

# **Bachelor of Business Administration (BBA)**

**Programme Code: BBAB**

**Duration: 3 Years**



**EFFECTIVE FROM SESSION: 2025-2026**

**Department of Business Management**

**Faculty of Commerce, Management & Hospitality**

# CHHATRAPATI SHIVAJI MAHARAJ UNIVERSITY PANVEL, NAVI MUBBAI

(STATE PRIVATE UNIVERSITY ESTABLISHED UNDER ACT XXXII OF GOVT. OF  
MAHARASHTRA 2018 AND RECOGNIZED BY THE UGC)

## PROGRAMME OUTCOMES (PO):

After completion of the BBA programme students will be able to:

- PO1 Built conceptual foundation and application skills in the area of accountancy, finance, management, research Marketing, Human Resource Management, Business and Corporate Law, economics, Finance, Accounting, Management, Tax, Investment, Insurance, and Banking seeking youth fit for Employment.
- PO2 Apply the analytical and decision-making skills to various problems appearing in different branches of Commerce and Business.
- PO3 Demonstrate the ability to use skills in Physics and its various areas of technology.
- PO4 Critically interpret data, write reports and apply the basics of rules and evidence.
- PO5 Detect the problem originating in the diverse management areas such as Finance, Marketing, Human Resource, and Taxation; examine the problem, analyse and synthesize data and derive inferences to comprehend solutions to the problems.

## PROGRAMME SPECIFIC OUTCOMES (PSO):

After completion of the BBA programme students will be able to:

- PSO1 Student will able to apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practiceApply the knowledge for teaching Physical Sciences
- PSO2 Able to Identify business opportunities, design and implement innovations in work space.
- PSO3 Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
- PSO4 Demonstrate the knowledge of management science to solve complex corporate problems using limited resources.

**BBA Semester I**

| Course Type | Course Code | Course Title             | Lecture   | Tutorial/<br>Live Projects/<br>Assignments | IA         | UE         | Total Marks | Credit Hours |
|-------------|-------------|--------------------------|-----------|--------------------------------------------|------------|------------|-------------|--------------|
| DSC         | BBAB1010    | Principles of Management | 4         | 2                                          | 30         | 70         | 100         | 6            |
| DSC         | BBAB1020    | Financial Accounting     | 4         | 2                                          | 30         | 70         | 100         | 6            |
| DSC         | BBAB1030    | Managerial Economics     | 4         | 2                                          | 30         | 70         | 100         | 6            |
| DSC         | BBAB1060    | Business Environment     | 4         | 2                                          | 30         | 70         | 100         | 6            |
| AECC        | EVSG1000    | Environmental Studies    | 4         |                                            | 30         | 70         | 100         | 4            |
| SEC         | BBAB1055    | Seminar Project-1        |           | 4                                          | 30         | 70         | 100         | 4            |
|             |             | <b>Total Credits</b>     | <b>20</b> | <b>12</b>                                  | <b>180</b> | <b>420</b> | <b>600</b>  | <b>32</b>    |

**BBAB1010: Principles of Management****3. Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                           |
|-----|---------------------------------------------------------------------------|
| CO1 | Remember the historical forces on the current practices of management.    |
| CO2 | Understand meaning, nature and scope of Management.                       |
| CO3 | Apply the Management planning process and how it affects future managers. |
| CO4 | Analyse different leadership styles,                                      |
| CO5 | Evaluate the recent trends in management.                                 |

## CO-PO-PSO Mapping

| CO                   | BTL | PO1  | PO2    | PO3                  | PO4  | PO5 | PSO1   | PSO2            | PSO3 | PSO4   |
|----------------------|-----|------|--------|----------------------|------|-----|--------|-----------------|------|--------|
| CO1                  | 1   | 2    | 2      | 2                    | 1    |     | 2      | 2               | 2    |        |
| CO2                  | 2   | 2    | 2      | 1                    | 2    |     | 2      | 2               | 2    | 2      |
| CO3                  | 3   | 2    | 3      | 3                    | 2    |     | 2      |                 | 1    | 2      |
| CO4                  | 4   | 2    | 2      |                      | 2    |     | 2      |                 |      | 1      |
| CO5                  | 5   | 2    |        |                      |      |     |        |                 |      |        |
| Total                |     | TRUE | 2.25   | 2                    | 1.75 | 0   | 2      | 2               | 1.67 | 1.67   |
| CO-PO mapping value: |     |      | 2.31   | CO-PSO mapping value |      |     | 1.83   | Overall mapping |      | 2.07   |
| Correlation          |     |      | MEDIUM | Correlation          |      |     | MEDIUM | Correlation     |      | MEDIUM |

## Course Content

**Unit I Introduction to Business Organization :** Definition of business, Functions of business, Different business activities. Definition of organization, Types & structure of business organizations, Elements Business Environment, Relationship between business and Society .

**Unit II Introduction to Management :** Definition of management, , Evolution of management thoughts, Approaches to the study of Management- - Functions of Management–Fayol’s Principles of Management – Administration vs. Management– Management Process – Levels of Management – Types of Managers- Responsibilities and skills of Professional Manager.

**UNIT III Communication and Control :** Communication: Concept and Definition, Importance, Process, Barriers to Effective Communication and Measures to Overcome Communication barriers- Controlling: Concept, Definition, Basic control process, Requirement of Effective control, Control Techniques.

**Unit IV Planning and Organizing :** Planning: Concept, Meaning and Definition, Strategies, Process, Benefits and Limitations-Decision making: Concept, process & techniques- Departmentation: Concept- Basis of Power and Authority.

**Unit V Directing and Controlling :** Creativity and innovation, Motivation and satisfaction, Motivation theories, Leadership styles, Process of controlling, Types of control - budgetary and non-budgetary.

## References:

- L.M.Prasad, Principles and Practice of Management, S.Chand Publishers
- Weihrich&Koontz, Essentials of Management
- Robbins.P, Essential of Organizational Behaviour
- Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India
- Charles W L Hill, Steven L McShane, 'Principles of Management', Mcgraw Hill Education,
- Hellriegel, Slocum & Jackson, ' Management - A Competency Based Approach', Thomson South Western
- Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management - A global.

### **BBAB1020: Business Environment**

#### **3. Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                                                                                       |
|-----|---------------------------------------------------------------------------------------------------------------------------------------|
| CO1 | Understand the concept, nature, and significance of the business environment and its impact on decision-making.                       |
| CO2 | Analyze the influence of economic, political, legal, technological, social, and cultural factors on business operations.              |
| CO3 | Evaluate the role of government policies, regulatory frameworks, and global factors in shaping business opportunities and challenges. |
| CO4 | Develop the ability to identify opportunities and threats arising from changes in the environment.                                    |
| CO5 | Apply environmental scanning techniques for strategic planning and sustainable business growth.                                       |

#### **CO-PO-PSO Mapping**

| CO                   | BTL | PO1  | PO2  | PO3                  | PO4  | PO5  | PO6  | PO7 | PSO1 | PSO2            | PSO3 | PSO4   |
|----------------------|-----|------|------|----------------------|------|------|------|-----|------|-----------------|------|--------|
| CO1                  | 1   | 2    |      | 2                    | 2    | 2    | 2    | 2   | 1    |                 |      |        |
| CO2                  | 2   | 1    |      | 3                    | 2    | 1    | 2    | 1   | 3    |                 |      |        |
| CO3                  | 3   | 2    |      | 2                    |      |      | 3    | 2   | 1    |                 |      |        |
| CO4                  | 4   | 2    |      | 2                    | 1    | 1    | 3    | 1   | 1    | 0               |      |        |
| CO5                  | 5   | 2    |      | 2                    | 2    | 2    | 3    | 1   | 1    |                 |      |        |
| Average              |     | 2.18 | 1.89 | 1.82                 | 1.82 | 1.74 | 1.74 | 1.8 | 1.4  | 1.4             | 0    | 0      |
| CO-PO mapping value: |     |      | 1.86 | CO-PSO mapping value |      |      |      |     | 1.5  | Overall mapping |      | 1.66   |
| Correlation          |     |      | MEDI | Correlation          |      |      |      |     | MEDI | Correlation     |      | MEDIUM |

|  |    |  |  |  |    |  |  |
|--|----|--|--|--|----|--|--|
|  | UM |  |  |  | UM |  |  |
|--|----|--|--|--|----|--|--|

## Course Content

### Unit 1:

#### Introduction to Business Environment

- **Business:** Meaning, Definition, Nature & Scope, Types of Business Organizations
- **Business Environment:** Meaning, Characteristics, Scope and Significance, Components of Business Environment
- **Micro and Macro Environment:** Definition, Differentiation, Analysis of Business Environment, SWOT Analysis.
- **Introduction to Micro-Environment:**
  - **Internal Environment:** Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity
  - **External Environment:** Firm, customers, suppliers, distributors, Competitors, Society
- **Introduction to Macro Components:** Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal)

#### Unit 2: Political and Legal environment

- **Political Institutions:** Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India.
- **Economic environment:** economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy
- Impact of business on Private sector, Public sector and Joint sector
- Sun-rise sectors of India Economy. Challenges of Indian economy.

#### Unit 3: Social and Cultural Environment, Technological environment and Competitive Environment

- **Social and Cultural Environment:** Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business
- **Technological environment:** Features, impact of technology on Business
- **Competitive Environment:** Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies
- **Business Ethics:** Feature, scope, importance
- **Corporate Social Responsibility**

**Unit 4: International Environment****International Environment –**

- **GATT/ WTO:** Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO.
- **Globalization:** Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model.
- **MNCs:** Definition, meaning, merits, demerits, MNCs in India
- **FDI:** Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India,
- **Challenges faced by International Business and Investment Opportunities for Indian Industry.**

References: Business Environment; Vipul Publication

**EVSG2000: Environmental Studies****BBA Semester II**

| Course Type | c        | Course Title                               | Lecture   | Tutorial/ Live Projects/ Assignments | IA         | UE         | Total Marks | Credit Hours |
|-------------|----------|--------------------------------------------|-----------|--------------------------------------|------------|------------|-------------|--------------|
| DSC         | HUMB2110 | Macro Economics                            | 4         | 2                                    | 30         | 70         | 100         | 6            |
| DSC         | BBAB2020 | Principles of Marketing                    | 4         | 2                                    | 30         | 70         | 100         | 6            |
| AECC        | ENGG2000 | English Language Skills for Communications | 4         |                                      | 30         | 70         | 100         | 4            |
| GE          | BBAB2030 | Ethics & Corporate Social Responsibility   | 4         | 2                                    | 30         | 70         | 100         | 6            |
| SEC         | BBAB2055 | Seminar Project-2                          |           | 4                                    | 30         | 70         | 100         | 4            |
|             |          | <b>Total Credits</b>                       | <b>16</b> | <b>10</b>                            | <b>150</b> | <b>350</b> | <b>500</b>  | <b>26</b>    |

**HUMB2110:Macro Economics****Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                                                 |
|-----|-------------------------------------------------------------------------------------------------|
| CO1 | Remember the basic concept in microeconomic theory.                                             |
| CO2 | Understand basic economic relations-functional relations, total average and marginal relations. |
| CO3 | Calculate price income and cross elasticity.                                                    |

|     |                                                                                                    |
|-----|----------------------------------------------------------------------------------------------------|
| CO4 | Identify the Calculate total revenue, average revenue, total cost, marginal cost and average cost. |
| CO5 | Evaluate key attributes of oligopoly collusive and non-collusive oligopoly market.                 |

### CO-PO-PSO Mapping

| CO                   | BTL | PO1    | PO2 | PO3                  | PO4 | PO5 | PO6 | PO7    | PSO1 | PSO2            | PSO3 | PSO4 |
|----------------------|-----|--------|-----|----------------------|-----|-----|-----|--------|------|-----------------|------|------|
| CO1                  | 1   |        | 3   | 2                    |     | 2   | 2   |        | 1    | 2               |      | 0    |
| CO2                  | 2   | 2      | 2   | 2                    |     | 1   |     |        |      | 2               |      |      |
| CO3                  | 3   | 2      | 2   | 2                    |     | 2   | 2   |        |      | 3               |      |      |
| CO4                  | 4   | 2      |     | 3                    |     | 2   | 2   |        |      | 3               |      |      |
| CO5                  | 5   |        |     | 2                    |     | 2   | 2   |        |      | 2               |      |      |
| Average              |     | 2      | 2   | 2.25                 | 0   | 1.8 | 2   |        | 0    | 2.4             | 0    | 0    |
| CO-PO mapping value: |     | 2.00   |     | CO-PSO mapping value |     |     |     | 2.48   |      | Overall mapping |      | 2.24 |
| Correlation          |     | MEDIUM |     | Correlation          |     |     |     | MEDIUM |      | Correlation     |      | HIGH |

### Course Content

Unit 1 Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money –Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

Unit 2 Keynesian theory of Income and employment : Simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier ( investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

Unit 3 Money: Functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control; Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run).

Unit 4 Open Economy: Brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate).

## Reference

Froyen, R.P., Macroeconomics-theories and policies

Macroeconomic theory and policy, Ackley, G :Macmillan Publishing Co.

N Gregory Mankiw, Macroeconomics , Tata McGraw Hill

Macro economic theory, MC Vaish :

Macro economic theory policy, HL Ahuja :

Olivier Blanchard, Macroeconomics

Agarwal, Macroeconomics Theory and Policy, Pearson Education.

### **BBAB2020:Principles of Marketing**

#### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                                                  |
|-----|--------------------------------------------------------------------------------------------------|
| CO1 | Define Marketing and explain it's features.                                                      |
| CO2 | Understand the scope and importance of marketing in the competitive world.                       |
| CO3 | Illustrate the 4P's of marketing mix.                                                            |
| CO4 | Analyse the factors influencing the consumer behavior for better application of marketing tools. |
| CO5 | Determine the bases of market segments and target customers.                                     |

### **CO-PO-PSO Mapping**

#### **Course Content**

| CO                   | BTL | PO1  | PO2    | PO3                  | PO4  | PO5  | PO6  | PO 7 | PSO1   | PSO2            | PSO3 | PSO4   |
|----------------------|-----|------|--------|----------------------|------|------|------|------|--------|-----------------|------|--------|
| CO1                  | 1   | 2    | 1      | 2                    | 2    | 2    |      | 2    | 2      |                 | 1    |        |
| CO2                  | 2   | 2    | 2      | 3                    | 2    | 1    |      | 2    | 2      |                 | 2    |        |
| CO3                  | 3   | 2    | 2      | 2                    |      |      |      | 2    | 1      |                 |      | 2      |
| CO4                  | 4   | 2    | 1      | 2                    | 1    | 1    |      | 1    | 2      | 0               |      |        |
| CO5                  | 5   | 3    |        | 2                    | 2    | 2    |      | 1    | 2      |                 |      |        |
| Average              |     | 2.07 | 1.81   | 1.74                 | 1.78 | 1.65 | 1.65 | 1.69 | 1.69   | 1.75            | 1.67 | 1.67   |
| CO-PO mapping value: |     |      | 1.80   | CO-PSO mapping value |      |      |      |      | 1.8    | Overall mapping |      | 1.79   |
| Correlation          |     |      | MEDIUM | Correlation          |      |      |      |      | MEDIUM | Correlation     |      | MEDIUM |

#### **Unit-1: Introduction to Marketing**

An Overview: Introduction, Definition of Market, Types of Markets, Meaning and Definition of Marketing, Origin of Marketing, Scope of Marketing, Importance of Marketing, Functions of Marketing, Difference between Marketing and Selling , orientation of a firm.

**Unit-2: Marketing Environment**

The microenvironment of business; Macro environment; Marketing research; Introduction, Need and Importance of Environmental Analysis, Methods of Analysis – SWOT, PEST, Internal Environment of the Organization, External Environment, Research and Consumer Behaviour, Management Information System.

**Unit-3: Marketing Mix**

Marketing Mix; Product-product mix; Branding; Pricing; Physical distribution; Promotion. Evolution of the “Marketing mix”, Components of a traditional marketing mix, Additional components in the mix, Importance of marketing mix in marketing decisions.

**Unit-4: Segmentation, Targeting and Positioning**

Segmentation, Targeting and Positioning, New trends in marketing: Product and its Classifications, Product Plan and New Product Development, Product Mix and its Elements, Decisions related to Product Mix, Product Life Cycle

**Unit-5: Emerging Marketing Paradigms**

E- marketing; Global Marketing; Mobile Marketing; Kiosk marketing; Green Marketing; Telemarketing; Multi Level marketing; Rural marketing; Retail marketing

**References:**

Philip Kotler and Gary Armstrong, Principles of Marketing  
 Stanton, Fundamentals of Marketing  
 Rajan Saxena, Marketing Management  
 V.S.Ramaswamy and S.Namakumari, Marketing Management -  
 Adrian Payne: The Essence of Service Marketing, Prentice- Hall of India, New Delhi.  
 Hellen Woodruffe: Service Marketing, Macmillan India Ltd. Delhi

**ENGG2000:English Language Skills for Communications****Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                            |
|-----|----------------------------------------------------------------------------|
| CO1 | Define surrogate advertising.                                              |
| CO2 | Understand the impact of technological advancements on communications.     |
| CO3 | Prepare a strategy cohesion and coherence self editing.                    |
| CO4 | Analyse different parts, structure and layouts of business letter writing. |
| CO5 | Evaluate tenses and subject verb agreement.                                |

**CO-PO-PSO Mapping**

| CO        | BT<br>L | PO<br>1 | PO2 | PO3         | PO<br>4 | PO<br>5 | PSO1 | PSO<br>2 | PSO<br>3 | PSO4 |
|-----------|---------|---------|-----|-------------|---------|---------|------|----------|----------|------|
| CO1       | 2       | 3       | 2   |             |         |         | 3    | 1        | 2        |      |
| CO2       | 4       | 3       | 2   |             |         |         | 3    | 1        | 1        |      |
| CO3       | 2       | 1       | 2   | 2           |         |         | 3    |          | 1        |      |
| CO4       | 4       | 1       | 2   | 2           |         |         | 3    | 1        | 1        |      |
| CO5       | 2       | 2       | 1   | 1           |         |         | 3    | 2        | 2        |      |
| Tota<br>l |         | 1.8     | 1.8 | 1.6666<br>7 | 0       | 0       | 3    | 1        | 1.4      | 0    |

|                      |        |                      |        |                 |        |
|----------------------|--------|----------------------|--------|-----------------|--------|
| CO-PO mapping value: | 1.76   | CO-PSO mapping value | 1.8    | Overall mapping | 1.78   |
| Correlation          | MEDIUM | Correlation          | MEDIUM | Correlation     | MEDIUM |

### Course Content

**Unit 1 : Listening Introduction :** definition of listening, listening Vs hearing, process of listening, problems students face in listening, sub-skills of listening, what is good listening? strategies of listening, barriers to listening, listening in the workplace, activities that help you to become better listeners.

**Unit 2 : Speaking English :** The lingua franca, varieties of English; Indian English, Received Pronunciation, Why phonetics? Organs of speech and speech mechanism; Classification of English sounds- vowels; consonants; IPA symbols, transcription, the syllable, syllable structure, stress and intonation, some rules of pronunciation, Indian English and deviations from RP, Speaking as a skill; speaking on formal and informal occasions; how to perform a wide range of language functions such as greeting, thanking, complaining, apologizing.

**Unit 3 : Reading Introduction:** The Reading Process, Reading and Meaning, Methods to Improve Reading, Strengthening Your Vocabulary, Understanding Graphics and Visual Aids, Previewing, Reading in Thought Groups, Avoiding the re-reading of the Same Phrases, Barriers to Reading, Skills for Speed Reading, Sub- skills of Reading, Skimming, Scanning, Extensive Reading, Intensive Reading, Reading E-mail, E-books, Blogs and Web pages

**Unit 4 : Letter writing :** formal and informal; CV; report writing; presentation as a skill- elements of presentation strategies-audience-objectives-medium- key ideas, structuring the material, organizing content, audio-visual aids-handouts-use of powerpoint.

### References:

- Dalmar Fisher, Communication in Organizations, Jaico Publishing House
- Meenakshi Raman & Sangeeta Sharma, Communication Skills.
- R.C. Sharma & Krishna Mohan, Business Correspondence & Report-writing by Tata McGraw-Hill
- Education.
- Ashraf Rizvi, Effective Technical Communication, Tata McGraw-Hill.
- Marks Jonathan. English Pronunciation in Use. CUP.
- Lynch, Tony. Study Listening. CUP.
- [www.buisnesscommunicationskills.com](http://www.buisnesscommunicationskills.com)
- [www.kcitraing.com](http://www.kcitraing.com)
- [www.mindtools.com](http://www.mindtools.com)

### **BBAB2030: Ethics & Corporate Social Responsibility**

#### Course Outcomes:

After completion of this course students will be able to:

|     |                                              |
|-----|----------------------------------------------|
| CO1 | Define types of Ethics.                      |
| CO2 | Understand the concept of Business Ethics.   |
| CO3 | Use different concepts of Ethics.            |
| CO4 | Analyse reasons to follow workplace Ethics.  |
| CO5 | Recommend Ethics in Advertising & Marketing. |

## CO-PO-PSO Mapping

| CO                   | BTL | PO1  | PO2  | PO3                  | PO4  | PO5  | PO6  | PO7  | PSO1 | PSO2            | PSO3 | PSO4 |
|----------------------|-----|------|------|----------------------|------|------|------|------|------|-----------------|------|------|
| CO1                  | 1   | 2    | 2    | 2                    | 2    | 2    |      | 2    | 2    |                 | 1    |      |
| CO2                  | 2   | 1    | 2    | 3                    | 2    | 3    |      | 2    | 3    |                 | 2    |      |
| CO3                  | 3   | 2    | 2    | 2                    |      |      |      | 2    | 3    |                 |      | 2    |
| CO4                  | 4   | 2    | 2    | 2                    | 2    | 3    |      | 2    | 3    | 0               |      |      |
| CO5                  | 5   | 3    |      | 2                    | 2    | 2    |      | 2    | 2    |                 |      |      |
| Average              |     | 2.30 | 2.11 | 2.22                 | 2.26 | 2.20 | 2.24 | 2.15 | 2.15 | 2.25            | 1.67 | 1.67 |
| CO-PO mapping value: |     |      | 2.16 | CO-PSO mapping value |      |      |      |      | 2.3  | Overall mapping |      | 2.22 |
| Correlation          |     |      | HIGH | Correlation          |      |      |      |      | HIGH | Correlation     |      | HIGH |

**Course Content**

**Unit -I Introduction :** Values-Concept, types and formation of values, Values of Indian Managers, Ethics- development of ethics, ethical decision making and decision making process, relevance of ethics and values in business.

**Unit -II Management of Ethics :** Management process and ethics, managerial performance, ethical issues, ethos of Vedanta in management, Code of Ethics, Benefits of Ethical codes, AIMA Code of conduct for professional managers.

**Unit -III Corporate Governance:** Concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

**Unit -IV Corporate Social Responsibility & Consumer Protection :** Corporate responsibility of business: employees, consumers and comm. Moduley, Corporate Governance, Code of Corporate Governance, Consumerism, unethical issues, in sales, marketing and technology.

**Unit -V Understanding Success :** Definitions of success, Principles for competitive success, prerequisites to create blueprint for success. Successful stories of business gurus.

**References :**

- Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.
- Kaur, Tripat; Values & Ethics in Management, Galgotia Publishers.
- Manuel G Velasquez : Business ethics- concepts and cases Pearson.
- Kaur, Tripat; Values & Ethics in Management, Galgotia Publishers.
- Chakraborty, S.K.; Human values for Managers
- Dr. F.C. Sharma Business Values & Ethics, Shree Mahavir Book Depot (Publisher)

**BBA Semester III**

| Course Type | Course Code | Course Title                                    | Lecture   | Tutorial/<br>Live Projects/<br>Assignments | IA         | UE         | Total Marks | Credit Hours |
|-------------|-------------|-------------------------------------------------|-----------|--------------------------------------------|------------|------------|-------------|--------------|
| DSC         | BAFB3020    | Management Accounting                           | 4         | 2                                          | 30         | 70         | 100         | 6            |
| DSC         | BBAB3010    | Human Resource Management                       | 4         | 2                                          | 30         | 70         | 100         | 6            |
| GE          | BBAB3020    | Production & Operations Management              | 4         | 2                                          | 30         | 70         | 100         | 6            |
| AECC        | BBAB3030    | Technology Management                           | 4         | -                                          | 30         | 70         | 100         | 4            |
| SEC         | BBAB3050    | Foundation Course-1(Foundation of Human Skills) | 2         | 2                                          | 30         | 70         | 100         | 4            |
|             |             | <b>Total Credits</b>                            | <b>18</b> | <b>8</b>                                   | <b>150</b> | <b>350</b> | <b>500</b>  | <b>26</b>    |

**BAFB3020: Management Accounting****Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                                                                                  |
|-----|----------------------------------------------------------------------------------------------------------------------------------|
| CO1 | Describe the concept & components of the Managerial Accounting system.                                                           |
| CO2 | Understand and study the main disclosures required for preparation of financial statements of a company.                         |
| CO3 | To solve, compare & contrast between ratios of different companies to draw comparative conclusions.                              |
| CO4 | Analyse and interpret corporate financial statements with the help of Comparative, Common Size, Trend & Ratio Analysis concepts. |
| CO5 | Summarise the components of an operating cycle.                                                                                  |

**CO-PO-PSO Mapping**

| CO                   | BTL | PO1    | PO2                  | PO3  | PO4  | PO5  | PO6  | PO7  | PSO1            | PSO2 | PSO3 | PSO4 |
|----------------------|-----|--------|----------------------|------|------|------|------|------|-----------------|------|------|------|
| CO1                  | 1   | 2      | 2                    | 2    | 2    | 2    |      |      | 2               |      | 2    |      |
| CO2                  | 2   | 2      | 2                    | 2    | 2    | 1    |      |      | 2               |      | 2    |      |
| CO3                  | 3   | 1      | 2                    | 2    |      |      |      |      | 2               |      |      |      |
| CO4                  | 4   | 1      | 2                    | 2    | 2    | 3    |      |      | 2               | 0    |      |      |
| CO5                  | 5   | 2      | 2                    | 2    | 2    | 2    |      |      | 2               |      |      |      |
| Average              |     | 2.11   | 1.91                 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00            | 2    | 2.00 | 2.00 |
| CO-PO mapping value: |     | 1.92   | CO-PSO mapping value |      |      |      |      | 2.0  | Overall mapping |      | 1.96 |      |
| Correlation          |     | MEDIUM | Correlation          |      |      |      |      | HIGH | Correlation     |      | MEDI |      |

|  |  |  |  |  |  |  |    |
|--|--|--|--|--|--|--|----|
|  |  |  |  |  |  |  | UM |
|--|--|--|--|--|--|--|----|

## Course Content

**Unit 1 Basics of Management Accounting:** Meaning and definition of Management Accounting, Evolution of Management Accounting, Nature and Scope of Management Accounting, Relationship of Management Accounting with Other Branches of Accounting and Other Disciplines of Studies.

**Unit 2 Budgetary Control:** Meaning of Budget, Budgetary Control and its use as a management tool, Functions of Budgets, Difference between Budgets and Forecasts, Planning Process and Budgetary Process, Stages in Budget Process, Various Types of Budgets, Zero Based Budgeting, Activity Based Budgeting, Fixed and Flexible Budgets, Behavioral Aspects in Budgeting

**Unit 3 Standard Costing;** Introduction to Standard Costing, Cost Standards and their types, Standard Costing and Budgetary Control, Operation of Standard Costing System, Establishing Standard Costs, Analysis, Interpretation, Presentation and Disposal of variances

**Unit 4 Marginal Costing as a Tool for Decision Making;** Make or Buy Decision, Change in product Mix, Pricing Decisions, Exploring a New Market, Shut-down Decisions

**Unit 5 : Overview of latest developments in Accounting:** Transfer Pricing, Responsibility, accounting, Inflation accounting, Divisional performance analysis, Human Resources Accounting

### References:

M. Y. Khan, K. P. Jain:: Management Accounting  
I. M. Pandey:: Management Accounting (Vikas)  
Man Mohan Goyal: Management Accounting  
S. N. Maheshwari:: Principles of Management Accounting  
R. N. Anthony, G. A. Walsh:: Management Accounting

## **BBAB3010 :Human Resource Management**

### Course Outcomes:

After completion of this course students will be able to:

|     |                                                                                          |
|-----|------------------------------------------------------------------------------------------|
| CO1 | Define Recruitment and Selection.                                                        |
| CO2 | Understand the internal and external sources of recruitment.                             |
| CO3 | Collect information on job description and job specification of different job positions. |
| CO4 | Analyze, integrate and assess the core staffing activities of different industries..     |
| CO5 | Distinguish between traditional & modern techniques of recruitment.                      |

## CO-PO-PSO Mapping

| CO | BTL | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PSO1 | PSO2 | PSO3 | PSO4 |
|----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
|----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|

|                      |   |   |        |                      |   |     |   |   |        |                 |     |      |
|----------------------|---|---|--------|----------------------|---|-----|---|---|--------|-----------------|-----|------|
| CO1                  | 2 |   | 3      | 2                    |   | 3   | 2 |   | 1      | 2               | 3   | 3    |
| CO2                  | 6 | 1 | 1      | 3                    |   | 1   |   |   |        |                 | 3   | 3    |
| CO3                  | 3 |   | 1      | 2                    |   | 3   | 2 |   |        |                 | 3   | 3    |
| CO4                  | 6 |   |        | 3                    |   | 3   | 2 | 1 |        |                 | 2   | 2    |
| CO5                  | 4 |   |        | 2                    |   | 3   | 2 | 2 |        | 1               | 2   | 3    |
| Average              |   | 1 | 1      | 2.33                 | 0 | 2.5 | 2 | 0 | 0      | 1.5             | 2.6 | 3    |
| CO-PO mapping value: |   |   | 1.87   | CO-PSO mapping value |   |     |   |   | 2.34   | Overall mapping |     | 2.11 |
| Correlation          |   |   | MEDIUM | Correlation          |   |     |   |   | MEDIUM | Correlation     |     | HIGH |

### Course Content

**Unit– 1 Nature and Concept of HRM:** Human Resource Management: History. Concepts- Personnel Management, Human Resource Development and Human Resource Management, Importance of HRM and present day challenges, Understanding the present day scenario, Evolution of HRM into strategic HRM, Human Resource Planning: The process of Human Resource Planning, Limitations.

**Unit– 2 Job Analysis:** Process of Job analysis and Design: Outcomes of Job- analysis- Job Description, Job Specification and job Evaluation. Job Design. Recruitment, Selection and Placement: Factors affecting Recruitment, Process of Recruitment, Sources of Recruitment. Process of Selection- Stages; Socialization and Induction; Promotions, Demotions, Transfers and Separations.

**Unit– 3 Training & Development:** Difference between training and development, Training Methods, Executive Development. Performance Appraisal: Methods of Performance Appraisal, Possible Errors in Appraisal Process, Planning for Performance Improvement.

**Unit– 4 Compensation Planning:** Objective of Compensation Planning, Theories underlying Motivation and Remuneration, Developing Pay Structures, Principles of Wage and Salary Administration, Current Trends in Salary Administration, Industrial Relations & Workers Participation in Management.

### References:

- Dessler, G. Fundamentals of Human Resource Management
- C.B Mamoria , Personnel Management
- C. B. Gupta, Personnel Management , Sultan Chand And Company Limited
- M. Sharma & "Personnel & HRM & ", Himalaya Publishing House
- Dr. V. P. Michael, Human Resource Management and Human Relations, Himalaya Publishing House,
- Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.

### BBAB3020: Production & Operations Management

#### Course Outcomes:

After completion of this course students will be able to:

|     |                                                                             |
|-----|-----------------------------------------------------------------------------|
| CO1 | Describe product development and various classification and product design. |
|-----|-----------------------------------------------------------------------------|

|     |                                                                    |
|-----|--------------------------------------------------------------------|
| CO2 | Understand importance and objectives of materials management.      |
| CO3 | Prepare a flow chart of Six sigma and goals of six sigma enablers. |
| CO4 | Analyse the product and service quality dimensions.                |
| CO5 | Evaluate the objectivity and confidentiality of research.          |

### CO-PO-PSO Mapping

| CO                   | BTL | PO1         | PO2 | PO3                  | PO4 | PO5  | PO6 | PO7 | PO8 | PO9                 | PSO1 | PSO2            | PSO3 |
|----------------------|-----|-------------|-----|----------------------|-----|------|-----|-----|-----|---------------------|------|-----------------|------|
| CO1                  | 1   | 2           | 2   | 2                    |     | 3    | 2   |     |     |                     | 1    | 2               | 3    |
| CO2                  | 2   | 2           | 2   | 3                    |     | 1    |     | 3   |     |                     |      |                 |      |
| CO3                  | 3   |             | 2   | 2                    |     | 3    | 2   |     | 1   |                     |      |                 | 3    |
| CO4                  | 4   |             |     | 3                    |     | 3    | 2   |     |     | 2                   |      |                 | 2    |
| CO5                  | 5   |             |     | 2                    |     | 3    | 2   |     |     |                     |      | 1               | 3    |
| Average              |     | 2           | 2   | 2.33                 | 0   | 2.5  | 2   | 3   | 1   | 2                   | 0    | 1.5             | 3    |
| CO-PO mapping value: |     | 2.104166667 |     | CO-PSO mapping value |     |      |     |     |     |                     | 2.25 | Overall mapping | 2.18 |
| CO-PO Correlation    |     | HIGH        |     | CO-PSO: Correlation  |     | HIGH |     |     |     | Overall Correlation |      | HIGH            |      |

### Course Content

**Unit-1: Introduction:** Meaning, Nature and Scope of Production and Operation Management. Objectives of Operations Management. Duties and Responsibilities of Operations Management. Production Function. Systems approach to Operations Management. Manufacturing system: Mass, Batch, Job-Shop and Project.

**Unit -2 : Plant Location:** Nature, Factors considered in location, Methods and Type of areas. Plant Layout: Objective of good layout, Factors influencing layout and Types of layout. Material Handling Equipment: Importance, Objective, Principles, Factors affecting selection equipment and types of handling equipment.

**Unit – 3 : Work Study:** Method study and work measurement- Importance, Objectives, Application areas, Steps in method study and Techniques of work measurement. Production Planning and Control: Role and Scope of PPC in Operations Management, Factors influencing production planning and benefits of production control.

**Unit-4: Inventory Management:** Factors influencing and Objectives of inventory management. Techniques of inventory management. Quality Control and Materials Management.

### References:

- S.N.Chari, Production & Operations Management
- Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House

- Chase. R.B., F.B. Jacob, and N.J. Aquilano, Operations Management for a Competitive Advantage, k: Irwin McGraw-Hill.
- William J Stevenson, Operations Management, Tata McGraw Hill
- Kanishka Bedi, Production and Operations Management, Oxford University.

### **BBAB3030:Technology Management**

#### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                                                      |
|-----|------------------------------------------------------------------------------------------------------|
| CO1 | Define Various types of Hacking.                                                                     |
| CO2 | Understand various Web browser.                                                                      |
| CO3 | Apply formulas in excel, including the use of built in functions, relatives and absolute references. |
| CO4 | Distinguish between Relatives, Mixed and Absolute references in MS Excel.                            |
| CO5 | Solve What- if – Analysis Problem with the help of MS Excel.                                         |

### **CO-PO-PSO Mapping**

| CO                   | BTL | PO1  | PO2  | PO3                  | PO4  | PO5  | PO6  | PO7  | PSO1            | PSO2 | PSO3 | PSO4 |
|----------------------|-----|------|------|----------------------|------|------|------|------|-----------------|------|------|------|
| CO1                  | 1   | 2    | 2    | 2                    | 2    | 2    |      |      | 2               |      | 2    |      |
| CO2                  | 2   | 2    | 2    | 2                    | 2    | 3    |      |      | 2               |      | 2    |      |
| CO3                  | 3   | 2    | 2    | 2                    |      |      |      |      | 2               |      |      | 2    |
| CO4                  | 4   | 2    | 2    | 2                    | 2    | 3    |      |      | 2               | 0    |      |      |
| CO5                  | 5   | 2    | 2    | 2                    | 2    | 2    |      |      | 2               |      |      |      |
| Average              |     | 2.25 | 2.09 | 2.09                 | 2.11 | 2.13 | 2.17 | 2.00 | 2.00            | 2    | 2.00 | 2.00 |
| CO-PO mapping value: |     | 2.11 |      | CO-PSO mapping value |      |      |      | 2.0  | Overall mapping |      | 2.06 |      |
| Correlation          |     | HIGH |      | Correlation          |      |      |      | HIGH | Correlation     |      | HIGH |      |

#### **Course Content**

Unit 1: Introduction to technology management: Concept and meaning of technology, Evolution and growth of technology, Role and significance of management of technology.

Unit 2: Impact of technology: Impact of technology on society and business, Forms of technology: process technology and product technology.

Unit 3: Competitive advantage through new technologies: Product development – from scientific breakthrough to Marketable product, linkage between technology development and competition, managing research and development (R&D), managing intellectual property.

Unit 4: Human Aspects in Technology Management: Integration of People and Technology, Factors Considered in Technology Management, Organizational Factors, Psychological

Factors, Organizational Structure and Technology, Impact of Technology on Human Resource Management.

Unit 5: Innovation Technology: Innovation and Technology- Innovation – Technology Relationship-Types of Innovation-Innovation and Changes in Organization- Technology-based Innovation and Management, Innovation Performance- Factors- Principles- Measures, Characteristics of Innovative Work Environment.

Unit 6 : Knowledge-Based Technology Management: Knowledge-Based Technology and Techniques- Knowledge Management Tools-New Tools for Knowledge Management-Knowledge Management Technologies, Role of Artificial Intelligence Techniques- A Primer on Artificial Intelligence Technologies- Expert Systems- Automatic Speech Recognition (ASR)- Genetic Algorithms- Intelligent Agents, Knowledge Management Techniques for Technology Management.

**References :**

- Williams , Information Technology , Tata McGraw
- A O'Brien, Management Information Systems,
- Kenneth C. Laudon , Jane P Laudon, Management Information System
- Detz Fredrick: Managing Technology, Prentice Hall, New Jersey.
- W.S. Jawadekar, Managing Information System

**BBAB3050:Foundation Course-1(Foundation of Human Skills)**

**Course Outcomes:**

After completion of this course students will be able to:

|     |                                                        |
|-----|--------------------------------------------------------|
| CO1 | Recall the States of Group Development                 |
| CO2 | Describe the types of thinking styles.                 |
| CO3 | Develop to Respond to conflicts.                       |
| CO4 | Differentiate Intelligence and Emotional Intelligence. |
| CO5 | Determine the Causes of Political Behaviour            |

**CO-PO-PSO Mapping**

| CO      | BTL | PO1 | PO2  | PO3  | PO4  | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 |
|---------|-----|-----|------|------|------|-----|-----|-----|-----|-----|------|------|------|
| CO1     | 1   | 2   | 2    | 2    | 1    |     | 2   |     |     |     |      |      |      |
| CO2     | 2   | 2   | 2    | 2    | 2    |     |     | 2   |     | 3   |      |      |      |
| CO3     | 3   | 2   | 2    | 2    | 2    |     | 2   |     |     |     |      |      |      |
| CO4     | 4   | 2   | 3    | 3    | 2    |     | 4   |     |     | 2   |      |      |      |
| CO5     | 5   | 1   |      | 2    |      |     | 2   |     |     |     |      |      |      |
| Average |     | 1.8 | 2.25 | 2.20 | 1.75 | 0   | 2.5 | 2   | 0   | 2.5 | 0    | 0    | 0    |

|                      |      |                      |     |  |  |  |                     |                 |        |
|----------------------|------|----------------------|-----|--|--|--|---------------------|-----------------|--------|
| CO-PO mapping value: | 2.14 | CO-PSO mapping value |     |  |  |  | 0                   | Overall mapping | 1.07   |
| CO-PO Correlation    | HIGH | CO-PSO: Correlation  | LOW |  |  |  | Overall Correlation |                 | MEDIUM |

### Course Content

**Unit 1: Understanding of Human Nature:** Individual Behaviour: Concept of a man, individual differences, factors affecting individual differences, Influence of environment, Personality and attitude: Determinants of personality, Personality traits theory, Big five model, Personality traits important for organizational behaviour like authoritarianism, locus of control, Machiavellianism, introversion-extroversion achievement orientation, self-esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through JOHARI WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude.

**Unit 2: Introduction to Group Behaviour: Group Dynamics:** Nature, types, group behaviour model (roles, norms, status, process, structures) Team effectiveness: nature, types of teams, ways of for effective team. Setting goals, Organizational processes and system, Power and politics: nature, bases of power, politics nature, types, causes of organizational politics, political games.

**Unit 3: Organizational Culture and Motivation at workplace:** Characteristics of organizational culture.

- Types, functions and barriers of organizational culture
- Ways of creating and maintaining effective organization culture
- F. Herzberg Dual Factor
- Mc Gregor theory X and theory Y.

**Unit 4: Organisational Change, Creativity and Development and Work Stress:** Organisational change and creativity: Factors leading/influencing organisational change, Kurt Lewins model of organizational change and development, Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving. Organisational Development and work stress: Need for organisational development, OD.

### References:

- Lawrence et al, Internet Commerce: Digital Models for Business
- Kalakota et al, Electronic Commerce: A Manager's Guide
- Kalakota et al, Frontiers of Electronic Commerce,
- Minoli et al, Web Commerce Technology Handbook, McGraw Hill.
- Vandana Ahuja, Digital Marketing, Oxford Publication

**BBA Semester IV**

| Course Type | Course Code | Course Title                                  | Lecture   | Tutorial/<br>Live Projects/<br>Assignments | IA         | UE         | Total Marks | Credit Hours |
|-------------|-------------|-----------------------------------------------|-----------|--------------------------------------------|------------|------------|-------------|--------------|
| DSC         | MGTG4000    | Quantitative Techniques for Management        | 4         | 2                                          | 30         | 70         | 100         | 6            |
| DSC         | BBAB4010    | Financial Management                          | 4         | 2                                          | 30         | 70         | 100         | 6            |
| DSC         | BBAB4020    | Entrepreneurship Management                   | 4         | 2                                          | 30         | 70         | 100         | 6            |
| AECC        | MGTG4010    | E-Commerce                                    | 4         | -                                          | 30         | 70         | 100         | 4            |
| SEC         | BBAB4050    | Foundation Course- II (IT tools for business) | 2         | 2                                          | 30         | 70         | 100         | 4            |
|             |             | <b>Total Credits</b>                          | <b>18</b> | <b>8</b>                                   | <b>150</b> | <b>350</b> | <b>500</b>  | <b>26</b>    |

**MGTG4000: Quantitative Techniques for Management****Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                                   |
|-----|-----------------------------------------------------------------------------------|
| CO1 | Define Functions and its importance.                                              |
| CO2 | Understand the concept of frequency distribution.                                 |
| CO3 | Calculate mean, median and mode for grouped as well as ungrouped data.            |
| CO4 | Estimate trend using moving average method and least square method[4]*            |
| CO5 | Find index number by using different methods and cost of living index number.[5]* |

**CO-PO-PSO Mapping**

| CO  | BTL | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PSO1 | PSO2 | PSO3 | PSO4 |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1 | 1   |     | 3   | 2   |     | 3   | 2   |     | 1    | 2    | 3    | 3    |
| CO2 | 2   | 1   | 1   | 3   |     | 1   |     |     |      |      | 3    | 3    |

|                      |   |        |   |                      |   |     |   |   |        |                 |     |      |
|----------------------|---|--------|---|----------------------|---|-----|---|---|--------|-----------------|-----|------|
| CO3                  | 3 |        | 1 | 2                    |   | 3   | 2 |   |        |                 | 3   | 3    |
| CO4                  | 4 |        |   | 3                    |   | 3   | 2 | 1 |        |                 | 2   | 2    |
| CO5                  | 5 |        |   | 2                    |   | 3   | 2 | 2 |        | 1               | 2   | 3    |
| Average              |   | 1      | 1 | 2.33                 | 0 | 2.5 | 2 | 0 | 0      | 1.5             | 2.6 | 3    |
| CO-PO mapping value: |   | 1.87   |   | CO-PSO mapping value |   |     |   |   | 2.34   | Overall mapping |     | 2.11 |
| Correlation          |   | MEDIUM |   | Correlation          |   |     |   |   | MEDIUM | Correlation     |     | HIGH |

## **Course Content**

**Unit 1 Introduction to Statistics:** Basic concepts, Statistics in business, Data measurement, Uses. Descriptive Statistics: Measure of Central Tendency Mean, Median, Mode, Percentiles, Quartiles, Numerical. Descriptive Statistics: Measures of Variation Range, Inter-quartile range, Mean Absolute Deviation, Variance and Standard deviation, Numerical.

**Unit 2 Sampling and Sampling Distribution:** Sampling, Random Sampling Techniques, Nonrandom Sampling Techniques, Sampling Errors & Non-sampling Errors, Sampling Distribution of mean and proportion.

**Unit 3 Probability:** Introduction, Methods of assigning probabilities, Structure of probability, Marginal, Union, Joint and Conditional probabilities, Addition and Multiplication Laws, Baye's Theorem.

**Unit 4 Probability Distributions:** Discrete Distributions –Binomial Distribution, Poisson Distribution, Continuous Distributions - Normal Distribution.

**Unit 5 Statistical Inference:** Estimation for Single Populations, Estimation population mean using z statistic ( $\sigma$  known), Estimating population mean using t statistic ( $\sigma$  unknown), Estimating population proportion, Estimating Sample Size.

**Unit 6 Statistical Inference:** Hypothesis Testing for Single Populations, Introduction to hypothesis testing, Testing hypothesis about a population mean (Standard deviation – Known and Unknown), Testing hypothesis about a proportion, Numerical. Hypothesis about a proportion, Numerical.

## **References**

- Levin and Rubin, Statistics for Management, Pearson.
- Anderson, Sweeney and Williams, Statistics for Business and Economics, Cengage Learning.
- T. N. Srivastava and Shailaja Rego, Statistics for Management, TMH.
- Bruce Bowerman, Richard T. O'Connell and Emily Murphree, Business Statistics in Practice, Tata McGraw hill.
- Levine, Stephan, Krehbiel and Berenson, Statistics for Managers,

- S. P. Gupta, Statistical Methods, Sultan Chand & Sons.

### **BBAB4010:Financial Management**

#### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                    |
|-----|--------------------------------------------------------------------|
| CO1 | Define the concept of the Financial System.                        |
| CO2 | Understand the Functions of Banks.                                 |
| CO3 | Apply the Principles of Insurance.                                 |
| CO4 | Analysis of the various Schemes of Mutual Funds.                   |
| CO5 | Compare the performance of Mutual funds through-out various years. |

#### **CO-PO-PSO Mapping**

| CO                   | BTL | PO1   | PO2    | PO3                  | PO4  | PO5 | PSO1   | PSO2            | PSO3 | PSO4   |
|----------------------|-----|-------|--------|----------------------|------|-----|--------|-----------------|------|--------|
| CO1                  | 1   | 1     | 1      |                      | 1    |     | 2      | 2               | 2    |        |
| CO2                  | 2   | 2     | 2      |                      | 2    |     | 2      | 2               | 1    |        |
| CO3                  | 3   | 2     | 3      | 3                    | 2    |     | 2      |                 | 1    |        |
| CO4                  | 4   | 2     |        |                      |      |     |        |                 |      |        |
| CO5                  | 5   | 1     |        |                      |      |     |        |                 |      |        |
| Total                |     | FALSE | 2.00   | 3                    | 1.67 | 0   | 2      | 2               | 1.33 | 0      |
| CO-PO mapping value: |     |       | 2.33   | CO-PSO mapping value |      |     | 1.78   | Overall mapping |      | 2.06   |
| Correlation          |     |       | MEDIUM | Correlation          |      |     | MEDIUM | Correlation     |      | MEDIUM |

#### **Course Content:**

Unit I : Introduction :Nature, scope and significance of Financial function for the organisation's success. Objectives of Corporate Financial Management, Organisation structure to carry out finance function in Corporate enterprises. Financial Planning and Financial Forecasting.

Unit II : Capital Structure Planning - Financing Decision: Capitalization And capital structure, Financial Planning - long and short term sources of corporate funds, objectives of an optimal Capital structure, Financial and operating leverage analysis, cost of capital and capital structure decision.

Unit III : Investment Decisions - Time Value of Money : Nature of Investment Decisions, Investment Evaluation criteria, process of capital budgeting decisions, risk analysis and investment decisions, capital budgeting practices of Indian Companies.

Unit IV : , Working Capital Management and Dividend Decision: Concepts of working capital. The needs of working capital and Its determinants. Dimensions and trends In working capital management. A brief analysis of the management of components of working capital. Sources of working capital finance and their relative utility. Dividend Policy Models.

### References :

- M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, TataMcGraw Hill Publishing Co. Ltd.
- R. P. Rustogi: Financial Management: Theory Concepts and Practices, TaxmannPublication.
- I.M. Pandey: Financial Management: Theory and Practices, Vikas PublishingHouse
- Horne, James Van Financial Management & Policy
- Kuchal, S.C. Financial Management
- Prasanna Chandra, Financial Management

### **BBAB4020:Entrepreneurship Management**

#### Course Outcomes:

After completion of this course students will be able to:

|     |                                                                                  |
|-----|----------------------------------------------------------------------------------|
| CO1 | Describe the qualities and characteristics of an entrepreneur.                   |
| CO2 | Understand the role and importance of entrepreneurship for economic development. |
| CO3 | Analyse information on institutional support to an entrepreneur.                 |
| CO4 | Analyse the factors stimulating the growth of entrepreneurship.                  |
| CO5 | Evaluate the key factors needed to develop a successful business.                |

### CO-PO-PSO Mapping

| CO                   | BTL | PO1 | PO2    | PO3                  | PO4 | PO5 | PO6 | PO7 | PSO1   | PSO2            | PSO3 | PSO4 |
|----------------------|-----|-----|--------|----------------------|-----|-----|-----|-----|--------|-----------------|------|------|
| CO1                  | 1   |     | 3      | 2                    |     | 2   | 2   |     | 1      | 2               |      | 0    |
| CO2                  | 2   | 2   | 2      | 2                    |     | 1   |     |     |        | 2               |      |      |
| CO3                  | 3   | 2   | 2      | 2                    |     | 2   | 2   |     |        | 3               |      |      |
| CO4                  | 4   | 2   |        | 3                    |     | 2   | 2   |     |        | 3               |      |      |
| CO5                  | 5   |     |        | 2                    |     | 2   | 2   |     |        | 2               |      |      |
| Average              |     | 2   | 2      | 2.25                 | 0   | 1.8 | 2   | 0   | 0      | 2.4             | 0    | 0    |
| CO-PO mapping value: |     |     | 2.00   | CO-PSO mapping value |     |     |     |     | 2.48   | Overall mapping |      | 2.24 |
| Correlation          |     |     | MEDIUM | Correlation          |     |     |     |     | MEDIUM | Correlation     |      | HIGH |

## **Course Content**

Unit 1 - Entrepreneur, characteristics, functions, types, Entrepreneurship - meaning - Role of Entrepreneurs in Economic Development, Rural entrepreneurs - need of problems - Role of NGOs in development of rural Entrepreneurship.

Unit 2 - How to start Business? Product selection - Form of Ownership - Licensing etc, projection Identification - Meaning, Significance - contents and formulation of a project report - planning commission guidelines.

Unit 3 - Tax Benefits - Need, Tax Holidays - Concessions - TQM for small enterprises, Sickness in small Business - Signals, Symptoms, Consequences and corrective measures. Women Entrepreneurs –recent trend.

Unit 4 - Start up, Angel investors, Start up process, case analysis.

Unit-5 - Financing the Entrepreneurial Business :Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital. Institutional support to entrepreneurship Development , Method of product appraisal, Entrepreneurship development programme.

### **Reference :**

- C.B. Gupta & N.P. Srinivasan , Entrepreneurial Development in India,
- Entrepreneurship and management of small business – CED.
- Vasant Desai, Dynamics of Entrepreneurial Development and Management
- Hisrich, Entrepreneurship , Tata McGrawHill.

## **MGTG4010:E- Commerce**

### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                                                                                                   |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------|
| CO1 | Define Meaning, Nature of E-commerce and Categories of E-commerce.                                                                                |
| CO2 | Understand the concepts like E-Business, Data Warehouse, Customer Relationship Management , Supply Chain Management,Enterprise Resource Planning. |
| CO3 | Determine factors responsible for growth of E-Commerce.                                                                                           |
| CO4 | Analyse the Different phases of launching and E-Business.                                                                                         |
| CO5 | Evaluate different electronic payment systems.                                                                                                    |

### **CO-PO-PSO Mapping**

| CO  | BTL | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 | PSO4 |
|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1 | 1   | 2   | 2   | 2   | 1   |     | 2    | 2    | 2    |      |
| CO2 | 2   | 2   | 2   | 1   | 2   |     | 2    | 2    | 2    | 2    |
| CO3 | 3   | 2   | 3   | 3   | 2   |     | 2    |      | 1    | 2    |

|                      |   |      |      |                      |      |   |      |                 |      |      |
|----------------------|---|------|------|----------------------|------|---|------|-----------------|------|------|
| CO4                  | 4 | 2    | 1    |                      |      |   | 2    |                 |      | 1    |
| CO5                  | 5 | 2    |      |                      |      |   |      |                 |      |      |
| Total                |   | TRUE | 2.00 | 2                    | 1.67 | 0 | 2    | 2               | 1.67 | 1.67 |
| CO-PO mapping value: |   |      | 2.00 | CO-PSO mapping value |      |   | 1.83 | Overall mapping |      | 1.92 |

### Course Content:

Unit 1: E-Business Framework: Definition of E-Business, Origin of E-Business, History of the Internet, E-Business Opportunities for Businesses, Working of E-Business, E-Business Vs the Traditional Business Mechanism, Advantages of E-Business, Disadvantages of E-Business, Main Goals of E-Business.

Unit 2: E-Business: Requirements and Architecture: Requirements of E-Business, Functions of E-Business, E-Business Framework Architecture, I-way or Information Highway.

Unit 3: Business Models: Evolution of Internet Business Models, Business Models in Practice, Business Model: The Six Components.

Unit 4: Security In Electronic Business: Intranet and Extranet Security: Threats and Protection, Protection Methods, Data and Message Security, Firewalls, Encryption: Cryptography, Encryption, Digital Signature, Virtual Private Network.

Unit 5: E-Marketing: Challenges of Traditional Marketing, Retailing in E-Business Space, Internet Marketing, Advertisement and Display on the Internet, E-Business for Service Industry, Mobile Commerce: Overview of M-Commerce - Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles.

### References:

- Lawrence et al, Internet Commerce: Digital Models for Business
- Kalakota et al, Electronic Commerce: A Manager's Guide
- Kalakota et al, Frontiers of Electronic Commerce,
- Minoli et al, Web Commerce Technology Handbook, McGraw Hill.
- Vandana Ahuja, Digital Marketing, Oxford Publication

### **BBAB4050: Foundation Course-II (IT tools for business)**

#### Course Outcomes:

After completion of this course students will be able to:

|     |                                                                                                      |
|-----|------------------------------------------------------------------------------------------------------|
| CO1 | Describe Various types of Hacking.                                                                   |
| CO2 | Explain E- Business Risk management Issues.                                                          |
| CO3 | Apply formulas in excel, including the use of built in functions, relatives and absolute references. |
| CO4 | Distinguish between Relatives, Mixed and Absolute references in MS Excel.                            |
| CO5 | Solve What- if – Analysis Problem with the help of MS Excel.                                         |

## CO-PO-PSO Mapping

| CO                   | BT<br>L | PO<br>1 | PO2    | PO3                  | PO<br>4 | PO<br>5 | PSO1   | PSO<br>2        | PSO<br>3 | PSO4   |
|----------------------|---------|---------|--------|----------------------|---------|---------|--------|-----------------|----------|--------|
| CO1                  | 2       | 3       | 2      |                      |         |         | 3      | 1               | 2        |        |
| CO2                  | 4       | 3       | 2      |                      |         |         | 3      | 1               | 1        |        |
| CO3                  | 2       | 1       | 2      | 2                    |         |         | 3      |                 | 1        |        |
| CO4                  | 4       | 1       | 2      | 2                    |         |         | 3      | 1               | 1        |        |
| CO5                  | 2       | 2       | 1      | 1                    |         |         | 3      | 2               | 2        |        |
| Total                |         | 1.8     | 1.8    | 1.6666<br>7          | 0       | 0       | 3      | 1               | 1.4      | 0      |
| CO-PO mapping value: |         |         | 1.76   | CO-PSO mapping value |         |         | 1.8    | Overall mapping |          | 1.78   |
| Correlation          |         |         | MEDIUM | Correlation          |         |         | MEDIUM | Correlation     |          | MEDIUM |

## BBA Semester V

| Course Type | Course Code      | Course Title               | Lecture | Tutorial/<br>Live Projects/<br>Assignments | IA  | UE  | Total Marks | Credit Hours |
|-------------|------------------|----------------------------|---------|--------------------------------------------|-----|-----|-------------|--------------|
| DSC         | BBAB5010         | Business Policy & Strategy | 4       | 2                                          | 30  | 70  | 100         | 6            |
| DSC         | BBAB5020         | Business Research          | 4       | 2                                          | 30  | 70  | 100         | 6            |
| ISC         | BBAB5007         | Summer Internship          |         | 2                                          | 30  | 70  | 100         | 2            |
| DSE         | As per selection | Elective –I                | 4       | 2                                          | 30  | 70  | 100         | 6            |
| DSE         | As per selection | Elective –II               | 4       | 2                                          | 30  | 70  | 100         | 6            |
|             |                  | Total Credits              | 16      | 10                                         | 150 | 350 | 500         | 26           |

**DISCIPLINE SPECIFIC ELECTIVE COURSE :** A Student would be free to choose any two papers from any ONE group . The COURSE offers **THREE** groups viz. Finance (DSE - I), Marketing (DSE - II) , Human Resource (DSE - III) .

| SEMESTER V        |                       |                      |                   |                            |                            |
|-------------------|-----------------------|----------------------|-------------------|----------------------------|----------------------------|
| Finance (DSE - I) |                       | Marketing (DSE - II) |                   | Human Resource (DSE - III) |                            |
| BBAF5310          | International Finance | BBAM5410             | Consumer Behavior | BBAH5510                   | HRD : Systems & Strategies |

|          |                                           |          |                                           |          |                                       |
|----------|-------------------------------------------|----------|-------------------------------------------|----------|---------------------------------------|
| BBAF5320 | Investment Banking and Financial Services | BBAM5420 | Personal Selling & Sales Force Management | BBAH5520 | Training & Development                |
| COMB5360 | Financial Institutions and Market         | BBAM5430 | Advertising & Brand Management            | BBAH5530 | Management of Industrial Relations    |
| BBAF5340 | Project Appraisal & analysis              | BBAM5440 | Retail Management                         | BBAH5540 | Performance & Compensation Management |

**Finance (DSE - I)****BBAF5310:International Finance****BBA Semester VI**

| Course Type | Course Code      | Course Title                                 | Lecture   | Tutorial/ Live Projects/ Assignments | IA         | UE         | Total Marks | Credit Hours |
|-------------|------------------|----------------------------------------------|-----------|--------------------------------------|------------|------------|-------------|--------------|
| DSC         | BBAB6030         | Investment Analysis and Portfolio Management | 4         | 2                                    | 30         | 70         | 100         | 6            |
| DSC         | BBAB6020         | Legal Aspects of Business                    | 4         | 2                                    | 30         | 70         | 100         | 6            |
| ISC         | BBAB6003         | Research Project                             |           | 2                                    | 30         | 70         | 100         | 2            |
| DSE         | As per selection | Elective –III                                | 4         | 2                                    | 30         | 70         | 100         | 6            |
| DSE         | As per selection | Elective –IV                                 | 4         | 2                                    | 30         | 70         | 100         | 6            |
|             |                  | <b>Total Credits</b>                         | <b>16</b> | <b>10</b>                            | <b>150</b> | <b>350</b> | <b>500</b>  | <b>26</b>    |

**DISCIPLINE SPECIFIC ELECTIVE COURSE :** A Student would be free to choose any two papers from any ONE group . The COURSE offers **THREE** groups viz. Finance (DSE - I), Marketing (DSE - II) , Human Resource (DSE - III) .

| <b>SEMESTER VI</b>       |                              |                             |                                                   |                                   |                                                         |
|--------------------------|------------------------------|-----------------------------|---------------------------------------------------|-----------------------------------|---------------------------------------------------------|
| <b>Finance (DSE - I)</b> |                              | <b>Marketing (DSE - II)</b> |                                                   | <b>Human Resource (DSE - III)</b> |                                                         |
| <b>BBAF6310</b>          | <b>Wealth Management</b>     | <b>BBAM6410</b>             | <b>Distribution &amp; Supply Chain Management</b> | <b>BBAH6510</b>                   | <b>Counseling &amp; Negotiation Skills for Managers</b> |
| <b>BBAF6320</b>          | <b>Financial Regulations</b> | <b>BBAM6420</b>             | <b>Marketing of Services</b>                      | <b>BBAH6520</b>                   | <b>Cross Cultural HRM</b>                               |

|          |                                   |          |                            |          |                                  |
|----------|-----------------------------------|----------|----------------------------|----------|----------------------------------|
| BBAF6330 | Strategic<br>Corporate<br>Finance | BBAM6430 | International<br>Marketing | BBAH6530 | Talent & Knowledge<br>Management |
|----------|-----------------------------------|----------|----------------------------|----------|----------------------------------|

### BBA Semester V

| Course Type | Course Code      | Course Title               | Lecture | Tutorial/<br>Live Projects/<br>Assignments | IA         | UE         | Total Marks | Credit Hours |
|-------------|------------------|----------------------------|---------|--------------------------------------------|------------|------------|-------------|--------------|
| DSC         | BBAB5010         | Business Policy & Strategy | 4       | 2                                          | 30         | 70         | 100         | 6            |
| DSC         | BBAB5020         | Business Research          | 4       | 2                                          | 30         | 70         | 100         | 6            |
| ISC         | BBAB5007         | Summer Internship          |         | 2                                          | 30         | 70         | 100         | 2            |
| DSE         | As per selection | Elective –I                | 4       | 2                                          | 30         | 70         | 100         | 6            |
| DSE         | As per selection | Elective –II               | 4       | 2                                          | 30         | 70         | 100         | 6            |
|             |                  | <b>Total Credits</b>       | 16      | 10                                         | <b>150</b> | <b>350</b> | <b>500</b>  | <b>26</b>    |

### BBAB5010: Business Policy & Strategy

#### Course Outcomes:

After completion of this course students will be able to:

|     |                                                                                                                                                                                                                   |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CO1 | Identify relevant metrics in strategic Business management.                                                                                                                                                       |
| CO2 | Describe contemporary approaches to HR evaluation- balance score card, HR score card approach, steps in creating an HR scorecard, HR audit, benchmarking, and process of benchmarking, business excellence model. |
| CO3 | Illustrate evolution, objectives, and barriers, to strategy.                                                                                                                                                      |
| CO4 | Differentiate between different types of HR Policies.[                                                                                                                                                            |
| CO5 | Distinguish between SHRM & Traditional HRM.                                                                                                                                                                       |

| CO                   | BTL | PO1  | PO2  | PO3                  | PO4  | PO5  | PO6  | PO7  | PSO1 | PSO2            | PSO3 | PSO4 |
|----------------------|-----|------|------|----------------------|------|------|------|------|------|-----------------|------|------|
| CO1                  | 1   | 3    | 2    | 1                    | 1    |      | 1    |      | 3    | 1               | 2    |      |
| CO2                  | 2   | 2    | 2    | 2                    | 2    | 3    |      |      | 2    | 2               | 2    | 1    |
| CO3                  | 3   | 3    | 2    | 3                    | 1    | 2    |      |      |      |                 | 3    | 2    |
| CO4                  | 4   | 1    | 3    | 2                    | 2    | 3    |      |      | 2    | 2               | 2    |      |
| CO5                  | 5   | 2    | 2    | 2                    | 2    | 3    |      |      | 3    |                 |      |      |
| Average              |     | 2.23 | 2.08 | 2.13                 | 2.05 | 2.10 | 2.17 | 2.00 | 2.08 | 2.08            | 1.89 | 2.00 |
| CO-PO mapping value: |     | 2.18 |      | CO-PSO mapping value |      |      |      |      | 2.1  | Overall mapping |      | 2.13 |
| Correlation          |     | HIGH |      | Correlation          |      |      |      |      | HIGH | Correlation     |      | HIGH |

### Course Content

**Unit 1 Introduction to Strategies** - Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business.

**Unit 2 Strategic Management** - Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management.

**Unit 3 Strategy Analysis** - Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model.

**Unit 4 Strategy Formulation and Implementation** - Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs).

**Unit 5 Strategic Control and Evaluation** - Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations.

**Unit 6 Business Policies** - Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture.

### References :

- Colin Gilligan and Richard M S Wilson, "Strategic Marketing Management: planning, implementation and control"

- [John A. Pearce II](#), Strategic Management: Formulation, Implementation, and Control
- AzharKazmi: Business Policy and Strategic Management, Tata McGraw Hill, New Delhi
- Wiley, Strategic Management: An Integrated approach,

### **BBAB5020:Business Research**

#### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                     |
|-----|---------------------------------------------------------------------|
| CO1 | State the characteristics of Good research.                         |
| CO2 | Compare and contrast between Qualitative and Quantitative research. |
| CO3 | Construct the Hypothesis based on research                          |
| CO4 | Classify the method of collection of primary data.                  |
| CO5 | Distinguish between SHRM & Traditional HRM.                         |

| CO                   | BTL | PO1       | PO2    | PO3                  | PO4  | PO5 | PSO1       | PSO2            | PSO3 | PSO4       |
|----------------------|-----|-----------|--------|----------------------|------|-----|------------|-----------------|------|------------|
| CO1                  | 1   | 2         | 2      | 2                    | 1    |     | 2          | 2               | 2    |            |
| CO2                  | 2   | 1         | 2      | 1                    | 2    |     | 2          | 2               | 2    | 2          |
| CO3                  | 3   | 2         | 3      | 3                    | 2    |     | 2          |                 | 1    | 2          |
| CO4                  | 4   | 2         | 2      |                      | 2    |     | 2          |                 |      | 1          |
| CO5                  | 5   | 2         |        |                      |      |     |            |                 |      |            |
| Total                |     | FALS<br>E | 2.25   | 2                    | 1.75 | 0   | 2          | 2               | 1.67 | 1.67       |
| CO-PO mapping value: |     |           | 2.31   | CO-PSO mapping value |      |     | 1.83       | Overall mapping |      | 2.07       |
| Correlation          |     |           | MEDIUM | Correlation          |      |     | MEDIU<br>M | Correlation     |      | MEDIU<br>M |

#### **Course Content:**

**Unit I: Nature and Scope of Marketing Research** – Role of Marketing Research in decision making. Applications of Marketing Research – marketing research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Marketing Research problem.

**Unit II: Research Design:** Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

**Unit III: Primary Data Collection:** Survey Vs. Observations. Comparison of self administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary Scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

**Unit IV: Sampling:** Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, Introduction to theoretical concept of ANOVA, Factor Analysis and Discriminant Analysis.

#### References:

- Dr. Kothari, Research methodology
- Zikmund, Babin Carr: Business Research Methods, South-Western.
- Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
- Naresh Malhotra – Marketing Research, Pearson.
- Donald Cooper & Pamela Schindler, Business Research Methods, TMGH,
- D. K. Bhattacharya, Research Methodology, Excel

#### **BBAB5007: Summer Internship**

#### Course Outcomes:

After completion of this course students will be able to:

|     |                                                                                                      |
|-----|------------------------------------------------------------------------------------------------------|
| CO1 | Acquire knowledge about the working of the company and industry in which t student is placed.        |
| CO2 | Gain outlook of practical experience/exposure of working in an organisation                          |
| CO3 | Understand organisational processes of the department in which the student is placed in the company. |
| CO4 | Draft a formal summer internship report with a formal format.                                        |

|    |     |     |     |     |     |     |     |     |      |      |      |      |
|----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO | BTL | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PSO1 | PSO2 | PSO3 | PSO4 |
|----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|

|                      |   |      |      |                      |      |      |      |      |        |                 |      |      |
|----------------------|---|------|------|----------------------|------|------|------|------|--------|-----------------|------|------|
| CO1                  | 1 | 2    | 3    | 2                    | 1    |      | 1    |      | 2      | 3               | 2    |      |
| CO2                  | 2 | 2    | 2    | 2                    | 2    | 3    |      |      | 2      | 2               | 2    | 2    |
| CO3                  | 3 | 3    | 2    | 3                    | 1    | 2    |      |      |        |                 | 1    | 2    |
| CO4                  | 4 | 1    | 3    | 2                    | 2    | 3    |      |      | 2      | 2               | 2    |      |
| Average              |   | 2.17 | 2.10 | 2.11                 | 2.06 | 1.94 | 2.06 | 1.92 | 2.00   | 2.00            | 2.00 | 1.83 |
| CO-PO mapping value: |   |      | 2.15 | CO-PSO mapping value |      |      |      |      | 1.9    | Overall mapping |      | 2.03 |
| Correlation          |   |      | HIGH | Correlation          |      |      |      |      | MEDIUM | Correlation     |      | HIGH |

| SEMESTER V        |                                              |                      |                                           |                            |                                       |
|-------------------|----------------------------------------------|----------------------|-------------------------------------------|----------------------------|---------------------------------------|
| Finance (DSE - I) |                                              | Marketing (DSE - II) |                                           | Human Resource (DSE - III) |                                       |
| <b>BBAF5310</b>   | <b>International Finance</b>                 | <b>BBAM5410</b>      | <b>Consumer Behavior</b>                  | <b>BBAH5510</b>            | <b>HRD : Systems &amp; Strategies</b> |
| BBAF5320          | Investment Analysis and Portfolio Management | BBAM5420             | Personal Selling & Sales Force Management | BBAH5520                   | Training & Development                |
| <b>COMB5360</b>   | <b>Financial Institutions and Market</b>     | <b>BBAM5430</b>      | Advertising & Brand Management            | BBAH5530                   | Management of Industrial Relations    |
| BBAF5340          | Project Appraisal & analysis                 | BBAM5440             | Retail Management                         | BBAH5540                   | Performance & Compensation Management |

### Elective Finance

#### BBAF5310: International Finance

##### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                          |
|-----|------------------------------------------|
| CO1 | State the Goals of International Finance |
| CO2 | Illustrate the Balance of Payment        |
| CO3 | Solve Forward Quotation .                |
| CO4 | Compare FERA and FEMA                    |
| CO5 | Evaluate Interest Rate Arbitrage         |

|    |     |     |     |     |     |     |     |     |      |      |      |      |
|----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO | BTL | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PSO1 | PSO2 | PSO3 | PSO4 |
|----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|

|                      |   |      |      |                      |      |      |      |      |        |                 |      |        |
|----------------------|---|------|------|----------------------|------|------|------|------|--------|-----------------|------|--------|
| CO1                  | 1 |      |      | 1                    | 2    |      |      |      | 2      |                 |      |        |
| CO2                  | 2 | 2    | 2    | 1                    | 2    | 2    |      | 2    | 1      |                 | 2    |        |
| CO3                  | 3 | 2    | 2    | 2                    | 2    |      | 2    | 1    | 2      |                 | 2    |        |
| CO4                  | 4 | 2    | 3    | 2                    |      |      | 2    | 2    |        | 2               |      |        |
| CO5                  | 5 | 2    | 2    |                      | 4    | 2    |      |      | 2      |                 |      |        |
| Average              |   | 2.24 | 2.00 | 1.96                 | 1.90 | 2.00 | 1.86 | 1.83 | 1.80   | 1.86            | 2.00 | 2.00   |
| CO-PO mapping value: |   |      | 2.03 | CO-PSO mapping value |      |      |      |      | 1.9    | Overall mapping |      | 1.95   |
| Correlation          |   |      | HIGH | Correlation          |      |      |      |      | MEDIUM | Correlation     |      | MEDIUM |

**Course Content:**

**Unit 1 International Trade** – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

**Unit 2 Export And Import finance-** Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

**Unit 3 Forex Management** - Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

**Unit 4 Documentation In International Trade-** Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

**Unit 5 Export Promotion Schemes** - Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

## References

- Apte P.G., International Financial Management, Tata McGraw Hill.
- Jeff Madura, International Corporate Finance, Cengage Learning
- Alan C. Shapiro, Multinational Financial Management, PHI Learning
- Foreign Exchange, International Finance and Risk Management By A. V. Rajwade

### **BBAF5320:Investment Analysis and Portfolio Management**

#### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                    |
|-----|--------------------------------------------------------------------|
| CO1 | Define the concept of Financial System                             |
| CO2 | Understand the Functions of Banks                                  |
| CO3 | Apply the Principles of Insurance                                  |
| CO4 | Analysis the various Schemes of Mutual Fund.[                      |
| CO5 | Compare the performance of Mutual funds through-out various years. |

| CO                   | BTL | PO1  | PO2  | PO3                  | PO4  | PO5  | PO6  | PO7  | PO8  | PO9 | PSO1                | PSO2            | PSO3 |
|----------------------|-----|------|------|----------------------|------|------|------|------|------|-----|---------------------|-----------------|------|
| CO1                  | 2   | 2    |      | 3                    | 2    | 2    | 3    | 3    |      |     | 2                   | 3               |      |
| CO2                  | 2   | 1    | 2    | 2                    | 2    |      | 3    | 1    | 2    |     | 1                   | 3               | 2    |
| CO3                  | 3   | 2    | 2    | 2                    | 3    | 2    | 2    | 2    | 2    |     | 5                   | 3               | 2    |
| CO4                  | 2   | 1    | 2    | 2                    | 2    | 2    | 2    | 4    | 2    | 2   | 4                   | 4               |      |
| CO5                  | 4   | 1    |      | 2                    |      |      | 3    |      |      |     |                     |                 |      |
| Average              |     | 1.4  | 2.00 | 2.20                 | 2.25 | 2.00 | 2.6  | 2.50 | 2.00 | 2   | 3                   | 3.25            | 2    |
| CO-PO mapping value: |     | 2.11 |      | CO-PSO mapping value |      |      |      |      |      |     | 2.75                | Overall mapping | 2.43 |
| CO-PO Correlation    |     | HIGH |      | CO-PSO: Correlation  |      |      | HIGH |      |      |     | Overall Correlation |                 | HIGH |

## Course Content

**Unit 1 Investment:** Meaning, Nature and Scope, Decision Process; Environment; Investment Risks–Interest Risk, Market Risk, Inflation Risk, Default Risk, etc; Valuation of Securities. Notion of Dominance.

**Unit 2 Techniques of Risk Measurement :** Application and Portfolio Evaluation. Concept of Beta, Classification of Beta-Geared and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market line, Capital Market Line, Portfolio Revision, Portfolio Reconstruction.

**Unit 3 Security Analysis:** Fundamental Analysis; Economy, Industry and Company Analysis; and Technical Analysis; Efficient Market Hypothesis; Dow Jones Theory; Measurement of Systematic and Unsystematic Risk.

**Unit 4 Portfolio Analysis:** Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model. Portfolio Revision and Performance Evaluation of Managed Portfolios. Sharp Ratio; Treynor Ratio; Jensen's Alpha.

**References:**

- Bhalla, V.K.-Investment Management; Security Analysis and Portfolio Management, S. Chand & Co. Ltd.
- Chandra Prasanna-Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
- Fischer and Jordan- Security Analysis and Portfolio Management, Prentice-Hall.
- V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House.

**COMB5360: Financial Institutions and Market**

**Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                                                                                                           |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| CO1 | Understand the role and importance of the Indian financial market.                                                                                        |
| CO2 | Apply and analyse the Concepts relevant to Indian financial markets and financial institutions.                                                           |
| CO3 | Understand and analyse the mechanics and regulation of financial instruments and determine how the value of stocks, bonds, and securities are calculated. |
| CO4 | Evaluate empirical evidence of the market performance and accordingly the role of regulatory authorities to develop the financial market                  |
| CO5 | Research and analyze specific problems or issues related to financial markets and institutions.                                                           |

| CO | BTL | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 | PSO4 |
|----|-----|-----|-----|-----|-----|-----|------|------|------|------|
|----|-----|-----|-----|-----|-----|-----|------|------|------|------|

|                      |   |       |        |                      |      |   |        |                 |      |        |
|----------------------|---|-------|--------|----------------------|------|---|--------|-----------------|------|--------|
| CO1                  | 1 | 2     | 2      | 2                    | 1    |   | 2      | 2               | 2    |        |
| CO2                  | 2 | 1     | 2      | 1                    | 2    |   | 2      | 2               | 2    | 2      |
| CO3                  | 3 | 2     | 3      | 3                    | 2    |   | 2      |                 | 1    | 2      |
| CO4                  | 4 | 2     | 2      |                      | 2    |   | 2      |                 |      | 1      |
| CO5                  | 5 | 2     |        |                      |      |   |        |                 |      |        |
| Total                |   | FALSE | 2.25   | 2                    | 1.75 | 0 | 2      | 2               | 1.67 | 1.67   |
| CO-PO mapping value: |   |       | 2.31   | CO-PSO mapping value |      |   | 1.83   | Overall mapping |      | 2.07   |
| Correlation          |   |       | MEDIUM | Correlation          |      |   | MEDIUM | Correlation     |      | MEDIUM |

### Course Content:

**Unit I: Structure of Indian Financial System:** An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution(CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs.

**Unit II: Introduction to Financial Markets in India:** Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets.

**Unit III: Secondary Market in India:** Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange, Settlement mechanism at BSE & NSE

**Unit IV: Money Markets & Debt Markets in India:** *Money Market:* Meaning, role and participants in money markets, Segments of money markets, Role of STCI and DFHI in money market, *Debt Market:* Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Over subscription and devolvement

of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds.

### References:

- Saunders, Anthony & Cornett, Marcia Millon. Financial Markets and Institutions, Tata McGraw Hill
- Khan, M Y.: Financial Services. McGraw Hill Higher Education
- Goel, Sandeep. Financial services. PHI.
- I M.Bhole , Financial Institutions and Market, TATA McGrawHill.
- G.S.Batra, Financial Services & Market
- Bharati V. Pathak, The Indian Financial System-Markets, Institutions and Services

### BBAF5340:Project Appraisal & analysis

#### Course Outcomes:

After completion of this course students will be able to:

|     |                                                                               |
|-----|-------------------------------------------------------------------------------|
| CO1 | State market analysis, demand forecasting and project mix analysis            |
| CO2 | Compare and contrast between market analysis and technical analysis.          |
| CO3 | Apply various information tools E-commerce in project management.             |
| CO4 | Analyses Capacity planning, developing effective procedural documentation.    |
| CO5 | Estimate projects in response to issues that arise internally and externally. |

| CO                   | BTL | PO1  | PO2  | PO3                  | PO4  | PO5  | PO6  | PO7  | PSO1   | PSO2            | PSO3 | PSO4   |
|----------------------|-----|------|------|----------------------|------|------|------|------|--------|-----------------|------|--------|
| CO1                  | 1   |      |      | 1                    | 2    |      |      |      | 2      |                 |      |        |
| CO2                  | 2   | 2    | 2    | 1                    | 2    | 2    |      | 2    | 1      |                 | 2    |        |
| CO3                  | 3   | 2    | 2    | 2                    | 2    |      | 2    | 1    | 2      |                 | 2    |        |
| CO4                  | 4   | 2    | 3    | 2                    |      |      | 2    | 2    |        | 2               |      |        |
| CO5                  | 5   | 2    | 2    |                      | 4    | 2    |      |      | 2      |                 |      |        |
| Average              |     | 2.24 | 2.00 | 1.96                 | 1.90 | 2.00 | 1.86 | 1.83 | 1.80   | 1.86            | 2.00 | 2.00   |
| CO-PO mapping value: |     | 2.03 |      | CO-PSO mapping value |      |      |      |      | 1.9    | Overall mapping |      | 1.95   |
| Correlation          |     | HIGH |      | Correlation          |      |      |      |      | MEDIUM | Correlation     |      | MEDIUM |

**Course Content:**

**Unit I: Appraisal :** an introduction, Project appraisal and evaluation , Project cycle, Project cycle management , Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study , Project identification and formulation , Generation of Project ideas, Basic Principles of Project Analysis Entrepreneurship – concept, Theory and perspective

**Unit II: Market Analysis :** Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques Technical appraisal of a project , Business and Technology Acquisition and management of technology

**Unit III: Investment appraisal:** Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans

**Unit IV: Project risk assessment** – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation , Preparation of project report - Case Analysis

**References**

- Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
- Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.

Project Management Managerial Emphasis by Meredith and Mantel

Project Management : The Managerial Process by Gray and Larson 3E Tata McGraw-Hill

**Elective Marketing****BBAM5410:Consumer Behavior****Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                    |
|-----|--------------------------------------------------------------------|
| CO1 | State the Features and Importance of Consumer Behaviour.           |
| CO2 | Describe the Profiling the consumer and understanding their needs. |

|     |                                                                 |
|-----|-----------------------------------------------------------------|
| CO3 | Apply Application of Consumer Behaviour knowledge in Marketing. |
| CO4 | Determine the Consumer Decision Making Process .                |
| CO5 | Assess the factors affecting each stage and Need recognition.   |

| CO                   | BTL | PO1   | PO2    | PO3                  | PO4  | PO5 | PSO1   | PSO2            | PSO3 | PSO4   |
|----------------------|-----|-------|--------|----------------------|------|-----|--------|-----------------|------|--------|
| CO1                  | 1   | 2     | 2      | 2                    | 1    |     | 2      | 2               | 2    |        |
| CO2                  | 2   | 1     | 2      | 1                    | 2    |     | 2      | 2               | 2    | 2      |
| CO3                  | 3   | 2     | 3      | 3                    | 2    |     | 2      |                 | 1    | 2      |
| CO4                  | 4   | 2     | 2      |                      | 2    |     | 2      |                 |      | 1      |
| CO5                  | 5   | 2     |        |                      |      |     |        |                 |      |        |
| Total                |     | FALSE | 2.25   | 2                    | 1.75 | 0   | 2      | 2               | 1.67 | 1.67   |
| CO-PO mapping value: |     |       | 2.31   | CO-PSO mapping value |      |     | 1.83   | Overall mapping |      | 2.07   |
| Correlation          |     |       | MEDIUM | Correlation          |      |     | MEDIUM | Correlation     |      | MEDIUM |

### Course Content

**Unit 1. Consumer** - Meaning and definition, Significance of Consumer, Distinction between Consumer and Customer, Buyers and Users - Development Marketing Concept - Consumer Behaviour Applications in Marketing.

**Unit 2 Consumer Motivation** - Maslow's Hierarchy of needs – Fried's theory of Motivation - Consumer Personality: Trait Theory - Consumer Perceptions - Stimulus Factors - Expectations - Consumer Attitudes: Utilitarian Functions – Attitude Models.

**Unit 3. Consumer Decision Process** - major factors influencing Consumer Buying Behaviour:- Buyer, Product, Seller, Situational, Cultural, Social, Personal and Psychological Characteristics - Decision Models - Case of Purchase of Microwave Oven – understanding the Women.

**Unit 4 Consumer Decision Process** – Post Purchase Behaviour; Post Purchase Dissonance – Dissatisfaction Responses; Implications for Marketers – Ideal Product Model – Case of Whirl Pool

**Unit 5 Organizational Buyer Behaviour** - Buyer Characteristics – Factors Influencing Organization of Buyer – Organizational Buyer Decision and the Process – Performance Evaluation – Case of Satyam Plastics.

### References

- Assael, H .Consumer Behaviour and Marketing Action. Ohio, South Western
- Engle, J F.etc. Consumer Behaviour. Chicago, Dryden Press

- Howard, John A. etc. Consumer Behaviour in Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc.,
- Hawkins, D I. etc. Consumer Behaviour. Implications for Marketing Strategy. Texas, Business

### **BBAM5420:Personal Selling & Sales Force**

#### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                                        |
|-----|--------------------------------------------------------|
| CO1 | Define Sales & Sales Management.                       |
| CO2 | Describe role of Distribution Management               |
| CO3 | Apply concept of theories of selling to enhance skills |
| CO4 | Analyse market and methods of sales forecasting.       |
| CO5 | Evaluate factors of Sales Quotas.[                     |

| CO                   | BTL | PO1  | PO2  | PO3                  | PO4  | PO5 | PSO1 | PSO2            | PSO3 | PSO4 |
|----------------------|-----|------|------|----------------------|------|-----|------|-----------------|------|------|
| CO1                  | 1   | 2    | 3    | 2                    | 2    |     | 1    | 2               | 2    |      |
| CO2                  | 2   | 2    | 2    | 1                    | 2    |     | 2    | 2               | 2    | 2    |
| CO3                  | 3   | 2    | 3    | 3                    | 2    |     | 3    |                 | 2    | 1    |
| CO4                  | 4   | 2    | 2    |                      | 2    |     | 2    |                 |      | 2    |
| CO5                  | 5   | 2    |      |                      |      |     |      |                 |      |      |
| Total                |     | TRUE | 2.50 | 2                    | 2.00 | 0   | 2    | 2               | 2.00 | 1.67 |
| CO-PO mapping value: |     |      | 2.38 | CO-PSO mapping value |      |     | 1.92 | Overall mapping |      | 2.15 |

### **Course Content**

**Unit 1 Introduction to Personal Selling** - functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.

**Unit 2 Theories of Selling** - AIDAS, Right Set of circumstances, Buying formula theory.

**Unit 3 The Selling Process** -Preapproach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

**Unit 4 Introduction to sales force management** - Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

### References:

- Tanner, J; Honeycutt ED; Erffmeyer Robert C, Sales management, Pearson Education.
- Anderson, R. Professional. Englewood Cliff, Sales Management, Prentice Hall Inc.
- Still, Cundiff&Govani: Sales Management, Prentice Hall of India.
- Charles Futrell: Fundamentals of Selling, McGraw Hill.
- R. Krishnamoorthy: Personal Selling and Sales Management

### BBAM5430:Advertising & Brand Management

#### Course Outcomes:

After completion of this course students will be able to:

|     |                                                        |
|-----|--------------------------------------------------------|
| CO1 | Define Sales & Sales Management                        |
| CO2 | Describe role of Distribution Management               |
| CO3 | Apply concept of theories of selling to enhance skills |
| CO4 | Analyse market and methods of sales forecasting        |
| CO5 | Evaluate factors of Sales Quotas                       |

| CO                   | BTL | PO1  | PO2                  | PO3                 | PO4 | PO5  | PO6    | PO7  | PO8  | PSO1                | PSO2            | PSO3   |
|----------------------|-----|------|----------------------|---------------------|-----|------|--------|------|------|---------------------|-----------------|--------|
| CO1                  | 2   | 1    |                      | 3                   | 2   | 2    | 2      | 1    |      | 2                   | 2               |        |
| CO2                  | 2   | 2    | 2                    | 2                   | 2   |      | 2      | 1    | 1    | 3                   | 2               | 1      |
| CO3                  | 2   | 1    | 2                    | 2                   | 3   | 2    | 2      |      | 2    | 2                   | 2               | 1      |
| CO4                  | 3   | 1    | 3                    | 3                   | 3   | 3    | 3      | 3    | 2    | 3                   | 3               |        |
| CO5                  | 4   | 1    |                      | 2                   |     |      | 3      |      |      |                     |                 |        |
| Average              |     | 1.2  | 2.33                 | 2.40                | 2.5 | 2.33 | 2.4    | 1.67 | 1.67 | 2.5                 | 2.25            | 1      |
| CO-PO mapping value: |     | 2.06 | CO-PSO mapping value |                     |     |      |        |      |      | 1.91666667          | Overall mapping | 1.99   |
| CO-PO Correlation    |     | HIGH |                      | CO-PSO: Correlation |     |      | MEDIUM |      |      | Overall Correlation |                 | MEDIUM |

### Course Content

**Unit 1 Introduction to Advertising Management** : Nature & Scope of Advertising Management, Setting Advertisement Objectives, DAGMAR and other Models, Advertisement

Planning and Strategy Making, Creative Strategy , Development & Implementation, Advertising Budget

**Unit 2 Media Planning:** Setting Media Objectives, Developing Media Strategies , Evolution and Different Media and Media Selection, Media Buying , Measuring Advertising Effectiveness – Pretesting and Post Testing , Social, Ethical and Legal aspect of advertising

**Unit 3 Brand Concept :** Naming and Importance of Brands, Strategic Brand Management Process, Brand Identity Perspectives and Brand identity Prism, Identity Levels ,Concept and Measure of Brand Equity, Brand Assets and Liabilities , Aaker Model Of Brand Equity, Customer based Brand Equity, Brand Loyalty, Measures of Brand Loyalty, Brand Personality – Definition, Measures and Formulation , Brand Image dimensions , Stages of Concept Management for functional, symbolic and experimental Brands.

**Unit 4 Brand Positioning:** 3 C's of Positioning, Brand Positioning and differentiation strategies Brand Repositioning, Celebrity endorsement , Brand Extension: Branding Strategies, Line Extension, Multiple Brands , Umbrella Branding, Brand Reinforcement, Brand revitalization of Advertisement , Managing Global Brands, Branding in Different Sectors.

### References

- Advertising And Brand Management , Dr. Sunaina Kumar, Dr. Arvind & Sardana
- David Aaker, Brand Management, Tata McGraw Hill
- Aaker, David, A. - Managing Brand Equity. New York, Free Press.
- YLR Murthy, Brand Management-Indian Perspective ,Vikas Publishing
- H. V. Verma, Brand Management, , Excel Books

### **BBAM5440:Retail Management**

#### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                                         |
|-----|---------------------------------------------------------|
| CO1 | List the factors influencing retail management          |
| CO2 | Discuss the Types, E-tailing                            |
| CO3 | Examine the Need for FDI in Indian Retail Scenario      |
| CO4 | Differentiate the Green Retailing and Airport Retailing |
| CO5 | Determine the Functions of HRM in Retail                |

| CO  | BTL | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PSO1 | PSO2 | PSO3 | PSO4 |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1 | 1   | 2   |     | 2   | 2   | 2   | 2   | 2   | 1    |      |      |      |
| CO2 | 2   | 1   |     | 3   | 2   | 1   | 2   | 1   | 3    |      |      |      |
| CO3 | 3   | 2   |     | 2   |     |     | 3   | 2   | 1    |      |      |      |

|                      |   |      |        |                      |      |      |      |     |        |                 |   |        |
|----------------------|---|------|--------|----------------------|------|------|------|-----|--------|-----------------|---|--------|
| CO4                  | 4 | 2    |        | 2                    | 1    | 1    | 3    | 1   | 1      | 0               |   |        |
| CO5                  | 5 | 2    |        | 2                    | 2    | 2    | 3    | 1   | 1      |                 |   |        |
| Average              |   | 2.18 | 1.89   | 1.82                 | 1.82 | 1.74 | 1.74 | 1.8 | 1.4    | 1.4             | 0 | 0      |
| CO-PO mapping value: |   |      | 1.86   | CO-PSO mapping value |      |      |      |     | 1.5    | Overall mapping |   | 1.66   |
| Correlation          |   |      | MEDIUM | Correlation          |      |      |      |     | MEDIUM | Correlation     |   | MEDIUM |

### Course Content

**Unit 1 :Introduction to Retailing:** Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario.

**Unit 2 :Retail Marketing Environment-** Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues

**Unit 3 :The Retail Marketing Segmentation:** Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions, Limitations of Market Segmentation

**Unit 4 :Store Location and Layout:** Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies

**Unit 5 :Customer Relationship Management in Retailing-**Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program.

### References

- Harjit Singh: Retail Management, S. Chand Publication.
- Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
- CSG Krishnamacharylu & Laitha Ramakrishna, - Rural Marketing, Pearson Education Asia.
- Barry Berman & Joel R Evans, Retailing Management, A Strategic Approach – Macmillan Publishing company.

### Elective HR

#### BBAH5510:HRD : Systems & Strategies

### Course Outcomes:

After completion of this course students will be able to:

|     |                                                                                                                                                                                                                  |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CO1 | Identify relevant metrics in strategic human resource management                                                                                                                                                 |
| CO2 | Describe contemporary approaches to HR evaluation- balance score card, HR score card approach, steps in creating an HR scorecard, HR audit, benchmarking, and process of benchmarking, business excellence model |
| CO3 | Illustrate evolution, objectives, and barriers, to SHRM                                                                                                                                                          |
| CO4 | Differentiate between different types of HR Policies.                                                                                                                                                            |
| CO5 | Distinguish between SHRM & Traditional HRM.                                                                                                                                                                      |

| CO                   | BTL | PO1  | PO2    | PO3                  | PO4  | PO5  | PO6  | PO7 | PSO1   | PSO2            | PSO3 | PSO4   |
|----------------------|-----|------|--------|----------------------|------|------|------|-----|--------|-----------------|------|--------|
| CO1                  | 1   | 2    | 1      | 2                    | 2    | 2    | 2    | 2   | 2      |                 |      |        |
| CO2                  | 2   | 1    | 2      | 3                    | 2    | 1    | 2    | 2   | 2      |                 |      |        |
| CO3                  | 3   | 2    |        | 2                    |      |      | 3    | 2   | 1      |                 |      |        |
| CO4                  | 4   | 2    |        | 2                    | 1    | 1    | 3    | 1   | 2      | 0               |      |        |
| CO5                  | 5   | 3    |        | 2                    | 2    | 2    | 3    | 1   | 2      |                 |      |        |
| Average              |     | 2.17 | 1.93   | 1.90                 | 1.93 | 1.87 | 1.89 | 2   | 1.7    | 1.8             | 0    | 0      |
| CO-PO mapping value: |     |      | 1.96   | CO-PSO mapping value |      |      |      |     | 1.8    | Overall mapping |      | 1.85   |
| Correlation          |     |      | MEDIUM | Correlation          |      |      |      |     | MEDIUM | Correlation     |      | MEDIUM |

### Course Content:

**Unit 1 Human Resource Development (HRD) :** Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD : Training, Education and Development; Roles and competencies of HRD professionals.

**Unit 2 HRD Process:** Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

**Unit 3 HRD Interventions:** Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

**Unit 4 HRD Applications:** Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

**Unit 5 Evaluating the HRD Effort: Data** Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD

## References

- Tanuja Agarwala,, Strategic Human resource Management, OUP, ,New Delhi.
- Truss,Mankin,andKellige, Strategic Human resource Management,OUP,New Delhi,
- Nadler, Leonard: Corporate Human Resource Development, Van Nostrand Reinhold / ASTD, New York.
- Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
- Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
- Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
- Rao T.V.: Human Resource Development, Sage publication. Strategic HRM by Mabey and Salama

### **BBAH5520: Training & Development**

#### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                                                         |
|-----|---------------------------------------------------------------------------------------------------------|
| CO1 | Define the concept of training in detail                                                                |
| CO2 | Understand the process of training                                                                      |
| CO3 | Determine the Performance measurements– Appraisals, pitfalls & ethics of appraisal                      |
| CO4 | Analyse the counselling techniques with reference to development of employees, society and organization |
| CO5 | Evaluate Knowledge Management Program.                                                                  |

| CO                   | BTL | PO1  | PO2    | PO3                  | PO4  | PO5  | PO6  | PO7  | PSO1   | PSO2            | PSO3 | PSO4   |
|----------------------|-----|------|--------|----------------------|------|------|------|------|--------|-----------------|------|--------|
| CO1                  | 1   | 2    | 1      | 2                    | 2    | 2    |      | 2    | 2      |                 | 1    |        |
| CO2                  | 2   | 2    | 2      | 3                    | 2    | 1    |      | 2    | 2      |                 | 2    |        |
| CO3                  | 3   | 2    | 2      | 2                    |      |      |      | 2    | 1      |                 |      | 2      |
| CO4                  | 4   | 2    | 1      | 2                    | 1    | 1    |      | 1    | 2      | 0               |      |        |
| CO5                  | 5   | 3    |        | 2                    | 2    | 2    |      | 1    | 2      |                 |      |        |
| Average              |     | 2.07 | 1.81   | 1.74                 | 1.78 | 1.65 | 1.65 | 1.69 | 1.69   | 1.75            | 1.67 | 1.67   |
| CO-PO mapping value: |     |      | 1.80   | CO-PSO mapping value |      |      |      |      | 1.8    | Overall mapping |      | 1.79   |
| Correlation          |     |      | MEDIUM | Correlation          |      |      |      |      | MEDIUM | Correlation     |      | MEDIUM |

**Course Content:**

**Unit 1 Organization vision & plans:** assessment of training needs, setting training objectives, designing training programmes, Spiral model of training.

**Unit 2 Tasks of the training function:** Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

**Unit 3 Training methods:** On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, retraining.

**Unit 4 Management Development Programme Methods:** Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

**Unit 5 Organisational Development (OD):** Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

**References**

- Blanchard P. Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
- Training Research and Practice - John Patrick
- Management development and training handbook- Taylor & G. Lippitt
- French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
- Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.
- Bhatia S.K.: Training & Development, Deep & Deep Publishers

**BBAH5530: Management of Industrial Relations****Course Outcomes:**

After completion of this course students will be able to:

|     |                                           |
|-----|-------------------------------------------|
| CO1 | Define the concept of Industrial Relation |
| CO2 | Understand the characteristics of IR.     |

|     |                                                     |
|-----|-----------------------------------------------------|
| CO3 | Apply principles of good industrial relations.      |
| CO4 | Analyse the causes of industrial disputes.          |
| CO5 | Justify the prerequisites of collective bargaining. |

| CO                   | BTL | PO1    | PO2                  | PO3         | PO4  | PO5  | PO6  | PO7  | PSO1 | PSO2            | PSO3 | PSO4   |
|----------------------|-----|--------|----------------------|-------------|------|------|------|------|------|-----------------|------|--------|
| CO1                  | 1   | 2      | 2                    | 2           | 2    | 2    |      |      | 2    |                 | 2    |        |
| CO2                  | 2   | 2      | 2                    | 2           | 2    | 1    |      |      | 2    |                 | 2    |        |
| CO3                  | 3   | 1      | 2                    | 2           |      |      |      |      | 2    |                 |      |        |
| CO4                  | 4   | 1      | 2                    | 2           | 2    | 3    |      |      | 2    | 0               |      |        |
| CO5                  | 5   | 2      | 2                    | 2           | 2    | 2    |      |      | 2    |                 |      |        |
| Average              |     | 2.11   | 1.91                 | 2.00        | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2               | 2.00 | 2.00   |
| CO-PO mapping value: |     | 1.92   | CO-PSO mapping value |             |      |      |      |      | 2.0  | Overall mapping |      | 1.96   |
| Correlation          |     | MEDIUM |                      | Correlation |      |      |      |      | HIGH | Correlation     |      | MEDIUM |

### Course Content:

**Unit I Concept of industrial relations:** Various Aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining.

**Unit II Workers participation in management:** levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.

**Unit III Trade Union Act 1926:** Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure.

**Unit IV Salient features :** Coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965.

**Unit V The Factories Act 1948:** Definition, approval, licensing and registration, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays.

**Unit VI The salient features:** Coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees Pension Scheme and Employees State Insurance Act 1948.

### References:

- S C Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House.
- T N Chhabra: Industrial Relations and Labour Laws, Dhanpat Rai Publishing House.
- Padhi P.K., Industrial Laws, PHI.
- Kapoor N. D , Elements of Mercantile Law, Sultan Chand.

### **BBAH5540:Performance & Compensation Management**

#### Course Outcomes:

After completion of this course students will be able to:

|     |                                                          |
|-----|----------------------------------------------------------|
| CO1 | Define components of Performance Management              |
| CO2 | Describe Performance Managing & Monitoring               |
| CO3 | Relate concept of High Performance Teams                 |
| CO4 | Analyse implications of Ethics in Performance Management |
| CO5 | Evaluate under performers & approaches to manage it      |

| CO                   | BTL | PO1  | PO2  | PO3                  | PO4  | PO5  | PO6  | PO7  | PSO1 | PSO2            | PSO3 | PSO4 |
|----------------------|-----|------|------|----------------------|------|------|------|------|------|-----------------|------|------|
| CO1                  | 1   | 3    | 2    | 1                    | 1    |      | 1    |      | 3    | 1               | 2    |      |
| CO2                  | 2   | 2    | 2    | 2                    | 2    | 3    |      |      | 2    | 2               | 2    | 1    |
| CO3                  | 3   | 3    | 2    | 3                    | 1    | 2    |      |      |      |                 | 3    | 2    |
| CO4                  | 4   | 1    | 3    | 2                    | 2    | 3    |      |      | 2    | 2               | 2    |      |
| CO5                  | 5   | 2    | 2    | 2                    | 2    | 3    |      |      | 3    |                 |      |      |
| Average              |     | 2.23 | 2.08 | 2.13                 | 2.05 | 2.10 | 2.17 | 2.00 | 2.08 | 2.08            | 1.89 | 2.00 |
| CO-PO mapping value: |     | 2.18 |      | CO-PSO mapping value |      |      |      |      | 2.1  | Overall mapping |      | 2.13 |
| Correlation          |     | HIGH |      | Correlation          |      |      |      |      | HIGH | Correlation     |      | HIGH |

#### Course Content:

**Unit 1 Introduction-** Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and

performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counseling.

**Unit 2 Performance management and reward systems-** Performance Coaching ,Mentoring and Counseling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

**Unit 3 Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy:** Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broad banding, competency based pay.

**Unit 4 Incentives plans for production employees and for other professionals.** Developing effective incentive plans, pay for performance. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry.

**Unit 5 Wages in India:** Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity, Special compensation situations: International compensation-managing variations. Expatriate Pay.

## References:

- Milkovich & Newman , Compensation, McGraw Hill.
- T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
- Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
- D.K. Bhattacharyya, Compensation Management, OUP, New Delhi
- Uday K. Haldar and Juthika Sarkar, Human Resources Management, OUP, New Delhi , Rock Micton , Wage and Salary administration

**BBA Semester VI**

| Course Type | Course Code      | Course Title                              | Lecture   | Tutorial/<br>Live Projects/<br>Assignments | IA         | UE         | Total Marks | Credit Hours |
|-------------|------------------|-------------------------------------------|-----------|--------------------------------------------|------------|------------|-------------|--------------|
| DSC         | BBAB6030         | Investment Banking and Financial Services | 4         | 2                                          | 30         | 70         | 100         | 6            |
| DSC         | BBAB6020         | Legal Aspects of Business                 | 4         | 2                                          | 30         | 70         | 100         | 6            |
| ISC         | BBAB6003         | Research Project                          |           | 2                                          | 30         | 70         | 100         | 2            |
| DSE         | As per selection | Elective –III                             | 4         | 2                                          | 30         | 70         | 100         | 6            |
| DSE         | As per selection | Elective –IV                              | 4         | 2                                          | 30         | 70         | 100         | 6            |
|             |                  | <b>Total Credits</b>                      | <b>16</b> | <b>10</b>                                  | <b>150</b> | <b>350</b> | <b>500</b>  | <b>26</b>    |

**BBAB6030:Investment Banking and Financial Services****Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                  |
|-----|------------------------------------------------------------------|
| CO1 | Remember the factors of Investment.                              |
| CO2 | Understand the concept of Dow Theory.                            |
| CO3 | Apply Strategies of Portfolio Management.                        |
| CO4 | Calculate yield to maturity.                                     |
| CO5 | Distinguish between Fundamental Analysis V/s Technical Analysis. |

| CO                   | BTL | PO1 | PO2  | PO3                  | PO4  | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1                | PSO2            | PSO3   |
|----------------------|-----|-----|------|----------------------|------|-----|-----|-----|-----|-----|---------------------|-----------------|--------|
| CO1                  | 1   | 2   | 2    | 2                    | 1    |     | 2   |     |     |     |                     |                 |        |
| CO2                  | 2   | 2   | 2    | 2                    | 2    |     |     | 2   |     | 3   |                     |                 |        |
| CO3                  | 3   | 2   | 2    | 2                    | 2    |     | 2   |     |     |     |                     |                 |        |
| CO4                  | 4   | 2   | 3    | 3                    | 2    |     | 2   |     |     | 2   |                     |                 |        |
| CO5                  | 5   |     |      | 2                    |      |     | 2   |     |     |     |                     |                 |        |
| Average              |     | 2   | 2.25 | 2.20                 | 1.75 | 0   | 2   | 2   | 0   | 2.5 | 0                   | 0               | 0      |
| CO-PO mapping value: |     |     | 2.1  | CO-PSO mapping value |      |     |     |     |     |     | 0                   | Overall mapping | 1.05   |
| CO-PO Correlation    |     |     | HIGH | CO-PSO: Correlation  |      |     | LOW |     |     |     | Overall Correlation |                 | MEDIUM |

**Course Content:**

**Unit 1 Introduction:** An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

**Unit 2 Issue Management: Public Issue:** classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

**Unit 3 Leasing and Hire Purchase :** Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfeiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

**Unit 4 Venture Capital:** Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and nontraditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of nonmortgage assets, Securitization in India.

**References**

- M.Y.Khan: Financial Services, Tata McGraw –Hill.
- Machiraju: Indian Financial System, Vikas Publishing House.
- J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.
- K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICAI, Hyderabad.

**Course Outcomes:**

After completion of this course students will be able to:

|     |                                                          |
|-----|----------------------------------------------------------|
| CO1 | Describe the process of registration of Trade union      |
| CO2 | Understand the meaning of Trade union and Trade dispute. |
| CO3 | Determine amount of gratuity.                            |
| CO4 | Analyze obligations and rights of employer & employee    |
| CO5 | Distinguish between available and allocable surplus      |

**CO-PO-PSO mapping**

| CO                   | BTL | PO1  | PO2                  | PO3         | PO4  | PO5  | PO6  | PO7    | PSO1            | PSO2 | PSO3   | PSO4 |
|----------------------|-----|------|----------------------|-------------|------|------|------|--------|-----------------|------|--------|------|
| CO1                  | 1   |      |                      | 1           | 2    |      |      |        | 2               |      |        |      |
| CO2                  | 2   | 2    | 2                    | 1           | 2    | 2    |      | 2      | 1               |      | 2      |      |
| CO3                  | 3   | 2    | 2                    | 2           | 2    |      | 2    | 1      | 2               |      | 2      |      |
| CO4                  | 4   | 2    | 3                    | 2           |      |      | 2    | 2      |                 | 2    |        |      |
| CO5                  | 5   | 2    | 2                    |             | 4    | 2    |      |        | 2               |      |        |      |
| Average              |     | 2.24 | 2.00                 | 1.96        | 1.90 | 2.00 | 1.86 | 1.83   | 1.80            | 1.86 | 2.00   | 2.00 |
| CO-PO mapping value: |     | 2.03 | CO-PSO mapping value |             |      |      |      | 1.9    | Overall mapping |      | 1.95   |      |
| Correlation          |     | HIGH |                      | Correlation |      |      |      | MEDIUM | Correlation     |      | MEDIUM |      |

**Course content:**

**Unit I: The Indian Contract Act 1872:** Meaning and Essentials of contract; Kinds of contract- Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

**Unit II: Sale of Goods Act 1930:** Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

**Unit III: The Companies Act 2013:** Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

**Unit IV: Consumer Protection Act 1986:** Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

### References

- [V Balachandran, S Thothadri](#), Legal Aspects of Business Paperback
- M.C.Kuchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
- N.D. Kapoor, Business Law
- Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
- Avtar Singh: Principle of Mercantile Law, Eastern Book Company
- Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
- Balchandani, Business Laws
- Akhileshwar Pathak, Legal Aspects of Business

| SEMESTER VI       |                                    |                      |                                                   |                            |                                                         |
|-------------------|------------------------------------|----------------------|---------------------------------------------------|----------------------------|---------------------------------------------------------|
| Finance (DSE - I) |                                    | Marketing (DSE - II) |                                                   | Human Resource (DSE - III) |                                                         |
| <b>BBAF6310</b>   | <b>Wealth Management</b>           | <b>BBAM6410</b>      | <b>Distribution &amp; Supply Chain Management</b> | <b>BBAH6510</b>            | <b>Counseling &amp; Negotiation Skills for Managers</b> |
| <b>BBAF6320</b>   | <b>Financial Regulations</b>       | <b>BBAM6420</b>      | <b>Marketing of Services</b>                      | <b>BBAH6520</b>            | <b>Cross Cultural HRM</b>                               |
| <b>BBAF6330</b>   | <b>Strategic Corporate Finance</b> | <b>BBAM6430</b>      | <b>International Marketing</b>                    | <b>BBAH6530</b>            | <b>Talent &amp; Knowledge Management</b>                |

### Finance Electives **BBAF6310: Wealth Management**

#### Course Outcomes:

After completion of this course students will be able to:

|     |                                                          |
|-----|----------------------------------------------------------|
| CO1 | Describe the process of registration of Trade union      |
| CO2 | Understand the meaning of Trade union and Trade dispute. |
| CO3 | Determine amount of gratuity.                            |
| CO4 | Analyze obligations and rights of employer & employee    |
| CO5 | Distinguish between available and allocable surplus      |

#### CO-PO-PSO mapping

| CO                   | BTL | PO1    | PO2 | PO3                  | PO4 | PO5 | PO6 | PO7 | PSO1   | PSO2            | PSO3 | PSO4        |
|----------------------|-----|--------|-----|----------------------|-----|-----|-----|-----|--------|-----------------|------|-------------|
| CO1                  | 1   | 2      | 2   | 1                    |     | 2   | 2   |     | 1      | .               |      | 1           |
| CO2                  | 2   | 2      | 2   | 2                    |     | 2   | 2   |     |        | 2               | 2    |             |
| CO3                  | 3   | 2      | 2   | 3                    |     | 2   | 2   |     |        | 3               | 2    | 1           |
| CO4                  | 4   | 2      |     | 4                    |     | 2   | 2   |     |        | 3               |      | 2           |
| CO5                  | 5   |        |     | 2                    |     | 2   | 2   |     |        | 2               |      |             |
| Average              |     | 2      | 2   | 2.40                 | 0   | 2   | 2   |     | 0      | 2.5             | 2    | 1.333333333 |
| CO-PO mapping value: |     | 2.15   |     | CO-PSO mapping value |     |     |     |     | 2.08   | Overall mapping |      | 2.12        |
| Correlation          |     | MEDIUM |     | Correlation          |     |     |     |     | MEDIUM | Correlation     |      | HIGH        |

### Course Content:

**Unit 1 Introduction (a) Introduction to Wealth Management:** Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs and Expectations of Clients, code of Ethics for Wealth Manager. (b) Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash

**Unit 2 Flow Analysis, Building Financial:** Plans, Life Cycle Management. Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators – Leading, Lagging, Coincident

**Unit 3 Insurance Planning and Investment Planning -** (a) Insurance Planning: Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of Life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value – Belth Method/CPT. (b) Investment Planning: Types of Investment Risk, Risk Profiling of Investors and Asset Allocation (Life Cycle Model), Asset Allocation Strategies (Strategic, Tactical, Life-cycle based), Goal-based Financial Planning, Active and Passive Investment Strategies.

**Unit 4 Financial Mathematics/Tax and Estate Planning -** (a) Financial Mathematics: Calculation of Returns (CAGR, Post-tax Returns, etc.), Total Assets, Net Worth Calculations, Financial Ratios. (b) Tax and Estate Planning: Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward and Set-off, Estate Planning Concepts – Types of Will – Requirements of a Valid Will – Trust – Deductions – Exemptions

**Unit 5 Retirement Planning/Income Streams and Tax Savings Schemes -** (a) Retirement Planning: Understanding of Different Salary Components, Introduction to Retirement Planning, Purpose and Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation and Planning), Pre

and Post-retirement Strategies – Tax Treatment. (b) Income Streams and Tax Savings Schemes: Pension Schemes, Annuities – Types of Annuities, Various Income Tax Savings Schemes.

### References

- Harold R Evensky , Wealth Management
- S. K. Bagchi , Wealth Management
- Nalinipruva Tripathi , Wealth Management

### BBAF6320:Financial Regulations

#### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                          |
|-----|------------------------------------------|
| CO1 | State the Goals of International Finance |
| CO2 | Illustrate the Balance of Payment        |
| CO3 | Solve Forward Quotation                  |
| CO4 | Compare FERA and FEMA                    |
| CO5 | Evaluate Interest Rate Arbitrage         |

#### **CO-PO-PSO mapping**

| CO                   | BTL | PO1  | PO2    | PO3                     | PO4  | PO5 | PSO1   | PSO2            | PSO3 | PSO4   |
|----------------------|-----|------|--------|-------------------------|------|-----|--------|-----------------|------|--------|
| CO1                  | 1   | 2    | 2      | 2                       | 2    |     | 1      | 2               | 2    |        |
| CO2                  | 2   | 2    | 2      | 2                       |      |     | 3      | 2               | 2    | 2      |
| CO3                  | 3   | 2    | 3      | 3                       | 2    | 2   | 3      |                 | 2    | 2      |
| CO4                  | 4   | 2    | 2      |                         | 2    |     | 2      |                 |      | 2      |
| CO5                  | 5   | 2    |        |                         |      |     |        |                 |      |        |
| Total                |     | TRUE | 2.25   | 2.33<br>333<br>333<br>3 | 2.00 | 2   | 2.25   | 2               | 2.00 | 2.00   |
| CO-PO mapping value: |     |      | 2.31   | CO-PSO mapping value    |      |     | 2.06   | Overall mapping |      | 2.19   |
| Correlation          |     |      | MEDIUM | Correlation             |      |     | MEDIUM | Correlation     |      | MEDIUM |

#### **Course Content:**

**Unit 1 –Introduction to Financial Regulations:** Need and significance of financial regulations, structure of financial regulations in India, Functioning of Financial Regulations, process of supervision, enforcement and resolution.

**Unit 2 :Reserve Bank of India (RBI)** Functions of RBI, credit control measures, , regulatory measures taken by RBI to facilitate financial inclusion, Provisions of RBI Act 1935 ,Banking Regulation Act 1949 Banking Companies [Acquisition an transfer of undertakings Act 1970 & 1980], Government and RBI's powers on commercial banks .RBI guidelines on corporate governance.

**Unit 3 –Securities and Exchange Board of India (SEBI):** Introduction to SEBI Act (1992) – powers and functions of SEBI, Important Regulations related to capital markets: Issue of Capital and Disclosure Regulations, SEBI (Prohibition of Insider Trading) Regulations, SEBI (Prohibition of Fraudulent and Unfair Trade Practices Related to Securities Market) Regulations, Mutual Fund: SEBI (Mutual Funds) Regulations

**Unit 4 :Insurance Regulatory and Development Authority of India (IRDAI) :** IRDAI Act, Salient features of the IRDAI Act, IRDAI (protection of policy holder interests) Regulations., Duties, power and functions of IRDAI

**Unit 5–Foreign Exchange Management Act, ,**Foreign contribution (Regulation)Act & Prevention of Money Laundering: Objectives of FEMA, FCRA & PMLA and their important provisions.

### **References:**

Siddhartha Shankar Shah , Indian Financial System and Markets  
John Armour, Dan Awrey, Paul Davies, Luca Enriques, Jeffrey N. Gordon, Colin Mayer, and Jennifer Payne, Principles of Financial Regulation,  
Guruswamy , Merchant Banking and Financial Services

**Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                                                |
|-----|------------------------------------------------------------------------------------------------|
| CO1 | Define the concept Strategic Cost Management.                                                  |
| CO2 | Understand the concept of BIMBOs.                                                              |
| CO3 | Calculate Adjusted cut off rate                                                                |
| CO4 | Compare the dividend according to Modigliani and Miller's Approach, Walter Model, Gordon Model |
| CO5 | Evaluate the Practices of Corporate Governance in India                                        |

**CO-PO-PSO mapping**

| CO                   | BTL | PO1  | PO2                  | PO3         | PO4  | PO5  | PO6  | PO7  | PSO1 | PSO2            | PSO3 | PSO4 |
|----------------------|-----|------|----------------------|-------------|------|------|------|------|------|-----------------|------|------|
| CO1                  | 1   | 3    | 2                    | 1           | 1    |      | 1    |      | 3    | 1               | 2    |      |
| CO2                  | 2   | 2    | 2                    | 2           | 2    | 3    |      |      | 2    | 2               | 2    | 1    |
| CO3                  | 3   | 3    | 2                    | 3           | 1    | 2    |      |      |      |                 | 3    | 2    |
| CO4                  | 4   | 1    | 3                    | 2           | 2    | 3    |      |      | 2    | 2               | 2    |      |
| CO5                  | 5   | 2    | 2                    | 2           | 2    | 3    |      |      | 3    |                 |      |      |
| Average              |     | 2.23 | 2.08                 | 2.13        | 2.05 | 2.10 | 2.17 | 2.00 | 2.08 | 2.08            | 1.89 | 2.00 |
| CO-PO mapping value: |     | 2.18 | CO-PSO mapping value |             |      |      |      |      | 2.1  | Overall mapping |      | 2.13 |
| Correlation          |     | HIGH |                      | Correlation |      |      |      |      | HIGH | Correlation     |      | HIGH |

**Course Content:**

**Unit 1 Introduction to strategic corporate finance** - Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

**Unit 2 Management Buy-outs** - Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business

plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected. Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options.

***Unit 3 Financial Distress and restructuring*** - Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a noncore subsidiary, planned exit, forceful retirement and other disposals. Exit strategy most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications. Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality —added value|| due diligence advice.

***Unit 4 Company Valuation*** - an overview of valuation, valuation principles and practices more, the impact of —what if|| scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance Other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

## References

- AswathDamodaran: Corporate finance theory and practice; John Willey & Sons, Inc.
- Jakhota: Strategic Financial Management (Vikas Publication).
- Smart, Megginson, and Gitman, Corporate Finance,.
- Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning.
- Prasanna Chandra, Financial Management, Tata McGraw Hill.

**Marketing Elective**  
**BBAM6410: Distribution & Supply Chain Management**

**Course Outcomes:**

After completion of this course students will be able to:

|     |                                                         |
|-----|---------------------------------------------------------|
| CO1 | Define Sales & Sales Management                         |
| CO2 | Describe role of Distribution Management                |
| CO3 | Apply concept of theories of selling to enhance skills. |
| CO4 | Analyse market and methods of sales forecasting.        |
| CO5 | Evaluate factors of Sales Quotas                        |

**CO-PO-PSO mapping**

| CO                   | BTL | PO1  | PO2    | PO3                     | PO4  | PO5 | PSO1   | PSO2            | PSO3 | PSO4   |
|----------------------|-----|------|--------|-------------------------|------|-----|--------|-----------------|------|--------|
| CO1                  | 1   | 2    | 2      | 2                       | 2    |     | 1      | 2               | 2    |        |
| CO2                  | 2   | 2    | 2      | 2                       |      |     | 3      | 2               | 2    | 2      |
| CO3                  | 3   | 2    | 3      | 3                       | 2    | 2   | 3      |                 | 2    | 2      |
| CO4                  | 4   | 2    | 2      |                         | 2    |     | 2      |                 |      | 2      |
| CO5                  | 5   | 2    |        |                         |      |     |        |                 |      |        |
| Total                |     | TRUE | 2.25   | 2.33<br>333<br>333<br>3 | 2.00 | 2   | 2.25   | 2               | 2.00 | 2.00   |
| CO-PO mapping value: |     |      | 2.31   | CO-PSO mapping value    |      |     | 2.06   | Overall mapping |      | 2.19   |
| Correlation          |     |      | MEDIUM | Correlation             |      |     | MEDIUM | Correlation     |      | MEDIUM |

**Course Content:**

*Unit 1: The channel system:* Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.

*Unit 2 : Distribution* – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

*Unit 3 : Concepts and importance of a Supply Chain (SC)*, Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.

*Unit 4 : Dynamics of supply chain*: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.

*Unit 5 : Strategic Alliances*, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

### References

- Ayers, J. B. Handbook of supply chain management. Auerbach Publication.
- Ballou, R. H., & Srivastava, S. K. Business logistics/ supply chain management, Pearson Education.
- Chopra, S., & Meindl, P. Supply chain management: Strategy, planning and operation, Pearson Education.
- Raghuram, G., & Rangaraj, N. Logistics and supply chain management: cases and concepts. : Macmillan.
- Shah, J. Supply chain management: Text and cases. Pearson Education.

### **BBAM6420:Marketing of Services**

#### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                                                                            |
|-----|----------------------------------------------------------------------------------------------------------------------------|
| CO1 | Define services                                                                                                            |
| CO2 | Understand distinctive features of services and key elements in services marketing.                                        |
| CO3 | Collect facts and information on recent trends in marketing of services                                                    |
| CO4 | Analyse the GAP model of service quality for managing service gaps to add value to the customer's perception of a service. |
| CO5 | Evaluate the role of services in modern economy                                                                            |

#### **CO-PO-PSO Mapping**

| CO  | BTL | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PSO1 | PSO2 | PSO3 | PSO4 |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1 | 1   | 2   | 1   | 2   | 2   | 2   | 2   | 2   | 2    |      |      |      |

|                      |   |      |        |                      |      |      |      |   |        |                 |   |        |
|----------------------|---|------|--------|----------------------|------|------|------|---|--------|-----------------|---|--------|
| CO2                  | 2 | 1    | 2      | 3                    | 2    | 1    | 2    | 2 | 2      |                 |   |        |
| CO3                  | 3 | 2    |        | 2                    |      |      | 3    | 2 | 1      |                 |   |        |
| CO4                  | 4 | 2    |        | 2                    | 1    | 1    | 3    | 1 | 2      | 0               |   |        |
| CO5                  | 5 | 3    |        | 2                    | 2    | 2    | 3    | 1 | 2      |                 |   |        |
| Average              |   | 2.17 | 1.93   | 1.90                 | 1.93 | 1.87 | 1.89 | 2 | 1.7    | 1.8             | 0 | 0      |
| CO-PO mapping value: |   |      | 1.96   | CO-PSO mapping value |      |      |      |   | 1.8    | Overall mapping |   | 1.85   |
| Correlation          |   |      | MEDIUM | Correlation          |      |      |      |   | MEDIUM | Correlation     |   | MEDIUM |

## Course Content

*Unit I: The emergence of service economy:* contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges

*Unit II: Marketing mix:* concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

*Unit III: Service system positioning:* service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.

*Unit IV: Service marketing strategy:* segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis

*Unit V: Service quality:* Concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc.

## References:

- Lovelock, Wirtz & Chatterjee, Services Marketing
- Zeithamal V., M. J. Bitner and D.Gremeler, Services Marketing
- Fisk, R. P., Grove, S. J., & John, J.: Interactive services marketing. Houghton Mifflin.
- Hoffman, K. D., & John, E. G. B.: Marketing of services: Concepts strategies and cases, Thomson-South Western.
- Shanker, R. , Services Marketing: The Indian perspective, Excel Books.e
- K.Rama Mohan Rao , Services Marketing ,Pearson Education.

Dr. B. Balaji , “Services Marketing and Management “ S. Chand publishers .

### **BBAM6430:International Marketing**

#### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                                                                       |
|-----|-----------------------------------------------------------------------------------------------------------------------|
| CO1 | Define meaning, definition and need of International Marketing                                                        |
| CO2 | Understand the concept of International Trade and Barriers to Trade.                                                  |
| CO3 | Apply the ways of entering into the International Marketing like Franchising, Contract Manufacturing, etc             |
| CO4 | Differentiation between Domestic and international Marketing                                                          |
| CO5 | Evaluate International economic institution, economic integration, political instability, political intervention, etc |

#### **CO-PO-PSO Mapping**

| CO                   | BTL | PO1    | PO2                  | PO3  | PO4  | PO5  | PO6  | PO7 | PSO1   | PSO2            | PSO3 | PSO4   |
|----------------------|-----|--------|----------------------|------|------|------|------|-----|--------|-----------------|------|--------|
| CO1                  | 1   | 2      |                      | 2    | 2    | 2    | 2    | 2   | 1      |                 |      |        |
| CO2                  | 2   | 1      |                      | 3    | 2    | 1    | 2    | 1   | 3      |                 |      |        |
| CO3                  | 3   | 2      |                      | 2    |      |      | 3    | 2   | 1      |                 |      |        |
| CO4                  | 4   | 2      |                      | 2    | 1    | 1    | 3    | 1   | 1      | 0               |      |        |
| CO5                  | 5   | 2      |                      | 2    | 2    | 2    | 3    | 1   | 1      |                 |      |        |
| Average              |     | 2.18   | 1.89                 | 1.82 | 1.82 | 1.74 | 1.74 | 1.8 | 1.4    | 1.4             | 0    | 0      |
| CO-PO mapping value: |     | 1.86   | CO-PSO mapping value |      |      |      |      |     | 1.5    | Overall mapping |      | 1.66   |
| Correlation          |     | MEDIUM | Correlation          |      |      |      |      |     | MEDIUM | Correlation     |      | MEDIUM |

#### **Course Content**

Unit 1- Framework of international marketing- Intra firm& environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, International marketing, Definition & concept.

*Unit 2 -Policy framework-* Indian Trade Policy, Recent trends in Indian foreign trade,Basic steps in starting an export business – An overview of licensing regulations &Procedures.

Unit 3- International Marketing Decisions - Product planning for export manufacturing firms & export houses. Identifying foreign markets, market research overseas. Market entry. Export pricing-International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad overview, merchandising, Trade fairs/exhibition

*Unit 4- Institutional infrastructure for export in India, Export Assistance.*

*Unit 5 -Introduction to Export documentation and procedures- framework, pre-shipment & post-shipment documents, Role of ITPO in export promotion, quality control & pre-shipment inspection, Labeling/packing, Marking of consignments, Marine/cargo insurance etc.*

### References:

- Varshney & Bhattacharya: International marketing management, Sultan Chand & Sons
- W.J. Keegan: Multinational Marketing Management, Prentice Hall.
- V. Terpestra & Ravi Saratnag: International marketing, Naper Publishing Group.
- P. Cateora & Graham: International marketing, McGraw Hill.
- Hans Muhlbach: International marketing-A global perspective, Cengage Learning EMEA
- Philip Kotler, Marketing Management,
- David Carson. International Marketing,
- Deresky, Helen, International Management: Managing Across Borders and Cultures

### Human Resource Electives

#### BBAH6510: Counseling & Negotiation Skills for Managers

### Course Outcomes:

After completion of this course students will be able to:

|     |                                                   |
|-----|---------------------------------------------------|
| CO1 | Define counselling.                               |
| CO2 | Understand the Specific Techniques of Counselling |
| CO3 | Apply styles of negotiation.                      |
| CO4 | Analyse the role of trust in negotiations.        |
| CO5 | Evaluate ethics in negotiation.                   |

### CO-PO-PSO Mapping

| CO                   | BTL | PO1  | PO2  | PO3                  | PO4  | PO5  | PO6  | PO7 | PSO1 | PSO2            | PSO3 | PSO4 |
|----------------------|-----|------|------|----------------------|------|------|------|-----|------|-----------------|------|------|
| CO1                  | 1   | 2    | 1    | 2                    | 2    | 2    | 2    | 2   | 2    |                 |      |      |
| CO2                  | 2   | 1    | 2    | 3                    | 2    | 1    | 2    | 2   | 2    |                 |      |      |
| CO3                  | 3   | 2    |      | 2                    |      |      | 3    | 2   | 1    |                 |      |      |
| CO4                  | 4   | 2    |      | 2                    | 1    | 1    | 3    | 1   | 2    | 0               |      |      |
| CO5                  | 5   | 3    |      | 2                    | 2    | 2    | 3    | 1   | 2    |                 |      |      |
| Average              |     | 2.17 | 1.93 | 1.90                 | 1.93 | 1.87 | 1.89 | 2   | 1.7  | 1.8             | 0    | 0    |
| CO-PO mapping value: |     |      | 1.96 | CO-PSO mapping value |      |      |      |     | 1.8  | Overall mapping |      | 1.85 |

|             |        |             |  |  |        |             |        |
|-------------|--------|-------------|--|--|--------|-------------|--------|
| Correlation | MEDIUM | Correlation |  |  | MEDIUM | Correlation | MEDIUM |
|-------------|--------|-------------|--|--|--------|-------------|--------|

**Course Content:**

*Unit 1 Counselling:* Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

*Unit 2 Changing Behaviours through Counselling:* Specific Techniques of Counselling; Role Conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

*Unit 3 Negotiation:* Introduction, Nature and need for negotiation, negotiation process, Types And styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.

*Unit 4 Role of trust in negotiations:* negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation persuasion.

**References**

- Singh Kavita - Counselling Skills for Managers (PHI)
- Carroll, M.: Workplace counseling, Sage Publication.
- Kottler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
- Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.
- Patterson, L. E., & Welfel, E. R.: The counselling process: A multitheoretical integrative approach, New York: Brooks Cole.

**BBAH6520:Cross Cultural HRM****Course Outcomes:**

After completion of this course students will be able to:

|     |                                                      |
|-----|------------------------------------------------------|
| CO1 | Define the concepts of culture and nationality.      |
| CO2 | Understand the Diversity and organizational culture. |

|     |                                                |
|-----|------------------------------------------------|
| CO3 | Apply Criteria for performance appraisal.      |
| CO4 | Analyse the Causes of expatriate failure.      |
| CO5 | Evaluate the response of labour unions to MNC. |

| CO                   | BTL | PO1  | PO2    | PO3                  | PO4  | PO5  | PO6  | PO7  | PSO1   | PSO2            | PSO3 | PSO4   |
|----------------------|-----|------|--------|----------------------|------|------|------|------|--------|-----------------|------|--------|
| CO1                  | 1   | 2    | 1      | 2                    | 2    | 2    |      | 2    | 2      |                 | 1    |        |
| CO2                  | 2   | 2    | 2      | 3                    | 2    | 1    |      | 2    | 2      |                 | 2    |        |
| CO3                  | 3   | 2    | 2      | 2                    |      |      |      | 2    | 1      |                 |      | 2      |
| CO4                  | 4   | 2    | 1      | 2                    | 1    | 1    |      | 1    | 2      | 0               |      |        |
| CO5                  | 5   | 3    |        | 2                    | 2    | 2    |      | 1    | 2      |                 |      |        |
| Average              |     | 2.07 | 1.81   | 1.74                 | 1.78 | 1.65 | 1.65 | 1.69 | 1.69   | 1.75            | 1.67 | 1.67   |
| CO-PO mapping value: |     |      | 1.80   | CO-PSO mapping value |      |      |      |      | 1.8    | Overall mapping |      | 1.79   |
| Correlation          |     |      | MEDIUM | Correlation          |      |      |      |      | MEDIUM | Correlation     |      | MEDIUM |

### Course Content:

*Unit 1 Introduction to concepts of culture and nationality:* Impact of culture on international business environment, Hofstede's approach, advantages and disadvantages PCN,TCN,HCN,Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing.

*Unit 2 Managing diversity:* Diversity and organizational culture, Approaches to managing diversity, Diversity management programme. Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building

*Unit 3 Performance appraisal:* Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate compensation plan .Approaches to expatriate compensation: Going rate approach, Balance sheet approach .Cultural impact on compensation policy.

*Unit 4 Repatriation:* Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective.

*Unit 5 International industrial relations:* Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC.

### References

- Dowling P.J and Engle Sr.A.D: International HRM, Thomson Learning.
- Browaeys M.J and Price R: Understanding cross cultural management, Prentice Hall.
- Mausami S. Bhattacharya and Nilanjan Sengupta: International Human Resource Management, Excel Books.
- Thomas.D.C: Cross cultural Management essential concepts, Sage Publication.
- Schuler.R.S, Briscoe.D.R and Claus: International Human Resource Management
- Cashby Franklin, Revitalize Your Corporate Culture, PHI, Delhi.
- Deresky Helen, International Management: Managing Across Borders And Cultures, PHI, Delhi.
- Esenn Drlarry, Rchildress John, The Secret Of A Winning Culture, PHI, Delhi

### **BBAH6530:Talent &Knowledge Management**

#### **Course Outcomes:**

After completion of this course students will be able to:

|     |                                                                                  |
|-----|----------------------------------------------------------------------------------|
| CO1 | Understand the concept of talent and knowledge management system in organisation |
| CO2 | Remember the concept of management system                                        |
| CO3 | Analyse talent and requisition system in organisation                            |
| CO4 | Define the concept of management system                                          |
| CO5 | Evaluate the responses of management system                                      |

| CO                   | BTL | PO1         | PO2 | PO3                  | PO4 | PO5  | PO6 | PO7 | PO8 | PO9                 | PSO1 | PSO2            | PSO3 |
|----------------------|-----|-------------|-----|----------------------|-----|------|-----|-----|-----|---------------------|------|-----------------|------|
| CO1                  | 1   | 2           | 2   | 2                    |     | 3    | 2   |     |     |                     | 1    | 2               | 3    |
| CO2                  | 2   | 2           | 2   | 3                    |     | 1    |     | 3   |     |                     |      |                 |      |
| CO3                  | 3   |             | 2   | 2                    |     | 3    | 2   |     | 1   |                     |      |                 | 3    |
| CO4                  | 4   |             |     | 3                    |     | 3    | 2   |     |     | 2                   |      |                 | 2    |
| CO5                  | 5   |             |     | 2                    |     | 3    | 2   |     |     |                     |      | 1               | 3    |
| Average              |     | 2           | 2   | 2.33                 | 0   | 2.5  | 2   | 3   | 1   | 2                   | 0    | 1.5             | 3    |
| CO-PO mapping value: |     | 2.104166667 |     | CO-PSO mapping value |     |      |     |     |     |                     | 2.25 | Overall mapping | 2.18 |
| CO-PO Correlation    |     | HIGH        |     | CO-PSO: Correlation  |     | HIGH |     |     |     | Overall Correlation |      | HIGH            |      |

#### **Course Content:**

*Unit 1 Meaning and importance of talent management* - Talent management Grid, Creating talent management system, Strategies of talent management.

*Unit 2 Competency model* - Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

*Unit 3 Elements of knowledge management* - Advantages of knowledge management, Knowledge management in learning organizations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.

*Unit 4 Knowledge management process* - Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

*Unit 5 Knowledge management strategies*- Aligning individual needs with organization, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

## References

- Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
- Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press.
- Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
- Sudhir Warier: Knowledge management, Vikas publishing house.
- T. Raman: Knowledge management –a resource book, Excel books.

## 16. Summer Internship:

A summer internship in an organization/ industry after IV Semester or as it deem fit by the course coordinator/ HOD to be part of the programme with credits as specified by the department.

## 17. Semester University Examinations:

At the end of each semester, University Examination (UE) will be conducted in all courses offered in the semester and will be of such duration as specified here. For the BBA programme, all courses will have examination with a duration of 3 hours. For Theory and Practical courses, UE comprises of the 70% of the total marks awarded in those courses.

### 17.1 Eligibility to appear in UE:

The eligibility criteria for the semester examination are:

- i. Fulfillment of the minimum attendance in the course. The minimum attendance for appearing for the examinations is 75% in each course.

- ii. No pending dues towards the University; and
- iii. No pending disciplinary action.

## 18. Examination Passing Scheme:

18.1 For Certificate, Diploma, undergraduate and Postgraduate Programs, students must have to secure at least 40% marks separately in Internal Assessment and Semester/Annual University Examination or as prescribed by concerned regulatory body of State or Central Government.

18.2 For Postgraduate Professional Programs such as. L.L.M., M.B.A, M.Tech., Students must have to secure at least 50% marks in aggregate in internal assessment and semester/Annual University Examination or as prescribed by concerned regulatory body of State or Central Government.

18.3 A student shall be promoted to the consecutive year if he/she passes minimum 50% of courses of the all previous semesters combined.

18.4 Students who failed in one or more courses will be allowed to keep term (ATKT) by taking Re-Admission in the next semester subject to the following ATKT rules. Students who are not eligible for ATKT at the end of the even semester, shall not be promoted to the next year and shall have to take re-admission in the same semester/year. However, re-admission in the same year following ineligibility to keep term (KT) will not be permitted more than once in the same year.

## 19. Rules regarding Allowed To Keep Terms (ATKT):

19.1 A student shall be allowed to keep term for a consecutive even semester irrespective of the number of courses failed in the preceding odd semester.

19.2 A student shall be allowed to keep term for a consecutive odd semester if he/she passes minimum 50% of courses of the all previous semesters combined.

19.3 The result of the final semester of the student shall be kept in abeyance until the student passes all the courses in previous semesters. Examples of the ATKT rules are given in the following.

- i. A student shall be allowed to keep term for semester II irrespective of number of Courses failed in the Semester I.
- ii. A student shall be allowed to keep term for Semester III if he/she passes minimum 50% of courses of semester I and semester II together.
- iii. A student should allowed to keep term for semester IV irrespective of number of courses failure in Semester III. However, the student must pass each courses of semester I and II in order to appear in semester IV exam.
- iv. A student shall be allowed to keep term for semester IV if he/she passes semester I, semester II and Semester III. Or A student must pass semester I and semester II and passes the minimum 50% of courses of semester III and semester IV taken together.
- v. A student shall be allowed to keep term for semester IV irrespective of number of courses failed in semester III, however, the student must pass each courses of semester II and semester III in order to appear for semester IV.

- vi. For 4 Semester Course the result of semester IV shall be kept in abeyance until the student passes each of semester I, Semester II, Semester III, and Semester IV.
- vii. A student shall be allowed to keep term for semester IV if learner shall pass semester I, Semester II, Semester III, and passes the minimum 50% of courses III and semester IV taken together.
- viii. A student shall be allowed to keep term for semester IV irrespective of number of courses failure in semester III, However, the student shall pass each course of semester II and Semester III in order to appear for Semester IV.
- ix. For 4 Semester Course The result of semester IV shall be kept in abeyance until the student passes each of semester I, Semester II, Semester III, and Semester IV.

## 20. Continuous Assessment:

The university follows continuous assessment systems and awards students marks from Internal Assessments (IA). For theory and Practical courses, Internal Assessment is comprised of 30% of the total marks awarded in those courses. The marks awarded in IA for theory courses shall be comprised of the marks from the following

20.1. 1<sup>st</sup> internal assessment examination, to be conducted centrally by the University in between 6-8 weeks after commencement of semester, contributing 10% of the total marks for each course. 1<sup>st</sup> internal assessment examination will cover 30-40% of the syllabus of the course.

20.2 2<sup>nd</sup> internal assessment examination, to be conducted centrally by the University in between 12-14 weeks after commencement of semester, contributing 10% of the total marks for each course. 2<sup>nd</sup> internal assessment examination will cover 30-40% of the syllabus of the course

20.3 The remaining 10% of the marks may be awarded through assignments, surprise quizzes and seminars as decided by the respective subject teacher with the approval of the concerned HOD.

20.4 However, the HOD, subject to the approval of competent authority, may provide the marks of continuous assessment on the basis of the average of the two internal assessments or may choose either one of them if deems necessary.

20.5 The HOD, subject to the approval of competent authority, may conduct one mercy test for those students who have missed either the first or second internal test. This mercy test may be conducted after the completion of the second test and before the semester examination (UE).

## 21. Project / Dissertation Evaluation:

21.1 Evaluation is based on the following:-

- |      |                                    |     |
|------|------------------------------------|-----|
| i.   | Two progress assessments           | 30% |
| ii.  | Final Project Report               | 40% |
| iii. | Project presentation and Viva-voce | 30% |

21.2 If the project work is not completed satisfactorily, the student has to work further and again appear for assessment on a specified date, not earlier than two weeks after the first evaluation. The project assessment board shall consist of the following members.

- i. Chairperson: HOD/Dean of Faculty
- ii. Members: HOD, if not as chairperson, Project supervisor of the student. The project supervisor may invite an examiner from outside the department or outside the University.

21.3 For the major projects/ dissertation in the Final semester of UG and PG courses, one of the examiners may be from outside the University. The Project Supervisor, through the HOD shall submit a panel of examiners for external examiner to the Controller of Examination.

## 22. Organization based Projects / Industry Training:

22.1 Evaluation is based on the following:-

- i. Two interim progress assessments, approved by Industry supervisor/ team leader/HR :20%
- ii. Final Report approved by Industry supervisor/ team leader/HR : 50%
- iii. Final presentation and Viva-voce : 30%

22.2 If the Industry Training is not completed satisfactorily, the student has to work further and again appear for assessment on a specified date, not earlier than two weeks after the first evaluation. The assessment board shall consist of the following members.

- i. Chairperson: HOD/Dean of Faculty
- ii. Members: HOD, if not as chairperson, External Project supervisor from the concerned industry (optional). The project supervisor may invite an examiner from the concerned industry.

## 23. Faculty Advisor/ Counsellor/ Mentor:

All students (mentees) will have faculty advisors/ Mentors whose role will be:-

- i. To guide and help them on academics.
- ii. To monitor their progress in academics and advise them.
- iii. To counsel them and hand hold them in any difficulty.

## 24. Award of Grades:

24.1 Grading is based on the total marks obtained by the student in a course. University will follow a letter-based grading system. The performance of a student is evaluated in terms of two indices viz. Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA). The GPA is calculated on the basis of the grades obtained in all subjects taken during an examination cycle:

$$SGPA = \frac{\sum (Coursecredits) \times (Gradepointscored)}{\sum Coursecreditsofthesemester}$$

$$CGPA = \frac{\sum (Coursecredits) \times (Gradepointscored)}{\sum Coursecreditsuptothelastsemester}$$

Students who have written the semester examination will be given the grade cards for the registered courses, in every semester. On earning the required credits for the degree, a consolidated grade sheet for the entire programme will be given consisting of Grade Point Average (GPA) for the semester (SGPA) as well as Cumulative Grade Point Average (CGPA). Letter grades and their equivalent on 10 grade points are tabulated below.

**24.2 Letter grades All UG and PG programs excluding professional PG programs:**

| Percentage of Marks Obtained | Grade Points | Grade | Performance                     |
|------------------------------|--------------|-------|---------------------------------|
| 90-100                       | 10           | A+    | Outstanding                     |
| 80-89                        | 9            | A     | Excellent                       |
| 70-79                        | 8            | B+    | Good                            |
| 60-69                        | 7            | B     | Fair                            |
| 55-59                        | 6            | C+    | Satisfactory                    |
| 45-54                        | 5            | C     | Below average                   |
| 40-44                        | 4            | D     | Poor                            |
| <40                          | 0            | F     | Fail                            |
| Absent                       | -            | X     | -                               |
| Booked with Unfair Means     | -            | U     | -                               |
| Debarred                     | -            | R     | -                               |
| Non-Credit Course            | -            | S/US  | Satisfactory/<br>Unsatisfactory |

**24.3 Letter grades and their equivalent on 10 grade points for professional PG programs. PG Programs of Management, Law, Engineering, Pharmacy etc. are considered as Professional PG Programs:**

| Percentage of Marks Obtained | Grade Points | Grade | Performance   |
|------------------------------|--------------|-------|---------------|
| 90-100                       | 10           | A+    | Outstanding   |
| 80-89                        | 9            | A     | Excellent     |
| 70-79                        | 8            | B+    | Good          |
| 60-69                        | 7            | B     | Fair          |
| 55-59                        | 6            | C+    | Satisfactory  |
| 50-54                        | 5            | C     | Below average |
| <50                          | 0            | F     | Fail          |
| Absent                       | -            | X     | -             |
| Booked with Unfair Means     | -            | U     | -             |
| Debarred                     | -            | R     | -             |

|                   |   |      |                                 |
|-------------------|---|------|---------------------------------|
| Non-Credit Course | - | S/US | Satisfactory/<br>Unsatisfactory |
|-------------------|---|------|---------------------------------|

## 25. Re-evaluation and Grade improvement:

Student may apply for Re-Evaluation for any number of courses after paying prescribed fee within 15 days of result declaration as per University norms and regulations.

## 26. Specialization Course Certification:

The Under-graduate Management Programme offers elective courses in specialization areas. Students are allowed to take more courses in addition to the prescribed number of elective courses in the teaching and evaluation scheme in which case, an additional certificate may be given, certifying the completion of the specialization course. However, the credits obtained in such courses will not be considered for calculating the GPA or CGPA

## 27. Discipline:

Every student is required to observe discipline and decorous behaviour both inside and outside the campus and refrain from any activity which may tarnish the image of the university.

Any act of indiscipline or misbehavior will be referred to a disciplinary committee of the department/University that will make detailed enquiry on the matter and decide on the course of action to be taken.

Malpractices in examinations shall be viewed seriously and any such incident observed or reported by a faculty member or an invigilator associated with the examination shall be reported to the examination in-charge. On the basis of the report and evidence available or gathered, a committee constituted for this purpose shall immediately initiate enquiry.

Ragging of any nature is a criminal and non-bailable offence. Involvement in ragging shall lead to stringent punishment, including imprisonment as per the law of the land. A student, whose involvement in ragging is established, shall be summarily dismissed from the University. Each student of the University, along with his / her parent, are required to give an undertaking in this regard at the time of admission.

## 28. Leave of absence:

Students who desire to take leave have to apply for it to the concerned HOD/Mentor/ Faculty Advisor. The application together with any supporting documents such as doctor's certificate or other relevant information is to be forwarded to the HOD, with the recommendation of the teacher indicating the total leave of absence the student has so far availed. Approval for leave is to be given by the HOD in consultation with Dean of concerned Faculty. After any prolonged medical leave, normally exceeding five instruction days, on re-joining, the student has to produce the fitness certificate given by a registered medical practitioner.

In the case of absence without information exceeding 5 instruction days, a student will require the permission on written application stating valid reason of absence to the HOD.

## 29. Amendment to Ordinance:

Not with standing all that has been stated above, the University may modify any of the above ordinances from time to time. Not with standing any that are stated in the ordinances, amendment in this ordinances may be made by the University in view of the guidelines issued by the Government and statutory bodies from time to time.

### **30. Miscellaneous Provisions:**

Any matter pertaining to this programme that is not under the provisions of any of these ordinances or under the provisions of the Act, Statutes and Ordinances of the University, may be put up to the competent authority of the University, whose decision, in that matter, shall be final.

### **31. Detailed Syllabus for BBA programme is given in the Annexure - I**