NEP Regulations, 2021



Re-accredited by NAAC with 'A' Grade with CGPA 3.62/4
Ranked 95 in College Category - 2021 under NIRF, Ministry of Education, Government of India
Recognised as Centre for Research Capacity Building under UGC-STRIDE Scheme
Recognised under the DBT - BUILDER Scheme, Government of India
College with "STAR STATUS" conferred by DBT, Government of India
Recognised by UGC as "College with Potential for Excellence"

Date: 18-12-2021

NOTIFICATION

Sub: Syllabus of **B.B.A.** under NEP Regulations, 2021.
(As per Mangalore University guidelines)

- Ref: 1. Decision of the Academic Council meeting held on 18-12-2021 vide
Agenda No: 6.3
2. Decision of the Academic Council meeting held on 09-07-2022 vide
Agenda No: 14
3. Decision of the Academic Council meeting held on 25-02-2023 vide
Agenda No: 12
4. Office Notification dated 21-02-2022
5. Office Notification dated 17-08-2022
6. Office Notification dated 30-03-2023

Pursuant to the above, the Syllabus of **B.B.A.** under NEP Regulations, 2021 which was approved by the Academic Council at its meeting held on 18-12-2021, 09-07-2022 & 25-02-2023 is hereby notified for implementation with effect from the academic year **2021-22**.

PRINCIPAL



REGISTRAR

To:

1. The Chairman/Dean/HOD.
2. The Registrar Office

3. Library

DEPARTMENT: BUSINESS ADMINISTRATION

Board of Studies minutes of BBA Department

Date and Time: 18th November, 2021, 3:00 pm.

Mode: Online

The following members of Board of Studies were present:

1. Dr. Prakash

Pinto Subject

Expert

**Dean, St. Joseph's College of Engineering and Management,
Vamanjoor, Mangaluru**

2. Dr. Anasuya Rai

Associate

Professor

Department of Commerce

University College, Mangaluru

3. Dr. Bijuna Mohan

Professor, School of

Management, NITK, Surathkal

Mangaluru

4. CA. Prasanna Shenoy

CA Prasanna Shenoy & Co

Mangaluru 575003

5. Mr. Aman Ahmed

Meritorius

Alumnus

6. Ms. Tashi Bhandary

Student

Representative

7. Mr. Rojer Mathew

Business Intelligence Lab Representative

Faculty members:

1. Ms. Claret

Pereira HOD,

Chairperson

2. Ms. Arati Shanbhag

Dean BBA



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Department

3. Dr. Mamatha
4. Mr. Chethan Shettigar
5. Mr. Sonal Stevan Lobo
6. Mr. Manoj Fernandes
7. Ms. Vinola Sandra Sequeira
8. Ms. Ashitha Pinto
9. Mr. Joel Fernandes
10. Ms. Preema Victorin Tauro
11. Mr. Olwin M Dsouza
12. Ms. Felicia Roza Martis
13. Fr. Felix Victor SJ
14. Ms. Binni Chan
15. Ms. Grace Mary Jose
16. Ms. Ann Varghese
17. Ms. Maina Melaniya DSouza
18. Ms. Ashritha Crasta
19. Mr. Ayush Kottary

Bachelor of Business Administration

1. Programme Objectives:

The objectives of BBA Programme are:

- To impart knowledge of the fundamentals of Management theory and its application in problem solving.
- Select and apply appropriate tools for decision making required for

solving complex managerial problems.

- To develop problem-solving skills through experiential learning and innovative pedagogy to ensure utilization of knowledge in professional careers.
- To develop sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students.
- To produce industry ready graduates, have highest regard for Personal & Institutional Integrity, Social Responsibility, Teamwork and Continuous Learning.
- To develop a positive attitude and life skills to become a multi-faceted personality with a sense of environmental consciousness and ethical values.

2. Programme Outcomes (PO):

On successfully completing the program the student will be able to:

PO1: Understand concepts and principles of management/business; identify the opportunities in the corporate environment and manage the challenges.

PO2: Demonstrate the knowledge of management science to solve complex corporate problems using limited resources. Display enhanced personality and soft skills.

PO3: Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

PO4: Demonstrate entrepreneurial competencies.

PO5: Exhibit managerial skills in the areas of marketing, finance, HR, etc.

PO6: Identify business opportunities, design and implement innovations in workspace.

PO7: Possess a sturdy foundation for higher education.

3. Program Specific Outcomes (PSO):

On the successful completion of B.B.A., the students will be able to:

PSO1: Acquire practical learning through summer internship, industrial visit and Business Plan etc.

PSO2: Demonstrate analytical and problem-solving skills through specialization in Finance, Human Resource, and Marketing to solve

the business issues.

PSO3: Understand and develop the new dimensions of knowledge through open electives to cater the need of the industry.

PSO4: Comprehend the core concepts, methods and practices in management.

PSO5: Venture into his/her own business or excel in executive roles in private /government sector.

PSO6: Demonstrate the ability to create business plans.

PSO7: Develop an understanding of business that reflects the moral responsibility of business to all relevant stakeholders and the natural environment.

PSO8: Matured Individuals and responsible Citizens to the country.

PSO9: Demonstrate Ability to work in Groups.

Structure of BBA Syllabus:

First Semester BBA (Basic/Honors)							
Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
	Language – I	AECC	3+1+0	60	40	100	3
	Language – II	AECC	3+1+0	60	40	100	3
G 401 DC1.1	Management Principles & Practice	DSCC	4+0+0	60	40	100	4
G 401 DC2.1	Fundamentals of Business Accounting	DSCC	3+0+2	60	40	100	4
G 401 DC3.1	Marketing Management	DSCC	4+0+0	60	40	100	4
	Digital Fluency	SEC	1+0+2	30	20	50	2
G 401 OE1.1 G 401 OE2.1 G 401 OE3.1	Business organization/ Office Organization and Management / Basic Economics	OEC	3+0+0	60	40	100	3
G 706 VB2.1	Health and Wellness +	SEC- VB	0+0+2	-	25	25	1
G 705 VB1.1	Physical Education & Yoga		0+0+2	-	25	25	1
	Total			390	310	700	25
Second Semester BBA (Basic/Honors)							
Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
	Language – I	AECC	3+1+0	60	40	100	3
	Language – II	AECC	3+1+0	60	40	100	3
G 401 DC2.2	Corporate Accounting & Reporting	DSCC	3+0+2	60	40	100	4
G 401 DC1.2	Human Resource Management	DSCC	4+0+0	60	40	100	4
G 401 DC3.2 G 401 DC4.2	Business Environment / Business Mathematics	DSCC	4+0+0	60	40	100	4
	Environment Studies	AECC	2+0+0	30	20	50	2
G 401 OE1.2 G 401 OE2.2 G 401 OE3.2	People Management / Retail Management / Managerial Economics	O E C	3+0+0	60	40	100	3

Semester III							
Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
	Language – I	AECC	3+1+0	60	40	100	3
	Language – II	AECC	3+1+0	60	40	100	3
G 401 DC1.3	Cost Accounting	DSC	3+0+2	60	40	100	4
G 401 DC2.3	Organizational Behavior/ Statistics with R	DSC	4+0+0	60	40	100	4
G 401 DC3.3	Statistics for Business Decisions	DSC	3+0+2	60	40	100	4
	Artificial Intelligence	SEC	1+0+2	30	20	50	2
G 401 OE1.3 G 401 OE2.3 G 401OE3.3	Social Media Marketing/ Rural Marketing / Money and Public Finance	OEC	3+0+0	60	40	100	3
	Sports	SEC-VB	0+0+2	-	25	25	1
	NSS/NCC/ Any Other	SEC-VB	0+0+2	-	25	25	1
Sub –Total (C)				390	310	700	25
Semester IV							
Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
	Language – I	AECC	3+1+0	60	40	100	3
	Language – II	AECC	3+1+0	60	40	100	3
G401DC1.4	Management Accounting	DSC	3+0+2	60	40	100	4
G401DC3.4	Business Analytics / Financial Markets & Services / Structured Query Language (SQL)	DSC	4+0+0	60	40	100	4

G401DC4.4	Financial Management	DSC	3+0+2	60	40	100	4
	Constitution of India	AECC	2+0+0	30	20	50	2
	Financial Education and Investment Awareness	OEC	3+0+0	60	40	100	3
	Physical Education-Sports	SEC-VB	0+0+2	-	25	25	1
	Sports/NCC/NSS/other (if any)	SEC-VB	0+0+2	-	25	25	1
Sub –Total (D)		390	310	700	25		

Acronyms Expanded

<input type="checkbox"/> AECC	: Ability Enhancement Compulsory Course
<input type="checkbox"/> DSCC	: Discipline Specific Core (Course)
<input type="checkbox"/> SEC	: Skill Enhancement Course
<input type="checkbox"/> SB/VB	: Skill Based/Value Based
<input type="checkbox"/> OEC	: Open Elective Course
<input type="checkbox"/> DSE	: Discipline Specific Elective
<input type="checkbox"/> SEE	: Semester End Examination
<input type="checkbox"/> CIE	: Continuous Internal Evaluation
<input type="checkbox"/> L+T+P	: Lecture + Tutorial +Practical(s)

Note:

1. One Hour of Lecture is equal to 1 Credit.
2. One Hour of Tutorial is equal to 1 Credit (Except Languages).
3. Two Hours of Practical is equal to 1Credit.

Practical Classes may be conducted in the Business Lab or in Computer Lab or in Class room depending on the requirement. One batch of students should not exceed half (i.e., 30 or less than 30 students) of the number of students in each class/section. 2 Hours of Practical Class is equal to 1 Hour of Teaching, however, whenever it is conducted for the entire class (i.e., more than 30 students) 2 Hours of Practical Class is equal to 2 Hours of Teaching

Proposed Question Paper Pattern for Internal Examination

**Bachelor of Business
Administration (BBA)
(DSC) /
(OEC)**

Course Code: Name of the Course

Duration: 11/2 Hours

Total Marks: 50

SECTION-A

Answer any 5\8 of the following questions. (Questions are asked on

Remembering)

(5 x

2= 10)

1.

- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

SECTION- B

Answer any 2/4 of the following questions. (Questions are asked on Understanding and Applying)

(2 x 5= 10)

- 9.
- 10.
- 11.
- 12.

SECTION- C

Answer any 2/4 of the following questions. (Questions are asked on analyzing and evaluating)

(2 x 15=30)

- 13.
- 14.
- 15.
- 16.

**Semester End
Examination Bachelor
of Business
Administration (BBA)
Course Code: Name of the Course
DSC / OEC**

Duration: 3 Hours

Total Marks: 60

SECTION-A

Answer any 5/8 of the following questions. Each question carries 2 marks (5 x 2= 10)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

SECTION- B

Answer any 4/6 of the following questions. Each question carries 5 marks (4 x 5 = 20)

- 9.
- 10.
- 11.
- 12.
- 13.
- 14.

SECTION- C

Answer any 2/4 of the following questions.
(2 x 15 = 30)

- 15.
- 16.
- 17.
- 18.

BBA FIRST SEMESTER

Name of the Program: Bachelor of Business Administration (BBA) Course Code: 401 DC1.1 Name of the Course: Management Principles & Practice		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	52 Hrs
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the students will demonstrate <ul style="list-style-type: none"> • The ability to understand concepts of business management, principles and function of management. • The ability to explain the process of planning and decision making. • The ability to create organization structures based on authority, task and responsibilities. • The ability to explain the principles of direction, importance of communication, barrier of communication, motivation theories and leadership styles. • The ability to understand the requirement of good control system and control techniques. 		
Syllabus:		Hours
Module No. 1: INTRODUCTION TO MANAGEMENT		08
Introduction –Meaning, Evolution of management thought, Pre-Scientific Management Era, Classical Management Era, Neo-Classical Management Era, Modern Management Era; Nature and Characteristics of Management - Scope and Functional areas of Management; Management as a Science, Art or Profession; Management and Administration; Principles of Management.		
Module No. 2: PLANNING AND DECISION MAKING		08
Nature, Importance and Purpose of Planning - Planning Process; Objectives; Types of plans (Meaning only); Decision making- Importance and steps; MBO and MBE (Meaning only)		
Module No. 3: ORGANIZING AND STAFFING		12
Nature and purpose of Organization; Principles of Organizing; Delegation of Authority; Types of Organization - Departmentation, Committees; Centralization vs Decentralization of Authority and Responsibility, Span of Control; Nature and importance of Staffing		
ModuleNo.4: DIRECTING AND COMMUNICATING		12
Meaning and Nature of Direction, Principles of Direction; Communication - Meaning and Importance, Communication Process, Barriers to Communication, Steps to overcome Communication Barriers, Types of Communication ; Motivation theories – Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Mc. Gregor's X and Y theory. Leadership – Meaning, Formal and Informal Leadership, Characteristics of Leadership; Leadership Styles – Autocratic Style, Democratic Style, Participative Style, Laissez Faire Leadership Styles, Transition Leadership, Charismatic Leadership Style		
ModuleNo.5: COORDINATING AND CONTROLLING		08
Coordination–Meaning, Importance and Principles. Controlling–Meaning and steps in controlling, Essentials of Effective Control system, Techniques of Control (in brief).		
Module No. 6: BUSINESS SOCIAL RESPONSIBILITY AND MANAGERIALETHICS		04

Business Social Responsibility - Meaning, Arguments for and against Business Social Responsibility;
Green management - Meaning, Green Management Actions; Managerial Ethics – Meaning - Importance
of Ethics in Business, Factors that determine Ethical or Unethical behavior.

Skill Developments Activities:

1. Two cases on the above syllabus should be analyzed by the teacher in the classroom and the same needs to be recorded by the student in the Skill Development Book.
2. Draw different types of Organization structure.
3. Draw Control charts.

Text Books:

1. Koontz and O'Donnell (2007), *Principles of Management*, McGraw Hill.
2. L M Prasad (2013), *Principles of management*, Sultan Chand and Sons
3. T N Chhabra (2004), *Principles and practice of management*, Dhanpat Rai & Co
4. Appanniah and Reddy, *Management*, Himalaya publishing house

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA) Course Code: G 401 DC2.1 Name of the Course: Fundamentals of Business Accounting		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs +1 Hr Lab	56 Hrs
Pedagogy: Classrooms lecture, tutorials, and problem solving.		
Course Outcomes: On successful completion of the course, the students will demonstrate <ul style="list-style-type: none"> • Understand the framework of accounting as well accounting standards. • Ability to analyse journal entry and Prepare Ledger account. • Ability to prepare subsidiary books and bank reconciliation statement. • Ability to prepare Trial Balance and final accounts of proprietary concern • Understand the basic framework of tally and construct final accounts through application of tally. 		
Syllabus:		Hours
ModuleNo.1: INTRODUCTION TO FINANCIAL ACCOUNTING		08
Introduction – Meaning and Definition – Objectives of Accounting – Functions of Accounting – Users of Accounting Information – Limitations of Accounting – Accounting Cycle - Accounting Principles – Accounting Concepts and Accounting Conventions. Accounting Standards – objectives-significance of accounting standards. List of Indian Accounting Standards.		
ModuleNo.2: ACCOUNTING PROCESS		12
Meaning of Double entry system – Process of Accounting – Kinds of Accounts – Rules - Transaction Analysis – Journal – Ledger – Balancing of Accounts – Trial Balance – Problems on Journal, Ledger Posting and Preparation of Trial Balance.		
ModuleNo.3: SUBSIDIARY BOOKS		14
Meaning – Significance – Types of Subsidiary Books –Preparation of Purchases Book, Sales Book, Purchase Returns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book. Types of Cash Book- Simple Cash Book, Double Column Cash Book, Three Column Cash Book and Petty Cash Book(Problems only on Three Column Cash Book and Petty Cash Book), Bank Reconciliation Statement – Preparation of Bank Reconciliation Statement (Problems on BRS)		
Module No. 4: FINAL ACCOUNTS OF PROPRIETARY CONCERN		10
Preparation of Statement of Profit and Loss and Balance Sheet of a proprietary concern with special adjustments like depreciation, outstanding and prepaid expenses, outstanding and received in advance of incomes, provision for doubtful debts, drawings and interest on capital.		
ModuleNo.5: ACCOUNTING SOFTWARE		12

Introduction-meaning of accounting software, types accounting software-accounting software Tally-Meaning of Tally software– Advantages, Creating a New Company, Basic Currency information, other information, Company features and Inventory features. Configuring Tally - General Configuration, Numerical symbols, accounts/inventory info – master configuration -voucher entry configuration. **Working in Tally:** Groups, Ledgers, writing voucher, different types of vouchers, voucher entry Problem on Voucher entry - **Generating Basic Reports in Tally**-Trail Balance, Accounts books, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts, and Balance Sheet.

Skill Developments Activities:

1. List out the accounting concepts and conventions.
2. Prepare a Bank Reconciliation Statement with imaginary figures
3. Collect the financial statement of a proprietary concern and record it.
4. Prepare a financial statement of an imaginary company using tally software.

Text Books:

1. Saha R.G et al. (2021). Fundamentals of Business Accounting. Vision Book House
2. S.P Jain et al. (2021). Fundamentals of Business Accounting. Kalyani Publishers
3. Tulsian. P. C. Financial Accounting. Pearson
4. Mukherjee and Hanif. (2003). Financial Accounting. Mc Graw Hill Publishers
5. Kumar Anil S et al. (2017). Fundamentals of Accounting. Himalaya Publishing House
6. Maheswari S. N. Financial Accounting. Vikas Publication
7. Raghuveera YS et al. (2019). Financial Accounting I. Himalaya Publishing House

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA)		
Course Code: G 401 DC 3.1		
Name of the Course: Marketing Management		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	52 Hrs
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the Students will demonstrate <ul style="list-style-type: none"> • Understand the concepts and functions of marketing. • Analyse marketing environment impacting the business. • Segment the market and understand the consumer behaviour • Describe the 4 Ps of marketing and also strategize marketing mix • Describe 7 Ps of service marketing mix. 		
Syllabus:		Hours
ModuleNo.1: INTRODUCTION TO MARKETING		08
Meaning and Definition, Concepts of Marketing, Approaches to Marketing, Functions of Marketing. Recent trends in Marketing-E- business, Tele-marketing, M-Business, Green Marketing, Relationship Marketing, Concept Marketing, Digital Marketing, social media marketing and E-tailing (Meaning only).		
ModuleNo.2: MARKETING ENVIRONMENT		08
Micro Environment – The company, suppliers, marketing intermediaries' competitors, public and customers; Macro Environment- Demographic, Economic, Natural, Technological, Political, Legal, Socio-Cultural Environment.		
ModuleNo.3: MARKET SEGMENTATION AND CONSUMER BEHAVIOUR		10
Meaning and Definition, Bases of Market Segmentation, Requisites of Sound Market Segmentation; Consumer Behavior-Factors influencing Consumer Behavior; Buying Decision Process.		
Module No. 4: MARKETING MIX		20
Meaning, Elements of Marketing Mix (Four P's) – Product, Price, Place, Promotion. Product-Product Mix, Product Line, Product Lifecycle, New Product Development, Reasons for Failure of New Product, Branding, Packing and Packaging, Labeling, Pricing – Objectives, Factors influencing Pricing Policy, Methods of Pricing; Physical Distribution–Meaning, Factors affecting Channel Selection, Types of Marketing Channels. Promotion – Meaning and Significance of Promotion, Personal Selling and Advertising (Meaning Only)		
ModuleNo.5: SERVICES MARKETING		06
Meaning and definition of services, difference between goods and services, features of services, seven P's of services marketing (concepts only).		

Skill Developments Activities:

- Two cases on the above syllabus should be analyzed and recorded in the skill development
- Design a logo and tagline for a product of your choice
- Develop an advertisement copy for a product.
- Prepare a chart for distribution network for different products.

Text Books:

1. Philip Kotler. (2020). *Marketing Management*. UP Pearson.
2. Philip Kotler. (2009). *Marketing Management: A South Asian perspective*. New Delhi Pearson Prentice Hall.
3. Lovelock Christopher. (2018). *Services Marketing*. Noida Pearson Education.
4. William J. Stanton. (1994). *Fundamentals of Marketing*. New York McGraw Hill Inc.
5. Bose Biplab. (1998). *Marketing Mnagement*. Himalaya Publishing House.
6. J.C. Gandhi. (1999). *Marketing: a managerial function*. Tata McGraw-Hill Publishing Company Ltd.
7. Ramesh and Jayanti Prasad. (2012). *Marketing Management*. I K International Publishing House Pvt. Ltd .
8. Sontakki.(2017). *Marketing and services Management*. New Delhi Kalyani Publishers.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA) Course Code: G 401 OE1.1 Name of the Course: Business Organization		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	42 Hrs
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the students will demonstrate: <ul style="list-style-type: none"> • An understanding of the nature, objectives and social responsibilities of business • An ability to describe the different forms of organisations • An understanding of the basic concepts of management • An understanding of functions of management. • An understanding of different types of business combinations 		
Syllabus:		Hours
Module No. 1: INTRODUCTION TO BUSINESS		09
Business: Meaning, Nature, Scope and Social responsibility of Business, Objectives, Essentials of successful business, Functional areas of business. Concept of Business Organisation.		
Module No. 2: FORMS OF BUSINESS ORGANIZATION:		12
Sole proprietorship: Definitions, Features, Merits and Demerits. Partnership: Definitions, partnership deed, Features, Merits and Demerits. Joint Stock Company: Definitions, Features, Merits and Demerits. Co- operatives: Definitions, Features, Merits and Demerits.		
Module No. 3: PUBLIC ENTERPRISES		07
Departmental Undertaking: Definitions, Features, Merits and Demerits. Public Corporations: Definitions, Features, Merits and Demerits. Government Companies: Definitions, Features, Merits and Demerits		
Module No. 4: BUSINESS COMBINATIONS		07
Meaning Definitions, Causes, Types, Forms, merits and demerits of Business Combinations, Recent Trends in Business Combinations.		
Module No 5: MANAGEMENT OF ORGANIZATIONS		07
Management- Meaning, Definitions, Difference between Management and Administration, Levels of Management, Objectives of Management, Functions of management- planning, organizing, staffing, directing, coordinating, controlling, Principles of Management.		
Skill Developments Activities: <ol style="list-style-type: none"> 1. Preparation of partnership deed 2. Draw a business tree 3. Make a list of 10PSUs 4. Prepare a list of different types of business combinations 		

Text Books:

- C B. Gupta. *Business Organisation and Management*. Sultan Chand & Sons.
- Dr. S. C. Saxena. *Business Administration & Management*. Sahitya Bhawan.
- Y K. Bhushan. *Fundamentals of Business Organisation and Management*. Sultan Chand
- R K. Sharma, Business. *Organisations and Management*. Kalyani Publishers.
- "<https://sahityabhawanpublications.com/book-author/dr-i-m-sahai/>" \h I.M. Sahai, "ht
Asthana. *Business Organisation & Administration*. Sahitya Bhawan Publications, Agra

Name of the Program: Bachelor of Business Administration (BBA) Course Code: G 401 OE 2.1 Name of the Course: Office Organization and Management (OEC)		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	42 Hrs
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the students will demonstrate <ol style="list-style-type: none"> An understanding of basic knowledge of office organisation and management Demonstrate skills in effective office organisation Ability to maintain office records Ability to maintain digital record. Understanding of different types of organisation structures and responsibilities as future office managers. 		
Syllabus:		Hours
ModuleNo.1: FUNDAMENTALS OF OFFICEMANAGEMENT		07
Introduction: Meaning, importance and functions of modern office Modern Office Organisation: Meaning; Steps in office organisation; Principles of Office organisation, Organisation structure types, Nature of office services: Types of services in a modern office Office management: Meaning, Elements and major processes of Office Management Office Manager: Functions and qualifications of Office manager.		
Module No. 2: ADMINISTRATIVE ARRANGEMENT AND FACILITIES		07
Office Accommodation and its Importance: Location of Office, Choice of Location: Urban vs Suburban, Factors to be Considered in Selecting the Site, Securing Office Space, Office Lay-out: Objectives of Office Lay-out, Principles of Office Lay-out, Steps in Lay-out Planning, Advantages of a Good Lay-out. Types of offices: Open Office and Private Office- advantages and disadvantages.		
ModuleNo.3: OFFICE ENVIRONMENT		09
Meaning and Components of Office Environment: Interior Decoration, Colour Conditioning, Floor Coverings, Furnishings, Furniture and Fixtures: Types of Furniture, Choice between Wooden and Steel Furniture, Principles Governing Selection of Furniture Lighting and Ventilation, Noise: Internal Noise, External Noise Cleanliness, Sanitation and Health Safety and Security		
oduleNo.4: RECORDS MANAGEMENT		10
Introduction to records: Importance of Records, types of office records, Records Management: Meaning, Principles of Record Keeping, Functions of 'Records Management Filing: Elements of Filing and Filing Functions, Objectives and Importance of Filing, Advantages of Filing, Essentials of a Good Filing System, Classification of Files, Filing Procedure or Routine.		

Filing Methods: Horizontal Filing -meaning, types and advantages, Vertical Filing-meaning, equipment used, advantage and disadvantages. Centralisation and Decentralisation of Filing- Centralised filing and Decentralised Filing Office manual: contents, Importance, types of office manuals.

Indexing: Meaning, importance, advantages and essentials of good indexing, type of index

Retention and disposal of files: Meaning and benefits of record retention, need for disposal of files, life-cycle stages of files.

Module No. 5: OFFICE MECHANISATION AND DATA PROCESSING

**0
9**

Meaning, Importance and Objectives of Office Mechanisation, Advantages and disadvantages of Office Mechanisation, Factors Determining Office Mechanisation

Kinds of Office Machines: Duplicating Machines and Photocopying Machines, Accounting, tabulating and computing machines, communication machines

Introduction to Data and Information: Distinction between Data and Information, Importance of Data and Information, Data Collection Methods- Primary and secondary data collection methods

Data presentation Methods of Presentation of Data

Data processing using computers: Components of Computers, Input and Output Devices, Software used in Computers (names and uses only), Computer Applications in Office' Management, Advantages and Limitations of Computerisation

Skill Developments Activities:

1. Visit an office and enlist the different types of machines used in the office
2. Identify the different types of stationery used in offices today
3. Draw a data life cycle chart
4. Draw charts indicating different types of office layouts.

Text Books:

1. S.P Arora. *Office Organisation and Management*, Vikas Publishing House Pvt Ltd
2. M.E Thakuram Rao. *Office organisation and Management*, Atlantic
3. Judith Read, Mary Lea Ginn. *Record Management*, 10th Edition, Cengage Learning.

Note: Latest edition of text books may be used.

Name of the Course: Basic Economics (OEC)

Subject Code: G 401 OE 3.1

Corse credits: 3

No. of Hours per week: 3 Hrs

Total No. of

Teaching Hours: 42 Hrs

TITLE OF THE PAPER: BASIC ECONOMICS (OE)

COURSE OBJECTIVES:

- To help students to acquire knowledge of some of the basic concepts, principles and theories of Micro Economics.
- To understand the consumer behavior in different market situations.
- To provide the foundation for the study of other branches of economics.

COURSE OUTCOMES:

- Explain how consumers make rational choices using the concept of utility
- To understand the concept of consumer surplus.
- Analyse the factors that affect market demand and market supply and illustrate their interaction for achieving equilibrium in price and quantity.
- Analyse how producer applies the marginal decision rule to maximize the profit in producing goods or services.

MODULE I: NATURE AND SCOPE OF BUSINESS ECONOMICS: 14 Hours

Chapter 1: Economics- Meaning, Definitions, nature of Economics, Human wants – meaning, features –types of human wants.

Chapter 2: Utility and Consumer Surplus: Utility –meaning –creation of utility –cardinal and ordinal utility –marginal and total utility –law of diminishing marginal utility –meaning –explanation –importance –exceptions to the law – –the concept of consumer surplus.

Chapter 3: Indifference Curve – meaning, definition, -indifference map-Properties.

MODULE II: THEORY OF DEMAND AND DEMAND FORECASTING: 14 Hours

Chapter 4: Demand: Meaning of demand, Demand determinants, Law of demand, forces behind the demand curve - Exceptions to the law of demand.

Chapter 5: Elasticity of Demand: meaning, kinds, degrees of price elasticity of demand, income elasticity of demand and cross elasticity of demand.

Chapter 6: Demand Forecasting: Meaning, Methods of demand forecasting. Mathematical problems related to demand forecasting; Profit planning –importance of profit planning.

MODULE III: PRODUCTION AND SUPPLY ANALYSIS: 14 Hours

Chapter 7: Production Analysis: –Production and production function-meaning –factors –features –production possibility curve-mathematical problems -shifts in production

possibility curve–isoquant –properties.

Chapter 8: Supply Analysis: Supply meaning –determinants of supply –law of supply –elasticity of supply.

Chapter 9: Market Equilibrium: Concepts of Equilibrium - Stable and Unstable, Static and Dynamic, Partial and General Meaning of market, Forces determining the market price, market equilibrium-problems.

BOOKS FOR REFERENCE:

1. Jhingan .M.L (2016) *Advanced Economic Theory*, 14th Edition, New Delhi.Vrinda Publication Ltd.
2. Koutsoyiannis (2016), *Modern Micro Economics*, 2nd Edition New Delhi.Mac Millan Press Limited.
3. Mithani M, (2016) *Managerial Economics: Theory and Applications*, New Delhi, Himalaya, publishing House.
4. Dewett.K.K (2015) *Modern Economic Theory*, 23rd Edition, New Delhi, Shyam Lal Charitable Trust.
5. Ahuja H.L, (2014) *Advanced Economic Theory*, 20th Edition, New Delhi, S Chand and Company Ltd
6. Pyndyck, R.S., and D.L. Rubinfeld (2012) *Microeconomics*, New Delhi, Pearson Education Singapore Pvt. Ltd.
7. Salvatore Dominick (2009), *Micro Economics- Theory and Applications*, Oxford University Press.
8. Chauhan (2009) *Macro Economics part II*, New Delhi, and PHI learning Pvt. Ltd.

Pedagogy: classrooms lecture, Group discussion, seminar, case studies.

BBA SECOND SEMESTER

Name of the Program: Bachelor of Business Administration (BBA) Course Code: G 401 DC 2.2 Name of the Course: Corporate Accounting and Reporting		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs +1 Hr Lab	56 Hrs
Pedagogy: Classroom's lecture, tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the students will demonstrate <ul style="list-style-type: none"> • The ability to understand the process of public issue of shares, alteration of shares and accounting for the same • The ability to prepare final accounts of joint stock companies. • The ability to understand different ways of valuing corporate shares and goodwill. • The ability to prepare and evaluate vertical and horizontal analysis of financial statements and the skill of preparing financial reports, • The ability to understand company's annual reports. 		
Syllabus:		Hours
Module No. 1: FINAL ACCOUNTS OF PARTNERSHIP FIRM		12
Meaning of Partnership Firm, Partnership deed-clauses in partnership deed, Preparation of Final accounts of partnership firm-Trading and Profit and Loss Account, Profit and Loss Appropriation Account, Partners capital account and Balance sheet. Goodwill- Nature, Factors influencing goodwill and methods of valuation of goodwill (Average and super profit methods)		
Module No. 2: ISSUE OF SHARES		10
Meaning of Share, Types of Shares – Preference shares and Equity shares – Issue of Shares at par, at Premium, at Discount: Pro-Rata Allotment; Journal Entries relating to issue of shares; Preparation of respective ledger accounts; Preparation of Balance Sheet in the Vertical form. Alteration of share capital- Meaning – Internal Reconstruction – Reduction of Share capital. (Practical Problems).		
Module No. 3: FINAL ACCOUNTS OF JOINT STOCK COMPANIES		12
Statutory Provisions regarding preparation of Company Final Accounts – Treatment of Special Items, Managerial Remuneration, Tax deducted at source, Advance payment of Tax, Provision for Tax, Depreciation, Interest on debentures, Dividends, Rules regarding payment of dividends, Transfer to Reserves, Preparation of Profit and Loss Account and Balance Sheet (Vertical Form Schedule-III) (Practical Problems).		
ModuleNo.4: FINANCIAL STATEMENTS ANALYSIS		12
Comparative Statements - Comparative Income Statement, Comparative Balance Sheet; Common size Statements – Common Size Income Statement, Common Size Balance Sheet – Trend Percentages. (Analysis and Interpretation)		
ModuleNo.5: CORPORATE FINANCIAL REPORTING PRACTICES		10

Corporate Financial Reporting - meaning, types, characteristics of Corporate financial report, users of corporate financial report; Components corporate financial report– general corporate information, letter to the shareholders from the CEO, management's discussion and analysis; Financial Statements-balance sheet, income statement, cash flow statement, and notes to the financial statements; Auditor's report; Significant Accounting Policies; Corporate Governance Report; Corporate Social Responsibility Report (Discuss only Role and Significance of above components of corporate financial report).

Skill Developments Activities:

1. Collect financial statement of a company for five years and analyse the same using trend analysis.
2. Refer annual reports of two companies and list out the components.
3. Draft a partnership deed as per Partnership Act.
4. List out the accounting policies in annual report of the company

Text Books:

1. Maheshwari, S.N. and S. K. Maheshwari; 2007 An Introduction to Accountancy, Eighth Edition, Vikas Publishing House.
2. Corporate Accounting: 2008 Fundamentals, Sultan Chand Publishers.
3. Gupta, R.L. and V.K. Gupta; 2005. Financial Accounting: Fundamental, Sultan Chand Publishers.
4. Radhika & Anita Raman, 2010 Corporate Accounting, McGraw Hill Education, New Delhi.
5. CA Sharma D.G., CA Sarda Pawan, 2013 Financial Reporting, Taxman.
6. Shukla & Grewal, 2008 Advanced Accounting, S. Chand & Co., New Delhi.
7. Jain, S.P & Narang, N.L., 2010 Advanced Accounting, Kalyani Publications.
8. Grewal, T.S., Shukla, M.C., 2012 Advanced Accountancy, 18th Edition Sultan Chand & Sons.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA) Course Code: G401 DC 1.2 Name of the Course: Human Resource Management		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	52 Hrs
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the students will be able to demonstrate <ul style="list-style-type: none"> To describe the role and responsibility of Human resource management functions on business and also to understand the recent trends in HR practices. To understand the concepts such as HRP, Recruitment and Selection process HR Demand Forecasting, HR supply forecasting, Job Analysis, Specification, Job Enlargement, Job Rotation, Job Enrichment, Psychometric tests for Selection. To infuse the concept of induction, training and compensation aspects. To explain the concepts of performance appraisal and its process. Also explain the concepts of Right Sizing of Work Force, Need for Right Sizing. To demonstrate Employee Engagement and Psychological Contract, Employee Engagement (EE): Drivers of Engagement -Measurement of EE, Benefits of EE. 		
Syllabus:		Hours
Module No. 1: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT		08
Meaning and Definition of HRM – Features Objectives, Differences between Human Resource Management and Personnel Management, Importance, Functions and Process of HRM, Role of HR Manager, Trends influencing HR practices		
Module No. 2: HUMAN RESOURCE PLANNING, RECRUITMENT & SELECTION		14
Human Resource Planning: Meaning and Importance of Human Resource Planning, Process of HRP HR Demand Forecasting- Meaning and Techniques (Meanings Only) and HR supply forecasting. Succession Planning – Meaning and Features Job Analysis: Meaning and Uses of Job Analysis, Process of Job Analysis – Job Description, Job Specification, Job Enlargement, Job Rotation, Job Enrichment (Meanings Only) Recruitment – Meaning, Methods of Recruitment, Factors affecting Recruitment, Sources of Recruitment Selection – Meaning, Steps in Selection Process, Psychometric tests for Selection, Barriers to effective Selection, Making Selection effective; Placement, Gamification – Meaning and Features.		
ModuleNo.3: INDUCTION, TRAINING AND COMPENSATION		10
Induction: Meaning, Objectives and Purpose of Induction, Problems faced during Induction, Induction Program Planning. Training: Need for training, Benefits of training, Assessment of Training Needs and Methods of Training and Development; Kirkpatrick Model; Career Development. Compensation: Direct and Indirect forms of Compensation (Meaning Only), Compensation Structure.		

Module No. 4: PERFORMANCE APPRAISAL, PROMOTION & TRANSFERS	14
Performance appraisal: Meaning and Definition, Objectives and Methods of Performance Appraisal – Uses and Limitations of Performance Appraisal, Process of Performance Appraisal Promotion: Meaning and Definition of Promotion, Purpose of Promotion, Basis of Promotion. Transfer: Meaning of Transfer, Reasons for Transfer, Types of Transfer, Right Sizing of Work Force, Need for Right Sizing	
Module No. 5: EMPLOYEE ENGAGEMENT AND PSYCHOLOGICAL CONTRACT	06
Employee Engagement (EE): Meaning and Types of EE, Drivers of Engagement - Measurement of EE, Benefits of EE. Psychological contract: Meaning and features.	
Skill Developments Activities: <ol style="list-style-type: none"> 1. Preparation of Job Descriptions and Job specifications for a Job profile 2. Choose any MNC and present your observations on training program 3. Develop a format for performance appraisal of an employee. 4. Discussion of any two Employee Engagement models. 5. Analysis of components of pay structure based on the CTC sent by the Corporate to the institute for the various jobs of different sectors. 	
Textbooks: <ol style="list-style-type: none"> 1. Ashwathappa, K. (2012). Human Resource Management. New Delhi: Tata McGraw Hill Education Pvt Ltd. 2. Kumar Yathish & Kumar Thrishanth (2013), Human Resource Management. Mangaluru: United Publishers. 3. Bhattacharyya, D. K. (2013). Human Resource Management. New Delhi: Excel Books. 4. Cascio, W. F. (2005). Managing Human Resource. Tata McGraw Hill Edition. 5. Chhabra, T. N. (2009). Human Resource Management. Delhi: Dhanpat Rai & Co. 6. Dessler, G, & Varkkey, B. (2011). Human Resource Management. Dorling Kinderley (India) Pvt Ltd. 7. Price, A. (2007). Human Resource Management in a Business Context. Cengage Learning India Pvt Ltd. 8. Rao, P. S. (2013). Essentials of Human Resource Management & Industrial Relations. New Delhi: Himalaya Publishing House. 9. Singh, C. (2011). Human Resource Management. New Delhi: University Science Press. 10. Tripathi, P. C. (2015). Human Resource Management. New Delhi: Sultan Chand & Sons. 11. Veena B.K (2016), Human Resource Management.: Human resource development. Mangalore: Universal kin publishers. 	
Note: Latest edition of textbooks may be used.	

Name of the Program: Bachelor of Business Administration (BBA) Course Code: G401 DC 3.2 Name of the Course: BUSINESS ENVIRONMENT		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	52 Hrs
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.		
Course Outcomes: On successful completion Student will demonstrate <ul style="list-style-type: none"> • An Understanding of components of business environment. • Ability to analyse the environmental factors influencing business organisation. • Ability to demonstrate Competitive structure analysis for select industry. • Ability to explain the impact of fiscal policy and monetary policy on business. • Ability to analyse the impact of economic environmental factors of business. 		
Syllabus:		Hours
Module No. 1: INTRODUCTION BUSINESS ENVIRONMENT		12
Meaning of business, scope and objectives Business, business environment, Micro and Macro-environment of business (social, cultural, economic, political, legal technological and natural) Impact of these factors on decision making in business, Environmental analysis, and Competitive structure analysis of Business.		
ModuleNo.2: GOVERNMENT AND LEGAL ENVIRONMENT		14
Government Functions of the State, Economic role of government, State intervention in business-reasons for and types of state intervention in business. Impact of Monetary policy, Fiscal policy, Exim policy and industrial policy on business. Legal environment - Various laws affecting Indian businesses.		
Module No. 3: ECONOMIC ENVIRONMENT AND GLOBAL ENVIRONMENT		13
An overview of economic environment, nature of the economy, structure of economy, factors affecting economic environment. Globalisation of business; meaning and dimensions, stages, essential conditions of globalisation, foreign market entry strategies, merits and demerits of globalisation of business, Impact of Globalisation on Indian businesses, Forms of globalisation of businesses- MNCs, TNCs etc.		
ModuleNo.4: TECHNOLOGICAL ENVIRONMENT		08
Meaning and features; types of innovation, Impact of Technological changes on business, Technology and Society, Technological Acquisition modes, IT revolution and business, Management of Technology.		
ModuleNo.5: NATURAL ENVIRONMENT		05
Meaning and nature of physical environment. Impact of Natural environment on business.		

Skill Developments Activities:

- List out key features of recent Monetary policy published by RBI impacting businesses.
- Give your observation as to how technology has helped society.
- Draft Five Forces Model for Imaginary business.
- Identify the benefits of Digital transformation in India.

Text Books:

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

Note: Latest edition of text books may be used.

Bachelor of Business Administration (BBA)

Course Code: BBA 2.3

Name of the Course: Business Mathematics

No. of Hours per Week	Total No. of Teaching Hours
4 Hrs	52 Hrs

Pedagogy: Classroom's lecture, tutorials, Problem solving.

Course Outcomes: On successful completion of the course, the students will demonstrate

- a) The Understanding of the basic concepts of business math and apply them to create solve and interpret application problems in business
- b) Ability to solve problems on various types of equation.
- c) Ability to solve problems on Matrices and execute the laws of indices, law of logarithm and evaluate them.
- d) Ability to apply the concept of simple interest and compound interest bills discounted etc. and apply them in day-to-day life.
- e) Ability to solve problems on Arithmetic progression, Geometric progression and construct logical application of these concepts.

Syllabus:	Hours
Module No. 1: NUMBER SYSTEM	04
Introduction – Natural Numbers - Even Numbers – Odd Numbers – Integers – Prime Numbers – Rational and Irrational numbers, Real Numbers, HCF and LCM (Simple problems).	
Module No. 2: THEORY OF EQUATIONS	08
Introduction – Meaning - Types of Equations – Simple/ Linear Equations and Simultaneous Equations (only two variables), Elimination and Substitution Methods only. Quadratic Equation - Factorization and Formula Method ($ax^2 + bx + c = 0$ form only). Simple problems.	
Module No. 3: INDICIES, MATRICES AND LOGARITHMS	14
Meaning – types – operation on matrices – additions – subtractions and multiplication of two matrices – transpose – determinants – minor of an element – co-factor of an element – inverse – crammers' rule in two variables – problems. Indices and Logarithms: Meaning- Basic Laws of Indices and their application for simplification. Laws of Logarithms –Common Logarithm, Application of Log Table for Simplification.	
Module No. 4: COMMERCIAL ARITHMETIC	16

Simple Interest, Compound Interest including yearly and half yearly calculations, Annuities, Ratio's and proportions, duplicate-triplicate and sub duplicate of a ratio. Proportions: third, fourth and inverse proportion - **problems.**

Module No. 5: PROGRESSIONS

10

PROGRESSIONS: Arithmetic Progression - **Finding the ' n^{th} ' term of AP and Sum to n^{th} term of AP.**
 Insertion of Arithmetic Mean Geometric Progression – **Finding the ' n^{th} ' term of GP and sum to ' n^{th} ' term of GP** and insertion of Geometric Mean.

Skill Developments Activities:

1. Develop an Amortization Table for Loan Amount – EMI Calculation.
2. Secondary overhead distribution summary using Simultaneous Equations Method.
3. Application of Matrix In Business Problems

Text Books:

1. Saha: *Mathematics for Cost Accountants*, Central Publishers.
2. R.G. Saha and Others, *Methods and Techniques for Business Decisions*, VBH
3. Dr. Sancheti and Kapoor, *Business Mathematics and Statistics*, Sultan Chand
4. Zamarudeen, *Business Mathematics*, Vikas
5. R.S Bhardwaj, *Mathematics for Economics and Business*
6. Madappa, mahadi Hassan, M. IqbalTaiyab, *Business Mathematics*, Subhash
7. G.K .Ranganath, C.S. Sampangiram and Y. Rajaram, *Business Mathematics* , Himalaya Publishing House.
8. G.R. Veena and Seema, *Business Mathematics and Statistics* I.K. Intl Publishers

Note: Latest edition of text books may be used.

Name of the Program: Bachelor Business Administration (BBA) Course Code: G 401 0E 1.2 Name of the Course: People Management		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	42 Hrs
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.		
Course outcome: On successful completion of the course, student will demonstrate: <ol style="list-style-type: none"> 1. Ability to examine the difference between People Management with Human resource Management 2. Ability to explain the need for and importance of People Management. 3. Ability to explain role of manager in different stages of performance management process 4. Ability to list modern methods of performance and task assessment. 5. Ability to analyse the factors influencing the work life balance of an working individual. 		
Syllabus:		Hours
ModuleNo.1: INTRODUCTION TO PEOPLEMANAGEMENT		06
Diversity in organisation: age, gender, ethnicity, race, and ability. People Management: Meaning, Features, Significance of people management, Difference between People Management and Human Resource Management, impact of individual and organizational factors on people management.		
Module No. 2: GETTING WORK DONE AND ASSESSMENT AND EVALUATION		11
Getting work done: Challenges of getting work done, significance of prioritization and assigning work to team members. Performance Management: meaning, role of a manager in the different stages of the performance management process, Types of Performance assessment, Assessment and Evaluation Process of evaluation of tasks in the organisation. Modern tools of assessment and evaluation of tasks and performance.		
Module No. 3: BUILDING PEER NETWORKS AND ESSENTIALS OF COMMUNICATION		12
Building Peer Networks: Understanding the importance of peer networks in an organization; being able to influence those on whom you have no authority; challenges Peer networking and different types of people networking in the workplace. Essentials of Communication: Concept of the communication process with reflection on various barriers to effective communication and ways to overcome, Types of Communication and Channels of Communication.		
ModuleNo.4: MOTIVATION		07
Meaning, Importance and need for motivation, team motivation- meaning, importance team motivation, types of Motivators and Modern methods of motivation		
ModuleNo.5: MANAGING SELF		06

Reflection on what does it mean to be a people manager; building a personal development plan for oneself, Self-Stress Management: Causes for stress, work life Balance, Importance of Work life balance, Factors influencing Work life Balance.

Skill Developments Activities:

1. Analyse two cases on any of the above content indicated above.
2. List out the modern tools to performance assessment and evaluation.
3. Conduct a survey of work life balance of working individuals
4. Draft a Career development of working individual in the middle level management.

Text Books:

1. Mc. Shane, Steven L. and Mary Ann Von Glinow, *Organizational Behavior: Emerging Knowledge and Practice for the Real World*. McGraw-Hill, latest edition, ISBN: 0-07-115113-3.
2. Bernardin, H. John and Joyce E. A. Russell, *Human Resource Management: An Experiential Approach*. McGraw-Hill, 6/e. ISBN:0078029163
3. Argyris, C. (1974). *Personality vs. Organization*. *Organizational Dynamics*. Vol. 3. No. 2, Autumn.
4. Blume, B. Baldwin, T. and Ryan, K. (2013). *Communication Apprehension. A barrier to students' leadership, adaptability and multicultural appreciation*. *Academy of Management Learning & Education*, Jun, Vol. 12 Issue 2, p158-172.
5. Colquitt, J.A., LePine, J.A., & Wesson, M.J. (2009) *Organizational Behavior: Improving Performance and Commitment in the Workplace (International edition)*. New York: McGraw-Hill.
6. Goleman, D. (1998). *Working with Emotional Intelligence*. Bantam Books,

Note: Latest edition of text books may be used.

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	42 Hrs
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.		
Course Outcomes: On successful completion Student will demonstrate; <ul style="list-style-type: none"> • An understanding of the types and forms of Retail business, Analysis of Retail life cycle. Also help understand the factors influencing present Indian retail scenario. • Ability to examine Consumer Behaviour in various environments and its implication on retailing. • Ability to analyse various Retail operations and evaluate them, also understand the concepts of Market area analysis, Trade area analysis, Rating Plan method and Site evaluation. • Ability to analyse various marketing mix elements in retail operations including Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies Understand the workings of Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – Customer database management system. 		
Syllabus:		Hours
ModuleNo.1: INTRODUCTION TO RETAIL BUSINESS		07
Definition – functions of retailing - types of retailing – forms of retail business ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retail business in India: Influencing factors – present Indian retail scenario.		
ModuleNo.2: CONSUMER BEHAVIOUR IN RETAIL BUSINESS		07
Buying decision process and its implication on retailing – Influence of group and individual factors, Customer shopping behaviour, Customer service and customer satisfaction.		
ModuleNo.3: RETAIL OPERATIONS		08
Factors influencing location of Store - Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Stores Layout and visual merchandising, Stores designing, Space planning, Inventory management, Merchandise Management, Category Management.		
ModuleNo.4: RETAIL MARKETING MIX		14
Introduction -Product: Decisions related to selection of goods (Merchandise Management revisited) – Decisions related to delivery of service. Pricing: Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place: Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies. Promotion: Setting objectives – communication effects - promotional mix.		
ModuleNo.5: INFORMATION TECHNOLOGY IN RETAILING		06
Non store retailing (e-retailing) - The impact of Information Technology in retailing - Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – Customer database management system.		

Skill Developments Activities:

1. Draw a retail life cycle chart and list the stages
2. Draw a chart showing a store operation
3. List out the major functions of a store manager diagrammatically
4. List out the current trends in e-retailing
5. List out the Factors Influencing in the location of a New Retail outlet

Text Books:

1. Singh Harjit (2014), "Retail management- A global perspective text & cases", S. Chand & Company Ltd, New Delhi. ISBN: 9788121932073
2. Vedamani Gibson G (2012), "Retail Management- Functional principles & practices", Jaico Publishing House, Mumbai. ISBN: 9788179921517
3. Varley Rosemary & Rafiq Mohammed (2014), "Principles of retail management", Palgrave Macmillan, New York. ISBN: 9780230216983
4. Pradhan Swapna (2012), "Retailing management- Text & cases", Tata McGraw-Hill Education Pvt. Ltd. ISBN: 9781259004919
5. Panchanathan. N & Gnanaguer. R (2008), "Emerging Trends in Retail Management", Anurag Jain for Excel Books, New Delhi.
6. Nair Suja R (2011), "Retail Management", Himalaya Publishing House, Mumbai. ISBN: 1234567160283.

MANAGERIAL ECONOMICS (OEC)		
Course Code: G401 OE 3.2		
Course credits: 3	No. of Hours per week: 3 Hrs	Total No. of Teaching Hours: 42 Hrs
TITLE OF THE PAPER: MANAGERIAL ECONOMICS (OE)		
COURSE OBJECTIVES:		
<ul style="list-style-type: none">To acquaint with the basic knowledge on the concept of managerial economics.		
<ul style="list-style-type: none">To understand different market structures within which a firm operates.		
<ul style="list-style-type: none">To enable the students to gain knowledge about the various tools, techniques and concepts of managerial economics.		
<ul style="list-style-type: none">To understand the process of decision making by the consumers and producers.		
COURSE OUTCOMES:		
	<ul style="list-style-type: none">To know the basic knowledge of managerial economics.	
	<ul style="list-style-type: none">To understand the dynamics of business.	
	<ul style="list-style-type: none">To know about the managerial concept of business	
	<ul style="list-style-type: none">Helps the consumers and producers to take apt decisions	
MODULE -1: NATURE AND SCOPE OF MANAGERIAL ECONOMICS: 14 Hours		
Chapter 1: Managerial Economics: Meaning, Definition of Managerial Economics -Nature and Scope of Managerial Economics, Role and responsibilities of a Managerial economist, Economics vs. Managerial Economics.		
Chapter 2: Cost Analysis: Cost Concepts -Cost Output Relations - Short run and Long run cost curves. Mathematical problems.		
Chapter 3: Revenue Analysis: Revenue: meaning, concepts: Total Revenue, Average Revenue and Marginal Revenue.		
MODULE II: PERFECT COMPETITION: 14 Hours		
Chapter 4: -Perfect Competition: meaning and features, Relationship between AR and MR under Perfect competition –Numerical illustration.		
Chapter 5: Price and Output in Perfect Competition: Conditions of equilibrium, Determination of Equilibrium Price and Output - Industry and Firm -Numerical Illustrations, Price- Output Determination in the short run and long run under Perfect Competition		
Chapter 6: Break Even Analysis: Meaning of break even, assumptions, types, Usefulness, Limitations and Numerical Illustration.		
MODULE III: IMPERFECT COMPETITION: 14 Hours		

Chapter 7: Monopoly: Meaning of imperfect competition. Relationship between TR, AR and MR under imperfect competition. Monopoly: meaning, features, Equilibrium -short run and long run -Price Discrimination -meaning -essential conditions -Equilibrium under Price Discrimination -Price Discounts and Differentials –meaning

Chapter 8: Monopolistic Competition: Meaning-Features -Price Output Determination under Monopolistic Competition.

Chapter 9: Oligopoly: Meaning -Features of Oligopoly, Types of Oligopoly, Kinked Demand Curve Model.

BOOKS FOR REFERENCE

1. Jhingan. M. L, (2016), *Advanced Economic Theory*, 14th Edition, New Delhi. Vrinda Publication, Ltd.
2. Koutsoyiannis, (2016) *Modern Micro Economics*, 2nd Edition, New Delhi. MacMillan Press Ltd.
3. Mithani.M, (2016), *Managerial Economics: theory and Applications*, New Delhi.Himalaya Publishing House
4. Dewett.K.k, (2015) *Modern Economic Theory*, 23rd Edition, New Delhi.Shyamlal charitable Trust
5. Mehta P. L, (2014), *Managerial Economics-Analysis, Problems, Cases*, 20th Revised Edition, New Delhi.Sulthan Chand and sons.
6. Varshney. R.L,Maheshwari K.L, (2014), *Managerial Economics*,22nd Revised Edition, New Delhi: Sultan Chand and sons.
7. Ahuja H.L, (2014), *Advanced Economic Theory*, 20th Edition, New Delhi. S Chand and company Ltd.
8. Kulkarni ABN (2012), *Managerial Economics*, 10th Edition, New Delhi. R.Chand and Co.

Semester III

Name of the Program: BBA		Course Code: G 401. DC 1.3	
Name of the Course: COST ACCOUNTING			
Course Credits: 4 Credits		No. of Hours per Week: 5 Hours	
No. of Teaching Hours: 56 Hours			
Pedagogy: Classrooms lecture, tutorials, and Problem Solving.			
Course Outcomes: On successful completion of the course, the Students will demonstrate.			
<ul style="list-style-type: none">● Understand the elements of costing and preparation of cost sheet.			
<ul style="list-style-type: none">● The ability to prepare material requisitions and management of store.			
<ul style="list-style-type: none">● The ability to compare and contrast labour /employee cost techniques.			

<ul style="list-style-type: none"> • Ability to differentiate kinds of overhead costing. 	
<ul style="list-style-type: none"> • Ability to reconcile the cost. 	
Module No. 1: INTRODUCTION TO COST ACCOUNTING	12 HOURS
<p>Introduction: Meaning, Objectives, Importance and Uses of Cost Accounting, Functions of Cost Accounting Department in an Organization, Difference between Cost Accounting and Financial Accounting, Various elements of Cost and Classification of Cost; Cost Object, Cost Unit, Cost Driver, Responsibility Centers; Cost Reduction and Cost Control; Methods and Techniques of Costing(Meanings only): Use of IT in Cost Accounting; Limitations of Cost Accounting: Cost Sheet: Meaning and Cost Heads in a Cost Sheet, Presentation of Cost information in Cost Sheet/Statement- Problems on Cost Sheet, Tenders and Quotations.</p>	
Module No. 2: MATERIALS COST	12 HOURS
<p>Materials: Meaning, Importance and Types of Materials - Direct and Indirect Material. Materials Procurement: Procedure for procurement of materials and documentation involved in procurement of materials- (Bill of materials, Material requisition note, Purchase requisition note, Purchase order, Goods received note); Material Storage and Records: Duties of Store keeper, Store records- (Bin cards, Stores Ledger, Stock Control Cards); Material Issues and Valuation: Procedure for material issues, Documents used in material issues- (Material Requisition Note, Material Transfer Note, Materials Return Note); Valuation of material issues-preparation of Stores Ledger/ Account - FIFO, LIFO, Simple Average Price and Weighted Average Price Methods- problems.</p>	
<p>Inventory Control: Inventory control techniques and determination of various stock levels- Problems on Level Setting and Computation of EOQ; ABC Analysis, FSN Inventory, VED Inventory, HML Inventory, Physical Control- Two-Bin system, KANBAN, JIT Inventory Management technique, Perpetual Inventory system(Concepts only).</p>	
Module No. 3: EMPLOYEE COST (LABOUR COST)	10 HOURS
<p>Employee Cost: Meaning, Components, Classification and Importance of Employee (Labour) Cost in Organisations; Attendance Procedure-Time keeping and Time Booking Idle Time- Causes and treatment of Normal and Abnormal Idle Time, Overtime- Causes and treatment (Theory only);Methods of Remuneration (Payment of Wages and Incentives) Problems on calculation of earnings under Time Rate (Straight time rate, Halsey and Rowan Methods) and Piece rate systems (Straight piece rate and Taylor's differential piece rate); Employee Turnover Meaning, Reasons and Effects of LTO/ETO.</p>	
Module No. 4: OVERHEADS	12 HOURS

Overheads: Meaning and Classification of Overheads; Accounting and Control of Manufacturing Overheads: Estimation and Collection, Cost allocation. Apportionment, Re-apportionment and Absorption of Manufacturing Overheads; Problems on Primary and Secondary distribution and Secondary distribution using Reciprocal Service Methods only (Repeated Distribution Method and Simultaneous Equation Method); Accounting and Control of Administrative, Selling and Distribution overheads; Absorption of overheads: Meaning and Methods of Absorption of overheads; Problems on Machine hour rate

Module No. 5: RECONCILIATION OF COST AND FINANCIAL ACCOUNT 10 HOURS

Reasons for differences in Profits under Financial and Cost Accounts; Procedure for Reconciliation- Ascertainment of Profits as per Financial Accounts and Cost Accounts and Reconciliation of Profits of both sets of Accounts - Preparation of Reconciliation Statement - Problems.

Skill Developments Activities:

- Collection and classification of overheads of 2 industries.
- List out the materials used in 5 industries.
- Identify the cost elements of a product in a manufacturing unit.
- List the documents required in Inventory Management.
- Demonstrate the valuation of inventory using any one method of pricing material issues.

BOOKS FOR STUDY AND REFERENCE

1. Adiga K S (2013) *Cost and Management Accounting*, Udupi: Shubha Prakashana.
2. Arora M N (2009) *Essentials of Cost Accounting*, New Delhi: Vikas Publishing House Pvt Ltd.
3. Banerjee Bhabatosh (2011) *Cost Accounting Theory and Practices*, New Delhi: PHI learning Pvt Ltd.
4. Gupta S P (2002) *Management Accounting*, Agra: Sahitya Bhavana.
5. Jain S P and Narang K L (2013) *Cost Accounting Principles and Practices*, New Delhi: Kalyani publishers.
6. Jawaharlal and Shrivatsava Seema (2009) *Cost Accounting*, Noida: Mc Graw-Hill Education (India) Ltd.
7. Khan M Y and Jain P K (2000) *Theory and Problems of Management and Cost Accounting*, Noida: Mc Graw- Hill Education (India) Ltd.
8. Raman B S (2014) *Cost Accounting*, Mangalore: United Publishers.
- Tukaram Rao (2004) *Cost and Management Accounting*, New Delhi: New Age International (P) Ltd Publishers.
10. Tulsian P C (2011) *Introduction to Cost Accounting*, New Delhi: Sulthan Chand and Sons.

Name of the Course:ORGANIZATIONAL BEHAVIOR	
Course Credits -4 Credits Total No. of Teaching Hours -56 Hrs	No. of Hours per Week -4 Hrs
Pedagogy: Classrooms lecture, tutorials, and Problem Solving.	
<u>Course Outcomes:</u> On successful completion of the course, the Students will demonstrate: <ul style="list-style-type: none"> • To recall role of OB in business organization. • Able to understand group dynamics in an organization. • Able to understand the change management. • Able to construct the process of organizational development. • Ability to understand the kinds of Interventions in OB. 	
Module No. 1: ORGANIZATIONAL BEHAVIOUR AND FOUNDATIONS OF INDIVIDUAL BEHAVIOUR 10 hrs	
Organization Behavior– Meaning, Definition of OB, Importance of OB, Foundations of OB. Individual Behavior - Personal Factors, Environmental Factors, organization systems and resources Personality-Meaning, Nature, Determinants and Traits of Personality Perception- Meaning, Factors influencing perception, Perceptual Process, Perceptual Errors, Managing Perceptions.	
Module No. 2: GROUP AND TEAM DYNAMICS 8 hrs	
Group Dynamics-meaning, Types of Group, Development of Groups- Stages of Group Development, Determinants of Group Behavior, Team Dynamics- meaning, Types of Teams: Conflict- sources of conflict and ways of resolving conflict, managing interpersonal relationships	
Module No. 3: CHANGE MANAGEMENT 10 hrs	
Introduction to Change Management: OD and Change, Importance and Nature of Planned Change; Theories of Planned Change - Action Research Model, Kurt Lewin's Change Model; Introducing Change Effectively: Basic steps, Factors Influencing Change - Resistance to Change, Overcoming Resistance to Change; Empowering People to Manage Change, Activities Contributing to Effective Change Management Changing, Power - Coercive Strategies (Meanings only).	
Module No. 4: LEARNING & PERCEPTION 12 hrs	
LEARNING & PERCEPTION Learning: Meaning, nature of learning, how learning occurs, principles of learning, learning and OB. Perception- Meaning, Nature and importance, Principles and factors in	

perception, Process of perception, Distortion in perception. Learning Outcome: To examine those elements of the cognitive process that contributes to employee behaviour.

Module No. 5: CONFLICTS, POWER AND POLITICS

16 hrs

Conflict-Intrapersonal, Interpersonal, Inter-group conflicts, Resolution of conflicts[TA, Life position, Johari Window. Power-Definition, Dynamics, Types, Acquisition of power, Power tactics. Politics-Concepts, reasons for organisational politics, managing organisational politics. Learning Outcome: To explain the how organizational culture could result in Conflicts, acquisition of power and positive or negative politics.

Skill Developments Activities:

1. How leader make a difference - Case incident
2. Using personality Tests to improve communication- Case Incident
3. I Love My Workl – Case Incident
4. Games people Play – Case Incident

Text Books:

1. Fred Luthans, Organizational Behaviour. McGraw Hill
2. Robbins, Organizational Behaviour, International Book House.
3. John W. Newstrom and Kieth Davis, Organizational Behaviour, McGraw Hill.
4. K. Aswathappa, Organizational Behaviour, HPH.
5. Appanniah and, Management and Behavioural Process, HPH
6. Sharma R.K and Gupta S.K, Management and Behaviour Process, Kalyani Publishers.
7. Rekha and Vibha – Organizational Behavioural, VBH.
8. P.G. Aquinas Organizational Behavior, Excel Books
- M. Gangadhar. V.S.P.Rao and P.S.Narayan, Organizational Behaviour

Name of the Program: BBA		Course Code: G 401. DC 3.3
Name of the Course: Statistics for Business Decisions		
Course Credits: 4 Credits	No. of Hours per Week: 4 Hrs	Total No. of Teaching Hours 56 Hrs

Pedagogy: Classrooms lecture, tutorials, and Problem Solving

Course Outcomes: On successful completion of the course, the Students will demonstrate

- To understand the requirements of statistical framework
- To construct and visualize the data.
- To determine the data adequacy for analysis.

- To Review the data by using various tools.
- To understand and analyze the impact of probability.

Module No. 1: INTRODUCTION TO STATISTICS	12 hours
Introduction — Meaning, Functions and Uses of Statistics; Collection of Data - Techniques of Data Collection — Census Technique and Sampling Technique (Concepts). Classification: Meaning, and Methods of Classification of Data, Tabulation: Meaning, Parts of a Table — Simple problems on Tabulation; Diagrammatic Presentation: Bar Diagrams — Simple Bars, Multiple Bars, Percentage Sub-divided Bar Diagram; Two Dimensional Diagrams — Pie Diagram.	
Module No. 2: MEASURES OF CENTRAL TENDENCY AND DISPERSION	14 hours
Measures of Central Tendency: Calculation of Arithmetic Mean, Median and Mode for Individual, Discrete and Continuous Series — Problems; Empirical relation between Mean, Median and Mode. Measures of Dispersion: Absolute and Relative measures of Range, Quartile deviation, Standard Deviation in Individual, Discrete and Continuous Series — Problems Measures of Skewness: Calculation of Karl Pearson's (Uni-modal) and Bowley's Coefficient of Skewness	
Module No. 3: CORRELATION AND REGRESSION ANALYSIS	10 hours
Correlation Analysis - Meaning, Types of Correlation, Calculation of Karl Pearson's Coefficient of Correlation, Computation of Probable Error, Spearman's Rank Coefficient of correlation problems. Regression Analysis — Concept of Regression, Regression equations- Problems	

Module No. 4: TIME SERIES ANALYSIS	10 hours
Meaning, Components, fitting a straight-line trend using Least Square Method (Problems where $\sum X = 0$ only), calculation and estimation of trend values.	
Module No. 5: INDEX NUMBERS	10 hours
Index number, Construction of Index number, Methods of Index number - simple aggregate method, Weighted method (Laspeyres, Paashes, Marshal - Edgeworth Fishers Ideal Index number). Tests of Adequacy (Unit test, TRT, FRT, Circular test, Consumer Price Index number)	

Skill Developments Activities:

- a) Data Visualization practical session Using Table/Power BI.
- b) Execute Average, Variance, Standard Deviation, CV, Covariance using Excel.
- c) Execute and Analyse Regression Model using Excel,
- d) Practical session on Time series models using GRETL
- e) Collect past years' Indian consumer price index data (as of the current base year) and analyse its impact on any macroeconomic indicator.

Text Books:

1. S P Gupta: Statistical Methods- Sultan Chand and Sons
2. Dr. B N Gupta: Statistics, Sahithya Bhavan
3. S.C Gupta: Business Statistics, HPH
4. N.V.R Naidu: Operation Research I.K. International Publishers
5. Elhance: Statistical Methods, Kitab Mahal
6. Sanchethi and Kapoor: Business mathematics, Sulthan Chand
7. Veerachamy: Operation Research I.K International publishers
8. S.Jayashankar: Quantitative Technique for Management
9. Chikoddi and Satya Prasad: Quantitative analysis for business management ,HPH

Course Code: G 401 OE 1.3**Name of the Course: Social Media Marketing (OEC)****Course Credits: 3 credits****No. of Hours per Week: 3hour****Total No. of Teaching Hours: 42 Hours****Pedagogy:** Classrooms lecture, tutorials, and Problem Solving.**Course Outcomes: On successful completion of the course, the Students will demonstrate:**

- Define social media marketing goal setting for successful online campaigns.
- Analyze the effective social media marketing strategies for various types of industries and businesses.

- Design social media content and create strategies to optimize the content's reach to the target audience.
- Appraise the reach and track progress in achieving social media objectives with a variety of measurement tools and metrics.
- Design a suitable social media campaign for the business goals.

Module No. 1: Social Media Introduction 08

Introduction to social media, how to build a successful Social Media Strategy, Goal setting, Overview of Global E-Marketing Issues, Country and Market Opportunity Analysis, User engagement on social networks; Social advertising; Social, media analytics; Impact of online reputation; Social Technology and its marketing influence in India.
Module No. 2: Facebook -Instagram marketing 10
Exploring the use of a Facebook page, Facebook Ad campaign, Facebook groups, Hashtags, Instagram, creating automation for Instagram, Audience Insights, page Insights, exploring the various IG content types, setting a theme and flow on Instagram, and generating Leads.
Module No. 3: Twitter Marketing 08
Creating a Twitter account, optimizing a page, content types, posting contents, Integrating a personal brand on Twitter, Twitter Analytics & Ads, post assistants and automation for Twitter.
Module No. 4: YouTube marketing 08
YouTube marketing, creating a you tube channel, posting content, you tube analytics, Google Pages for YouTube Channels, Video Flow, Verify Channel, Webmaster Tool – Adding Asset.
Module No. 5: Search Engine Optimization-Recent trends and Challenges 08
Search Engine Optimisation (SEO) Introduction, Understanding SEO, User Insights, Benefits and Challenges, Content Marketing, Traditional Media vs Social Media, recent trends and challenges in Social Media marketing.
Skill Developments Activities: <ol style="list-style-type: none"> Prepare Facebook Page in your name. Open a YouTube channel. Create a blog and write an article on Climate change. Create a search engine optimization (SEO) dashboard. Text Books: <ul style="list-style-type: none"> Annmarie Hanlon (2022), Digital Marketing Strategic Planning & Integration,2nd Edition, SAGE Publications Ltd. Matt Golden (2022), Social Media Marketing, 1st Edition, Bravex Publications. Simon Kingsnorth (2022), The Digital Marketing Handbook: Deliver Powerful Digital Campaigns, 1st Edition, Kogan Page.

- Melissa Barker, Donald I. Barker, Nicholas F. Bormann and Debra Zahay (2016), Social Media Marketing: A Strategic Approach, 2nd Edition, Cengage Learning.
- Tracy L. Tuten and Michael R. Solomon, (2016), Social Media Marketing, 2nd Edition, Sage Publications India Private Limited.

Course Code: G 401 OE 2.3

Name of the Course: Rural Marketing (OEC)

Course Credits: 3 Credits

No. of Hours per Week: 3 Hrs

Total No. of Teaching Hours: 42 Hrs

Pedagogy: Classrooms lecture, tutorials, and Problem Solving.

Course Outcomes: On successful completion of the course, the Students will demonstrate

- Describe the importance and application of various concepts of rural marketing.
- demonstrate the appropriate selection of the segmentation, targeting and positioning strategies along with the environmental factors that influence rural consumers' buying behavior.
- Design a Pricing Strategy that suits the characteristics of rural products and the stage in the product life cycle.
- Formulate the appropriate marketing communication and rural distribution channel plans to promote and deliver the rural products.
- Appraise the recent trends in Rural marketing and the application of digital technology in rural marketing.

Module No. 1: Introduction to Rural Marketing 08

Nature and scope of rural marketing, rural vs urban markets, concepts and classification of rural markets, rural marketing environment: rural population, occupation pattern, income generation, location of the rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities.

Module No. 2: Rural Consumer Behavior 08

Consumer buying behavior in rural markets, factors affecting consumer behaviour, rural consumer buying process, the rise of rural consumerism. Market segmentation - Bases for segmenting rural consumer markets.

Module No. 3: Rural Product and Pricing Strategy 08

Rural product, Rural product classification, product life cycle, Product Life Cycle strategies in rural markets, New Product Development in rural markets, Branding for rural markets. Pricing for rural markets - Factors and strategies.

Module No. 4: Rural Distribution and Communication Strategy 08

Wholesaling and retailing in the rural market, rural mobile traders, rural distribution models- FMCG companies, durable companies, Service organizations, emerging distribution models. Rural communication strategy, challenges in rural Communication, creating promotion mix for rural audiences: advertisement, sales promotion, publicity.

Module No. 5: Regulations and Recent Trends in Rural Marketing 10

Regulated market, Regulated Market in India, Future of Regulated Markets in India, Role of Govt in Developing rural marketing, Public Distribution Systems (PDS), Food Corporation of India, Self Help Groups (SHG's). Agricultural Credit Policy, Digitalizing rural India, online marketing reach in the rural market, recent trends in packing, labelling, grading, transporting, order processing, payment methods, storage and warehousing and corporate farming.

Skill Developments Activities:

- a) Prepare a Product life cycle for a Rural product
- b) Select a Rural Product and conduct a Consumer Satisfaction Survey
- c) Prepare an advertisement copy for a rural product
- d) Visit an APMC Yard/Mandi's and prepare a report on any one Agri product pricing.

Text Books:

- Debarun Chakrabaorty and Soumya Kanti Dhara, et al. (2021), Rural Marketing India: Texts and Cases, 1st Edition Atlantic Publishers and Distributors Pvt Ltd.
- Acharya SS and Agarwal NL (2019), Agricultural Marketing in India, 6th Edition, Oxford & IBH Publishing Co Pvt Ltd.
- Dinesh Kumar and Punam Gupta (2019), Rural Marketing), 1st Edition, SAGE Publications India Pvt Ltd.
- C. G. Krishnamacharyulu (2010), Rural Marketing: Text and Cases, 2nd Edition, Pearson India Education Services Pvt Ltd.
- T.P.Gopalaswamy (2009) Rural Marketing-Environment, Problems and Strategies, 3rd Edition, Vikas Publishing House.

Title of the Course: MONEY AND PUBLIC FINANCE –OPEN ELECTIVE

Course Code: G401 OE 3.3

3 hours per week

Total Hours 42 Hrs.

COURSE OBJECTIVES:

- To enable the students to understand the basic concepts of money and functioning of the money market.
- To familiarize students with the basic concepts of public finance, day to day fiscal management, the efficiency, equity aspects of taxation of the centre, state and the local governments.

COURSE OUTCOMES:

- Understand the meaning of public finance or government finance; its nature, subject matter, explain the differences between public finance and private finance and differentiate between the public and private goods
- Classify the public revenue and its various sources; revenue receipts and non- revenue receipts, understand the tax and no-tax revenues, the causes of increasing public expenditure in the modern economies
- Explain the varying effects of public expenditure on the economy and role of public expenditure in a developing economy
- Understand the various sources of government borrowing and the reasons behind the growing public debt, describe how the debt is repaid, the role of public debt in developing countries.

MODULE: 1 -THEORY OF MONEY:**14 Hours**

Chapter 1: Money: Meaning, definition, functions and classification –money and near money, crypto currency and other classification.

Chapter 2: Demand and Supply of Money: Demand for money-determinants and theories of demand. Supply of money: determinants; RBI's measure of money supply, high -powered money and money multiplier.

Chapter 3: Value of Money: Meaning and theories –The quantity theory of money-Fishers Theory and Cambridge equation.

MODULE: II- NATURE AND SCOPE OF PUBLIC FINANCE:**14 Hours**

Chapter 4: Public Finance: Meaning, Definition, Nature and Scope of Public Finance, Distinction between Private and Public Finance,

Chapter 5: Maximum Social Advantage: Principles of Maximum Social Advantage, Private goods versus public goods. Externalities and market failures.

Chapter 6: Public Revenue: Meaning, Sources of Public Revenue, Taxes–Meaning, Merits and Demerits of direct and indirect taxes, GST- Concept, Need and Impact, Taxable Capacity: meaning and Factors influencing taxable capacity.

MODULE: III -PUBLIC EXPENDITURE AND PUBLIC DEBT:**14 Hours**

Chapter 7: Public Expenditure : Meaning-types - Growth of Public Expenditure – Causes, Canons of Public Expenditure, And Wagner’s Law.
Chapter 8: Public Debt : Meaning, Need, Types of Public Debt; Public debt Redemption: meaning and methods of public debt redemption.
Chapter 9: Fiscal Policy : Meaning of Budget –Components of Budget and Concepts of Deficits in Budget; Types of Budget – Fiscal Policy – Objectives and Tools of Fiscal Policy – Deficit Financing
SKILL DEVELOPMENT <ol style="list-style-type: none"> 1. Prepare a report of impact of indirect tax on citizens. 2. Prepare a budget and analyse budget over different heads. 3. Prepare policy implications of different institutions and its impact. 4. Prepare a schedule of expenditure with the given revenue generated in a country. 5. Prepare a report by examining the financial reports of central, state and local bodies.
Books for Reference: <ol style="list-style-type: none"> 1. Bhatia, H.L, (2020), Public Finance, 30th Ed., New Delhi, Vikas Publishing House Private Limited. 2. Musgrave A, Richard, (2017), Public Finance in Theory and Practice, 5thEdition, McGraw Hill Edition. 3. Lekhi, R.K., (2016), Public Finance, 11th Edition, Ludiana ,KalyaniPulishers, 4. M Girija, N Kruparani, R Cauvery, U K SudhaNayak& R Meenakshi,(2015), Public Finance,New Delhi, S. Chand Publishing. 5. Singh S.K., (2014), Public Finance in Theory and Practice, RevisedEdition,New Delhi, Sulthan Chand and Sons. 6. Tyagi B.P, (2013) Public Finance, 55th ED, Meerat, Jai Prakash Nath Publications. 7. Sundharam, K.P.M (2004) Money, Banking, Trade and Finance, 29th Ed, New Delhi, Sulthan Chand and Sons.
<p style="text-align: center;">SEMESTER FOUR</p> <p style="text-align: center;">Course Code: G 401 DC 1.4</p> <p style="text-align: center;">Name of the Course: MANAGEMENT ACCOUNTING</p> <p>Course Credits: 4 CREDITS No. of Hours per Week: 5 HOURS</p> <p style="text-align: center;">Total No. of Teaching Hours: 56 HOURS</p>
Pedagogy: Classrooms lecture, tutorials, and Problem Solving. Course Outcomes: On successful completion of the course, Students will demonstrate:

- Able to understand the concept of Management Accounting.
- To Understand and recall ratios and apply the same on given case.
- To construct cash flow statement.
- Should be able to apply Marginal cost ratios to make business decisions.
- Student should be able to analyze business problems through applications.

Module No. 1: INTRODUCTION TO MANAGEMENT ACCOUNTING	8 HOURS
Introduction- Meaning and Definition – Objectives – Nature and Scope-Functions- Role of Management Accountant, Relationship between Financial Accounting and Management Accounting, Relationship between Cost Accounting and Management Accounting , advantages and limitations of Management.	
Module No. 2: RATIO ANALYSIS	14 HOURS
Introduction-Meaning and Definition of ratio, Meaning of Accounting ratio, and Ratio Analysis – Uses and Limitations -Classification of ratios- Liquidity ratios, Profitability ratios and Solvency ratios. Problems on conversion of financial statements into ratios and Ratios into financial statements.	
Module No. 3: CASH FLOW ANALYSIS	12 HOURS
Meaning and Definition of Cash Flow Statement-Concept of Cash and Cash Equivalents – Uses of Cash Flow Statement – Limitations of Cash Flow Statement-Differences between Cash Flow Statement and Fund Flow Statement – Provisions of Ind. AS-7. Procedure for preparation of Cash Flow Statement-Cash Flow from Operating Activities – Cash Flow from Investing Activities and Cash Flow from Financing Activities – Preparation of Cash Flow Statement according to Ind. AS7.	
Module No. 4: MARGINAL COSTING	12 HOURS
Introduction-Meaning and definition of marginal cost, marginal costing, features of marginal costing-terms used in marginal costing – P/V ratio, BEP, Margin of Safety, Angle of Incidence and Break-Even Chart. Break Even Analysis- assumption and uses problems. Decision Making-Make or Buy, Sales Mix Analysis, Profitability Planning, Production Planning, Level of Activity Planning-problems on decision making	
Module No. 5: STANDARD COSTING	10 HOURS
Meaning & Definition of Standard Cost and Standard Costing – Advantages & Disadvantages of Standard Costing -preliminaries in establishing system of standard costing- Variance Analysis – Material Variance, Labour Variance and Overheads Variance – Problems on Material Variances and Labor Variances only.	
Skill Developments Activities:	

- Collect the financial statement of a company and calculate important ratios.
- Collect the annual report of a company and analyse the cash flow statement.
- Prepare a Break-even-chart with imaginary figures.
- Prepare a flexible budget using imaginary figures of at least three levels.
- Draft the chart of various total cost variances.

BOOKS FOR STUDY AND REFERENCE

1. Adiga K S (2013) *Cost and Management Accounting*, Shubha prakashana.
2. Sexana T S (2015) *Advanced Cost and Management Accounting*, Sultan Chand and Sons.
3. Gupta S P (2002) *Management Accounting*, Agra: Sahitya Bhavana.
4. Muniraju M and Ramachandra K(2011) *Management Accounting*, Himalaya publishing house
5. Sharma and Gupta (2017), *Management Accounting*, Kalyani Publishers
6. Khan M Y and Jain P K (2000) *Theory and problems of management and cost accounting*, Noida: Mc Graw- Hill Education (India) Ltd.
7. Reddy P N and Appanaiah (2009), *Essentials of Management Accounting*, Himalaya publishing house.
8. Pandey I M (2003) *Management Accounting- A planning and control approach*, Noida: Vikas publishing house Pvt Ltd.
9. Raman B S (2014), *Cost Accounting*, Mangalore: United publishers.
10. Tukaram Rao (2004), *Cost and management accounting*, New Delhi: New Age International (P) Ltd publishers.

Name of the Program: BBA Course Code:

G 401 DC 2.4

Name of the Course: Business Analytics

Course Credits	No. Of Hours per Week	Total Teaching Hours
4 Credits	4 Hours	56 Hours
Pedagogy: Classrooms lecture, tutorials, and Problem Solving		
Course Outcomes: On successful completion of the course, the students will demonstrate. <ul style="list-style-type: none"> • Able to understand Data Types and storage of Data. • To understand types of analytics and data models. • To demonstrate visualization of data. • To recall the data mining and processing of data. • Able to understand concepts of different analytics model. 		
Syllabus		Hours

Module No. 1: INTRODUCTION TO BUSINESS ANALYTICS	12
Business Analytics, Terminologies used in Analytics : Business Analytics, Business Intelligence, Meaning, Importance, Scope, Uses of Business Analytics, Architecture of Business Analytics, Types of Analytics: Descriptive, Diagnostics, Predictive, Prescriptive, Application of Business analytics , Introduction to Data Science and Big Data .	
Module No. 2: ROLE OF DATA IN THE ORGANIZATION	10
Sources of data , Use of Data in Decision making , Importance of data quality, dealing with missing or incomplete data, Types of Digital Data- Structured, Semi Structured, Unstructured Data. Data warehouse, Data mining, Data Integration – What, need, advantages, approaches of Data integration, Data profiling.	
Module No. 3: TOOLS USED FOR DATA ANALYTICS	12
Introduction to data analytics software – Types of data analytics software – open source and proprietary software. Lab sessions: R, JAMOWI, GRETL, Python: Installation of software –Installation of packages / library - Importing of data – Saving of data –Run descriptive Statistics – Interpret result – plotting of charts – inferences of chart. (Using all the four specified softwares).	
Module No. 4: DATABASE ORIENTATION	12
Database definition, types of structures, DBMs, RDBMS, Relational Database Language, Introduction to SQL, Features of SQL, SQL Languages , DDL commands - Create, Add, Drop, Constraints in SQL , DML Commands – Insert, Delete, Update, Data Query Language – Where clause, Order by, Group by, DCL commands – Grant, Revoke, TCL Commands – Commit, Roll Back, Save point. Aggregate Functions, Relational Algebra.	
Module No. 5: DATA VISUALIZATION USING TABLEAU (PUBLIC VERSION)	10
Introduction to Dimensions and measures, Types of Charts , (Pie Chart, Column Chart, Line Chart, Bar Chart, Area Chart, Scatter Chart, Bubble Chart, Stock Chart), Basic understanding in dashboard and storyboard . (Explain using practical examples and students executes the examples using tableau.)	
Skill Developments Activities: 1. Prepare tree map chart using Tableau. 2. Run a descriptive statistic using R and Python software. 3. Execute a summary chart in JAMOWI. 4. Execute DCL and TCL Command in SQL.	

Text Books: 1. Banerjee, T & Banerjee, A. <i>Business Analytics: Text and Cases</i> , Sage Publication 2. Kumar, U D. <i>Business Analytics</i> , Wiley 3. James R. E. <i>Business Analytics</i> , Pearson 4. Acharya, S & Prasad, R N. <i>Fundamental of Business Analytics</i> , (2ed) Wiley. 5. Albright & Winston, <i>Business Analytics: Data Analysis and Decision Making</i> , Cengage Learning. 6. Swain Scheps, <i>Business Intelligence for Dummies</i> . 7. Rick Sherman, <i>Business Intelligence Guidebook: From Data Integration to Analytics</i> . 8. Cindi Howson. <i>Successful Business Intelligence: Unlock the Value of BI & Big Data</i> (2ed). Note: Latest edition of text books may be used.		
Name of the Program: BBA Course Code: G 401 DC 3.4 Name of the Course: Financial Markets & Services		
Course Credits	No. Of Hours per Week	Total Teaching Hours
4 Credits	4 Hours	56 Hours
Pedagogy: Classrooms lecture, tutorials, and Problem Solving		
Course Outcomes: On successful completion of the course, the Students will demonstrate <ul style="list-style-type: none"> • To able to recall concepts of financial system. • Able to differentiate the roles of financial institutions. • Able understand concept of financial services. • To understand the trading process of Instruments. • Able to Summarize the concept of stock market. 		
Syllabus		Hours
Module No. 1: OVERVIEW OF FINANCIAL SYSTEM		12
Financial System – Features, Constituents of Financial System ; Financial Institutions; Financial Services; Financial Markets and Financial Instruments.		
Module No. 2: FINANCIAL INSTITUTIONS		10
Characteristics of Financial Institutions, Broad Categories – Money Market Institutions and Capital Market Institutions. Objectives and Functions of Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India, National Small Industrial Development Corporation, National Industrial Development Corporation, RBI Measures for NBFCs.		
Module No. 3: FINANCIAL SERVICES		12

Financial Services – Meaning, Objectives, Functions, Characteristics; Types of Financial Services - Merchant Banking – Functions and Operations, Leasing, Mutual Funds, Venture Capital & Credit Rating.		
Module No. 4: FINANCIAL MARKETS AND INSTRUMENTS		12
Meaning and Definition, Role and Functions of Financial Markets, Constituents of Financial Markets; Money Market Instruments, Capital Market and Instruments; SEBI guidelines for Listing of Shares and Issue of Commercial Papers.		
Module No. 5: STOCK MARKETS		10
Introduction - Functions of Stock Exchange; Stock Market Operations - Trading, Settlement and Custody (Brief discussion on NSDL & CSDL); Brief discussion of BSE, NSE and OTCEI		
Skill Developments Activities: <ul style="list-style-type: none"> • Visit any financial institution and prepare a report regarding its structure, functions and performance. • Analyze the ratings given by any credit rating agency, for at least 5 companies. • Conduct a mock stock-trading session and record the outcome. • Identify a company of your choice and record its share prices for one month. 		
Text Books: <ol style="list-style-type: none"> 1. L.M. Bhole, <i>Financial Institutions & Markets</i>, McGraw Hill 2. Khan, M.Y, <i>Indian Financial System</i>, McGraw Hill 3. Sharma, Meera, <i>Management of Financial Institutions</i>, Eastern Economy Edition 4. Bhole and Mahakud, <i>Financial Institutions and Markets – Structure, Growth and Innovations</i>, McGraw Hill 5. Guruswamy, S., <i>Financial Services and System</i>, McGraw Hill 6. Edminister. R.O, <i>Financial Institutions, Markets & Management</i>, McGraw Hill 7. Khan. M.Y, <i>Indian Financial System</i>, Vikas Pub. House 8. H.R Machiraju, <i>Indian Financial System</i>, Vikas Pub. House 9. E.Gorden & K. Nataraj, <i>Financial Markets and Services</i>, HPH Note: Latest edition of text books may be used.		
Name of the Program: BBA Course Code: G 401 DC 4.4 Name of the Course: FINANCIAL MANAGEMENT		
Course Credits	No. Of Hours per Week	Total Teaching Hours
4 Credits	4 Hours	56 Hours

Pedagogy: Classrooms lecture, tutorials, and Problem Solving	
Course Outcomes: On successful completion of the course, the Students will demonstrate. <ul style="list-style-type: none"> • To identify the goals of financial management. • To appraise the concepts of time value of money. • To understand the different models of dividend policy. • Able to analyze the business problem related to investments. • Able to appraise the working capital requirements in an organization. 	
Syllabus	Hours
Module No. 1: INTRODUCTION TO FINANCIAL MANAGEMENT	12
Introduction – Meaning of Finance, Business Finance, Finance Functions, Organization structure of Finance Department; Financial Management – Goals of Financial Management, Scope of financial management – Traditional approach and Modern approach, Objectives of financial management – Profit maximization and wealth maximization Financial Decisions, Role of a Financial Manager; Financial Planning – Steps in Financial Planning, Principles of Sound Financial Planning, Factors influencing a Sound Financial Plan	
Module No. 2: TIME VALUE OF MONEY	10
Meaning, Need, Future Value (Single Flow, Uneven Flow & Annuity); Present Value (Single Flow – Uneven Flow & Annuity); Doubling Period; Concept of Valuation -- Valuation of Bonds, Debentures and Shares (Simple Problems)	
Module No. 3: FINANCING & DIVIDEND DECISIONS	12
Financing Decision: Sources of Long-Term Finance -- Meaning of Capital Structure, Factors influencing Capital Structure, Optimum Capital Structure – EBIT, EPS Analysis, Leverages – Problems Dividend Decision: Meaning & Determinants of Dividend Policy, Types of Dividends, Bonus Shares (Meaning only)	
Module No. 4: INVESTMENT DECISION	12
Meaning and Scope of Capital Budgeting, Features & Significance, Techniques -- Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index (Problems)	

Module No. 5: WORKING CAPITAL MANAGEMENT	10
Working Capital -- Concept of Working Capital, Significance of Adequate Working Capital, Types of Working Capital, Problems of Excess or Inadequate Working Capital, Determinants of Working Capital, Sources of Working Capital, Estimation of Working Capital (Simple Problems)	
Skill Developments Activities: <ol style="list-style-type: none"> 1. Draw the organization chart with regard to operation of finance function. 2. Evaluate the NPV of an investment made in any one of the capital projects with imaginary figures for 5 years. 3. Evaluate the weighted average cost of capital of a company. 	
Text Books: <ol style="list-style-type: none"> 1. Chandra Prasanna (2015) <i>Financial Management: Theory and Practice</i>, Ninth Edition New Delhi. Tata McGraw Hill Publishing Co. Ltd. 2. Khan & Jain (2014) <i>Financial Management</i>, Thirteenth Edition, New Delhi: TMH Publishing Co. Ltd. 3. Maheshwari S. N. (2014) <i>Financial Management</i>, Twelfth Edition, New Delhi: Sultan Chand & Sons. 4. Pandey I.M. (2014) <i>Financial Management</i>, Eleventh Edition, New Delhi: Vikas Publishing House Private Limited. 5. Raghunandan B. V. (2015) <i>Financial Management</i>, Ninth Edition, Mangaluru: Shusrutha Books. 6. Raman B.S. (2014) <i>Management Accounting</i>, Fifteenth Edition, Mangalore: United Publishers Co. Ltd. 7. Rustagi R.P. (2016) <i>Elements of Financial Management</i>, Eleventh Edition New Delhi: Taxman's Publication. 8. Srivastava R. M. (2013) <i>Financial Management & Policy</i>, Tenth Edition, Mumbai: Himalaya Publishing House. <p>Note: Latest edition of text books may be used.</p>	

FIFTH SEMESTER

Name of the Program: Bachelor of Business Administration (BBA)

Course Code: G 401 DC1.5

Name of the Course: PRODUCTION AND OPERATIONS MANAGEMENT

Course Credits	No. Of Hours Per Week	Total No. Of Teaching Hours
4 CREDITS	4 HOURS	56 HOURS

Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies & field work etc.,

Course Outcomes:

- Understand Manufacturing technology integration in smart production
- Understand the various production and operations design decisions and how they relate to the overall strategies of organizations.
- Understand the importance of product and service design decisions and its impact other design decisions and operations.
- Obtain an understanding of quality management practice in organizations and how total quality management and six-sigma facilitate organizational effectiveness.
- Understand the roles of inventories and basics of managing inventories in various demand settings.

SYLLABUS:

HOURS

Module-1: Introduction to Operations

12

Definition of Operations Management: An outline of operations strategy; Factors affecting Operations Management; Functions and Scope of Operations Management; Objectives of Operations Management **Planning Organizing Controlling, Manufacturing and Non-Manufacturing Operations** and their classifications, **Productivity, Operations Planning and Control.**

Module-2: Plant Location and Layout

8

Introduction – Meaning and Definition, **Factors affecting location, theory and practices, cost factor in location- Plant layout principles, space requirement,** Different types of facilities; **Organization of physical facilities – building, sanitation, lighting, air conditioning and safety.**

Module -3: Materials Management

8

Introduction – Meaning and Definition - Purchasing, Selection of Suppliers, Inventory Management, Material Handling Principles and Practices, Economic Consideration, Criteria for Selection of Materials Handling Equipment, Standardization, Codification, Simplification, Inventory Control, Techniques of inventory Control (Concept only).

Module-4: Production Planning and Quality

16

Control

Objectives and Concepts, capacity planning, corresponding production planning, controlling, scheduling routing – Quality Control Production Planning/operations planning and control-role of production planning and control in operation management-scope of production planning and control-main functions of PPC-Level of Production Planning-Production planning functions-production control functions-benefits of production planning and control-productions planning and control in different productions and system. Meaning of ISO and TQM.

Module-5: Maintenance and Waste Management

12

Introduction – Meaning – Objectives - Types of maintenance, Break down, spares planning and control, preventive routine, relative advantages, maintenance scheduling, equipment reliability and modern scientific maintenance methods – Waste Management – Scrap and surplus disposal, salvage and recovery.

Skill Developments Activities:

1. Two cases on the above syllabus should be analyzed by the teacher in the classroom and same needs to be recorded by the student in the skill development book.
2. Draw a ISO specification chart
3. Draw any two quality control charts.

Books for References:

1. Ashwathappa. K and Sridhar B. (2015) “Production and Operations Management” Himalaya Publishing House Private Limited.
2. Gondhalekar and Salunkhe (2008). “Productivity Techniques”, Himalaya Publishing House Private Limited.
3. Muhlemann, A. Oaklank, J. and Lockyn, K. (2012). “Production and Operations Management”, Pearsons Education Limited.
4. SN Chary (2019). “Production and Operations Management”, McGraw Hill

Education (India) Private Limited; Sixth Edition.

5. Kachru, U. (2007). "Production and Operations Management, Excel Books, New Delhi.
6. K K. Ahuja (2016). "Production Management", CBS Publishers.
7. S.A. Chunawalla and Patel(2020). "Production and Operations Management", Himalaya Publishing House Private Limited.
8. Everett E Adam Jr, and Ronald J Ebert, (1993). "Production and Operations Management: Concepts, Models and Behaviour", Sage Publishers.
9. Jain, K.C & Agarwal, L N (2019). "Production, Planning, Control and Production/Operations Management, Khanna Publishers.
10. Thomas E. Morton, Production Operations Management, South Western College.

Name of The Program: Bachelor of Business Administration

Course Code: G 401 DC2.5

Name of The Course: INCOME TAX - I

Course Credits	No. Of Hours Per Week	Total No. Of Teaching Hours
4 Credits	5 Hours	56 Hours

Pedagogy: Classroom lectures, tutorials, and problem solving.

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

- Comprehend the procedure for computation of Total Income and tax liability of an individual.
- Understand the provisions for determining the residential status of an Individual.
- Comprehend the meaning of Salary, Perquisites, Profit in lieu of salary, allowances and various retirement benefits.
- Compute the income house property for different categories of house property.
- Comprehend TDS & advances tax Ruling and identify the various deductions under section 80.

SYLLABUS:

HOURS

Module-1: Basic Concepts of Income Tax

12

Introduction –Meaning of tax-, types of taxes, cannons of taxation. Brief history of Indian Income Tax, legal framework of taxation, Important definitions, assessment, assessment year, previous year including exceptions, assesses, person, income, casual income, Gross total income, Total income, Agricultural income, scheme of taxation, – Exempted incomes of an individual under section 10.

Module -2: Residential Status and Incidence of Tax

10

Introduction – Residential status of an individual. **Determination of residential status of an individual. Incidence of tax or Scope of Total income. Problems on computation of Gross total Income of an individual.**

Module- 3: Income from Salary

18

Introduction - Meaning of Salary -Basis of charge Definitions–Salary, Perquisites and profits in lieu of salary - Provident Fund –Transferred balance. - Retirement Benefits – **Gratuity, pension and Leave salary, HRA. Deductions and Problems on Computation of Taxable Salary.**

Module -4: Income from House Property

10

Introduction - Basis for charge - Deemed owners -House property incomes exempt from tax, composite rent and unrealized rent. Annual Value – **Determination of Annual Value - Deductions from Annual Value - Problems on Computation of Income from House Property.**

Module No.-5: Tax Deduction at Sources & Advance Tax

10

Ruling

Introduction - Meaning of TDS - Provisions regarding TDS - TDS to be made from Salaries - Filing of Quarterly statement – Theory and Problems; Advance Tax: Meaning of advance tax - **Computation of advance tax - Instalment of advance tax and due dates.**

Deductions under **Section 80C, 80CCC, 80CCD, 80D, 80DD, 80DDB, 80E, 80 EE, 80 EEA, 80EEB, 80G, 80GG, 80 GGA, 80 GGC, 80 QQB, 80TTA, 80 TTB and 80U as per old regime. (Individuals only).**

Skill Development Activities:

1. Prepare a slab rates chart for different Individual assesses.
2. Visit any Chartered Accountant office Collect and record the procedure involved in filing the Income tax returns of an Individual.
3. List out any 10 Incomes exempt from tax of an Individual.
4. Prepare the list of perquisites received by an employee in an organization.
5. Identify and collect various enclosures pertaining to Income tax returns of an individual.
6. Any other activities, which are relevant to the course.

Books for References:

1. Mehrotra H.C and T.S.Goyal, Direct taxes, Sahithya Bhavan Publication, Agra.
2. Vinod K. Singhanian, Direct Taxes, Taxman Publication Private Ltd, New Delhi.
3. Gaur and Narang, Law and practice of Income Tax, Kalyani Publications, Ludhiana.
4. Bhagawathi Prasad, Direct Taxes.
5. B.Mariyappa, Income tax Law and Practice-I, Himalaya Publishing House. New Delhi.s
6. Dr. Saha, Law and Practice of Income Tax, Himalaya Publishing House.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA)

Course Code: G 401 DC3.5

Name of the Course: Banking Law and Practice

Course Credits	No. Of Hours Per Week	Total No. Of Teaching Hours
4 Credits	4 Hours	56 Hours

Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies & field work etc.,

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

- a) Understand the legal aspects of banker and customer relationship.
- b) Open the different types of accounts.
- c) Describe the various operations of banks.
- d) Understand the different types of crossing of cheques and endorsement.
- e) Understanding of different types of E-payments.

SYLLABUS:

HOURS

Module no. 1: Banker and Customer

16

Banker and Customer Relationship

Introduction – Meaning of Banker & Customer; General and Special relationships between Banker & Customer, (Rights and Obligations of Banker & Customer).

Customers and Account Holders

Types of Customer and Account Holders – Procedure and Practice in opening and operating the accounts of different types of customers – Minor, Joint Account Holders, Partnership Firms, Joint Stock Companies, Clubs, Non-Resident Account – NRI & NRE Accounts.

Module no. 2: Collecting Banker

08

Meaning – Duties and Responsibilities of Collecting Banker, Holder for Value, Holder in Due Course; Statutory Protection to Collecting Banker.

Module No. 3: Paying Banker

12

Meaning – Precautions – Statutory Protection to the Paying Banker; Cheques – **Crossing of Cheques** – Types of Crossing; Endorsements - Meaning, Essentials and Kinds of Endorsement; **Dishonor of Cheque** - Grounds for Dishonor of cheque.

Module No. 4: Lending Operations

12

Principles of Bank Lending, Kinds of lending - **Loans, Cash Credit, Overdraft, Bills Discounting, Letters of Credit.** Types of securities and Methods of creation of charge, Secured and Unsecured Advances; Procedure - **Housing, Education and Vehicle loan's;** Non-Performing Asset (NPA): Meaning, circumstances & impact; Government Regulations on Priority lending for commercial banks.

Module No. 5: Banking Innovations

08

New technology in Banking – E-services – plastic cards. **Internet Banking, ATM based services, ECS, MICR, RTGS, NEFT, DEMAT, IMPS UPI , AADHAR enabled payment system, USSD, E-Valet and application based payment systems,** Role of artificial intelligence in banks, Block Chain – Meaning and features

Skill Development Activities:

1. Collect and paste pay in slip for SB A/c and Current a/c.
2. Draw a specimen of a crossed cheque.
3. List out different types of customers and collect KYC documents required for loan
4. List out various fee-based services offered by a bank in your locality
5. List out application-based payment systems provided by a commercial bank

Books for References:

1. Gordon & Natarajan: Banking Theory Law and Practice, HPH.
2. Maheshwari. S.N.: Banking Law and Practice, Vikas Publication.
3. Kothari N. M: Law and Practice of Banking.
4. Tannan M.L: Banking Law and Practice in India, Indian Law House
5. S. P Srivastava: Banking Theory & Practice, Anmol Publications.
6. Sheldon H.P: Practice and Law of Banking.
7. Neelam C Gulati: Principles of Banking Management.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA)

Finance Elective

Course Code: G 401 DE1a.5

Name of the Course: ADVANCED CORPORATE FINANCIAL

MANAGEMENT

Course Credits	No. Of Hours Per Week	Total No. Of Teaching Hours
4 CREDITS	4 HOURS	56 HOURS

Pedagogy: Classroom lectures, tutorials, and problem solving.

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

- Understand and determine the overall cost of capital.
- Comprehend the different advanced capital budgeting techniques.
- Understand the importance of dividend decisions.
- Evaluate mergers and acquisition.
- Understand the importance of credit/ receivable management in making credit decisions.

SYLLABUS:

HOURS

Module No. 1: Cost of Capital and Capital Structure Theories 14

Cost of Capital: Meaning and Definition – Significance of Cost of Capital – Types of Capital – Computation of Cost of Capital – Specific Cost – Cost of Debt – Cost of Preference Share Capital – Cost of Equity Share Capital – Weighted Average Cost of Capital – Problems.

Theories of capital structures: The Net Income Approach, The Net Operating Income Approach, Traditional Approach and MM Hypothesis – Problems.

Module No. 2: Risk Analysis in Capital Budgeting 14

Risk Analysis – Types of Risks – Risk and Uncertainty – Techniques of Measuring Risks – Risk adjusted Discount Rate Approach – Certainty Equivalent Approach – Sensitivity Analysis – Probability Approach – Standard Deviation and Co-efficient of Variation – Decision Tree Analysis – Problems.

Module No. 3: Dividend Theories 14

Introduction – Dividend Decisions: Meaning – Types of Dividends – Types of Dividends Policies – Significance of Stable Dividend Policy – Determinants of Dividend

Policy; Dividend Theories: Theories of Relevance – Walter’s Model and Gordon’s Model and Theory of Irrelevance – The Miller-Modigliani (MM)

Hypothesis – Problems on walter’s model, Gorden’s model and MM approach

Module No. 4: Mergers and Acquisitions

10

Meaning - Reasons – Types of Combinations - Types of Merger – Motives and Benefits of Merger – Financial Evaluation of a Merger - Merger Negotiations – Leverage buyout, Management Buyout Meaning and Significance of P/E Ratio. Problems on Exchange Ratios based on Assets Approach, Earnings Approach and Market Value Approach and Impact of Merger on EPS, Market Price and Market capitalization.

Module No. 5 : Credit Management

08

Meaning, Need for credit/ receivable management objectives of receivable management, decisional areas in credit management. Terms of payment, Credit policy variables, Credit evaluation, Ageing Schedule, Determining the optimum credit policy. Practical problems to be worked out on receivable management and finding out optimum credit policy.

Skill Development Activities:

1. Visit an organisation in your town and collect data about the financial objectives.
2. Compute the specific cost and Weighted average cost of capital of an Organisation, you have visited.
3. Case analysis of some live merger reported in business magazines.
4. Meet the financial manager of any company, discuss ethical issues in financial management.
5. Collect the data relating to dividend policies practices by any two companies.
6. Any other activities, which are relevant to the course.

Books for References:

1. I M Pandey, Financial management, Vikas publications, New Delhi.
2. Abrish Guptha, Financial management, Pearson.
3. Khan & Jain, Basic Financial Management, TMH, New Delhi.
4. S N Maheshwari, Principles of Financial Management, Sulthan Chand & Sons, New Delhi.
5. Chandra & Chandra D Bose, Fundamentals of Financial

Management, PHI, New Delhi.

6. B.Mariyappa, Advanced Financial Management, Himalaya Publishing House, New Delhi.
7. Ravi M Kishore, Financial Management, Taxman Publications
8. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw Hill.

Name of the Program: Bachelor of Business Administration (BBA)

Marketing Elective Course

Code: G 401 DE1b.5

Name of the Course: CONSUMER BEHAVIOUR

Course Credits	No. Of Hours Per Week	Total No. Of Teaching Hours
4 CREDITS	4 HOURS	56 HOURS

Pedagogy:

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

- Identify the major influences in consumer behaviour.
- Distinguish between different consumer behaviour influences and their relationships.
- Establish the relevance of consumer behaviour theories and concepts to marketing decisions.
- Implement appropriate combinations of theories and concepts.
- Recognise social and ethical implications of marketing actions on consumer behaviour.
- Use most appropriate techniques to apply market solutions.

SYLLABUS:	HOURS
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Module -1: Introduction	10
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Introduction to Consumer Behaviour - The Indian Consumer – Characteristic Features, Need to study Consumer Behaviour; Applications of Consumer Behaviour Knowledge; Current Trends in Consumer Behaviour; Market Segmentation & Consumer Behaviour.

Module -2: Individual Determinants of Consumer Behaviour	11
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Consumer Needs & Motivation; Personality and Self-Concept; Consumer Perception; Learning & Memory; Nature of Consumer Attitudes – Psychological: Motivation, Perceptions, Learning, Belief and Attitudes. Consumer Attitude Formation and Change.

Module-3: Environmental Determinants of Consumer	12
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Behaviour

Family Influences; Influence of Culture; Subculture & Cross-Cultural Influences; Group Dynamics and Consumer Reference Groups; Social Class: Reference group, Family role. Personal: Age, Life cycle stage, Occupational and economic circumstances.

Module - 4: Consumer's Decision-Making Process

12

Problem Recognition; Search & Evaluation; Purchase Processes; Post-Purchase Behaviour; Personal Influence & Opinion Leadership Process; Diffusion of Innovations; Models of Consumer Behaviour; Researching Consumer Behaviour (Nicosia Model, Howard sheth Model, Black Box Model; Consumer Research Process.

Module -5: Consumer Satisfaction & Consumerism

10

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

Skill Development Activities:

1. Conduct an informal interview of a local retail store owner and determine what demographic and socio-economic segments the store appears to satisfy. How did the owner select this segment or segments?
2. Conduct formal interview to the managers of three retail-clothing stores. Determine the degree to which they believe consumer's personality and self-image are important to the marketing activities of the stores.
3. Visit three local restaurants and assess how each attracts clientele in different stages of the family life cycle.
4. You are the owner of two furniture stores, one catering to upper-middle class consumers and the other to lower-middle class consumers. How do social class differences influence each store's?
 - Product lines & styles
 - Advertising media selection
 - The copy & communication styles used in the advertisements
 - Payment policies
5. For each of the following Products & services, indicate who you would go to

for information and advice and for each situation; indicate the person's relationship to you and your reasons for selecting him/her as the source of information and advice.

- The latest fashion in clothes
- Banking
- Air travel
- Vacation destinations
- A personal computer

Books for References:

1. Leon. G. Schiffman & Leslve Lazer Kanuk; Consumer behaviour; 6th Edition; PHI, New Delhi, 2000.
2. Suja.R.Nair, Consumer behaviour in Indian perspective, First Edition, Himalaya Publishing House, Mumbai, 2003.
3. Batra/Kazmi; Consumer Behaviour.
4. David. L. Loudon & Albert J. Bitta; Consumer Behaviour; 4th Edition, Mcgraw Hill, Inc; New Delhi,1993.
5. K. Venkatramana, Consumer Behaviour, SHBP.
6. Assael Henry; Consumer behaviour and marketing action; Asian Books(P) Ltd, Thomson learning, 6th Edition; 2001.
7. Jay D. Lindquist & M. Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, 2003.
8. Blackwell; Consumer Behaviour, 2nd Edition.
9. S.A.Chunawalla : Commentary on Consumer Behaviour, HPH.
10. Sontakki; Consumer Behaviour, HPH.
11. Schiffman; Consumer Behaviour, Pearson Education.

Name of the Program: Bachelor of Business Administration (BBA)

Human Resource Elective Course

Code: G 401 DE1c.5

**Name of the Course: COMPENSATION AND PERFORMANCE
MANAGEMENT**

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS

Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies & field work etc.,

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

- Understand the concepts of Compensation management.
- Describe job evaluation and its methods.
- Evaluate the different methods of wages.
- Describe performance management and methods of performance management.
- Preparation of Payroll.

SYLLABUS:

HOURS

Module No. 1: Introduction to Compensation

12

Management

Compensation - Definition - Classification - Types - Wages, Salary, Benefits, DA, Consolidated Pay; Equity based programs, Commission, Reward, Remuneration, Bonus, Short term and Long-Term Incentives, Social Security, Retirement Plan, Pension Plans, Profit Sharing Plan, Stock Bonus Plan, ESOP, Employer Benefits and Employer Costs for ESOP, Individual Retirement Account, Savings Incentive Match Plan for Employees (case study).

Compensation Management-Dimensions, 3-P Concept, Compensation as Retention Strategy, Issues, New Trends in Compensation Management, Compensation Management in Multi-National organizations, Compensation Strategy: internal and external factors affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies. (Case study)

Module No. 2: Job Evaluation

11

Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Point Factor Method of Job Evaluation: Combining Point factor and Factor Comparison Methods, Job Evaluation Committee, Factor Evaluation System (FES), Using FES to determine Job Worth, Position Evaluation Statements (case study)

Module No. 3: Wage and Salary Administration 11

Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration. Difference between Salary and Wages - Basis for Compensation Fixation- Components of Wages - Basic Wages - Overtime Wages - Dearness Allowance - Basis for calculation - Time Rate Wages and Efficiency Based Wages - Incentive Schemes - Individual Bonus Schemes, Group Bonus Schemes - Effect of various Labour Laws on Wages-Preparation of Pay Roll. (Case study)

Module No. 4: 12

Introduction to

Performance

Management

Definition, objectives, need, Concerns-Scope-Historical Developments in Performance Management-Over view of Performance Management-Process for Managing Performance-Importance-Linkage of PM to other HR Processes. Performance Management Planning: Introduction-Need-Importance-Approaches-methods-The Planning Process-Planning Individual Performance- Barriers to Performance Planning (case study).

Module No. 5: 10

Performance

appraisal:

Concept, meaning, need, objectives, Process of performance appraisal, issues and challenges in performance appraisal, documentation of performance appraisal, Methods of

Performance appraisal – traditional methods, modern methods with advantages and disadvantages of each - appraisal interviews, performance feedback and counseling, use of technology and e-PMS, Ethical perspectives in performance appraisal (case study).

Skill Development Activities:

1. List the various components of total compensation in Multinational Companies.
2. Construct a questionnaire for a salary survey on nurses.
3. Design a performance appraisal plan using any Modern Performance Appraisal Tool for an IT company.
4. Study any one contemporary practice of Performance Management System (Balance scorecard, Lean Management, BPRE, Six Sigma and so on)

Books for References:

1. Joseph J. Martocchio, Strategic Compensation, 3rd Edition, Pearson Education
2. Michael Armstrong & Helen Murlis: Hand Book of Reward Management – Crust Publishing House.
3. Milkovich & Newman, Compensation, Tata McGraw Hill
4. Richard I. Anderson , Compensation Management in Knowledge based world, 10th edition, Pearson Education
5. Thomas. P. Plannery, David. A. Hofrichter & Paul. E. Platten: People, Performance & Pay – Free Press.
6. Aguinis Herman, Performance Management, 2nd Edition, 2009 Pearson Education, New Delhi.
7. Aziz A, Performance Appraisal: Accounting and Quantitative Approaches, 1993, Pointer.
8. Bhatia S.K, Performance Management: Concepts, Practices and Strategies for Organisation Success, 2007, Deep & Deep, New Delhi.
9. BD Singh, Compensation & Reward Management, Excel Books
10. Cardy R.L, Performance Management: Concepts, Skills and Exercises, 1st Edition, 2008, PHI, New Delhi.

11. Goel Dewkar, Performance Appraisal and Compensation Management: A Modern Approach, 2 nd Edition, 2008, PHI, New Delhi.
12. . Sarma A.M, Performance Management System, 1st Edition, 2008, Himalaya Pub, Mumbai.

Name of the Program: Bachelor of Business Administration (BBA)

DATA ANALYTICS

Course Code: G 401 DE2a.5

Name of the Course: FINANCIAL ANALYTICS

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS

Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion student will demonstrate:

- a) Analyze and model financial data.
- b) Access the different open-source domains.
- c) Evaluate and build model on time series data.
- d) Use the most powerful and sophisticated routines in Python for data analysis.
- e) Execute the statistical methods using python.

SYLLABUS:

HOURS

Module No. 1: Introduction to Financial Analytics

08

Introduction: Meaning-Importance of Financial Analytics Uses-Features-Documents

used in Financial Analytics: Time value of money – Discounted and Non-discounted (computation using Excel).

Module No. 2: Access to Financial Data Using Latest

06

Technology

Public domain data base (RBI, BSE, NSE, Google finance), Prowess, downloading data from NSE and Yahoo finance. IMF and World Bank data base, Kaggle, Bloomberg, FINTECH companies (ROBO, ALGO trade).

Module No. 3: Introduction to Time Series Modeling

12

Meaning of Data- types of data- time series, panel, cross sectional-components of Time series data. Simple time series concepts – moving average, exponential moving, WMA (Theory and Practices), data - differencing, logarithm, lagging, stationary v/s non-stationary data (detailed explanation with examples) computing return series data (simple returns using Excel).

Module No. 4: Introduction to Python

15

Installation of Python, types of data and structures, basic analysis using NUMPY and PANDAs (financial examples), data preparation for time series data.

Module No. 5: Python for Finance

15

Descriptive statistics, Time series graphs in Python, understanding between correlation and covariance, basics of regression and its assumptions, Stationary and non-stationary data, basics of Time series using Python.

Skill Development Activities:

- a) Explain the Different types of trends in time series data.
- b) Explain the assumptions of regressions.
- c) List out Public domain data base.
- d) List out recent FINTECH companies.

Books for References:

1. Python for finance: Yves hil pisces
2. Hands on Data analysis with Pandas: Stefanie molin.
3. Hands on Python for finance, Krish Naik, Packt
4. Python For Finance, Yuxing Yan, Packt
5. Mastering Python for Finance, James Ma Weiming ,Pack Publishing
6. Financial Reporting and Financial Statement Analysis,M Hanif , A

Mukherjee, McGraw Hill

7. Haskell Financial Data Modelling and Predictive Analytics, Pavel Ryzhov, PACKT

Name of the Program: Bachelor of Business Administration (BBA)

Retail Management Course

Code: G 401 DE2b.5

Name of the Course: FUNDAMENTALS OF RETAIL MANAGEMENT

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS

Pedagogy: Classroom lectures, Case studies, Group discussion, Seminar & field work etc.,

Course Outcomes: On successful completion student will demonstrate:

- a) Clarify the concept and related terms in retailing.
- b) Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
- c) Understand various formats of retail in the industry.
- d) Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

SYLLABUS:

HOURS

Module -1: Introduction to Retail Business

10

Definition, functions and types of retail ownership-Independent Retailer, Chain Stores, Franchising, Leased departmental stores, Vertical Marketing system, Consumer co-operatives; forms of retail business ownership. Indian Retail Scenario- Factors influencing retail business in India; Ethical Issues in Retailing; International perspective in retail business- FDI in Indian Organized Retail Sector.

Module -2: Consumer Behaviour in Retail Business 10

Buying decision process and its implication on retailing –Customer shopping Behavior, Customer service and customer satisfaction. Retail planning process: Factors to consider in preparing a business plan – implementation – risk analysis.

Module-. 3: Retail Organization and Functional Management 10

Business Models in Retailing, Classification of Retailing Formats, Operational Stages in Retailing, Factors influencing Location of stores, Stores Designing, Space planning, Inventory Management, Merchandising Management, Selection and optimization of Workforce. Retail Accounting and Cash Management.

Module -4: Retail Marketing Mix 16

Introduction -Product: Decisions related to selection of goods (Merchandise Management) Product Assortment and display, new product launch, PLC in Retailing; Pricing- Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place: Supply channel, Retail logistics, computerized replenishment system, corporate replenishment Policies. Promotion : Setting objectives, communication effects , promotional mix.; Retail distribution- In Store and Online Store, Factors influencing retail distribution; Human Resource Management in Retailing- Selection and Optimisation of work force.

Module- 5: Impact of Information Technology in Retailing 08

Non store retailing (e-retailing) - The impact of Information Technology in retailing - Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system. Legal aspects in retailing, Social issues in retailing, Ethical issues in retailing.

Skill Development Activities:

- Draw a retail life cycle chart and list the stages.
- Draw a chart showing store operations.
- List out the major functions of a store manager diagrammatically.
- List out the current trends in e-retailing

e) List out the Factors Influencing in the location of a New Retail outlet.

Books for References:

1. Suja Nair; Retail Management, HPH
2. Karthic – Retail Management, HPH
3. S.K. Poddar & others – Retail Management, HPH.
4. R.S. Tiwari ; Retail Management, HPH 18
5. Barry Berman and Joel Evans: "Retail Management – A Strategic Approach", 8th edition, PHI/02
6. A.J. Lamba, "The Art of Retailing", 1st edition, Tata McGrawHill, New Delhi, 2003.
7. Swapna Pradhan: Retailing Management, 2/e, 2007 & 2008, TMH
8. James R. Ogden & Denise T.: Integrated Retail Management
9. A Sivakumar: Retail Marketing, Excel
- Books 10. Ogden: Biztantra, 2007
11. Levy & Weitz: Retail Management -TMH 5th Edition 2002
12. Rosemary Varley, Mohammed Rafiq-: Retail Management
13. Chetan Bajaj: Retail Management -Oxford Publication.
14. Uniyal & Sinha : Retail Management - Oxford Publications.
15. Araif Sakh ; Retail Management

Name of the Program: Bachelor of Business Administration (BBA)

Logistic and Supply Chain Management

Course Code: G 401 DE2c.5

NAME OF THE COURSE: FREIGHT TRANSPORT MANAGEMENT

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS

Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies.

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

- a) Understand the different types of transport.
- b) Understand the Transport Economics.
- c) Understand the transport administration.
- d) Understand the terms consolidation, and documentations for Export and Import.
- e) Understand the concept of pricing.

SYLLABUS: **HOURS**

Module 1: Transport Function **12**

Transport functionality - Transport structure and classification - Principles and participants - Transport Service-Traditional carriers, package service, ground package service, Air package service- Intermodal Transportation - Piggyback/TOFC/COFC, Containerships, Non-operating intermediaries; **Modes of Transport** – Rail, Water, Pipeline, Air, Motor Carriers.

Module 2: Transport Economics

08

The structure of Transport Costs and Location of Economic Activities. Demand for transport. Models of Freight and Passenger Demand. Model Choice; Cost Functions in the Transport Sector. Special Problems of Individuals Modes of Transport; Inter-modal condition in the Indian Situation.

Module 3: Transport Administration

10

Operations management, Consolidation, Negotiation, Control, Auditing and Claim administration, Logistical Integration.

Module 4: Transport Documentation

14

Transport documents: Delivery order, Dock receipt, Bill of Lading, Freight Bill, Sea way Bill (SWB/e-SWB), Airway Bill (AWB/e-AWB), shipping guarantee, packing note or list, consignment note - Shipping Manifest.

Export documents: BOL, certificate of origin, commercial invoice, consular documents, destination control statement, Dock receipt, EEI, Export license, Export packing list, Free trade documents, inspection certificate, insurance certificate, shipper's letter of instruction.

Module 5: Pricing

12

Pricing fundamentals – Fundamentals of Pricing, Principle of Pricing, F.O.B Pricing, Delivered pricing - Pricing issues- potential discrimination, quantity discounts, pick up allowances, promotional pricing, menu pricing- platform service pricing, value added service cost, efficiency incentives.

Skill Development Activities:

1. Identify any two products suitable for transportation via Rail, Water, Pipeline, Air, Motor Carriers
2. Identify the best modes of transport for textiles and spices from India to USA
3. Draft a BOL for shipment of goods
4. List out and explain the different kinds of Pricing.

Books for References:

1. Donald. J. Bowersox & Donald. J. Closs , Logistical Management-The integrated Supply Chain Process , TATA Mc-Graw Hill
2. Sunil Chopra & Peter Meindl, Supply Chain Management, PHI
3. Donald J Bowersox, David J Closs, M Bixby Cooper, Supply Chain Logistics Management- McGraw Hill Education, 3rd Indian Edition.
4. Rahul V Altekar, "Supply Chain Management- Concepts and Cases", Prentice Hall of India Pvt. Ltd.

Name of the Program: Bachelor of Business Administration
(BBA)

Course Code: **G 401 V01.5**

Name of the Course: INFORMATION TECHNOLOGY FOR BUSINESS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.

Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion Student will demonstrate;

- a) Understand the fundamentals of information technology
- b) Understand how businesses use information technology
- c) Learn core concepts of computing and modern systems
- d) Understand modern software programs and packages for Business.
- e) Applications of Excel and SQL.

Syllabus	Hours
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Module No. 1: Information Technology and Information System	10
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Introduction to IT, Introduction to IS, Difference be IS and IT, Need for Information System, Information Systems in the Enterprise, Impact of Information Technology on Business (Business Data Processing, Intra and Inter Organizational communication using network technology, Business process and Knowledge

process outsourcing), Managers and Activities in IS, Importance of Information systems in decision making and strategy building.

Module No. 2: Subsystems of Information System **12**

Transaction Processing Systems (TPS), Management Information System (MIS), Decision Support Systems (DSS), Group Decision Support System (GDSS), Executive Information System (EIS), Expert System (ES), Features, Process, advantages and Disadvantages, Role of these systems in Decision making process.

Module No. 3: Database Management System **14**

Introduction to Data and Information, Database, Types of Database models, Introduction to DBMS, Difference between file management systems and DBMS, Advantages and Disadvantages of DBMS, Data warehousing, Data mining, Application of DBMS, Introduction to MS Access, Create Database, Create Table, Adding Data, Forms in MS Access, Reports in MS Access.

Module No. 4: Microsoft Excel in Business **14**

Introduction to MS Excel, features of MS Excel, Cell reference, Format cells, Data Validation, Protecting Sheets, Data Analysis in Excel: Sort, Filter, Conditional Formatting, Preparing Charts, Pivot Table, What if Analysis (Goal Seek, Scenario manager), Financial Functions: NPV, PMT, PV, FV, Rate, IRR, DB, SLN, SYD. **Logical Functions:** IF, AND, OR, Lookup Functions: V Lookup, H Lookup, Mathematical Functions, and Text Functions.

Module No. 5: Recent Trends in IT **05**

Virtualization, Cloud computing, Grid Computing, Internet of Things, Green Marketing, Artificial Intelligence, Machine Learning.

Skill Developments Activities:

1. Creating Database Tables in MS Access and Entering Data
2. Creating Forms in MS Access
3. Creating Reports in MS Access
4. Creating charts in Excel
5. What if analysis in Excel
6. Summarizing data using Pivot Table
7. VLookup and HLookup Functions
8. Rate of Interest Calculation using Financial Function
9. EMI calculation using Financial Function

10. Data Validation in Excel
11. Sort and Filter
12. Conditional Formatting in Excel.

Books for Reference:

1. Lauaon Kenneth & Landon Jane, "Management Information Systems: Managing the Digital firm", Eighth edition, PHI, 2004.
2. Uma G. Gupta, "Management Information Systems – A Management Prespective", Galgotia publications Pvt., Ltd., 1998.
3. Louis Rosenfel and Peter Morville, "Information Architecture for the World wide Web", O'Reilly Associates, 2002.
4. C.S.V.Murthy: Management Information Systems, HPH
5. Steven Alter, "Information Systems – A Management Perspective", Pearson Education, 2001.
6. Uma Gupta, "Information Systems – Success in 21st Century", Prentice Hall of India, 2000.
7. Robert G. Murdick, Joel E. Ross and James R. Claggett, "Information Systems for Modern Management", PHI, 1994.
8. Introduction to Database Systems, CJ Date, Pearson
9. Database Management Systems, Raghurama Krishnan, Johannes Gehrke, TATA McGraw Hill 3rd Edition.
10. The Database Systems – The Complete Book, H G Molina, J D Ullman, J Widom Pearson
11. Database Systems design, Implementation, and Management, Peter Rob & Carlos Coronel 7th Edition.
12. Fundamentals of Database Systems, Elmasri Navrate Pearson Education
13. Introduction to Database Systems, C.J.Date Pearson Education
14. Microsoft Access 2013 Step by Step by Cox, Joyce, Lambert, Joan.
15. Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365 (English Edition) by Lokesh Lalwani
16. Microsoft Excel 2016 - Data Analysis and Business Modeling by Wayne L. Winston (Author)

Name of the Program: BBA

Course Code: G 401 VO2.5

Name of the Course: Digital Marketing

Course Credits	No. Of Hours per Week	Total Teaching Hours
3 Credits	(2-0-2) 4 Hours	45 Hours

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

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

- a) Gain knowledge on Digital Marketing, Email marketing and Content marketing.
- b) Understand Search Engine Optimization tools and techniques
- c) Gain skills on creation of Google AdWords & Google AdSense
- d) Gain knowledge on Social Media Marketing and Web Analytics.
- e) Gain knowledge on YouTube Advertising & Conversions.

Syllabus	Hours
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Module No. 1: Introduction to Digital Marketing	08
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Digital Marketing: Introduction - Meaning of Digital Marketing, Need for Digital Marketing, Digital Marketing Platforms.

Email Marketing: Importance of e-mail marketing, e-mail Marketing platforms, creating e-mailers, Contact Management and Segmentation Strategy, e-mail Deliverability & Tracking e-mails, Effective & Unique e-mail Content, Outlining the Design of Marketing e-mails, Open rates and CTR of e-mail, Drive leads from e-mail, Opt-in lists.

Content Marketing: Understanding Content Marketing, Generating Content Ideas, planning a Long-Term Content Strategy, Content Creation Framework, Extending the Value of Content through Repurposing, Measuring and Analyzing Content.

Module No. 2: Search Engine Optimization (SEO)

10

Search Engine Optimization (SEO): Meaning of SEO, Importance and Its Growth in recent years, Ecosystem of a search Engine, kinds of traffic, Keyword Research & Analysis (Free and Paid tool & Extension), Google Algorithms for On Page Optimization (OPO), Off-Page Optimization, Misc SEO Tools: Google Webmaster Tools, Site Map Creators, Browser-based analysis tools, Page Rank tools, Pinging & indexing tools, Dead links identification tools, Open site explorer, Domain information/who is tools, Quick sprout, Google My Business.

Module No. 3: Google AdWords & Google AdSense

08

Google AdWords: Google Ad-Words Fundamentals, Google AdWords Account Structure, Key terminologies in Google AdWords, Creating an AdWords account, Different Types of AdWords and its Campaign & Ads creation process, Keyword Match types, Keyword targeting & selection (Keyword planner), Bidding techniques – Manual / Auto, Demographic Targeting / Bidding, CPC-based, CPA based & CPM-based accounts.

Google AdSense: Understanding ad networks and AdSense's limitations, Applications of AdSense, setting up an AdSense account, creating new ad units, displaying ads on a website, Allowing, and blocking ads, Reviewing the AdSense dashboard, Running AdSense reports and custom reports, Exporting data.

Module No. 4: Social Media Marketing (SMM) & Web Analytics

10

Social Media Marketing (SMM) Facebook Marketing, Twitter Marketing, LinkedIn Marketing, Google plus Marketing, YouTube Marketing, Pinterest Marketing, Snapchat Marketing, Instagram Marketing, Social Media Automation Tools, Reputation management.

Web Analytics: The need & importance of Web Analytics, Introduction to Google Analytics, The Google Analytics layout, Basic Reporting, Basic Campaign and Conversion Tracking, GoogleTag Manager, Social Media Analytics, Other Web analytics tools.

Module No. 5: YouTube Advertising (Video Ads) & Conversions

09

YouTube Advertising (Video Ads): Meaning, Need, Process, Types of YouTube Ads: Instream ads, Invideo ads, In-search ads, In-display ads, Measuring YouTube ad performance, Drive leads and sales from YouTube ads, Conversions: Meaning, Types of Conversions, Conversion Tracking, Optimizing Conversions, Analyzing conversion data, Conversion optimizer.

Skill Developments Activities:

1. Explain the key digital marketing activities needed for competitive success.
2. Examine the concept of Digital Media and benefits to be derived.
3. Recognise the core features of CRM and retention programmes
4. Identify the metrics used in digital marketing.
5. Organise how we can limit the marketing materials we get through e-mail.

Text Books:

1. Understanding DIGITAL Marketing, Marketing strategies for engaging the digital generation Damian Ryan & Calvin Jones
2. The Art of Digital Marketing: The Definitive Guide to Creating Strategic By Ian Dodson
3. Internet Marketing: a practical approach By Alan Charlesworth
4. Social Media Marketing: A Strategic Approach By Melissa Barker, Donald I. Barker, Nicholas F. Bormann, Krista E Neher

Note: Latest edition of text books may be used.

SIXTH SEMESTER

**Name of the Program: Bachelor of Business Administration
(BBA.)**

Course Code: G 401 DC1.6

Name of the Course: BUSINESS LAW

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.

Pedagogy: Classroom lectures, Case studies, Tutorial classes, Group discussion, Seminar & field work etc.,

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

- Comprehend the laws relating to Contracts and its application in business activities.
- Comprehend the rules for Sale of Goods and rights and duties of a buyer and a Seller.
- Understand the significance of Consumer Protection Act and its features
- Understand the need for Environment Protection.

Syllabus: **Hours**

Module No. 1: Elements of Indian Contract Act, 1872- 1 **12**

Introduction – Definition of Contract, Essentials of Valid Contract, Classification of Contract, Offer and acceptance, Consideration, Contractual Capacity. Case Laws

Module No. 2: Elements of Indian Contract Act, 1872- 2 **12**

Free Consent- Legality of Object- Performance of a Contract- Discharge of a Contract, Breach of Contract and Remedies to Breach of Contract. Case Laws

Module No. 3: The Sale of Goods Act, 1930 **14**

Introduction - Definition of Contract of Sale, Essentials of Contract of Sale, Conditions and Warranties, Transfer of ownership in goods including sale by a non- owner and exceptions. Unpaid seller, rights of an unpaid seller against the goods and against the buyer.

Module No. 4: Consumer Protection Act 1986 **10**

Definitions of the terms – Consumer, Consumer Dispute, Defect, Deficiency, Unfair Trade Practices, and Services, Rights of Consumer under the Act, Consumer Redressal Agencies – District Forum, State Commission and National Commission.

Module No. 5: Environment Protection Act 1986 **08**

Introduction - Objectives of the Act, Definitions of Important Terms – Environment, Environment Pollutant, Environment Pollution, Hazardous Substance and Occupier, Types of Pollution, Powers of Central Government to protect Environment in India.

Skill Developments Activities:

1. Discuss the case of “Carlill vs Carbolic Smoke Ball Company” case
2. Discuss the case of “Mohiri Bibi v/s Dharmadas Ghosh”.
3. Briefly narrate any one case law relating to minor.
4. List at least 5 items which can be categorized as ‘hazardous substance’ according to Environment Protection Act.
5. List out any six cybercrimes.

CASES:

The relevant legal point, facts and the judicial decision relating to the following 10 case laws are to be specifically dealt with –

1. Balfour Vs Balfour
2. Carlill Vs Carbolic Smoke Ball Company
3. Felthouse Vs Bindley
4. Lalman Shukla Vs. Gauridutt
5. Durgaprasad Vs

Baldeo

6. Chinnayya Vs
Ramayya
7. Mohiribibi Vs. Dharmodas Ghosh
8. Ranganayakamma Vs Alvar Chetty
9. Hadley Vs Baxendale

Books for Reference:

1. Kuchhal, M. C. and Kuchhal,V. (2013). "Business Law" Vikas Publishing House, New Delhi.
2. Singh, A. (2021). "Business Law", Eastern Book Company, Lucknow.
3. Kumar, R. (2023). "Legal Aspects of Business", Cengage Learning India Private Limited.
4. SN Maheshwari and SK Maheshwari (2018). "Business Law", Himalaya Publishing House, New Delhi.
5. Aggarwal S. K. (2006). "Business Law", Galgotia Publishers Company, New Delhi
6. Goyal, B. K.& Kinneri, J. (2019). Business Laws, Singhal Law Publications.
7. Arora, S. (2022). "Business Laws", Taxmann Publications.
8. Pathak, A. (2022). "Legal Aspects of Business", McGraw Hill Education, 6th Ed.
9. Tulsian,P.C. and Tulsian, B. (2018). "Business Law", McGraw Hill Education.
10. Sharma,J.P. and Kanojia, S. (2018). "Business Laws", Bharat Law House, New Delhi.
11. K. Rama Rao and Ravi S.P. (2015). "Business Regulatory Framework", Himalaya Publishing House.
12. Kapoor, N.D. (2021). "Business Laws", Sultan Chand & Sons (P) Limited.

Name of the Program: Bachelor of Business

Administration (BBA)

Course Code: G 401 DC2.6

Name of the Course: INCOME TAX - II

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.

Pedagogy: Classroom lectures, Tutorials, Role Plays and Case study method.

Course Outcomes: On successful completion of the course, the students will:

- Understand the procedure for computation of income from business and other Profession.
- the provisions for determining the capital gains.
- Compute the income from other sources.
- Demonstrate the computation of total income of an Individual.
- Comprehend the assessment procedure and to know the power of income tax authorities.

Syllabus: **Hours**

Module No. 1: Profits and Gains of Business and Profession **20**

Introduction-Meaning and definition of Business, Profession and Vocation. -
Expenses Expressly allowed - Expenses Expressly Disallowed - Allowable losses -
Expressly disallowed expenses and lossess, Expenses allowed on payment basis.

Problems on computation of income from business of a sole trading concern -

Problems on computation

of income from profession: Medical Practitioner - Advocate and Chartered

Accountants.

Depreciation – Block of Assets - Rates of Depreciation. Unabsorbed Depreciation.

Module No. 2: Capital Gains **10**

Introduction - Basis for charge - Capital Assets - Types of capital assets – Transfer -
 Computation of capital gains – Short term capital gain and Long-term capital gain -
 Exemption under section 54, 54B, 54EC, 54D, 54F, and 54G. Problems covering the
 above sections.

Module No. 3: Income from other Sources 10

Introduction - Incomes taxable under Head income other sources – Securities -
 Types of Securities - Rules for Grossing up. Ex-interest and cum-interest securities.
 Bond Washing Transactions - Computation of Income from other Sources.

Module No. 4: Set Off and Carry Forward of Losses & Assessment of individuals. 10

Introduction – Provisions of Set off and Carry Forward of Losses (Theory only)
 Computation of Total Income and tax liability of an Individual.

Module No. 5: Assessment Procedure and Income Tax Authorities 10

Introduction - Due date of filing returns, Filing of returns by different assesses, E filing
 of returns, Types of Assessment, Permanent Account Number -Meaning, Procedure for
 obtaining PAN and transactions where quoting of PAN is compulsory. Income Tax
 Authorities their Powers and duties.

Skill Developments Activities:

1. Visit any chartered accountant office and identify the procedure involved in the computation of income from profession.
2. List out the different types of capital assets and identify the procedure involved in the computation of tax for the same.
3. List out the steps involved in the computation of income tax from other sources and critically examine the same.
4. Identify the Due date for filing the returns and rate of taxes applicable for individuals.
5. Draw an organization chart of Income Tax department in your locality.
6. Any other activities, which are relevant to the course.

Books for References:

1. Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann publication.
2. B.B. Lal: Direct Taxes, Konark Publisher (P) ltd.
3. Dr. Mehrotra and Dr. Goyal: Direct Taxes – Law and Practice, Sahitya Bhavan Publication.
4. Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and sons.
5. Gaur & Narang: Income Tax.
6. 7 Lecturers – Income Tax – I, VBH
7. Dr.V.Rajesh Kumar and Dr.R.K.Sreekantha: Income Tax – I, Vittam Publications.
8. Dr. B Mariyappa, Income Tax II – HPH.

Name of the Program: Bachelor of Business

Administration (BBA)

Course Code: G 401 DC3.6

Name of the Course: INTERNATIONAL BUSINESS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
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4 Credits	4 Hrs.	56 Hrs.
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Pedagogy: Classroom lectures, Tutorials, and Case study method.

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

- a) Understand the concept of International Business.
- b) Differentiate the Internal and External International Business Environment.
- c) Understand the difference MNC and TNC
- d) Understand the role of International Organizations in International Business.
- e) Understand International Operations Management.

Syllabus:

Hours

Module No. 1: Introduction to International Business

12

Introduction, meaning and definition of international business, need and importance of international business, tariffs and non-tariff barriers to international business. Comparative cost advantage theory.

Foreign Trade and Capital in India: Introduction, procedures for import and export trade. Foreign Capital – meaning -forms -Foreign Investments-meaning -Modes of entering international business-Modes of Entry, Exporting, licensing, franchising, contract manufacturing, management contracts, foreign direct investment -meaning -types, alliances like mergers and acquisitions, joint ventures.

Module No. 2: International Business Environment

12

Overview, Internal and External environment - Economic environment, Political environment, Demographic environment, Social and Cultural environment, Technological and Natural environment.

Module No.3: Globalization

12

Meaning, features, essential conditions favoring globalization, challenges to globalization, MNCs, TNCs - Meaning, features, merits and demerits; Technology transfer - meaning and issues in technology transfer.

Module No.4: Organizations Supporting International Business **10**

Business

Meaning, Objectives and functions of - IMF, WTO, GATT, GATS, TRIM, TRIP; and Regional Integration- EU, NAFTA, SAARC, BRICS.

Module No.5: International Operations Management **10**

Global Supply Chain Management- Global sourcing, Global manufacturing strategies, International Logistics, International HRM - Staffing policy and its determinants; Expatriation and Repatriation (Meaning only).

Skill Developments Activities:

- a) Tabulate the foreign exchange rate of rupee for dollar and euro currencies for 1 month
- b) List any two Indian MNC's along with their products or services offered.
- c) Prepare a chart showing currencies of different countries
- d) Collect and Paste any 2 documents used in Import and Export trade.

Books for References:

- 1. Rakesh Mohan Joshi. (2011). International Business, Oxford University Press, New Delhi.
- 2. Francis Cherunilam; International Business, Prentice Hall of India
- 3. P. SubbaRao – International Business – HPH
- 4. Sumati Varma. (2013). International Business (1st edi), Pearson.
- 5. Charles Hill. (2011). International Business: Text & Cases, Tata McGraw Hill, New Delhi.
- 6. International Business by Daniel and Radebaugh –Pearson Education
- 7. International Economics by Robert Carbaugh (Author) Cengage Learning ;18th Edition (January 20,2022).

Name of the Program: Bachelor of Business Administration (BBA)

Finance Elective

Course Code: G 401 DE1a.6

Name of the Course: SECURITY ANALYSIS AND PORTFOLIO

MANAGEMENT

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
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4 CREDITS	4 HOURS	56 HOURS
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Pedagogy: Classroom lectures, tutorials, and problem solving.

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

- a) Understand the concept of basics of investment.
- b) Evaluate the different types of alternatives.
- c) Evaluate the portfolio and portfolio management.
- d) Understand the concept of Bonds and mutual funds
- e) Gain the knowledge of financial derivatives.

SYLLABUS:

HOURS

Module No. 1: Basics of Investments

06

Investments –Meaning, Differences between Investment, Trading and Speculation.

Process of Making and Managing Investments, Investment Goals and Constraints.

Non-marketable Financial Assets, Money Market Instruments, Fixed Income Securities, Equity Shares, Mutual Funds, Derivatives, Life Insurance Policies, Real Estate, Precious and Valuable items.

Module No. 2: : Stock Selection and Portfolio Construction

14

Stock Selection: Fundamental Analysis – Economy Analysis, Industry Analysis, Company Analysis and Stock Valuation. Technical Analysis. Efficient Market

Hypothesis. Portfolio Construction Theories – Markowitz Theory, Sharpe's Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory. [problems to be worked out].

Module No. 3: Evaluation of Bonds

10

Pricing of Bonds, Returns on Bonds, Risks associated with Bonds, Duration and Modified Duration. Bond Portfolio Construction – Immunization Strategy.

Module No. 4: Mutual Funds

12

Mutual Funds – Net Asset Value, Mutual Fund Returns – Dividend payment plan, Dividend Reinvestment Plan, Bonus Plan and Growth Plan. Mutual Fund Evaluation – Sharpe's Measure, Treynor's Measure, Jensen's Measure.

Module No. 5: Financial Derivatives

14

Derivatives – Basic Financial derivatives Features of a Financial Derivative – Types of Financial Derivatives. Forward Market- features. Futures – Features, difference between forward and futures. Options- concept, parties to contract. Types of options [simple problems to be worked out]

Skill Development Activities:

1. Summarize the parameters of 'Economy Analysis' of any five countries and give your inference.
2. Apply Porter's Five Forces Model for an industry of your choice and present the prospects of the industry.
3. Analyze a company in respect of various financial and non-financial parameters and suggest investment decision in the company.
4. Identify the best 5 mutual fund schemes on the basis of different selection criterion.
5. Analyze the financial derivatives by practically studying their role in the securities market.

Books for References:

1. V. Rajesh Kumar, "Strategic Financial Management", Mc Graw Hill Publishers.
2. Chandra, Prasanna (2008), "Investment Analysis and Portfolio Management", Tata McGraw Hill Publishing Limited, 3rd Edition.
3. Avadhani V.A (2006), "Securities Analysis and Portfolio Management", Himalaya Publishing House, Eighth Revised Edition.
4. Ranganatham and Madhumathi (2005); "Investment Analysis and Portfolio Management", Pearson Education, First Edition.
5. Pandian, Punithavathy (2007); "Security Analysis and Portfolio Management", Vikas Publishing House Private Limited, Fifth Reprint Edition.
6. Kevin (2008); "Security Analysis and Portfolio Management", Prentice Hall of India Private Limited, First Reprint Edition.

7. Maheshwari, Yogesh (2008); "Investment Management", PHI Learning Private Limited, First Edition.
8. Rao, Balaji, "Financial Markets and Investment Instruments – An Industry Integrated Working Knowledge Study Material", Balaji Rao Publishers.
9. Fischer, E Donald and Jordan, J Ronald (2005); "Security Analysis and Portfolio Management", Prentice Hall of India Private Ltd., 6th Edition.

Name of the Program: Bachelor of Business Administration (BBA)

Marketing Elective Course

Code: G 401 DE1b.6

Name of the Course: ADVERTISING AND MEDIA MANAGEMENT

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS

Pedagogy:

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

- Understand the nature, role, and importance of IMC in marketing strategy
- Understand effective design and implementation of advertising strategies
- Present a general understanding of content, structure, and appeal of advertisements
- Understand ethical challenges related to responsible management of advertising and brand strategy.
- Evaluate the effectiveness of advertising and agencies role

SYLLABUS:

HOURS

Module -1: Introduction to Integrated Marketing

12

Communication

Advertising- Meaning, Definition, Nature and Scope of Advertising, Classification and Type of Advertising, Integrated marketing communication, AIDA Model, Setting goals and objectives, concept of DAGMAR in setting objectives, **Role of advertising in India's economic development**, Ethics in advertising, Social, Economic and Legal aspects of advertising.

Module -2: Consumer and Media

12

How advertising works: perception, cognition, affect, association, persuasion, behaviour, associating feeling with brands, Use of research in advertising planning;

Advertising Media; industry structure, functions, advantages, disadvantages of print, Television, Radio, Internet, Outdoor, Basic concept of media planning, media selection, Media Scheduling strategy, setting media budgets

Module-3: Advertising Program

12

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

Module- 4: Other Elements of IMC- Sales Promotion, PR, Events and Experiences and Word of Mouth **10**

Public relations in India- Using public relations in image building; Planning and executing events, event management; Viral marketing, building organic word of mouth communication.

Module -5: Measuring Effectiveness **10**

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

Skill Development Activities:

- a) List out ethical issues in Advertisements.
- b) List out different modes of Advertisement.
- c) Write a note on guidelines for copywriting.
- d) List out types of Outdoor Advertisement.
- e) State the process in selection of Advertisement Agency.

Books for References:

1. Advertising Principles and Practice, William Wells, John Burnett, Sandra Moriarty, 6th ed., Pearson education, Inc.
2. Advertising and Promotion, G. Belch, Michael Belch, KeyoorPurani, 9th edition, Tata Mcgraw Hill publication, ISBN: 978-1-25-902685-0.
3. Advertising Principles and Practice, Gupta Ruchi; S Chand and Company; **978-8121940016**

Name of the Program: Bachelor of Business Administration (BBA)

Human Resource Elective

Course Code: G 401 DE1c.6

Name of the Course: Cultural Diversity at Work Place

Course Credits	No. of hours per Week	Total No. of Teaching hours
3 credits	3 hours	45 hours

Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies & field work etc.,

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

- f) Understand, interpret question reflect upon and engage with the notion of “diversity”.
- g) Recall the cultural diversity at work place in an organization.
- h) Support the business case for workforce diversity and inclusion.
- i) Identify diversity and work respecting cross cultural environment.
- j) Assess contemporary organizational strategies for managing workforce diversity and inclusion.

Syllabus:

Hours

Module No. 1: Introduction to Diversity

10

Introduction to cultural diversity in organizations, Evolution of Diversity Management, features, Scope, Challenges and issues in diversity management, Advantages, disadvantages, nature of Diversity. Workforce diversity- concept, dimensions, techniques – Global Organizations with Diversity.

Module No. 2: Perspectives of Diversity and inclusion

08

Introduction -Exploring differences, values, Identity, Multiculturalism in the Workplace, Social psychological perspective on workforce diversity, Reactions to Human Differences- prejudice, discrimination, dehumanization and oppression etc, Measuring Diversity And Inclusion, Latest Diversity And Inclusion Developments

Module No. 3: Visions of Diversity and Cross Cultural Management

10

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

Module No. 4: Skills and Competencies

10

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

Module No. 5: Recent Trends in Diversity Management

08

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

Skill Development Activities:

1. Visit any MNCs, identify and report on the cultural diversity in an organization.
2. Interact and List out the ways in which dehumanization done in public/ private sector organization.)
3. Interact with HR Manager of any MNCs, explore and report on cross cultural management.
4. Explore the benefits of multi-cultural organizations.
5. Examine and report on diversity management in select IT organizations.
6. Any other activities, which are relevant to the course.

Books for References:

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

Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA)

DATA ANALYTICS

Course Code: G 401 DE2a.6

Name of the Course: MARKETING ANALYTICS

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS

Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion student will demonstrate:

- Understand the importance of marketing analytics for forward looking and systematic allocation of marketing resources
 - Apply marketing analytics to develop predictive marketing dashboard for organization
 - Analyse data and develop insights to address strategic marketing challenges
 - Execute the models on Predictions and Classifications on R Software.
- Know the applications of analytics in marketing.

SYLLABUS:

HOURS

Module No. 1: Introduction to Marketing Analytics and Data **07**

Mining

Introduction to Marketing Analytics, Need of Marketing Analytics, Benefits of Marketing Analytics, Data mining –Definition, Classes of Data mining methods – Grouping methods, Predictive modeling methods, linking methods to marketing applications. Process model for Data mining – CRISP DM.

Module No. 2: Introduction to R **12**

About R, Data types and Structures, Data coercion, Data preparation: Merging, Sorting, Splitting, Aggregating, Introduction to R Libraries – How to install and invoke, Introduction to R Graph – Basic R charts – Different types of charts.

Module No. 3: Descriptive Analytics **10**

Exploratory Data Analysis using summary table and various charts to find the insights, slicing and dicing of the Customer data. Inferential Statistics: T-Test, ANOVA, Chi-Square using marketing data and exploring relationship (Correlation) (Using SPSS).

Module No. 4: Prediction and Classification Modelling

12

using R

Introduction to Prediction and Classification modelling, data splitting for training and testing purpose, Prediction modelling: Predicting the sales using Moving Average Model and Regression Model (Simple and Multiple Regression model), Classification modelling: Customer churn using Binary logistic regression and decision tree.

Module No. 5: Application of Analytics in Marketing

12

Association Rules – Market Basket Analysis for Product Bundling and Promotion, RFM (Recency Frequency Monetary) Analysis, Customer Segmentation using K-Means Cluster Analysis, Key Driver Analysis using Regression Model.

Skill Development Activities:

- a) Explain the Process model for Data Mining.
- b) Explain the difference between Binary Logistic Regression and Decision Tree.
- c) List out Public domain data base.
- d) List out applications of marketing analytics.

Books for References:

1. Marketing Analytics: Data-Driven Techniques with Microsoft® Excel®
Published by John Wiley & Sons, Inc
2. Marketing Data Science, Thomas W. Miller Published by Pearson
3. Marketing Metrics, Neil T Bendle, Paul W. Farris, Phillip E. Pfeifer published
by Pearson
4. Marketing Analytics, Mike Grigsby published by Kogan Page.

Name of the Program: Bachelor of Business Administration (BBA)

Retail Management

Course Code: G 401 DE2b.6

Name of the Course: RETAIL OPERATIONS MANAGEMENT

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS

Pedagogy: Classroom lectures, Case studies, Group discussion, Seminar & field work etc.,

Course Outcomes: On successful completion student will demonstrate:

- Compare various retail formats and technological advancements for setting up appropriate retail business.
- Identify the competitive strategies for retail business decisions.
- Examine the site location and operational efficiency for marketing decisions.
- Analyse the effectiveness of merchandising and pricing strategies.
- Assess store layout and planogram for retail business.

SYLLABUS:

HOURS

Module -1: Retail and Logistics Management

06

Introduction Retailing and economic significance- Functions of a retailer - Types of retailers – Trends in retailing – International Retailing – Retailing as a career – Retail Management Decision Process - Service Retailing.

Module -2: Retailing Environment Theories

10

Theory of Retail Change: Theory of Natural Selection in retailing, Theory of Wheel of retailing, General-Specific-General Cycle or Accordion Theory, Retail Life Cycle Theory- - Multi channel retailing – Retail Aggregators Business Model – Phases of growth of retail markets – Retail Mix.

Module-. 3: Store Loyalty Management and Retail Location

14

Types of customers – Variables influencing store loyalty – Store loyalty models – Influencing customers through visual merchandising – Value added through private labels – Retail location strategy– Importance of location decision – Retail location strategies and techniques – Types of retail locations.

Module -4: Merchandise Management

10

Meaning - Roles and responsibilities of the merchandiser and the buyer – Function of Buying for different types of Organizations – Process of Merchandise Planning – Merchandise Sourcing – Methods of procuring merchandise – Concept of private label - Retail Pricing policies.

Module- 5: Category Management

10

Meaning - Definition of Category Management - Components of Category Management - Category Management Business process - Category Definition - Defining the Category Role-Destination Category, Routine Category, Seasonal Category, Convenience Category - Category Assessment - Category Performance Measures - Category Strategies - Category Tactics - Category Plan implementation - Category Review.

Skill Development Activities:

- a) Write a note on Visual merchandising training programme layout design, and product placement.
- b) Write a note Leadership training: Develop skills in coaching, delegation, and motivation.
- c) Derive Customer analysis by considering skills in understanding customer behavior and preferences to improve customer satisfaction.
- d) Chart out the types of customers in creating customer loyalty programs.

Books for References:

1. Coughlem: Marketing Channels. ❏ Gilbert Pearson: Retail Marketing Education Asia 2001.
2. Micheal Levy ❏ & Barton AWeitz: Retailing Management, McGraw
3. Patrick M Dunne: Robert F Lusch: Retail Management Hill Publications.
4. Suja Nair: Retail Management, Himalaya Publishing House. ❏
5. W. Stern, E L. Ansary, T. Ooughlan: Marketing Channels, 6thEdition PHI ❏ New Delhi, 2001.

Name of the Program: Bachelor of Business Administration (BBA)

Logistic and Supply Chain Management

Course Code: G 401 DE2c.6

**NAME OF THE COURSE: SOURCING FOR LOGISTICS AND
SUPPLY CHAIN MANAGEMENT**

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS

Pedagogy: Classroom lectures, tutorials, Group discussion, Seminar, Case studies.

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

- Understand the role of sourcing in logistics and supply chain management, and its impact on overall business performance.
- Analyze and evaluate sourcing strategies and decisions, including make-or-buy, insourcing vs. outsourcing, and supplier selection criteria.
- Develop effective supplier relationship management skills, including negotiation, communication, and collaboration.
- Apply sourcing best practices, including risk management, sustainability, and ethical sourcing.
- Evaluate the impact of technology and innovation on sourcing, and apply relevant tools and techniques to optimize sourcing processes and outcomes.

SYLLABUS:

HOURS

Module 1: Sourcing

08

Definition. Approaches to sourcing. Sole sourcing – Single, Dual & Multiple sourcing arrangements, other sourcing/purchasing strategies, Tendering – Open, Restricted and Negotiated approaches. Intra-Company trading and Transfer pricing arrangement, Implications of International Sourcing.

Module 2: External Sourcing

16

Criteria for sourcing requirement from external suppliers – Quality Assurance, Environmental and Sustainability, Technical Capabilities, System Capabilities, Labour Standards, Financial Capabilities. Award criteria – Price, Total Life Cycle Costs, Technical Merit, Added Value Solutions, Systems, and Resources.

Module 3: Assessment of Financial Stability

12

Sources of information on potential suppliers' Financial performance. Financial reports – Profit & Loss Statements, Balance Sheets, and Cash Flow Statements. Ratio Analysis on Liquidity, Profitability, Gearing and Investment. Role of credit rating agencies.

Module 4: Assessment of Market Data

12

Analysing Suppliers' Market. Secondary Data on Markets & Suppliers. Indices that measure economic data. Process of obtaining tenders and quotations. Decision criteria for tenders and quotations. Criteria to assess tenders and quotations – use of weighted points system

Module 5: Legislative, Regulatory & Organizational

08

Requirements

Legislative, Regulatory & Organizational Requirements when sourcing from not-for-profit, private and public sector suppliers. Competitive tendering process. Timescales on tendering process. Procedure for award of contract. Regulatory bodies.

Skill Development Activities:

1. Highlight the stages when Early Supplier Involvement is encouraged by companies to maximise the benefits
2. List out the Regulatory bodies connected to sourcing.
3. Identify the benefits of co-location of suppliers to the company.
4. List out the Credit rating agencies for supplier assessment.

Books for References:

1. Donald Waters, Logistics - An Introduction to Supply Chain Management, Palgrave Macmillan, New York,
2. John Gattorna , Handbook of Logistics and Distribution Management.
3. P. Fawcett, R. McLeish and I Ogden, Logistics Management.
4. D.M. Lambert & J R Stock, Richard D Irwin Inc., Strategic Logistics Management.
5. Martin Christopher, Logistics and Supply Chain Management, Pitman Publishing, 2nd Edition
6. David N, Burt, Donald W. Dobler, Stephen L. Starling, "World Class Supply Management- A Key to Supply Chain Management", Tata McGraw Hill Publishing Company Ltd., New Delhi.

Name of the Program: Bachelor of Business Administration
(BBA)

Course Code: **G 401 VO1.6**

Name of the Course: GOODS AND SERVICES TAX

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	48 Hrs.

Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion Student will demonstrate

- Understand the basics of taxation, including the meaning and types of taxes, and the differences between direct and indirect taxation.
- Analyze the history of indirect taxation in India and the structure of the Indian taxation system.
- Understand the framework and definitions of GST, including the constitutional framework, CGST, SGST, IGST, and exemptions from GST.
- Understand the time, place, and value of supply under GST, and apply this knowledge to calculate the value of supply and determine GST liability.
- Understand input tax credit under GST, including its meaning and process for availing it, and apply this knowledge to calculate net GST liability.

Syllabus	Hours
Module No. 1: Basics of Taxation and Goods and Services Tax	06

–Framework and Definitions

Tax – Meaning and Types, Differences between Direct and Indirect Taxation, Brief History of Indirect Taxation in India, Structure of Indian Taxation. Introduction to Goods and Services Tax, Constitutional Framework, Orientation to CGST, SGST and IGST, Meaning and Scope of Supply, Types of Supply. Exemptions from GST.

Module No. 2: Time, Place and Value of Supply	10
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Time of Supply – in case of Goods and in case of Services - Problems on ascertaining Time of Supply; Place of Supply – in case of Goods and in case of Services (both General and Specific Services) – **Problems on Identification of Place of Supply;** Value of Supply – Meaning, Inclusions and Exclusions. **Problems on calculation of 'Value of Supply'.**

Module No. 3: GST Liability and Input Tax Credit

15

Rates of GST – Classification of Goods and Services and Rates based on classification, Problems on computation of GST Liability. Input Tax Credit – Meaning, Process for availing Input Tax Credit – Problems on calculation of Input Tax Credit and Net GST Liability.

Module No. 4: GST Procedures

10

Registration under GST, Tax Invoice, Levy and Collection of GST, Composition Scheme, Due dates for Payment of GST, Accounting record for GST, Features of GST in Tally Package. GST Returns – Types of Returns, Monthly Returns, Annual Return and Final Return – Due dates for filing of returns. Final Assessment. Accounts and Audit under GST.

Module No. 5: CUSTOMS LAW (Customs Act and Customs Tariff Act)

15

Definitions, types of customs duties, Prohibition of importation and exportation of goods, Treatment of imports and exports under GST, Methods of valuation for customs, Transaction value for customs purposes – inclusions and exclusions, Method of calculation of duty after GST under imports, Problems on computation of assessable value and customs duty.

Skill Developments Activities:

- List out the process of GST registration for a business.
- Chart out 'time of supply' concept relevance in GST.
- Identify the place of supply for goods and services in different scenarios.
- Calculate GST liability for a particular transaction using imaginary values.
- Explain the process of availing input tax credit in GST.

Books for Reference:

1. V Rajesh Kumar and Mahadev, "Indirect Taxes", Mc Graw Hill Education
2. Datey, V S, "Indirect Taxes", Taxmann Publications.
3. Hiregange et al, "Indirect Taxes: Puliani and Puliani.
4. Haldia, Arpit, "GST Made Easy", Taxmann Publications.
5. Chaudhary, Dalmia, Girdharwal, "GST – A Practical Approach", Taxmann Publications.
6. Garg, Kamal, "Understanding GST", Bharat Publications.
7. Hiregange, Jain and Naik, "Students' Handbook on Goods and Services Tax", Puliani

and Puliani.

Name of the Program: Bachelor of Business Administration (BBA)

Course Code: G 401 VO2.6

Name of the Course: Enterprise Resource Planning

Course Credits

No. of Hours per

Total No. of

	Week	Teaching Hours
3 Credits	(2+0+2) 4 Hrs	45 Hrs
Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,		
Course Outcomes: On successful completion of the course, the students' will be able to		
a) Understand the business process of an enterprise to grasp the activities of ERP project management cycle to understand the emerging trends in ERP developments.		
b) Integrate and automate the business processes and shares information enterprise-wide.		
c) Explore the significance of ERP to provide a solution for better project management.		
d) Enable the students to understand the various process involved in implementing ERP in a variety of business environment		
e) Understand the issues involved in design and implementation of ERP systems.		
Syllabus:		Hours
Module No. 1: Introduction to ERP		08
Enterprise Resource Planning - Defining ERP - Origin and Need for an ERP System - Benefits of an ERP System - Reasons for the Growth of ERP Market – Risk of ERP - Road map for successful ERP		
Module No. 2: ERP related Technologies and Modules		10
Business Process Re- engineering – Product l i fe cycle – Customer relationship management - Functional Modules- Sales and Distribution, service - Human Resource - Finance – Production - Materials Management – Purchasing – Quality Management..		
Module No. 3: ERP implementation		08
ERP Implementation Life cycle – Transition strategies - ERP Implementation Process - ERP Vendor Selection - Role of the Vendor - Consultants: Types of consultants - Role of a Consultant - Vendors and Employees -Resistance by employees - Dealing with employee resistance - Project team		
Module No. 4: ERP post implementation		10
Success and Failure factor of ERP implementation – ERP operations and maintenance – Data Migration – Project Management and Monitoring - Maximizing the ERP system.		

New Trends in ERP- ERP to ERP II - **Implementation of Organization Wide ERP**

- Development of New Markets and Channels - Latest ERP

Implementation Methodologies - ERP and E- business.

Skill Development Activities:

1. State the steps and activities in the ERP life cycle
2. Develop a process of driven thinking towards business process.
3. Demonstrate a good understanding of the basic issues in ERP systems.
4. Any other activities, which are relevant to the course.

Books for Reference:

1. Alexis Leon, "ERP Demystified", Tata McGraw Hill, New Delhi, 2007.
2. Joseph A Brady, Ellen F Monk, Bret Wagner, "Concepts in Enterprise Resource Planning", Thompson Course Technology, USA, 2009
3. Vinod Kumar Garg and Venkitakrishnan NK, "Enterprise Resource Planning – Concepts and Practice", PHI, New Delhi, 2004
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2013.
5. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2009
6. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2007.

Note: Latest edition of text books may be used.