



**SRI SRI UNIVERSITY**

**BACHELORS OF  
BUSINESS  
ADMINISTRATION**

**COURSE STRUCTURE  
&  
SYLLABUS  
2022-25**

BBA/IMBA COURSE STRUCTURE			
1ST SEMESTER			
CODE	SUBJECT NAME	CATEGORY	CREDITS
BBC 101	ENVIRONMENTAL STUDIES	CORE	4
BBC 102	FUNDAMENTALS OF MANAGEMENT	CORE	4
BBC 103	STATISTICS FOR BUSINESS DECISION	CORE	4
BBC 104	IT FOR MANAGEMENT	CORE	4
BBC 105	COMMUNICATIVE ENGLISH	CORE	4
BBC 106	MICROECONOMICS	CORE	4
SSC 101	HAPPINESS CONNECT	CORE	2
TOTAL CREDIT			26
BBA 2ND SEMESTER			
CODE	SUBJECT NAME	CATEGORY	CREDITS
BBC 201	BUSINESS COMMUNICATION	CORE	4
BBC 202	MACROECONOMICS	CORE	4
BBC 203	ACCOUNTING FOR MANAGERS	CORE	4
BBC 204	MARKETING-1	CORE	4
BBC 205	ORGANIZATIONAL BEHAVIOR	CORE	4
BBC 206	QUANTITATIVE TECHNIQUE	CORE	4
TOTAL CREDIT			24
3RD SEMESTER			
CODE	SUBJECT NAME	CATEGORY	CREDITS
BBC 301	COST & MANAGEMENT ACCOUNTING	CORE	4
BBC 302	PRODUCTION & OPERATIONS MANAGEMENT	CORE	4
BBC 303	MANAGEMENT INFORMATION SYSTEM	CORE	4
BBC 304	MARKETING- II	CORE	4
BBC 305	DATA ANALYTICS	CORE	4
BBC 306	INTERNATIONAL TRADE & POLICY	CORE	4
TOTAL CREDIT			24
4TH SEMESTER			
CODE	SUBJECT NAME	CATEGORY	CREDITS
BBC 401	BUSINESS RESEARCH	CORE	4
BBC 402	HUMAN RESOURCE MANAGEMENT	CORE	4
BBC 403	FINANCIAL MANAGEMENT	CORE	4
BBC 404	BUSINESS POLICY & STRATEGY	CORE	4
BBC 405	BUSINESS ENVIRONMENT	CORE	4
BBC 406	ENTREPRENEURSHIP DEVELOPMENT	CORE	4
TOTAL CREDIT			24

5TH SEMESTER			
CORE SUBJECTS :-----			
CODE	SUBJECT NAME	CATEGORY	CREDITS
BBC 501	BANKING & INSURANCE	CORE	4
BBC 502	LEGAL ASPECTS OF BUSINESS	CORE	4
BBC 503	SIP(SUMMER INTERNSHIP PROGRAM)	CORE	4
TOTAL CREDIT			12
ELECTIVE MARKETING SUBJECTS :-----			
BBE 101 M	CONSUMER BEHAVIOR	E	4
BBE 102 M	SERVICES MARKETING	E	4
BBE 103 M	SALES & DISTRIBUTION MANAGEMENT	E	4
TOTAL CREDIT			12
ELECTIVE FINANCE SUBJECTS :-----			
BBE 101 F	FINANCIAL SERVICES	E	4
BBE 104 F	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	E	4
BBE 105 F	PROJECT APPRAISAL	E	4
TOTAL CREDIT			12
ELECTIVE HR SUBJECTS :-----			
BBE 101 H	COMPENSATION MANAGEMENT	E	4
BBE 104 H	INDUSTRIAL RELATIONS	E	4
BBE 105 H	PERFORMANCE MANAGEMENT SYSTEM	E	4
TOTAL CREDIT			12
ELECTIVE TOURISM & HOSPITALITY MANAGEMENT SUBJECTS :-----			
BBE 101 T	TRAVEL AGENCY AND TOUR OPERATION MANAGEMENT	E	4
BBE 102 T	ACCOMMODATION OPERATIONS	E	4
BBE 103 T	CARGO MANAGEMENT	E	4
TOTAL CREDIT			12
ELECTIVE INFORMATION TECHNOLOG SUBJECTS :-----			
BBE 101 I	WEB DESIGNING	E	4
BBE 102 I	ENTERPRISE RESOURCE PLANNING	E	4
BBE 105 I	DATA BASE MANAGEMENT SYSTEM	E	4
TOTAL CREDIT			12

6TH SEMESTER			
CODE	SUBJECT NAME	CATEGORY	CREDITS
BBC 601	INTERNATIONAL BUSINESS	CORE	4
BBC 602	BUSINESS ETHICS AND CORPORATE GOVERNANCE	CORE	4
BBC 603	ADVANCED EXCEL	CORE	4
BBC 604	MAJOR PROJECT	CORE	4
TOTAL CREDIT			12
ELECTIVE MARKETING SUBJECTS :-----			
BBE 104 M	BRAND MANAGEMENT	E	4
BBE 105 M	RETAIL MANAGEMENT	E	4
BBE 106 M	ADVERTISING MANAGEMENT	E	4
TOTAL CREDIT			12
ELECTIVE FINANCE SUBJECTS :-----			
BBE 102 F	WORKING CAPITAL MANAGEMENT	E	4
BBE 103 F	INTERNATIONAL FINANCE	E	4
BBE 107 F	FINANCIAL MARKETS	E	4
TOTAL CREDIT			12
ELECTIVE HR SUBJECTS :-----			
BBE 103 H	TRAINING & DEVELOPMENT	E	4
BBE 106 H	INTERNATIONAL HRM	E	4
BBE 107H	STRATEGIC HRM	E	4
TOTAL CREDIT			12
ELECTIVE TOURISM & HOSPITALITY MANAGEMENT SUBJECTS :-----			
BBE 104 T	EVENT MANAGEMENT	E	4
BBE 105 T	FOOD & BEVERAGE MANAGEMENT	E	4
BBE 106 T	AIRLINES MANAGEMENT & GLOBAL DISTRIBUTION SYSTEM	E	4
TOTAL CREDIT			12
ELECTIVE INFORMATION TECHNOLOG SUBJECTS :-----			
BBE 103 I	CLOUD COMPUTING	E	4
BBE 104 I	INFORMATION SECURITY	E	4
BBE 106 I	DATAWARE HOUSING	E	4
TOTAL CREDIT			12

## **INTERNAL ASSESSMENT CRITERIA FOR UG STUDENTS**

1. INTERNAL TEST-1                    :- (7.5 MARKS)
2. INTERNAL TEST-2                   :- (7.5 MARKS)
3. ATTENDANCE                        :- (5 MARKS)
4. CLASS PARTICIPATION           :- (5 MARKS)
5. ASSIGNMENT                        :- (5 MARKS)
6. ASSIGNMENT PRESENTATION :- (10 MARKS)

FACULTY MEMBERS ARE REQUIRED TO CONDUCT THESE AS PER THE ASSESSMENT FORMAT & SHOULD MAINTAIN & PRODUCE THE HARD COPY AS WELL AS SOFTCOPY OF THE SAME TO THE HIGHER AUTHORITY AT THE TIME OF REQUIREMENT.  
THE CLASS ATTENDANCE FOR 5 MARKS AWARDED TO THE STUDENT BASED ON THE FOLLOWING PARAMETERS:

<b>PERCENTAGE OF ATTENDANCE</b>	<b>MARKS ALLOTTED</b>
75-80	1
80-85	2
85-90	3
90-95	4
95-100	5

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# **SEMESTER-I**

## **ENVIRONMENTAL SCIENCE**

### **PAPER CODE- BBC 101**

#### **Course Objectives:**

- To enhance knowledge skills and attitude toward the environment
- To provide first-hand knowledge on various local environmental aspects
- To provide information on various dimensions of ecosystem, biodiversity & conservation
- To make the students aware the importance of conservation in the current global scenario

#### **Learning Outcomes:**

- Acquire knowledge and change attitude to the environment.
- Understand various local environmental aspects and perspectives.
- To Study various laws, acts & policies related to the environment
- To bring an overall consciousness to the mind of students about conservation, biodiversity, ecology & environment

#### **Module I: Multidisciplinary Nature of Environmental Studies**

Definition, scope and importance; Natural Resources: Renewable and non-renewable resources: Natural resources and associated problems: a) Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people. b) Water resources: Use and over-utilization of surface and groundwater floods, drought, conflicts over water, dams-benefits and problems. c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies. d) Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies. e) Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources. Case studies. f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification: Role of an individual in conservation of natural resources and Equitable use of resources for sustainable lifestyles.

#### **Module II: Ecosystems, Biodiversity and its Conservation**

a) Concept of an ecosystem: Structure and function of an ecosystem, Producers, consumers and decomposers, Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids, Introduction, types, characteristic features, structure and function of Forest ecosystem, Grassland ecosystem, Desert ecosystem, Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries);  
b) Biodiversity and its conservation: Introduction – Definition: genetic, species and ecosystem diversity, Biogeographical classification of India, Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values, Biodiversity at global, National and local levels, India as a mega-diversity nation, hotspots of biodiversity, Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts, Endangered and endemic species of India, Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

#### **Module III: Environmental Pollution**

a) Definition, Cause, effects and control measures of: Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards, Solid waste Management: Causes, effects and control measures of urban and industrial wastes. Role of an individual in prevention of pollution, Pollution case studies, Disaster management: floods, earthquake, cyclone and landslides;  
b) Social Issues and the Environment, From Unsustainable to Sustainable development, Urban problems related to energy, Water conservation, rainwater harvesting, watershed management, Resettlement and rehabilitation of people; its problems and concerns. Case Studies, Environmental ethics: Issues and possible solutions. Climate change, global

warming, acid rain, ozone layer depletion, nuclear accidents and holocaust, Case Studies; Wasteland reclamation, Consumerism and waste products, Environment Protection Act., Air (Prevention and Control of Pollution) Act., Water (Prevention and control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act, Issues involved in enforcement of environmental legislation, Public awareness.

#### **Module IV: Human Population and the Environment**

- a) Population growth, variation among nations, Population explosion – Family Welfare Programme, Environment and human health, Human Rights, Value Education, HIV/AIDS, Women and Child Welfare, Role of Information Technology in Environment and human health, Case Studies;
- b) Field work: Visit to a local area to document environmental assets river/ forest/ grassland/hill/mountain, Visit to a local polluted site-Urban/Rural/Industrial/ Agricultural, Study of common plants, insects, birds, Study of simple ecosystems-pond, river, hill slopes, etc.

#### **Suggested Readings:**

1. Erach Bharucha Environmental Studies for UG courses for University Grant Commission
2. Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
3. Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad – 380 013, India, Email:mapin@icenet.net (R)
4. Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p
5. Clark R.S., Marine Pollution, Clanderson Press Oxford (TB)
6. Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumbai, 1196p
7. De A.K., Environmental Chemistry, Wiley Eastern Ltd.
8. Gleick, H.P. 1993. Water in crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute Oxford Univ. Press. 473p
9. Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)
10. Heywood, V.H & Waston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.
11. Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p.
12. Mckinney, M.L. & School, R.M. 1996. Environmental Science systems & Solutions, Web enhanced edition. 639p.
13. Mhaskar A.K., Matter Hazardous, Techno-Science Publication (TB) n) Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
14. Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA, 574p
15. Rao M N. & Datta, A.K. 1987. Waste Water treatment. Oxford & IBH Publ. Co. Pvt. Ltd. 345p.
16. Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut
17. Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science (TB)
18. Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R)
19. Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB)
20. Wanger K.D., 1998 Environmental Management. W.B. Saunders Co. Philadelphia, USA 499p

# **FUNDAMENTALS OF MANAGEMENT**

## **PAPER CODE: BBC 102**

### **Course Objective :**

- To provide fundamental exposure and understanding of the concepts, and theories of management.
- To provide fundamental exposure to apply different types of skills in order to achieve their goals efficiently and effectively.
- To develop managerial skills among future managers.
- Improve personal management knowledge through continuous self-learning and self-evaluation.

### **Learning Outcomes:**

- practice the process of management's four functions: planning, organizing, leading, and controlling.
- identify and properly use vocabularies within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences.
- evaluate leadership styles to anticipate the consequences of each leadership style.
- gather and analyze both qualitative and quantitative information to isolate issues and formulate the best control methods.

### **Module I: Framework of Management**

Introduction of management, - Development of management theories, - Manager and environment, Trends and Challenges of Management in Global Scenario, - Social responsibility and ethics.

### **Module II: Planning and Organizing**

Fundamentals of planning: Nature and purpose of planning – Planning process – Types of plans – Objectives – Managing by objective (MBO) Strategies – Types of strategies – Policies – Decision Making – Types of decision – Decision Making Process – Rational Decision Making

Fundamentals of organizing: Nature and purpose of organizing – Organization structure – Formal and informal groups organization – Line and Staff authority - Departmentation – Span of control – Centralization and Decentralization – Delegation of authority – Conflict and coordination - Centralization & Decentralization, - Organizational change.

### **Module III: Staffing & Directing**

Fundamentals of staffing, - Selection and Recruitment – Orientation - Training – Performance Appraisal -- career planning - Career Development – Career stages

Fundamentals of directing, - Creativity and Innovation – Motivation and Satisfaction – Motivation Theories - Leadership Styles – Leadership theories – Communication – Barriers to effective communication – Organization Culture – Elements and types of culture – Managing cultural diversity.

### **Module IV: Controlling and Management cases**

Fundamentals of controlling - Types of control - Process of control - Control techniques

Management cases

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### **Suggested Reading:**

1. Gupta R.N.: Principles of management - S. Chnad Pub. Latest edition.
2. Gupta, Sharma and Bhalla; Principles of Business Management; Kalyani Publications; 1st edition.
3. L. M. Prasad; Principles of Management; Sultan Chand and Sons, latest education edition.
4. Harold Kooritz & Heinz Weihrich "Essentials of Management", Tata McGraw-Hill, 1998
5. Joseph L Massie "Essentials of Management", Prentice Hall of India, (Pearson) Fourth Edition, 2003.

Principles of Management, By Tripathi, Reddy Tata McGraw Hill

Management Theory & Practice – J.N.Chandan



# **STATISTICS FOR BUSINESS DECISION**

## **PAPER CODE- BBC 103**

### **Course Objectives:**

- Application of the Descriptive statistical tools for business decision making.
- Application of Sampling distribution for prediction of population parameter
- Application of regression model for estimation of unknown variable
- Application of time series model for forecasting the unknown variable

### **Learning Outcomes:**

- Appropriate descriptive statistical tools are used for business decision making.
- Using the effective sampling method for hypothesis testing and drawing the conclusions about the population parameter.
- Estimate the unknown dependent variable with accuracy.
- Forecasting the future economic variable by using the past performance.

### **Module I: Basics of Statistics**

**Introduction to Statistics:** Statistics in Business, Functions of statistics, Two major divisions of statistics, Types of Data, Data Measurement, Methods of Data collection, Descriptive statistics: Tabular and Graphical Presentation, summarizing quantitative data, summarizing qualitative data, Numerical measures Measures of central Tendency: The Arithmetic mean, The weighted mean, The Geometric Mean, The Median, The Mode Measures of Dispersion : Range ,Aerage Deviation, The coefficient of Variation. Skewness and Kurtosis .

### **odule II: Sampling & Sampling Distribution**

Reasons of sampling, Sampling Frame, Random Versus Non-Random Sampling, Random sampling method, Non-Random sampling, Sampling distribution, Central limit theorem, sampling distribution of sample

proportion  $p$  , Statistical Inference : Estimation for single populations, Types of Estimates, Using the Z statistics for estimating population Mean, Confidence interval for Estimating population mean , Hypotheses testing for single populations: logic of Hypothesis testing, two tailed and One-Tailed tests of Hypothesis, Type-I and Type-II errors, Hypothesis Testing for single population mean, using z statistic, Hypothesis testing for the difference between two population using the t statistics. Using computer for Hypothesis Testing Hypothesis Testing about two population variance (F distribution)

### **Module III: Correlation and Regression**

Linear Regressing and correlation analysis: Correlation Analysis ,Making Inference about population parameters ,Estmation using regression line ,Simple linear regression Assumption underlying linear regression, The concept of population regression function, The Meaning of the term Linear, coefficient of determenation, Testing the significance of correlation coefficient, , The standard error of estimate. Multiple Regression analysis: The problem of estimation, the problem of Inference, Multicollinearity, Heteroscedasticity, Autocorrelation. Dummy variable regression models

### **Module IV: Time Series and Forecasting**

Variation in Time series, Trend Analysis ,Cyclical Variation, Seasonal Variation, Irregular variation, Time series analysis in forecasting

### **Suggested Readings:**

1. Anderson, Sweeny and Williams ,“*Statistics for Business and Economics*”, Cengage Learning Publication, 2007.
2. Naval Bajpai, “*Business Statistics*”, Pearson Publication, 2010.
3. Ken Black ,“*Business statistics for Contemporary Decision Making*”, Wiley India Publication, 2007.
4. Lind, Marchal, Wathen ,“*Basic Statistics for Business and Economics*”, McGraw –Hill International Edition, 2006.
5. Levine et al, “*Statistics for Managers*”, PHI Publisher, 2008.
6. Gujarati et al “*Basic Econometrics*” McGraw hill Fifth edition

# **IT FOR MANAGEMENT-**

## **MSWORD, MS EXCEL & MS POWERPOINT**

### **PAPER CODE: BBC 104**

#### **Course Objectives:**

- This course is designed to enhance students' knowledge and skills to become successfully handle Computer Systems, Microsoft Office and Information Systems.
- To understand the required data process in the organization.
- To provide them with tools and techniques to be used in the performance of the organization.
- In-depth knowledge of core concepts will be covered in the course along with implementation of varied industry use-cases.

#### **Learning outcomes:**

- Deliver the basic concepts and components of the computer system.
- Acquire the skill to handle Computer Systems, Microsoft Office, and Information Systems.
- Acquire the skill to handle data in data storage.
- Deliver core concepts and its industry use-cases.

#### **Module I: Introduction and computer fundamentals**

Overview, Application, Computer Generation, Types of Components, Input and Output Systems, Memory, RAM, ROM, EPROM, EEPROM, Memory Units. Computer Systems: Concepts of Hardware and Software, Number systems, Number Conversion, Concept of Operating System, Concept of Networking, Basic equipment, TCP/IP, Internet, and Intranet

#### **Module II: Microsoft Office Tools**

Concept of Outlook, How to add Mail Account, Working Environment, Connect webmail Account, Mail editable tools, Microsoft Office and Excel Basic: Concept of Word, Working with Word with Mail Merge, Concept of Workbook, Worksheet and cell, Excel Application, Working with Worksheet, Working with Workbook, Working with Cell, Microsoft Excel Formula: Concept of formula, Creating Formulas, Copying Formulas, Formula Reference, Using Functions, Built-in Functions, Working with Data, Data Tables, Pivot Tables and charts, Using Solvers

#### **Module III: Microsoft Access Basic Concept**

Concept of Database, Building Databases, Understanding Data Security, Access Objects, Understanding Tables, Understanding Design View, Microsoft SQL & Forms: Concept of SQL, Query Design, Query Parameter, Apply Multiple Criteria, working with Form, Working with Reports

#### **Module IV: Project**

Work on Real-Life Projects.

#### **Suggested Readings:**

1. Pradeep K. Sinha, Priti Sinha, "Computer Fundamentals", 6th Edition, BPB Publications.
2. V. Rajaraman, "Computer Fundamentals", 6th Edition, PHI Publications.
3. E. Balguruswamy, "Fundamentals of Computers", 1st Edition, McGraw Hill.
4. Michael Price, Mike Mc Grath, "Office 2016", 2017, BPB Publications.
5. [Joan Lambert](#), [Curtis Frye](#), "Office 2019 Step-By-Step", 2019, Pearson Education.

# **COMMUNICATIVE ENGLISH**

## **PAPER CODE: BBC 105**

### **Course Objectives:**

- To expose the students with communicative English as a tool for making professional carrier
- To enhance the ability and skill among the students in written and oral communications
- To improve the reading skills of the students
- To enable the students to communicate without any errors & mistakes in English

### **Learning Outcomes:**

- Acquire communicative English knowledge.
- Analyse the importance of English communication in business world.
- Demonstrate the written communication skills
- Demonstrate the oral communication skills

### **Module I: (Grammar and Composition)**

Grammar: The Articles, Parts of Speech, Linking Verbs, Negative Sentences, Questions, Agreement or Concord, Verbs – Transitive / Intransitive, Regular/irregular; Tense & their uses, Helping Verbs, Verbs & Adverbs, question Tags, Sentence Patterns, Transformation of Sentences (Simple – Complex- Compound, Voices)

### **Module II: (Communicative English)**

Linguistics and Phonetics (basic concept) Phonetics and phonology, the syllable, The Organs Mechanism Speech Sounds: Vowels & Consonants Consonant Clusters in English Phonetic, Word Accent (weak & Strong forms) Accent & Rhythm in connected speech Intonations

### **Module-III (Writing Skills)**

Letter Writing – Precis – Comprehension - Expansion or Descriptive Writing - Report Writing - Script writing for announcement - Note-Making - Letter writing - Fax and E-mail - Application Letter and Curriculum Vitae

### **Module IV: (Reading skill)**

**Poetry:** On Killing a Tree by Gieve Patel; The World is Too Much with Us -William Wordsworth; Ode to the West Wind by P.B. Shelley

**Prose:** Pride of place by R.K. Narayan; My Vision for India by Dr. S. Radhakrishnan and Dr. A. P. J. Abdul Kalam

### **Suggested Readings:**

1. Swan, Micheal- Basic English Usage, oxford Indian edition, 2003
2. Frederick T. Wood, Remedial English Grammar, Vikas Book House, Pune
3. Geoffrey Leech & Jan Scartvik by A Communicative Grammar of English, Book readers india
4. J. D. O'Connor, An Introduction to the pronunciation of English, Cambridge English lanuage,
5. Yule, George – Pragmatics (oxford introduction to English study ELT), All India books house
6. Cushing Weigle, Sara, Assesing writing (Cambridge language assessment) Cambridge university press
7. Talbot,Fiona - How to write better effective business English: Professional communincations, 2<sup>nd</sup> Edition, Kogan page.
8. Taylor,Grant - English Conversation Practice, kailash publications
9. Study of Literature, Hudson,W.H.
10. Prasad.B, A Background to the study of English Literature, Trinity press, Laxmi publications.

# **MICRO ECONOMICS**

## **PAPER CODE: BBC 106**

### **Course Objectives**

- To acquaint the students with the basic concepts of microeconomics
- To make student understand the demand and supply analysis in business applications
- To familiarize students with the production and cost structure under different stages of production.
- To understand the pricing and output decisions under various market structures course

### **Learning Outcomes**

- To analyze the market behavior by understanding the basic concepts of Microeconomics.
- To provide students with an understanding of the standard theoretical analysis of consumer and producer behavior.
- To know the applications of the theory of production and cost structure
- To enable students to apply microeconomic concepts to take optimal decisions in the real world.

### **Module I: Consumer Behavior and Elasticity of Demand**

Ordinal utility analysis of consumer behavior: Budget line and indifference curve, consumer equilibrium. Income consumption curve and Engel curve, Price consumption curve, Income and Substitution Effects of a price change, Basic demand and supply analysis; Elasticity of demand: Price, Income and Cross Elasticity of Demand, Point Elasticity and Arc Elasticity, marginal revenue, average revenue and the price elasticity of demand; and Derivation of Demand Curve.

### **Module II: Production**

Production functions: single variable - average and marginal product, variable proportions, stages of production. Two variables - isoquants, returns to scale and to a factor, Average and Marginal product curves, Three stages of Production, Production isoquants, Marginal rate of Technical Substitution, Economic region of Production, Isocost lines, the optimal combination of resources, Returns to Scale.

### **Module III: Cost Analysis**

Cost of Production: Concept of explicit costs, implicit costs and opportunity costs of production, derivation of short run and long run cost curves. Economies and Diseconomies of scale

### **Module IV: Forms of Market Structure**

Perfect Competition: Market Structures and Concepts of Revenue, Objectives of the Firm – A General Analysis, Equilibrium of the Firm under Perfect Competition, Equilibrium of the Industry Monopoly: Monopoly short run and long run equilibrium. Measurement of monopoly power and the rule of thumb for pricing. Comparison of Pure Competition and Monopoly and the Social Costs of Monopoly Power including Deadweight Loss. Degree of price discrimination. Price and Output under Monopolistic Competition and Oligopoly

### **Suggested Readings:**

H.L.Ahuja, Principles of Microeconomics Pindyck, R.S., D. L. Rubinfeld and Mehta, P. L. Microeconomics, Pearson Education.  
Robert Pindyck, Daniel Rubinfeld, Microeconomics, Pearson Education  
D N Dwivedi, Microeconomics: Theory and Applications, Vikas Publishing House  
Karl E. Case and Ray C. Fair (2007): Principles of Economics, Pearson Education

# **HAPPINESS CONNECT**

## **PAPER CODE: SSC 101**

### **COURSE OBJECTIVES:**

- To instill human values and ethics and cultivate a clean mindset in individuals.
- It helps to reduce the possibility of corruption, crime and injustice in the society
- To nurture leaders of the next generation with a mindset to serve.
- To instill a healthy mindset that allows students to break free from themselves (addictions, depression, personal problems) and experience true change in their lives.

### **LEARNING OUTCOMES:**

- Students would be in a position to differentiate between Information accumulation and Wisdom.
- Students would be equipped with certain tools of yoga and pranayama which would
- It would help them in dealing with their everyday stress.
- Students would be sensitized about their diet and would be encouraged to subscribe a diet which will add efficiency in their daily activities.

### **MODULE I: INTRODUCTION TO MIND MANAGEMENT**

Importance of knowing the mind, Knowledge-based education vs wisdom-based education, Desire and Self-control, Emotional turmoil: Causes and Cure, listening: Wisdom to win hearts, Importance and necessity of contemplating, Change in perspective, managing the emotions that arise from the heart and the mind.

### **MODULE II: BODY MANAGEMENT-YOGA**

Relation with mind and body, the meaning of Yoga and the importance of healthy body and mind, Body Management Techniques: Asana, Pranayama, Kriya; Principles of yogic practice, Meaning of Asana, its types, and principles, meaning of pranayama, its types and principles, Meaning of Kriya and its types and practice. Page 2 | 4

### **MODULE II MINDFULNESS**

The mind and stress, examining our haphazard thinking, the effect of irrational versus mindful thinking, benefits of mindfulness, Is mindfulness and meditation the same? Getting in touch with your authentic self, key components of mindfulness, stress reduction, how is mindfulness different from relaxation. Practicing self-care, importance of having personal goals, challenging our tendency to avoid challenges, the stories we tell ourselves, developing resilience, an attitude of gratitude.

### **MODULE IV: INNER-CLEANSING**

Understanding stress, indicating factors of the stress, uncovering the meaning attached to stressful thoughts, major sources of stress, stress control and choice, impact of lifestyle and unhealthy stress, stress and illness, stress management and health, roadblocks in managing stress, reflective skills practice, tools for stress management: Breathing exercise, Sudarshan Kriya and other yogic practices.

### **UNIT 5: THE ART OF PACKAGING YOURSELF**

Development of your oratory skills, voice modulation for an engaging dialogue, body language and communication skills, the skillsets necessary for a healthy panel discussions. Promoting human values and practicing unbiased social ethics.

### **UNIT 6: FOOD AND LIFESTYLE**

Basics of Ayurveda, Importance of having Sattvic Ayurvedic Food, Workplace productivity which is directly linked to Healthy Sattvic food. Modulation of ailments through food and balanced nutrition and dieting practices, integrating traditional food items with modern food habits, mental health and food types, quality and hygiene of the individual.

### **SUGGESTED READINGS:**

- Management Mantras by Sri Sri Ravi Shankar ji
- Patanjali Yoga Sutras by Sri Sri Ravi Shankar ji
- Narad Bhakti Sutras by Sri Sri Ravi Shankar ji

# **SEMESTER-II**

## **BUSINESS COMMUNICATION**

### **PAPER CODE: BBC 201**

#### **Course Objectives:**

- To understand the concept and principles of communication.
- To gain knowledge of media of communication.
- To acquaint the students with various forms of business communication
- To expose the students to formal and informal communication practices.

#### **Learning Outcomes:**

- Understand the concept, process, and importance of communication.
- Acquire knowledge of media of communication.
- Analyze the importance of business correspondence in business operations
- Demonstrate the ability to participate in group discussions, presentations, and interviews.

#### **Module-I**

Introduction to Communication Meaning and Definition – characteristics- Process - Functions - Objectives - Importance - Essentials of good communication - Application of Communication Skills in business - Communication barriers - Overcoming communication barriers

#### **Module-II**

Types of Communication -Verbal- Non-verbal- formal-informal- vertical- Horizontal- Diagonal- Merits and limitations of each type, Business Letters Need and functions of business letters - Planning & layout of the business letter – Essentials of effective correspondence.

#### **Module-III**

Drafting different types of business letters -Enquiries and replies letter - Placing and fulfilling orders letter- Complaints and follow-up letters - Sales letters - Circular letters - Application for employment and resume - Report writing - Notices, Agenda and Minutes of the Meetings - Memos, Oral Communication Meaning, nature and scope - Principles of effective oral communication – Speech -Techniques of effective speech - Media of oral communication (Face-to-face conversation - Teleconferences - Press Conference – Demonstration - Radio Recording - Dictaphone – Meetings -Demonstration and Dramatization - Public address system - Group Discussion - Oral report ). The art of listening - Principles of good listening.

#### **Module-IV**

Practical/Lab – i) Presentation and Interviews ii.) Group Discussion iii) Mock Interview iv) Conflict Situation V) Written Communication.

#### **Suggested Readings:**

1. K. K. Sinha, Business Communication, Galgotia Publishing Company, New Delhi.
2. C. S. Rayudu, Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.
3. Rajendra Pal and J. S. Korlhalli, Essentials of Business Communication Sultan Chand & Sons, New Delhi.
4. Nirmal Singh, Business Communication (Principles, Methods, and Techniques, Deep & Deep Publications Pvt. Ltd., New Delhi.
5. Dr. S.V. Kadvekar, Business Communication, Diamond Publications, Pune. 6) Business

# **MACRO ECONOMICS**

## **PAPER CODE: - BBC 202**

### **Course Objectives:**

- To provide the students with a basic knowledge of essential macro-economic theories and policies so as to understand the national and global business environment for the purpose of decision making.
- To help in managerial decision-making and in the formulation of long-term strategies in the present economic scenario
- To provide the students with a basic knowledge of monetary policy and fiscal policy.
- To provide the students with a basic knowledge of national income determinations.

### **Learning Outcomes:**

- To understand essential macro-economic theories and policies.
- To understand the national income determination.
- To understand monetary policy and fiscal policy.
- To understand important determinants of aggregate consumption

### **Module-I: Introduction to Macroeconomics**

What is Macroeconomics? Macroeconomics Issues in an Economy. National Income Determination: Actual and potential GDP; Aggregate Expenditure – Determination of Equilibrium Level of National Income

### **Module-II: Consumption Function**

Consumption Function, Investment Function; Concepts of Marginal Propensity to Consume, Marginal Propensity to Save, Average Propensity to Consume, Average Propensity to Save, Autonomous Expenditure and Induced Expenditure; The Concepts of Multiplier

### **Module-III: Aggregate Demand and Aggregate Supply Model**

Aggregate Demand and Aggregate Supply; AD-AS interaction and Macroeconomic Equilibrium

### **Module-IV: Money, Inflation and Policy Measures**

Concepts of Money in a Modern Economy; Monetary Aggregates; Quantity Theory of Money; Demand for Money, Money Supply; Determination of Rate of Interest, Liquidity Preference; Concept of Inflation; Demand-Pull and Cost-Push Inflation, Monetary Policy, and Fiscal Policy.

### **Module-IV: IS-LM Analysis**

Derivation of IS and LM Functions; Joint determination of National Income and rate of Interest.

### **Suggested Readings:**

H.L.Ahuja, Macroeconomics Theory and Policy, S. Chand Publishing  
Dornbusch Rudiger and Stanley Fisher, Macroeconomic, McGraw Hill.  
Deepashree, Vanita Agarwal, "Macro Economics", Ane Books Pvt Ltd

# **ACCOUNTING FOR MANAGERS**

## **PAPER CODE: BBC 203**

### **Course Objective:**

- To impart basic accounting knowledge and concepts underlying financial accounting.
- To educate the students to maintain basic books of accounts and their importance.
- To educate the students to prepare the financial statements.
- To impart competency in analysing the financial statements

### **Learning Outcomes:**

- Students will be able to comprehend basic concepts of accounting principles and standards
- Students will be able to apply the generally accepted accounting principles for managing accounts
- Students will be able to understand the requirements and methods of charging depreciation, inventory valuation, and preparation of final accounts
- Students will be able to make decisions by analyzing the financial statements

### **Module I: Introduction to Financial Accounting**

Accounting as an information system, Scope, Functions, Limitations, Users of financial information and their needs, qualitative characteristics of accounting information, branches of accounting, accounting principles, accounting standards, salient features of first time adoption of Indian Accounting Standards (IND AS), International Financial Reporting Standards (IFRS)

*Practical: Explore implementation of IND-AS*

### **Module II: Accounting Process**

Features of recordable transactions and events Basis of recording – vouchers and another basis. Recording of transactions: Personal account, Real Account and Nominal Account; Revenue and Capital accounts; Double Entry System, Journal: Features, Relevance, Limitations; Preparation of Cash Book: Simple, Double, and Triple Column Cash Book; Ledger: Features, uses, limitations, and its preparation; Trial Balance: Relevance, limitations, and preparation; Bank Reconciliation Statement.

*Practical – Prepare Journal, Ledger, Cash Book, Trial Balance*

### **Module III: Preparation of Financial Statements**

Income Statement and Balance Sheet, Cash Flow Statement (Indirect Method), Notes, Statement of Changes in Equity, Adjustment entries, Introduction to accounting standards related to revenue recognition, accounting for fixed assets, Depreciation: Meaning, importance, methods of depreciation; Inventory and their impact on final accounts

*Practical – Prepare an Income statement and balance sheet by collecting necessary data from small business firms.*

### **Module-IV: Analysis of Financial Statements**

Financial Statement Analysis: Relevance, Limitations, Horizontal and Vertical Analysis-Trend Analysis (Merits and Demerits, Uses), Common Size Statement (Merits, Demerits, Uses), Comparative Statement Analysis (Merits, Demerits, Uses) Ratio Analysis: Profitability ratios, Long term solvency ratios, short term solvency ratios, turnover ratios, Du Point Analysis (Merits, Demerits, Uses). *Practical – Perform financial analysis for making investment decision.*

### **Suggested Readings:**

1. Robert N Anthony, David Hawkins, Kenneth A. Merchant, Accounting: Text and Cases. McGraw Hill Education, 13th Ed. 2013.
2. Charles T. Horngren and Donna Philbrick, Introduction to Financial Accounting, Pearson Education.
3. S.N. Maheshwari, and S. K. Maheshwari. Corporate Accounting. Vikas Publishing House, New Delhi.
4. J.R. Monga, Financial Accounting: Concepts and Applications. Mayur Paper Backs, New Delhi.
5. Basu and Das. Financial Accounting. Rabindra Publications, Kolkata.
6. Khan, M.Y. and Jain, P.K. Management Accounting. McGraw Hill Education.
7. Goldwin, Alderman and Sanyal, Financial Accounting, Cengage Learning.
8. Tulsian, P.C. Financial Accounting, Pearson Education.



# **MARKETING -I**

## **PAPER CODE: BBC 204**

### **Course Objectives:**

- The course will help participants to understand the major concepts and tools of marketing.
- To find out how savvy marketers make quick decisions,
- To make adjustments to rapidly changing market conditions and build relationships with consumers.
- To be Adept in the concepts related to Consumer Centricity

### **Learning Outcomes:**

- Understand the major concepts and tools of marketing.
- Understand how savvy marketers make quick decisions
- Industry ready adoption to rapidly changing market conditions and build relationships with consumers.
- Interpret the relevance of Consumer centricity in today's evolving market

### **Module I: Introduction to Marketing Management**

Introduction to Marketing Management, Core concepts of marketing, Selling Vs. Marketing, Functions of Marketing Manager, Marketing Process, Marketing Environment, Types of Marketing Organizations, Marketing Mix – Product, Price, Promotion & Physical Distribution System.

### **Module II: Strategic Marketing Planning & Understanding Competition**

Strategic Marketing Planning, Customer Value: Creation & Analysis, Customer satisfactions Vs. Customer delight, Understanding Competition: Identification and Analysis of the competitors' movements, Competitive Advantage and Core Competency.

### **Module III: Analyzing Consumer Buying Behavior**

Customer Vs. Consumer, Types of Consumers, Roles of a consumer, Consumer Black Box Model, Types of Buying Behaviour, Buyers' Decision Making Process, Factors Affecting Consumer Behaviour, Diffusion of innovation, Adoption Process.

### **Module IV: Basic Marketing Decisions**

Market Segmentation, Targeting and Positioning – Concepts & Strategies, Marketing Information System (MIS): Sources and applications, Marketing Research and its application, Estimating Demand & Sales Forecasting,

### **Suggested Readings:**

1. Kotler, Koshy & Jha, Marketing Management, Pearson Education
2. AACOBUCCI & KAPOOR, An integrative approach to learning and teaching Marketing Management, CENGAGE Learning.
3. R. Saxena - Marketing Management, Tata Mcgrawhill Publishing Company Ltd.
4. Arun Kumar, N Meenakshi, Marketing Management,, VIKAS Publishing House
5. Paul Braines, Chris Fill, Kelly Page - Marketing, OXFORD
6. V.S. Ramaswamy & S. Namkumari- A Text Book of Marketing Mgmt., Macmilla

# **ORGANISATIONAL BEHAVIOUR**

## **PAPER CODE- BBC 205**

### **Course Objectives:**

- The course aims to provide an understanding of the basic concepts, theories and techniques in the field of human behavior at the individual, group and organizational levels.
- To develop inter personal & human relation skill among the future managers.
- To provide the students to analyze specific strategic human resources demands for future action.
- To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behavior and improve results.

### **Learning Outcomes:**

- Understand the organizational dynamics of a firm and management concepts.
- Acquire knowledge on interpersonal & human relation skill requires for future managers.
- Analyze the complexities associated with management of the group behavior in the organization.
- Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind the behavior of people in the organization.

### **Module: I: Introduction to OB**

Meaning and development of Organizational Behavior, need for Organizational Behavior, Challenged and opportunities for Organizational Behavior, Organizational Behavior Model. Learning: Nature of learning, how learning occurs, Learning & OB

### **Module: II: Personality, Perception, Motivation**

Personality: Meaning & Definition, Determinants of Personality, Personality Traits, Personality & OB Perception: Meaning & Definition, Perceptual process, Importance of Perception in OB Motivation: Nature & Importance, Herzberg's Two Factor theory, Maslow's Need Hierarchy theory, Alderfer's ERG theory. Attitudes, and Values - Types of attitudes, Theories of Attitudes, Importance and Types of Values

### **Module: III : Group Dynamics, Communication**

Communication: Importance, Types, Barriers to communication, Communication as a tool for improving Interpersonal Effectiveness Groups In Organisation: Nature, Types, Why do people join groups, Group Cohesiveness & Group Decision Making- managerial Implications, Effective Team Building Leadership: Leadership & management, Theories of leadership- Trait theory, Behavioral Theory, Contingency Theory, Leadership & Followership, How to be an Effective Leader Conflict: Nature of Conflict & Conflict Resolution Transactional Analysis: An Introduction to Transactional analysis

### **Module: IV: Organization Culture and Change Management**

Organizational Culture: Meaning & Definition, Culture & Organizational Effectiveness Incentives Organizational Change: Organizational Change - Forces for Change, Process of Change, Importance of Change, Planned Change Resistance to Change, Approaches to Managing Organizational Change

### **Suggested Readings:**

1. Robbins, SP Stephen P, Timothy Judge and Nehasika Vohra, Organizational Behavior, 12th or 16th edition, Pearson Education, 2011.
  2. Fred Luthans, Organizational Behavior, 11th edition, Mc Graw Hill, 2009.
  3. W. Newstrom, John, Organizational Behaviour, 10th edition, Tata Mc Graw -Hill 2009.
  4. Paul Hersey, Kenneth H. Blanchard, and Dewey E. Johnson, Management of Organizational Behavior: Leading Human Resources, 2008.
  5. Dr SS Khanka, Organizational Behavior, S. Chand & Co, New Delhi, 2008.
- Sanghi Seema, Organisational Behaviour, Pearson, 2011

# **QUANTITATIVE TECHNIQUE**

## **PAPER CODE: BBC 206**

### **Course objective:**

- Application of Linear Programming to solve the Business and Economic Problem
- Application of assignment problem to solve the business and economic problem
- Evaluate the probability of the outcome and take the better business decisions
- Application of transportation to solve the business and economic problems

### **Learning Outcomes:**

- Using Linear Programming to solve complex business problem.
- Using assignment to solve the business and economic problem
- Using the events for predict the success of the event and take good business decisions.
- Application transportation to solve the business and economic problem

### **Module I: Linear Programming Problems**

Introduction, Objectives , Linear Programming Problem : Meaning of Linear Programming Problem , Fields Where Linear Programming can be Used , Mathematical Formulation of the Problem , Basic Concepts and Notations , General Form of the Linear Programming Model ,Illustration on Mathematical Formulation of Linear Programming Problems , Graphical Solution Method , Graphic Solution

General Linear Programming Variables, Graphical Solution, Some Important Definitions, Canonical and Standard forms of LPP, Simplex Method. Linear Programming Using Artificial Variable Big M Method, Two-Phase Method

### **Module II: Assignment & Transportation Problem**

Introduction, Objectives, Degeneracy in Transportation Problems, Transportation Algorithm (MODI Method), balanced and Maximization of Transportation Problem

Introduction, Objectives, Assignment Problems, Test for Optimality by using Hungarian Method, Maximization in Assignment Problems.

### **Module III: Basic Probability**

Probability: concepts of Probability, Experiments and sample space, assigning probability to Experimental outcomes. Three type of probability: classical approach, Relative frequency approach, subjective approach  
Probability under the condition of statistical independence: Marginal Probability under statistical independence, Joint Probability under Statistical Independence, conditional probability under statistical independence.  
Probabilities under conditions of statistical dependence: Marginal Probability under statistical dependence, Joint Probability under Statistical dependence, conditional probability under statistical dependence. Bay's theorem.

### **Module IV: Probability Distributions**

Probability Distribution: meaning, Discrete Probability Distribution:, Discrete Random Variable, Binominal Probability Distribution, Poisson probability distribution, Continuous Probability Distribution: Continuous Random Variable, Normal Probability Distribution.

### **Suggested Readings:**

1. Anderson, Sweeny and Williams, "*Statistics for Business and Economics*", Cengage Learning Publication, 2007.
2. Naval Bajpai, "*Business Statistics*", Pearson Publication, 2010.
3. Ken Black, "*Business statistics for Contemporary Decision Making*", Wiley India Publication, 2007.
4. Lind, Marchal, Wathen, "*Basic Statistics for Business and Economics*", McGraw –Hill International Edition, 2006.
5. Levine et al, "*Statistics for Managers*", PHI Publisher, 2008.
6. kanti swarup et al , "Operation research" (2004)

# **SEMESTER - III**

## **COST & MANAGEMENT ACCOUNTING**

### **PAPER CODE: BBC 301**

#### **Course Objectives:**

- It will help them to understand the principles relating to cost accounting and their uses for cost control and reduction.
- The course aim is to provide the students necessary tools and techniques to understand the concept of decision-making.
- The course would also familiarize the students with the concepts of management accounting and techniques for making better decisions.
- Helps in evaluating various project alternatives.

#### **Course Outcomes:**

- Students would be able to understand the importance of all three branches of accounting.
- Apply tools and techniques for making decisions.
- Compare and contrast each branch of accounting.
- Students can analyze different items and costs that are involved in an Organization.
- Evaluate different investment alternatives.

#### **Module I: Basics of Cost & Management Accounting**

Introduction to Cost Accounting. Various Cost Concepts and classification. Relationship with other departments.

#### **Module II: Cost Ascertainment & Methods of Costing**

Nature, collection, and classification of direct expenses, Overheads. Absorption, Apportionment, and Allocation, Activity Based Costing. Preparation of Cost Sheet, Methods of Costing: Specific order costing. Process Costing and Operating Costing, Cost Ledgers, Reconciliation of cost and financial accounts.

#### **Module III: Management Accounting– Basics Concepts**

Introduction to Management Accounting, Basic Concepts, Application for management decision making, Marginal Costing and Absorption Costing, Standard Costing.

#### **Module IV: Management Accounting – Tools & Techniques**

Management Accounting: Financial Analysis and Planning. Capital Expenditure decisions, Various tools, and techniques used for evaluating alternatives.

#### **Suggested Readings:**

1. Drury, Cost & Management, Macmillan Publishers, 2010
2. Banrejee, Cost Accounting, Himalya Publications
3. Horngreen , Foster and Datar, Taxmann ,Cost Accounting : A managerial emphasis
4. Saxena & Vashist, Cost Accounting, Excel Publications

# **PRODUCTION AND OPERATIONS MANAGEMENT**

## **PAPER CODE: BBC 302**

### **Course Objective:**

- To acquaint the students with the concepts and basics of production and operations management.
- To familiarize the students with facility planning and layout.
- To expose the students to manufacturing and service operations.
- To prepare them for taking operational decisions efficiently and effectively.

### **Learning Outcomes:**

- Understand the scope and importance of production and operations management.
- Describe the production process.
- Analyze the importance of production planning and control.
- Demonstrate the ability for project management and inventory control.

### **Module I:**

**Introduction to productions and operations management:** the concept of production- production system- classification of production system- Nature of production, Production management- objectives- Scope and Importance of production management, production as an organizational function, decision making in production, operating system- recent trends in production/operations management.

### **Module II:**

**The production process, manufacturing, and service operations:** production process, manufacturing operation, service operations, selection of process non-manufacturing or service operations, the difference between manufacturing and service operations, classification of the manufacturing process, manufacturing operations as a conversion process, the managing production process in manufacturing company-managing operation for service providers.

### **Module III:**

**Production planning, designing, and control:** Design for production systems, make or buy decisions, product design, and analysis, new product development-process design. Facility location decisions, Facility layout decisions: types of layouts, criteria for selection and design of layouts, line balancing. Production Planning and control: Characteristics of Production Planning and Control, Objectives of Production Planning and Control- Stages of Production Planning and Control- Role of Production Planning and Control in Manufacturing Industry.

### **Module IV:**

**Inventory control and Project management:** Inventory- types of inventory- the need for inventory management- factors affecting inventory operations- Inventory Cost and Planning- Meaning of Project Management- Approaches- Techniques- PERT and CPM.

### **Suggested readings:**

1. Production and Operation Management, K.Aswathappa, Himalaya Publishing House
2. Operations & Supply Management: 12th edition. Chase R.B., Shankar R., Jacobs F.R. , Aquilano N.J., Tata McGraw Hill
3. Operations Management; 4th edition, Russell R.S. and Taylor B.W.-; PHI publication.
4. Operations Management-process and value chains, Krajewski L. J., Ritzman L. P. & Malhotra M.K., 8th edition, Pearson Education.

# **MANAGEMENT INFORMATION SYSTEM**

## **PAPER CODE: BBC 303**

### **Course Objective:**

- This course is designed to enhance student's knowledge and skills to become a successfully handle any IT software project from requirement to completion of project with the modern concept of MIS.
- To make students familiar with different kinds of MIS applications.
- To make student efficient in designing the Data Driven Decision management of any organization
- In-depth knowledge of core concepts will be covered in the course along with implementation on varied industry use-cases including different areas

### **Learning Outcomes:**

- Can able to design unstructured or semi-structured business process to structured business process with design system.
- Can implement information system with the support of Software in any types of business. Can implement different types of software and application in to business environment.

### **Module I: Introduction to MIS**

Define MIS, MIS in management perspective, MIS Architecture, Objective of MIS, Characteristics of MIS, Characteristics of computerized MIS, Nature and scope of MIS

### **Module II: MIS system With Management**

System, Types of systems in management, Characteristics of system, Elements of system, Type of system or classification of system, Category of Information system, Different Types of information system,

### **Module III: SAD with Planning & Control**

Introduction of Planning and control, Difference between planning and control information, System analysis and System design? Concept of MIS planning and development, Functional systems : Human Information System, Finance Information System, Marketing Information System.

### **Module IV: Advance Concept f MIS With Trends**

MIS and BPR : Introduction, Business Process Re-Engineering Improving a process in BPR, MIS at Management levels, Strategic Level Planning, Operational Level Planning, Enterprise Resource Planning: Introduction, Basics of ERP, Evolution of ERP, Enterprise Systems in Large Organizations, Benefits and Challenges of Enterprise Systems, E-Enterprise System : Introduction Managing the E-enterprise, Organization of Business in an E-enterprise, Trends in MIS: Introduction, Decision Support Systems (DSS), CRM (Customer Relationship Management) , KMS (Knowledge Management System)

### **Suggested Readings:**

1. Goyal D P , Management Information Systems–Managerial Perspective, MacMillan, 3rd Edition, 2010.
2. Laudon & Laudon, Management Information Systems, Pearson, 2015.
3. Godbole Nina & Belapure Sunit “ Cyber Security” Wiley india 2012.
4. Jawadekar, MIS Text and Cases, TMH, 2012.
5. Gupta A K , Sharma “Management of Systems” Macmillan, 2012.
6. Kelkar, Management Information Systems, PHI, 2012

# **MARKETING-II**

## **PAPER CODE: BBC 304**

### **Course objectives:**

- Understanding the use of marketing concepts to determine and satisfy the needs of customers in order to achieve the objectives of the business.
- With the help of real-life examples, acquainting students about the modern trends in marketing of product and services.
- Understanding the latest developments in the field of marketing, their significance, and implementation.
- Understanding the practical implementation of the concept of marketing

### **Learning Outcome:**

- Students will be able to work in the Product Management Department of an organization. Students will also gain knowledge about various product-related strategies and will develop an understanding so that they could use suitable marketing strategies in a given market situation.
- Upon completion of this course, students will be able to understand the theories and concepts pertaining to services marketing so that they can implement successful marketing campaigns for service organizations.
- Students will develop an understanding so that they could choose suitable pricing strategies for products and services by considering different factors.
- Students will gain knowledge about various platforms of digital marketing and will be able to execute Search Engine Optimization (SEO), Search Engine Marketing (PPC), and digital display advertising.

### **Module I: Setting Product Strategy**

Introduction, features of a Product and its Classifications, Product Plan and New Product Development, Product Mix, Product Mix Strategy, Managing Product Line, Decisions related to Product Mix, Product Life Cycle

### **Module II: Designing and Managing Services**

Introduction, Definition of services, Characteristics of services, Distinction between goods and services, Marketing mix for services, Types of services, Strategies for Services Marketing

### **Module III: Developing Pricing Strategies and Programs**

Introduction, Price and its Determinants, Price and Non-Price Competition, Objectives of Pricing Decisions, Factors Affecting Pricing Decisions, Pricing Policies and Strategies, Pricing Methods.

### **Module IV: Recent Trends in Marketing**

Introduction, E-commerce and E-Retailing, Affiliate marketing, Search Engine (SEO and SEM) and Social Media Marketing, Mobile marketing, Green marketing.

### **Suggested Readings:**

1. Kotler, K. L. (2016). *Marketing Management* (16 ed.). Pearson.
2. Rajan, S. (2018). *Marketing Management* (4 ed.). Tata McGraw-Hill Education.
3. Scott, D. M. (n.d.). *The New Rules of Marketing and PR* (6 ed.). John Wiley & Sons.
4. V S Ramaswamy, S. N. (2018). *Marketing Management Global Perspective Indian Context* (6 ed.). Paperback.

# **DATA ANALYTICS**

## **PAPER CODE: BBC 305**

### **Course Objective:**

- This course is designed to enhance student's knowledge and skills for handling data analysis.
- To understand the methodology of data collection and to analyze the data.
- To give an in-depth knowledge about using statistical data processing package to resolve practical issues in business.
- To interpret the outcome of the data analysis for taking business decision.

### **Learning Outcome:**

- Recognize the importance and value of statistical thinking, and approach to problem-solving a diverse variety of disciplines
- Interpret mathematical and statistical literature of various types, including survey articles, scholarly books, and online sources.
- Implement various statistical tools for analyzing organizational performance also by using statistical data, equation, methods and graphical reports through SPSS.
- Develop their statistical expertise for taking business decision.

### **Module-I: Introduction**

Introduction of Statistical data processing package, characteristics and objective of statistical data processing package, Data Analysis importance and general aspect, workflow analysis, critical issue measurement

### **Module II: Data Cleaning & Data Manipulation**

Input Data, concept of variable in terms of statistical data processing, key tokens, concept of automated and semi-automated input data, file import and export. Concept of Data Transformation, concept of syntax and syntax file, concept of script, Syntax file and Script, form of output, importance and objective of output with the term of Statistical Data Processing, characteristics of statistical data processing output.

### **Module III: Descriptive Analysis of Data & Statistical Test**

concept of data frequency, different type of frequencies, type of descriptive in different analytical data processing package, concept of explore, concept of crosstabs in statistical data processing package, different type of charts available in statistical data processing package. Concept Statistical data processing test, concept T-Test, concept of ANOVA, one-way ANOVA, types of statistical testing, non-parametric tests, and concept of normality tests.

### **Module IV: Multivariate Data Analysis Techniques**

Concept of correlation and regression, types of correlation technique, concept of regression, linear correlation and regression with statistical data processing package, multiple (linear) regression with statistical data processing package, concept of data analysis, concept of multivariate analysis, Multivariate analysis: factor analysis and cluster analysis with statistical data processing package.

### **Suggested Readings:**

1. Alan C. Elliott and Wayne A. Woodward. (2006) - Statistical Analysis Quick Reference Guidebook: With SPSS Examples, 2nd Edition, SAGE Publications.
2. Whigham David, Business Data Analysis Using Excel, Oxford University Press, first Indian Edition 2007.
3. Asthana Hari Shankar| Bhushan Braj, Statistics for Social Sciences (With SPSS Applications), PHI, Edition: 2, 2016



# **INTERNATIONAL TRADE AND POLICY**

## **PAPER CODE: BBC 306**

### **Course Objectives:**

- To develop thorough understanding and deep knowledge about the basic principles that tend to govern the free flow of trade in goods and services at the global level.
- To prepare the students to know the impact of free trade and tariffs on the different sectors of the economy as well as at the macro level.
- To understand different trade blocks and its importance in Trade creation.
- To develop thorough understanding and deep knowledge about WTO

### **Learning Outcomes:**

- The students will understand of recent changes in the foreign trade policies of India.
- The students will understand the role of WTO in International Trade.
- The students will understand the need of International trade at present context.
- The student will understand the Balance of Payments and its role in International trade.

### **Module I: Fundamental Theories of International Trade**

Meaning, scope and importance of international trade; Need for separate theory of international trade; Pure theory of international trade: Absolute cost advantage theory, Comparative cost advantage theory, Opportunity cost theory, Heckscher-Ohlin theory, Leontief paradox; Concepts of terms of trade.

### **Module II: International Economic Integration**

Meaning of International Economic Integration, Forms of International Economic Integration: Free trade Area, Custom Union, Common Market, Complete economic union, Complete Political Integration.

Trade blocks and International Trade: Pacific Alliance, ASEAN+3, SAARC, European Free trade Association, Asia-Pacific trade agreement & COMESA, Trade blocks and International trade Creation.

### **Module III: Balance of Payments**

Balance of payments: An historical overview; Concept and components, Disequilibrium in balance of payments, Balance of payments adjustment: Expenditure changing policy-monetary and fiscal policy, Expenditure switching policy-Devaluation-Elasticity approach.

### **Module IV: WTO and Foreign Trade Policy**

Overview and History of GATT/WTO. Structure and function of WTO. Trade related issues related to Goods: Agriculture, Anti-Dumping, and Market Access for goods, Non-Tariff Measures, Rules of origin, Sanitary and Phyto sanitary measures. Dispute settlement Mechanism. TRIMs and TRIPS, Economic reform in India and Indian Foreign trade policy

### **Suggested Readings:**

1. Bhagwati, J. (Ed.) (1981) : International Trade, Selected Readings, Cambridge University Press, Mass.
  2. Cherunilam, F (2008) : International economics, McGraw Hill Education (India) Private Limited.
  3. Crockett, A. (1982) : International Money: Issue and Analysis, ELBS and Nelson, London.
  4. Greenaway, D. (1983) : International Trade Policy, Macmillan Publishers Ltd., London.
- Heller, H.R. (1968), : International Monetary Economics, Prentice Hall, India.

# **SEMESTER - IV**

## **BUSINESS RESEARCH**

### **PAPER CODE: BBC 401**

#### **Course Objectives:**

- To understand the theoretical and practical base for a research project.
- To understand the fundamentals of the research proposal, literature review, and qualitative and quantitative methods.
- Specifically, the course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approach.
- To understand sampling techniques, research designs and techniques of analysis.

#### **Learning outcome:**

- develop the structure of research proposal and interpret its integrity
- comprehend and apply research approaches, develop literature reviews techniques and strategies in the appropriate manner for managerial decision making.
- demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process.
- conceptualize the research process and develop necessary critical thinking skills in order to evaluate different research approaches utilized in the service industries.

#### **Module I: Basics Of Research**

Background to Research: Developing research proposals; Research paradigms; Contributions of research to theory and practice; Research Ethics

#### **Module II: Literature Review**

Literature Review: Identifying, accessing and managing sources of information and scholarly literature; Academic writing and referencing, Steps in literature review development, Argumentation

#### **Module III: Research Design**

Qualitative Methods: The nature and types of qualitative research; Data collection methods - primary and secondary sources, Types of data analysis methods, Writing up qualitative research; Research Proposal: Purpose, nature and evaluation; Content and format; Practical considerations - timelines, budgets, supervision management, Presentation and defense of proposals Quantitative Methods: Data and Variables, The Nature of Quantitative Research, Descriptive and Influential Statistics, Sampling, Designing and Coding Questionnaires, Data Entry and Screening, Hypothesis Testing, Association: Correlation Coefficients, Bivariate Regression, Association - Chi-square Tests, Difference: t-tests, MANOVA - Statistics Solutions, Reliability, Validity and reporting a quantitative study.

#### **Module IV: Interpretation & Report Writing**

Meaning of Interpretation, Why Interpretation? Technique of Interpretation: Precaution in Interpretation Significance of Report Writing, Different Steps in Writing Report ,Layout of the Research Report ,Types of Reports, Oral Presentation Mechanics of Writing a Research Report ,Precautions for Writing Research Report

#### **Suggested Readings:**

1. Research Methodology, Prashant Sarangi, Taxmann Publication, 2010 Edition
2. William G. Zikmund, Barry J. Babin, Jon C. Carr, and Mitch Griffin, Business Research Methods, Cengage, 9th Edition.
3. Panneerselvam, R., 2004. Research Methodology, Prentice Hall of India, New Delhi, 2009.
4. Kothari CR, 2009. Research Methodology-Methods and Techniques, New Wiley Eastern Ltd., Delhi.
5. Swanborn, P. (2010). Case study research: What, why and how? Thousand Oaks, CA. Sage.
6. Denzin, N., & Lincoln, Y. (Eds.). (2011). Handbook of qualitative research (4th ed.). Thousand Oaks, CA: Sage.
7. "Statistics for Business and Economics", Anderson, Sweeny and Williams, Cengage Learning Publication, 2007.
8. "Business Statistics", Naval Bajpai, Pearson Publication, 2010.

# **HUMAN RESOURCE MANAGEMENT**

## **PAPER CODE: BBC 402**

### **Course Objectives:**

- To retaining unique orientation of HR to overall practicality and real-world.
- To provide effective ways of dealing with problems in discipline, grievance, labor relations
- To have an understanding of the basic concepts, functions and processes of human resource management
- To be aware of the role, functions and functioning of human resource department of the organizations:

### **Learning Outcomes:**

- design and formulate various HRM processes
- Describe recruitment policies organizations use to make job vacancies more attractive.
- identify the activities involved in performance management
- explain how organizations design pay structures related to jobs.

### **Module I: Introduction To HRM & JOB Analysis**

Introduction to HRM, Evolution of HRM, Challenges of HR Manager. Job Analysis & Design: Job Analysis: Concept, Process & Methods, Competency-based job analysis, Job Description & Job Specification, Job design: Concept & Approaches. Human Resource Planning: HRP: Concept, Process & Significance, HRP issues, Forecasting Labor demand: Quantitative & qualitative methods, Forecasting Labor supply: Internal & External, Requisites for successful HRP.

### **Module II: Recruitment Training & Development**

Recruitment: Recruitment: Conceptual framework and important issues, Types & methods: Internal & external, Employee referrals, Evaluating recruitment effectiveness, De-jobbing, Recruiting Diverse Workforce  
Selection & Interviewing: Selection : Concept and important issues, Role of HR and line managers in selection, Selection Process, Selection Methods & testing, Assessment centres, Selection Interviewing : Process & Types, Interviewing flaws & how to conduct an effective interview  
Training and Development: Orientation, Training : Concept and process, Methods of training, Training delivery systems, Evaluation of training, Training in various Indian Companies, Development : Concept and approaches

### **Module III: Compensation & IR**

Managing Compensation: Compensation: Overview, Determinants of Compensation, Job Evaluation: Concept & methods.  
Industrial Relations & Trade unions: Industrial relations, Nature & importance, Parties to IR, Trade unions, Concept & trade union movement in India.

### **Module IV: Retention Strategy**

Organizational Exit: Reasons and strategic issues, Layoffs and strategies to avoid layoffs, Exit interview, Retention: Importance & strategies for retention.

### **Suggested Readings:**

1. Bratton & Gold, Human Resource Management: Theory & Practice, Palgrave Mac Millan.
2. Decenzo D.A & Robbins S.P, Human Resource Management, John Wiley & Sons, Inc.
3. Gary Dessler, Human Resource Management, Pearson Education.
4. Jyothi & Venkatesh, Human Resource Management, Oxford University Press.
5. Ashwathappa K, Human Resource and Personnel Management, Tata McGraw Hill, New Delhi.
6. Wayne F. Cascio, Managing Human Resources, Tata McGraw Hill, New Delhi.

# **FINANCIAL MANAGEMENT**

## **PAPER CODE: BBC 403**

### **Course Objectives:**

- The course aim is to provide the students necessary tools and techniques to understand the principles relating to financial management.
- The course would also familiarize the students with the concepts of the time value of money.
- The course aim is to provide basic knowledge about managing short-term and long-term finance.
- To develop the financial analytical skills of the students by teaching various methods and tools for making financial decisions.

### **Learning Outcomes:**

- Students would be able to understand the importance of financial management.
- Apply tools and techniques for taking short-term and long-term investment decisions.
- Compare and contrast profit and wealth maximization objectives.
- Students can analyze the capital structure of the different organizations.
- Can design a better investment portfolio.

### **Module I: Introduction To Financial Management**

Profit Vs. Wealth Maximization. Functions - Investing, Financing, Dividend Policy. Time value of money.

### **Module II: Capital Budgeting**

Investment evaluation, Payback Period, Accounting Rate of Return, Present Value, Internal Rate of Return, NPV Vs. IRR, MIRR, Profitability Index

### **Module III: Financing Decision**

Cost of Capital- Equity cost, Cost of Debt, Preference Shares, Weighted avg. Cost of capital WACC, Analysis of Operating, Financial and Combined Leverage, Capital Structure theory and planning, Dividend Policies.

### **Module IV: Concepts Of Working Capital**

Operating cycle Estimating WC requirement, Working Capital Financing Cash, Inventory and Receivable Management.

### **Suggested Readings:**

- Dr. Rustogi R P, Fundamentals of Financial Management, PHP
- Chandra Prasanna, Fundamentals of Financial Management, Tata MC Graw
- Pandey IM, Financial Management, TMH
- R. M. Kishore, Financial management, Tax man

# **BUSINESS POLICY AND STRATEGY**

## **PAPER CODE: BBC 404**

### **Course Objectives:**

- The course is designed to enable students to expose the organization's business policy and strategic situation.
- To make the students clearer about the importance of Strategic Management, the concept, and the strategic management process.
- To understand Environment Scanning, formulating various strategic options, implementation of different corporate-level strategies, and business level strategies
- To familiarize the students with understanding the business environment and design strategies to meet challenges.

### **Learning Outcomes:**

- Analyze the nuances of strategic management
- Analyze external and internal scanning processes
- Identify the process of selecting an industry-appropriate strategy
- Examine the process of implementing strategies across business operations

### **Module I: INTRODUCTION TO BUSINESS POLICY AND STRATEGY**

Nature & importance of Business Policy, Historical development of strategic management and business policy in the world and in India. strategic management: merits and demerits. Process of strategic decision making, Various schools of thought on strategy formation. Strategic management process. Concepts of strategic intent, stretch, leverage, and fit.

### **Module II: STRATEGIC ENVIRONMENT**

Concept of the environment in the context of strategic management. Process of environmental scanning. Process of SWOT analysis, 5C's Analysis, PESTEL Analysis, Competitive Analysis. Internal Analysis.

### **Module III: STRATEGIC FORMULATION**

Strategic Decisions at the Corporate Level - Stability, Growth, Retrenchment and Combination strategy, Strategic Decisions at the SBU Level - Generic Strategy -Cost Leadership Strategy - Low Cost, Focus and the preemptive Strategies, Strategic Decisions at the Functional Level, Strategic analysis and choice.

### **Module IV: STRATEGIC IMPLEMENTATION & EVALUATION**

Strategic Implementation – Process, Issues and Resource allocation, Organization structure and systems in strategy implementation. Strategic Evaluation and Control – Overview, Criteria & Process of Strategic evaluation.

### **Suggested Readings:**

1. Azhar Kazmi, "Business Policy and Strategic Management", Tata McGraw Hill
2. Upendra K, "Strategic Management Concepts & Cases", Excel Publications, New Delhi.
3. L.M.Prasad, "Business Policy and Strategic Management", Sultan Chand and Sons
4. G Hamel & C K Prahalad, "Competing for the Future", Tata McGraw Hill Publishing Co. Ltd
5. F. Cherunilam, "Strategic Management", Himalaya Publishing House

# **BUSINESS ENVIRONMENT**

## **PAPER CODE: BBC 405**

### **Course Objectives:**

- To enable students to evaluate business and its environment.
- To develop an understanding on Economic Environment of Business and their role in management decision making.
- To understand the integrated and competitive environment of business and become critically aware of the events those are taking place across National and Global scale.
- To enable students to examine and evaluate business in International Environment.

### **Learning Outcome:**

- As the world of business is becoming increasingly integrated and competitive, there is a growing need for managers to be critically aware of the events that are taking place across local boundaries and national borders.
- Students will understand various changes in the external economic conditions in which trade and business takes place.
- Students would be acquainted with various strategies of Global Trade.
- To enable students to discuss Foreign Trade in India, Foreign Direct Investments and its implications on Indian business

### **Module I: INTRODUCTION TO BUSINESS AND ITS ENVIRONMENT**

Concept, Scope and Characteristics, Important features of Indian Business Environment: Nature & Growth, economic and non-economic factors & forces shaping competitive business environment, Internal and external environment, Macro-economic variables influencing business, Market and nonmarket stakeholders of business,

### **Module II: GLOBAL BUSINESS ENVIRONMENT: GLOBALIZATION**

Challenges and opportunities, Strategies for going global, India WTO and trading blocks. Foreign Direct Investment, Government Policies: Impact of fiscal, Monetary, Exim policy and industrial policy on Business (Latest Policy Measures)

### **Module III: POLITICAL, ECOLOGICAL SOCIAL, TECHNOLOGICAL AND LEGAL ENVIRONMENT**

Three political Institutions-Legislative, Executive and Judiciary, Business responsibility to government, government responsibility to business, Nature of Culture, impact of culture on business, business participation in cultural affairs. Technological Environment: Features of Technology, Impact of Technology, Management of Technology, Status of Technology, and Human-side of Technology.

### **Module IV: INTERNATIONAL ENVIRONMENT**

Trends in World Trade, Problems of developing countries, International economic grouping, International economic institution (WTO, World Bank, IMF, UNCTAD); Trade Regulations: Regulation of Trade Practices; MTP, RTPs, UTPs, The; Competition Act 2002, FERA, FEMA, Individual and Group Presentations.

### **Suggested Readings:**

1. Anne T. Lawrence and James Weber, 2010. Business and Society: Stakeholders, Ethics, Public Policy. Tata McGraw-Hill (reference available in Library)
2. Puri, V.K., and Mishra S.K. Economic Environment of Business, latest edition (reference available in Library)
3. Dornbusch, Fisher, & Startz, Macroeconomics, Tokyo, McGraw Hill, latest edition
4. Cherunilam Francis, Business Environment and Policy, Himalayan Publishing House Pvt. Ltd., 2010
5. Essentials of Business Environment: K. Aswathappa (Himalaya Publishing House)
6. Business Environment: P.K. Dhar (Kalyani Publishers) Text Book
7. Business and Society: Farooq Khan (S. Chand)
8. The international Business Environment: Sundaram and Black (Prentice Hall)

# **ENTREPRENEURSHIP DEVELOPMENT**

## **PAPER CODE: BBC 406**

### Course Objectives

- To invoke interest in students with the different aspects of entrepreneurship and startups.
- To make the student understand the Mindset, outlook, and communication required to become a good entrepreneur.
- To make students efficient on field study groundwork required in the preparation stage.
- To make skillful in preparation of final business model with effective content and present in a skillful manner.

### Learning Outcomes

- The students will be able to understand the various fundamental aspects of Entrepreneurship, Small businesses, and startups.
- To get students familiarized with different Entrepreneurial communication, skill, mindset, and thinking process required to become effective entrepreneurs.
- To get students accustomed to various dimensions of product & service testing and the pre-preparation stage of the startup.
- Students will come up with a new effective business plan and will present it in front of experts.

### Module I: INTRODUCTION TO ENTREPRENEURSHIP & MINDSET

Meaning, elements, determinants, the importance of entrepreneurship, creative behavior, and creative response to society's problems and at work. Introduction to business and businessman & startup and entrepreneurs Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, entrepreneurship, ecopreneurship, and social entrepreneurship. entrepreneurship styles, innovation & Design thinking, and Risk mindset.

### Module II: PROFESSIONALISM IN ENTREPRENEURSHIP & COMMUNICATION

Entrepreneurship and Micro, Small and Medium Enterprises. Behavior, attitude, some successful stories, characteristics of an entrepreneur, barriers in entrepreneurship communication, Mindset required, soft skills & professionalism required: Body language, entrepreneurial communication. Concept of business groups and the role of business houses and family business in India. The contemporary role models in Indian business: their values, business philosophy, behavior, and orientations. Customer profiling, importance, difference between a market survey and customer profiling, wow factor, personal selling, the concept of an elevator pitch.

### Module III: STARTUP PLANNING

Sources of business ideas and tests of feasibility, find your style and flow, ruff action plan draft, Concept, thought & Idea. Idea mapping and finalizing techniques, 5F technique, comparison study, question generation method. Customer cycle and consumption cycle analysis, USPs, Importance of strong Ideas, different product testing methods, and Significance of writing the business plan/project proposal & Contents. Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as the size of the investment, nature of the product, the market potential may be covered). Project submission/presentation and appraisal thereof by external agencies, such as financial/non-financial institutions. Market analysis using red and blue ocean strategy.

### Module IV: Strategy and execution of the business idea

Service outcome-driven based innovation, concept of value proposition design, prototyping, MVP and Test MVP with the live project, on-field MVP task, design Business model, front end & backend tools of startups, financial stream, financial balancing, understanding business blocks, measure the marketing funnel, branding, sales and positioning, preparing financial plan, idea pitching method, concept of seed funder, venture capitalist, equity funder or equity investor, angel investor, elevator pitch, Mobilizing resources for start-up. Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems. Operations management: designing and redesigning business processes, layout, production planning & control, implementing quality management and productivity. Two practical: business simulation, Online portal Creation and Management.

### Suggested Readings:

1. The Entrepreneurial Spirit Lives: 25 Tales to Help Entrepreneurs Start, Grow and Succeed in Small Business Paperback – 27 Jul 2012 Kindle edition (2012) from The Entrepreneur Cafe, LLC
2. Desai Vasant, Small-Scale Industries and Entrepreneurship Paperback – 2011, Himalaya Publishing House (2011), ISBN-10: 935024862X, ISBN-13: 978-9350248621
3. The Dream: How I Learned the Risks and Rewards of Entrepreneurship and Made Millions Hardcover – Import, 23 Oct 2008 Gurbaksh Chahal
4. Small Business Management in the 21st Century by David Cadden, Sandra Lueder, The Saylor Foundation 2014

5. Making the Business Case by Michael C. Volker, Publisher: Bookboon 2012  
reating an Entrepreneurial Mindset, by  
Roger Cowdrey, Publisher: BookBoon 2013  
Indian Family Business Mantras By Peter Leach & Tatwamasi Dixit, Rupa Publications, 203  
Blue ocean strategy, by Blue Renée Mauborgne and W. Chan Kim, Publisher: Harvard Business Review Pr



# **SEMESTER-V**

## **BANKING AND INSURANCE**

### **PAPER CODE: BBC 501**

#### **Course Objectives:**

- To acquaint the students with the fundamentals of banking concepts and knowledge of banking operation, regulatory roles, and recent developments.
- To enlighten the students regarding the new concepts introduced in the banking system.
- To give through knowledge about various banking innovations after nationalization
- To introduce the basic concepts of Risk Management and knowledge about Life & General Insurance, different products, and the role of IRDA.

#### **Learning Outcome:**

- Students will be able to get conscious of the Indian Banking System, and the latest developments in Indian Banking.
- Students would be able to exhibit details of Banking Operations.
- Students could get a detailed demonstration of the legal framework of banking.
- Students will be able to comprehend the concepts of Life & General Insurance, Risk Management and learn about different insurance products and their features.

#### **Module-I: Introduction to Banking**

What is Banking, the evolution of Banking (Especially in India), Commercial Banks and Special purpose Banks (NABARD, NHB, EXIM Bank, SIDBI) Pre Independence & Post Independence- Nationalization (the 70s), Liberalization (90s), Types of banks by Ownership-Public Sector, Private Bank, Foreign Bank Branches, Cooperative banks. Scheduled and Nonscheduled Banks, Core functions of Banks- Deposit, Loan, and Payment.

#### **Module- II: Banking Operations**

Deposits- demand & time deposits, NRI Deposits. Loans-Retail, SME, Corporates (Retail Loan- Car, Home loan, etc. Retail Trade Loan, Loan Term Loan, Working Capital Loan, Overdraft, Bill Discounting, Priority Sector Loans. Non-Fund-based facilities Letter of Credit, Bank Guarantee. Payment & settlement system, Fund Transfer-NEFT&RTGS. NPA & Provisioning. Multiple Credit Creation: Process & Limitations: The balance sheet of a commercial bank

#### **Module III: Legal Framework**

RBI and its role -Liquidity management SLR, CRR, Repo, etc., OMO. Banking regulation Act, Negotiable Instruments Act (Specially dishonor of Cheques). Capital Adequacy norms and BASEL requirements, Bank Rating – CAMEL, Concept of Universal Banks, Small Finance Banks, Payment Banks, Technology in Banking Core banking, Net & Mobile banking, Financial Inclusion.

#### **Module – IV: Insurance**

Introduction to Insurance and Risk management- Life and Non-Life. Life Insurance- Different Products and Features-Term Plan, Endowment, Money-Back, ULIP. Investment by LI Companies. Regulation of insurance Business in India insurance Regulatory Development Authority (IRDA), General Insurance- Health, Vehicle, travel, household, etc. Concept of third-party Insurance, Shops, Business and Factory Insurance- Fire and Non-Fire Insurance.

#### **Suggested Readings:**

1. Hassan, Kabir, and Mervyn Lewis, eds. *Handbook of Islamic banking*. Edward Elgar Publishing, 2009.
2. Sethi, J., & Bhatia, N. (2012). *Elements of Banking and Insurance*. PHI Learning Pvt. Ltd..
3. Bhattacharya, K. M., & Agarwal, O. P. (2014). *BASICS OF BANKING & FINANCE*. Himalaya Publishing House.
4. C Arthur and C William, Jr (2015), Risk management and Insurance, , Wiley Publications.

# **LEGAL ASPECTS OF BUSINESS**

## **PAPER CODE: BBC 502**

### **Course Objectives:**

- To provide an overview of important laws that have a bearing on the conduct of business in India
- To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms
- To maintain the law & order, solving the disputes and protecting the rights of the people through business law curriculum.
- To make students familiar with various laws pertaining to Legal aspects of Business.

### **Learning Outcomes:**

- The students will be familiar with legal principles and they will solve the issues that arises in their professional carrier in future.
- After the course the students will be familiar with various Contracts and Acts.
- able to appreciate the importance of law and legal institutions in business
- able to have a basic understanding of the laws relating to contract, consumer protection, companies.

### **MODULE I: (Law Of Contracts)**

What is Law, various sources of Law, significance of law, Law of Contract – The Indian Contract Act 1872: Definition & Nature of Contract, types of contract, offer & acceptance, consideration & capacity to contract, free constant, void agreements, legality of object & consideration, contingent contract, quasi-contract discharge of contract, remedies for breach of contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency

### **MODULE II: (Sale Of Goods Act 1930)**

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.

### **MODULE III: (Company Law)**

The Nature of a Company, The Companies Act 2013 Meaning and types Public Private Companies ; Limited and Unlimited Companies, one person company, Government company, foreign company, section 8 company, Incorporation, Memorandum & Articles of association, Directors, Meetings and Resolutions, winding of company.

### **MODULE IV: (Consumer Protection Act)**

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, information Technology Act 2000: The rationale behind the act, Digital signature and Electronic signature, Electronic Governance

### **Suggested Books:**

1. Business law, N.D Kapoor, Sultan Chand & Sons
2. Business and Company Law, Akhilesh Pathak, Tata McGraw Hill
3. Business Law, Saravyel & Mahapatra, Himalaya Publication

# **SEMESTER-VI**

## **INTERNATIONAL BUSINESS**

### **PAPER CODE: BBC 601**

#### **Course Objectives:**

- To give broad exposure to students in the recent trends in business.
- To equip the students to solve complex business problems in overseas markets.
- To examine the strategies and structures of international business and assess the special roles of an international business's various functions.
- To formulate and execute strategies, plans, and tactics to succeed in international business ventures.

#### **Learning Outcome:**

- The students should be exposed to the shifts brought vibrant changes under globalization among the international as well as domestic business houses.
- The students will develop skills required for achieving global competitiveness.
- Students should be able to identify the role and impact of political, economic, social, and cultural variables in international business.
- Students should be able to Analyse international business from a multi-centric perspective, avoiding ethnocentrism.

#### **Module I: INTERNATIONAL TRADE THEORIES AND THEIR APPLICATION**

Introduction, Why do nations trade, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Huckster- Ohlin, Product life cycle theory and Porter's diamond model, Trends in India's Export & Import since independence; Trade barriers- Traffic & Non- traffic: Easing trade Restrictions, General Agreement on Tariff & Trade; World Trade Organization: India & WTO, Increase India's share in world trade; Items of Export & Import, India's bilateral trade agreements, Trading Blocks, World Bank, IMF.

#### **Module II: INTERNATIONAL BUSINESS ENVIRONMENT AND STRATEGIC MANAGEMENT**

Domestic vs. International business. Economic, Political, Cultural, Legal, Geographic Demographic & Business, International Business Task Methods of entering International Business; Country selection Decision; International Product Planning Strategy; Pricing & International Promotion; Mix; Overseas Distribution System; Developing vision through International Marketing Research.  
Strategic Management, Strategic Planning, Strategic Management Process

#### **Module III: GOVERNMENT ASSISTANCE AND GLOBAL BUSINESS ETHICS**

Government Assistance & Institutional Infrastructure; History of Export promotion measures in India; EXIM policy for facilitating International Business; Institutional Infrastructure for promoting Export. Business Ethics Factors, International Business, and Ethics, National Differences in Ethics, Corporate Governance, Code of conduct for MNCs

#### **Module IV: INTERNATIONAL FINANCE, RISK & INTERNATIONAL TRADE**

International Finance- Foreign Exchange Market, International Monetary system, Risks & Logistics Managements Export Finance: Terms & conditions of payment, Pre-shipment & post-shipment credit: Role of EXIM Bank in financing export: Risks in International Business: Role of ECGC in minimizing risk. Negotiating the export order, shipment, trade documentation; regulatory documents & foreign documents;

#### **Suggested Readings:**

1. Subba Rao. P, International Business, Himalaya Publishing House, 2<sup>nd</sup> Edition, 2009
2. Bhalla, V.K. & S. Shivaramlu, International Business Environment & Business; New Delhi; Amol; Revised Edition.
3. Daniel. John D & Radabangh, Lee H; International Business, New York, Addition Wisley (Revised Edition)
4. Cateora Philip R; Graham John L, Salwan Prasant, International Marketing, 2010, Tata Mc Graw Hill Education Pvt. Ltd.

# **BUSINESS ETHICS AND CORPORATE GOVERNANCE**

## **PAPER CODE: BBC 602**

### **Course Objectives :**

- To impart basic knowledge on concepts relating to Ethics.
- To impart basic knowledge on concepts relating to Social Responsibility.
- To understand about mind and its actions.
- To introduce the philosophy of corporate governance and its relevance and importance in today's business world.

### **Learning Outcome:**

- apply ethical and moral values in the workplace.
- execute theories of corporate governance in the organization.
- perform sustainable strategies of corporate governance for the organization.
- implement required CSR activity in the organization as per Company Act 2013.

### **Module-I: Introduction to Business Ethics**

Morality and ethics, business values and ethics, approaches and practices of business ethics (Ethical Principles in business, scope of business ethics: Ethics in Finance, Ethics in Human Resources, Ethics in Marketing, Ethics in Production), corporate ethics, ethics program, codes of ethics, ethics committee; Ethical Behavior: Concepts and advantages; Ethical dilemma; Rating Agencies. Advantages and disadvantages of Business Ethics. An alternative to moral principles: virtue ethics, Morality in an international context, Moral issues in business: Worker's and employee's rights and responsibilities.; Business Ethics in Indian Perspective.

### **Module-II: Ethical Mind and Action**

Concept of Mind; Objective and Subjective Mind; Duality of Personality; Theory of Action (Karma); Managing Mind for Ethics- Aspirations and Greed, Lust, Anger, Haughtiness, Infatuation, Agitations and Disturbances, Stress of Immoral Act; Paths of Self Development; Stages of Self Development.

### **Module-III: Corporate Governance and Sustainability**

Conceptual framework of Corporate Governance: Theories & Models, Broad Committees; Corporate Governance Reforms. Major Corporate Issues in India and Worldwide, Codes & Standards on Corporate Governance, Legislative framework of Corporate Governance, Corporate Governance Forums: NFCG, OECD Principles, Global Corporate Governance Forum. Concept of Sustainability, Sustainability Reporting, legal framework, issues and challenges of an effective Board, internal control system, Concept of Triple Bottom, Green Governance. Clause 49 and Listing Agreement.

### **Module-IV: Corporate Social Responsibility (CSR)**

Concept of CSR, Common indicators for measuring business social performance, Reporting social responsibility measures in annual report, Corporate Philanthropy, Strategic Planning and Corporate Social Responsibility; Relationship of CSR with Corporate Sustainability; CSR and Business Ethics, CSR and Corporate Governance; CSR provisions under the Companies Act 2013; CSR Committee; CSR Models, Codes, and Standards on CSR, Examples of CSR Activities in India and Worldwide.

### **Suggested Readings :**

- 1.S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
  - 2.William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011
  - 3.Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.
  - 4.Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
  - 5.Satheesh kumar, Corporate governance, Oxford University, Press, 2010.
- Websites: [www.nfcgindia.org](http://www.nfcgindia.org), [www.oecd.org](http://www.oecd.org), [www.iod.co.uk](http://www.iod.co.uk), [www.gcgf.org](http://www.gcgf.org), [www.globalreporting.org](http://www.globalreporting.org), [www.ethics.org](http://www.ethics.org)

# **ADVANCED EXCEL**

## **PAPER CODE: BBC 603**

### **Course Objective:**

- This course is designed to enhance students' knowledge and skills regarding information analysis.
- This course is designed to enhance student's knowledge of Performing complex calculations more efficiently, using various Excel functions
- This course is designed to enhance student's performance in performing a large variety of computations on the data
- This course is designed to help students skill to maximize the value of their data for administration and effective running of a business.

### **Learning Outcome:**

- Perform different operations using Advance excel functions and formulas.
- Perform multidimensional analysis based on different conditions.
- Create and modify charts and graphs based on analysis.
- Use data analytics concepts and solve the basic optimization problem.

### **Module I: Overview and Core Concepts**

Introduction to Advanced Excel, Basic Functions: Text Functions, Logical and Information Functions, Date and Time Functions, Math and Statistical Functions, Database Functions, Lookup Functions: Introduction, H-Lookup Functions, V-Lookup Functions.

### **Module II: Data Analysis and Decision Making**

Filters, AutoFilter, Sorting, Single column, and multiple column sorting, Conditional Formatting, single conditional formatting rule, multiple conditional formatting rules, Edit or remove conditional formatting rules. Pivot Tables and Charts: Creating PivotTables, manipulating PivotTable, changing calculated value fields, Grouping, sorting, and filtering PivotTables, Slicers, working with Pivot Charts.

### **Module III: Function Implementation and Data Forecasting**

Functions: Advance functions; applications of different functions, implementation of functions in different applications like designing equated monthly installment calculator, design of the monthly and annual budget plan, etc.

### **Module IV: Tools and Problem Optimization**

What-if analysis: Types of what-if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek). Mail merge: Introduction to Mail-Merge, Creating and editing your document and data source, sorting and filtering merged documents, and using merge instructions. Working with Solver: Introduction to Solver, Use of the solver to solve different business problems. Logistic Regression, Descriptive Analysis.

### **Suggested Readings:**

1. Succeeding in business with Microsoft Excel 2013, Debra Gross, Frank Akaiwa, Karleen Nordquist, Cengage publication, Third edition.
2. New Perspectives Microsoft® Office 365 & Excel 2016, Parsons/ Oja/ Carey/ Des Jardins, 1Editionst Edition.
3. Guy Hart Davis (2010), How to do everything with Microsoft Office Excel, New Delhi: Tata McGraw Hill.
4. Kathleen Stewart (2010), Microsoft Excel: A Professional Approach, New Delhi: Tata McGraw Hill.
5. Bill Jelen (2013), Excel 2013 PivotTable Data Crunching, New Delhi: Pearson Education.
6. Frey Curtis (2010), Microsoft Excel 2007 Plain & Simple, New Delhi: Prentice Hall of India.
1. Paul Mcfedries (2013), Excel 2013 Formulas and Functions, New Delhi: Pearson Education.

## ELECTIVE (FINANCE)

# **FINANCIAL SERVICES**

## **PAPER CODE: BBE 101 F**

### **Course Objectives:**

- To familiarize the students with the Indian Financial system and how an efficient financial system contributes to the growth of the economy.
- Students will get knowledge on different types of fund-based services offered by Non-Banking Financial Companies and role of the regulator
- Students will get a fundamental understanding of services rendered by merchant bankers and other capital market players and role of regulator
- To provide a knowledge about asset management sector in financial services industry

### **Learning Outcome:**

- Will have an understanding of Indian financial system and different types of fund and fee based services.
- Will acquire knowledge about hire-purchase, leasing, bill discounting, factoring and forfeiting
- Will have an understanding of fee based financial services offered by Merchant bankers, credit rating agencies, depositories and process of fund raising from capital market and regulatory guidelines
- Will acquire an understanding of asset management services offered by mutual funds, portfolio managers and alternate investment funds like venture capitals, private equity, REIT and InvIT

### **Module-I: Financial System & Financial Service**

Introduction to Financial System and Services – Fund-Based Financial Service and Fee-Based Financial Service. We will study the growth of the financial service sector and reforms in the finance sector and the role of RBI as a regulator.

### **Module-II: Fund-Based Service**

Lease financing & Hire purchase: Concept and classification, financial evaluation of leasing. *Hire Purchase*: conceptual framework, Lease financing Vs hire purchase financing. An understanding of Bill Discounting, factoring and forfeiting services. Home Loan & NHB.

### **Module- III: Capital market-related services**

Merchant Banking: - Functions of Merchant Banking -Issue Manager, Loan& Lease syndication, corporate advisory – M&A, etc..

Credit Rating Agencies, Rating Process and Methodology, Rating Symbols and Grades; Overview of Stock Broking, Depository Services, Custodial Services and Services offered by depositories, custodian. SEBI and Role of SEBI

### **Module-IV: Asset Management Services**

Introduction to Mutual fund and eco-structure of mutual fund. Different types of mutual fund, performance of Mutual Funds. Portfolio Management services.

Alternate Investment funds – Venture capital, Private Equity, Real Estate and Infrastructure Investment trusts.

### **Suggested Readings:**

1. Financial Market & Services, Gorden & Natrajan, Himalaya Publication, 9<sup>th</sup> Edition,2014
  2. Financial Services, M.Y.Khan, TMH,6<sup>TH</sup> Edition,2009
  3. Financial Service, Nalini Prava Tripathy, PHI,2012
  4. Financial System & Services, Guruswamy, TMH, 1<sup>st</sup> edition,2009
- Financial Services & Market, Pandian Punithavathy, TMH

# **WORKING CAPITAL MANAGEMENT**

## **PAPER CODE: BBE 102 F**

### **Course Objectives:**

- To Understand the need for investing in current assets and the importance of managing current assets and current liabilities.
- To understand the various techniques of inventory management and preparation of a cash budget
- To evaluate various techniques in maintaining an optimum credit policy
- Take decisions relating to an investment in marketable securities and manage working capital finance.

### **Learning Outcomes:**

- Identify various issues relating to working capital management for companies.
- Exhibit plan for working capital finance and take informed decisions relating to managing all elements of working capital
- Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk, and operating flexibility.
- Demonstrate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact on value creation.

### **Module I: Introduction to Working Capital**

Concepts of Working Capital. Operating and Cash Conversion cycle. Balanced working capital position. Determinants of working capital. Issues in working capital management. Matching approach, conservative approach and aggressive approach.

### **Module II: Inventory and Receivables Management**

Objectives of Inventory management. Techniques – EOQ, Re-ordering levels. Inventory Control Systems-ABC, JIT, Receivables Management: Credit Policy. Credit Analysis. Credit policy and practices in Indian Companies. Factoring and bills discounting.

### **Module III: Cash Management**

Facets of Cash management. Motives for holding cash. Cash Planning and budgeting. Functional budgeting and Cash Budget. Managing Cash Collections. Baumol's Model and Miller-Orr Model. Investing surplus in marketable securities. Types of short term investment opportunities.

### **Module IV: Working Capital Finance**

Types of Working Capital Finance, Balance Approach towards obtaining a Working Capital loan, Merits and Demerits of various types of short term and long term working capital finance, Commercial Paper, negative working capital-concept, advantages and disadvantages.

### **Suggested Readings:**

1. Rangaraja and Mishra - Working Capital Management (Excel)
2. Periasamy, P - Working Capital Management – *Theory & Practice* (Himalaya, 2007)
3. Pandey, I.M. - Financial Management (Vikas, 9<sup>th</sup> Ed.)
4. V.K. Bhalla - Working Capital Management (Anmol)
5. Dheeraj Sharma - Working Capital Management (Himalaya, 2005)
6. Ravi M. Kishore - Financial Management (Taxmann, 6<sup>th</sup> Ed.)



# **INTERNATIONAL FINANCE**

## **PAPER CODE: BBE 103F**

### **Course Objectives:**

- To bring exposure to students in the recent trends in international Finance.
- To understand the intricacies of the forex market, concepts relating to risk, risk management, and International capital sourcing.
- To learn how to forecast exchange rates, interest rates, and inflation effects on currency value
- To equip the students to solve complex financial problems in the international market

### **Learning Outcomes:**

- Students will get an exposure of Foreign Exchange Risk.
- Students would be able to have an understanding of how to hedge Foreign Exchange Risk
- Students would be able to learn how to forecast exchange rates, interest rates, and inflation effects on currency value.
- Students would be able to understand the intricacies of the forex market, concepts relating to risk, risk management and International capital sourcing

### **Module I: Introduction to Foreign Exchange**

Spot and Forwards Exchange Rates, Bid, Ask Cross Rate Quotations- Foreign Exchange Market Forex Brokers, Forex Dealers, Deal finalization & settlements, Balance of payment- Current Account Deficit& its implication

### **Module II: Determinants of Exchange Rate**

Parity conditions in International Finance, Purchasing Power Parity, and Interest rate parity, Fisher Effect, Covered Interest Parity/Arbitrage and Forecasting Exchange rates, foreign exchange quotes

### **Module III: Foreign Exchange Risk & Management**

Conceptual Overview, Nature of Exposure (Economic, Transaction, Translation) Hedging and Speculation. Derivatives and Exposure Risk Management - Currency Forward Future, Currency Options, Currency Forward, Currency Swaps.

### **Module IV: International Sources of Finance**

International sources of finance for the Firm-Short Term & Long Term- Bond Financing, Loan Financing (Syndicates Loans), Equity Financing (GDR and ADR) International Financing Decision-Issues in Overseas Funding Choices &Economic Circumstances and Funding and Risk Management Aspects.

### **Suggested Readings:**

1. Fundamentals of International Financial Management, Kevin S, PHI Learning Private Ltd, 2017 Edition.
2. Principles of Corporate Finance, Brealey& Myers, McGraw Hill, 2015
3. International Financial Management, Prof. P G Apte, McGraw Hill, 2017
4. International Financial Management, Eun, Cheol S., Bruce G. Resnick –McGraw Hill, 2015

# **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

## **PAPER CODE: BBE 104F**

### **Course Objectives:**

- To introduce the student to the process of investment and associated considerations;
- to make the student aware of the theoretical basis of management of investment portfolios;
- to help the student learn how to analyze portfolios
- To understand the factors influencing the capital market investment through fundamental and technical analysis.

### **Learning Outcomes:**

- Student would be able to understand the method of valuation of shares and bonds
- Students will evaluate and appraise stocks based on fundamental factors and technical charts.
- Students would be able to select various portfolios for investment.
- Students will learn how to evaluate their performance

### **Module I: Introduction**

Meaning and scope of Investments; Investment Process; Objective; Investment Planning, Variables in Investment Decisions; Investment Avenues; Investment versus Speculation Types of securities: equity shares, sweat equity, non-voting shares, right shares, bonus shares, preference shares, debentures, bonds, and warrants. Risk: definition; systematic risk, unsystematic risk; minimizing risk exposure; risk management

### **Module II: Fundamental Analysis & Technical Analysis**

Fundamental analysis: economic analysis; industry analysis; company analysis; earnings of the company; financial analysis; growth in earnings Technical analysis: assumptions; technical tools - Dow theory; Primary trend, Secondary trend, Minor trends, Support and resistance, Indicators, Odd lot trading, Moving averages, Rate of change, Charts, Technical analysis and fundamental analysis.

### **Module III: Efficient Market Theory**

Efficient Market Theory; Basic concepts; The random walk theory; Weak form of EMH; Semi strong form; Strong form; Essence of theory; Market inefficiencies Markowitz Model: Introduction, Simple diversification, The Markowitz model, Risk and return with different correlation, Markowitz efficient frontier

### **Module IV: Security and Portfolio Valuation**

Different methods of portfolio valuation, Intrinsic value of Share, Valuation of bonds, Essential theories on valuation, Current Yield, Yield to Maturity, Portfolio valuation, Sharpe Ratio, Treynor Ratio, Jensen's Measure

### **Suggested Readings:**

1. Security Analysis and Portfolio Management, Kevin. S, PHI
2. Investment Analysis and Portfolio Management, Avadhani V. A. (1997): Mumbai, Himalaya Publications
3. Essentials of Investment, London, Irwin Bodie Z. & Kane A. (1995)
4. Investment Analysis and Portfolio Management, Chandra P. (2002): New Delhi, Tata McGraw-Hill
5. Fundamentals of Investment, Cordor A. (2003), New Delhi, Prentice-Hall of India
6. Security Analysis and Portfolio Management, Fischer D. E. & Jordan R. J. (1995), New Delhi, Prentice-Hall of India
7. Portfolio Management Handbook, Strong R. A. (2001), Mumbai, Jaico

# **PROJECT APPRAISAL**

## **PAPER CODE: BBE 105 F**

### **Course Objectives:**

- Understanding the concepts of project management and appraisal.
- To enable students to prepare business proposals.
- To comprehend the principles and practice of project planning, design, preparation, and appraisal for Projects in a development context
- To enable students to evaluate the feasibility of projects for successful project Implementation

### **Learning Outcomes:**

- The course will enable students to understand the concepts of project management and appraisal.
- Students would be able to appreciate the importance of project development, its feasibility, and practical aspects relating to its implementation.
- Appraise the importance of project development, its feasibility, and practical aspects relating to its implementation.
- Evaluating feasibility of projects for successful project implementation.

### **Module I: Classification & Importance of Project Management**

Project Portfolio Management System – The Need – Choosing the appropriate Project Management Structure: Organizational considerations and project considerations – steps in defining the project – project Rollup – Process breakdown structure – Responsibility Matrices

### **Module II: Project Feasibility Studies**

Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study, Managing Project resources flow and project planning to project completion: Pre-investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.

### **Module III: Investment Appraisal**

Net Present Value (Problems - Case Study), Benefit Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Project Evaluation under uncertainty, project evaluation – Commercial vs. National Profitability, Social Cost Benefit Analysis, cost of production Working capital requirements Cash flow statements, Project cash flows Financial Modeling

### **Module IV: Developing and Managing a Project Plan**

Developing the Project Network, PERT – CPM – Crashing of Project Network (Problems - Case Study), Resource Leveling and Resource Allocation, steps in Project Appraisal Process, managing project stakeholders – social network building (Including management by wandering around), Situational factors affecting team development – project team pitfalls.

### **Suggested Readings:**

1. Principles of Project Appraisal and Selection. In: Modern Cost-Benefit Methods. Irvin G., Palgrave, London, 1 st edition, (1978).
2. Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Prasanna, C., Tata McGraw-Hill Publishing, 7 th edition, (2008).
3. Project management, planning and control: managing engineering, construction and manufacturing projects Lester, A., Butterworth-Heinemann, 7 th edition (2006).
4. Project management: A life cycle approach Kanda, A. PHI Learning Pvt. Ltd. (2011).

# **FINANCIAL MARKETS**

## **PAPER CODE: BBE 107 F**

### **Course Objectives:**

- To have an understanding of the financial market and the role of regulators
- To have a basic concept about the money market and Government Securities market
- To Understand role of the capital market –
- To understand the foreign exchange market and an understanding of how the price of different financial assets is determined

### **Learning Outcome:**

- Will learn about the different segments of the Indian financial market
- Will understand the different instruments money market and Govt Securities market and how the role of the market for yield/price discovery
- Will have a clear understanding of price discovery mechanism in case of primary issues (book Building Process) and of capital market operation
- Will be able to analyze how monetary policies, Inflation, and Foreign exchange flows affect the different segments of the financial market

### **Module-I: Introduction to Financial Market and Instruments**

Introduction to Financial Markets. Development of financial market Classification of different segments of financial market, Regulators, and role of regulators.

### **Module-II: Money Markets**

Money Market, Functions of Money Market, Importance of Money Market. Players, Instruments, and Institutions. Govt. Securities Market.

### **Module-III: Capital Market and Instruments**

Introduction to Capital market -Equity and Corporate Debt Market. Private Placement and public Issue. Primary Market & Secondary market - Role of Stock Exchange and other capital market participants – and their role. SEBI guidelines for Initial Public Offer. Book Building Method for price discovery, listing procedure. Trading, clearing, and settlement system in a stock exchange. The basic concept of derivate market.

### **Module-IV: Foreign Exchange market**

Understanding foreign exchange, direct quote, indirect quote, Bid-Ask Spread, Spot, and Forward rate.

*Macroeconomic Analysis for Financial Markets*

Understanding macro-economic variables and their impact on the financial market – Money Supply, GDP growth rate, FPI/FII inflows and outflows, Foreign Exchange Market, Inflation, Monetary and Fiscal policies etc.

### **Suggested Readings:**

1. Financial Market & Service, Gorden & Natrajan, Himalaya Publication, 9<sup>th</sup> Edition, 2014
2. Financial Market, Institution & Service, N.K.Gupta, ANE Books, 1<sup>st</sup> Edition, 2008
3. Financial Service & Market, Pandian Punithavathy, TMH
4. Financial Market & Institution, S.Guruswamy, TMT 3<sup>rd</sup> Edition, 2009

**ELECTIVE  
(MARKETING)**

# **CONSUMER BEHAVIOR**

## **PAPER CODE: BBE 101 M**

### **Course Objectives:**

- To develop the understanding of the psychological processes that underlie consumer choices of the buyer decision making process, both individually and in groups.
- Studying characteristics of individual consumers such as demographics and behavioral variables and assessing influences on the consumer from groups such as family, friends, reference groups, and society in general.
- Integration of the Psychological concepts with the Marketing concepts.
- Simulation based learning to define the actual Consumer Behavior

### **Learning Objectives:**

- Students would be able to understand the dynamic nature of the Consumer Behavior as a whole.
- Students are equipped to integrate practical frameworks into their corporate lives.
- This module would help students understand the relevance of Digital marketing in the world of Consumer Behavior.
- This module would highlight the subconscious aspects of the brain and how it impacts the purchase decisions.

### **Module I:**

Consumer Behavior: Its Origin and Strategic Applications: Consumer Behavior Concept, Importance of Consumer Behavior, Consumer Behavior & Marketing Management, Consumer Decision Making & Marketing Implications, Customer value, satisfaction and retention, Consumer Research and Market segmentation.

### **Module II:**

Consumer Motivation: Motivation as a Psychological force, Dynamics of motivation, Measurement of motives, Brand personality – Indian brands, Self and Self-Image, Personality, Lifestyles and Psychographics, Consumer Involvement and values.

### **Module III:**

Consumer Perception: Elements of perception, Perception and Technological products, Marketing Implications – Price, Retail, Advt. and Product / Package Design, Elements of Consumer Learning, The Concept of Conditioning and Reality.

### **Module IV:**

Consumers in Social and Cultural Settings: Characteristics of Culture, Role of sub-culture, Reference Group and Family influences, Family Decision making and consumption related roles, Social Class and Consumer Behaviour

Consumer Behavior and Digital Marketing: Basic Terminologies of Digital Marketing, Google Multi-Channel funnel concept.

### **Suggested Readings:**

1. Consumer Behavior, 2004, Schiffman & Kanuk (8<sup>th</sup> Ed), Pearson
2. Consumer Behavior, 2002, Loudon & Della Bitta (4<sup>th</sup> Ed), McGraw Hill
3. Conceptual issues in Consumer Behavior: The Indian Context, 2003, S. Ramesh Kumar, Pearson
4. Consumer Behavior, 2004, Hawkins, Best & Coney (9<sup>th</sup> Ed), McGraw Hill
5. Consumer Behavior, 2002, Michael Solomon (5<sup>th</sup> Ed), Prentice Hall
6. Consumer Behavior, 2009, Blackwell, Miniard and Engel (5<sup>th</sup>Edn.), Cengage Learning

# **SERVICES MARKETING**

## **PAPER CODE: BBE 102 M**

### **Course Objectives:**

- To supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services.
- To help students to gain knowledge of the unique aspects and challenges inherent in marketing of services.
- To illustrate the concepts using cases, examples, and exercises in service industries such as banking, health care, financial planning, consulting, the professions, and communication as well as manufacturing and high tech industries
- The course is designed not just for students with careers in services industries but also careers in goods industries with high service components (e.g., industrial products, high tech products, durable products)

### **Learning Outcomes:**

- Understand and appreciate the marketing challenges for service businesses and their similarity and differences from goods/manufacturing businesses.
- Comprehend the “Gaps Model of Service Quality” and how to apply it in your professional career.
- Develop essential knowledge on the components of the “services marketing mix” (four P’s and three additional P’s) and relate them to managing service quality.
- Analyse the process and develop skills to evaluate the customer experience and service quality of an organization and develop solutions designed to build competitive advantage.

### **Module I:**

Definition of service marketing, its characteristics, 7P’s of SM and its role, dimensions of service quality, problems in service marketing, the components of services, four levels of services, service encounter, service failure and recovery, the process of service recovery.

### **Module II:**

Extended P’s of service marketing in detail – Introduction of servicescape or physical evidence, elements of servicescape, the role of servicescape, factors involved in designing service process, the role of employee and customer as People in services.

### **Module III:**

Types of services – Business/Operation services, Social services, Personal services. Customer responses – Customer satisfaction, customer retention and customer loyalty. Key steps in customer satisfaction process, measuring customer satisfaction, Importance of customer satisfaction, retention, and loyalty.

### **Module IV:**

Service models – McKinsey 7s model, Service marketing triangle, Six-market model. Concept of customer relationship management (CRM), its importance in SM, Internal and external relationships, case studies in service sector.

### **Suggested Readings:**

1. Lovelock, Wirtz, & Chatterjee – Services Marketing, People, Technology, Strategy, Pearson
2. Zeithalm, Bitner, & Dwayne – Services Marketing, 6th Edition, Mc-Graw Hills
3. Dr. B. Balaji – Services Marketing and Management, S. Chand
4. C Bhattacharjee – Services Marketing, Concepts, Planning, and Implementation, Excel Books

# **SALES AND DISTRIBUTION MANAGEMENT**

## **PAPER CODE: BBE 103 M**

### **Course Objectives:**

- To Develop an understanding of the impact and importance of sales for a company's success.
- To understand the specific elements of sales management.
- to provide the students with insights into the basic functions of managing the sales force and distribution channels with the objective of maximizing the efficiency and effectiveness of the firm's revenue-generating arm.
- To give students various ideas pertaining to distribution management.

### **Learning Outcomes:**

This course gives the students

- To Analyze and in-depth the management of sales and distribution activities carried out in the marketing organization.
- To get some basic insights on various distribution management aspects like Sales Management, Sales Administration, and control.
- To Identify the process channel design management for a business.
- To examine the process of physical distribution of a business.

### **Module I:**

Sales Management – Meaning, Objectives, Sales executives as coordinators, sales management and control, personal selling, different types of personal selling situations, personal selling processes, sales forecasting. Sales Force Management – Organization, sales force planning, profiling, recruiting, training, motivation, and compensation.

### **Module II:**

Sales Administration & Control – Sales Analysis, Sales quotas, sales budget, sales territory average, sales audit.

### **Module III:**

Channel Design Management – needs and importance of intermediaries, function of channel members, establishing channel objectives and constraints, identifying and evaluating major channel members, channel conflicts and their resolutions.

### **Module IV:**

Physical Distribution - Nature and scope of physical distribution, order processing, distribution strategies, warehousing and transportation – types and selection.

### **Suggested Readings:**

1. Havaladar & Cavale – Sales and Distribution Management, TMH
2. Panda & Sahdev - Sales and Distribution Management, Oxford University Press.
3. Still, Cundiff & Govoni - Sales Management: Decision Strategies & Cases, Pearson
4. Rosenbloom - Marketing Channels, Cengage Learning



# **BRAND MANAGEMENT**

## **PAPER CODE: BBE 104M**

### **Course Objectives:**

- To use the knowledge of Product and Brand Management in the field of business.
- To understand the theories of Product and Brand Management for application in required situations
- To understand the different types of the brand and their significance in different business models.
- To understand the process of evaluating a brand's position in the marketplace, its strengths and weaknesses, and how to strengthen it.

### **Learning Outcomes:**

- Students will understand the processes of branding and brand management so that they could work with the brand management team of an organization.
- Students will understand the concepts of Brand Equity and will be able to understand the process of measuring it.
- Students will be able to imbibe various branding strategies adopted by corporates so that they could devise an appropriate strategy in the given situation.
- The student will understand the process of Brand audit and its significance so that they could successfully execute the same in the organization. They will gain knowledge about the legal framework to register and protect a brand and trademark.

### **Module –I:**

Introduction to Brand Management: Concept, Nature, Scope, Importance, Characteristics of Branding. Brand Origin, Branding and Trademark.

### **Module –II:**

Brand Equity: Definition, Concept, Scope and Role of Brand Equity, Models, Building Brand Equity, Devising Brand Strategy, Managing Brand Equity, Measuring Brand Equity.

### **Module –III:**

Branding Strategy: Devising a Brand Strategy, Brand Extension, Brand Line, Brand Mix, Brand Decision: Branding vs. No Branding, Private Brand vs. Manufacture Brand, Single vs. Multiple Brand, Local vs. Worldwide Brand, Brand Consolidation.

### **Module–IV:**

Brand Audit: Meaning, Need and Significance, Brand Inventory, Brand Exploratory, Brand Tracking and Brand Evaluation. Brand Positioning: Developing and Communicating Positioning strategy, Brand Protection, Brief Introduction to Intellectual Property and WTO, Trademark Registration Treaty (TMRT), Madrid Agreement for International Registration of Trademarks, Indian legal provision regarding Branding, Counterfeiting.

### **Suggested Readings:**

1. Strategic Brand Management by Kevin Lane Keller
2. Brand positioning by Subroto Sengupta
3. Marketing Management by Kotler/ Kotler, Keller, Koshi, Jha
4. Product Management and New Product Development by R. K. Srivastava
5. Brand Management by Harsh V Verma, Excel books

# **RETAIL MANAGEMENT**

## **PAPER CODE: BBE 105M**

### **Course Objectives:**

- The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting.
- The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies.
- Learn more about retailing and retail consulting.
- The course is designed to foster the development of the students critical and creative thinking skills.

### **Learning Outcomes:**

- Understand the importance and value of Retail Industry.
- Examine insights into all functional areas of retailing Sector.
- Create Accounts of essential principles of retailing.
- Analyze perspective of the Indian retailing scenario.
- Evaluate the key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion.

### **Module-I:**

An introduction to the Retailing, Definition, importance and scope of Retailing, The Wheel of Retailing, Emerging Trends in Retailing, The Retail Scenario in India.

### **Module- II:**

Retailing formats; Franchising, Direct Marketing /Direct Selling - Exclusive shops, Destination stores, Chain Stores, Discount Stores and other current and emerging formats, Issues and options; Concepts in retailing, Retailing mix; Retail Marketing Environment.

### **Module -III:**

Retail Consumer Behaviour: Social forces - Economic forces, Technological force, competitive forces, Consumer purchase behaviour, Cultural and social group influence on consumer purchase behaviour.

### **Module-IV:**

Retail Pricing: A brief Discussion, Retail Communication Mix; Supply Chain Management: Warehousing, Wholesaling and market logistics, Role of IT in supply chain management; Retail Equity, Technology in Retailing, Retailing through the Internet, Consumerism & Ethics in retailing, Future of retailing.

### **Suggested Readings:**

1. Levy, Michael & Barton A. Weitz - Retailing Management, TMH.
2. Gilbert David, Retail Marketing Management, Pearson.
3. Sinha & Uniyal - Managing Retailing, Oxford University Press
4. Dr. Harjit Singh – Retail Management, S. Chand
5. Zikmund - Customer Relationship Management, John Wiley & Sons.

# **ADVERTISING MANAGEMENT**

## **PAPER CODE: BBE 106 M**

### **Course Objectives:**

- This course aims to familiarize the students with the basic principles of advertising and introduction to the media involved.
- This course aims at inculcating among students, skills, and traits for developing Ad campaigns and sales promotion plans based on systematic and formal planning as well as creativity.
- To Identify the roles of television, radio, newspapers, magazines, out of home advertising, internet, and direct response
- To know about different advertising media, selection of media, and its vehicles.

### **Learning Objective:**

- To develop the capability to dissect and decipher various Advertisements in real life.
- To analyze and identify the importance of advertisements for the promotion of products, designing advertising campaigns, and ad budgeting.
- To develop students' ability to select and apply appropriate communications tools within a strategic and tactical framework.
- To provide a forum to apply the principles and improve the managerial decision-making regarding advertising budget and branding and focus on media planning.

### **Module I:**

*Definition, Nature and evolution of advertising, its functions and role, criticism, social, economic and legal aspects of advertising. Advertising as a Management Function. Role of Advertising in the Marketing Process. Consumer Orientation in Advertising. Types of Advertising, Methods of Classification.*

### **Module II:**

Place of advertising in Marketing Mix, Indian advertising industry, copywriting: different elements of a copy and layout. *Function & types, Advertising Agency compensation. Creative strategy – Target market & creative objective, advertising Appeals, Creative format & creation stage, Copy testing.*

### **Module III:**

Advertising budget: Objectives, preparation, and methods of advertising budget; advertising agency: function, selection, and compensation.

### **Module IV:**

Advertising media: different types of media, function, merits, and demerits of media, selection of media and its vehicles.

#### **Suggested Readings:**

1. Belch George, Belch Michael, PuraniKeyoor: Advertising and Promotion: An Integrated Marketing Communications Perspective, 7<sup>th</sup> edition, 2010, Tata McGraw Hill
2. Jethwaney Jaishri, Jain Shruti, Advertising Management, 2009, Oxford Higher Education
3. Clow&Baack: Integrated Advertising, Sales and Marketing Communication, 3<sup>rd</sup> edition, PHI, 2009
4. Batra Rajiv, Myers and Aaker David: Advertising Management, 7<sup>th</sup> edition, 2009, Pearson
5. Tom Duncan, Principles of Advertising & IMC, 2007, 2<sup>nd</sup> edition, Tata McGraw Hill
6. Chunawalla, Sethia A: Foundations of Advertising Theory and management 7<sup>th</sup> edition, 2008, Himalaya Publishing House

**ELECTIVE  
(HR)**

# **COMPENSATION MANAGEMENT**

## **PAPER CODE – BBE 101 H**

### **Course Objectives:**

- To familiarize the students with the basic concepts and theory of compensation.
- To understand the techniques and methods for wage and salary administration
- To have a clear idea about executive compensation
- To impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

### **Learning Outcomes:**

- The students shall be able to understand the key concepts and theory of compensation
- Shall learn all the aspects essential for designing a compensation structure.
- Shall learn the various key components of executive compensation.
- Shall able to design, develop and implement compensation strategies that would enhance the organizational effectiveness.

### **Module I: Introduction to Compensation**

Introduction to Compensation – Explanation of Terminology, Compensation, dimensions, Conceptual Framework and components of Compensation programme, Wage vs. Salary; Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Bargaining theory, Equity theory, Tournament Theory.

### **Module II: Wage and Salary Administration**

Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Criteria of wage fixation, Wage Policy in India, Methods of wage determination in India, Wage Boards: Structure, Scope and functions, The Pay Commission, Role of Collective bargaining in wage determination.

### **Module III: Executive Compensation**

Executive Compensation – Components, Contingent pay: Pay for performance; Knowledge-based pay system & market-based pay system.

### **Module IV: Wage Payments**

Methods of payment, Incentive-based pay systems and types of incentive plans, short-term-based incentives and long-term-based incentives, Compensation management and impact on job satisfaction, motivation and productivity.

### **Suggested Readings:**

1. Milkovich & Newman: Compensation - TMH
2. Henderson, Compensation Management in a Knowledge Based world- Pearson
3. Sharma A.M., Understanding Wage System – Himalaya
4. Sinha P.R.N., Wage Determination in India
5. K.N. Subramarniam, Wages in India

# **TRAINING AND DEVELOPMENT**

## **PAPER CODE : BBE 103H**

### **Course Objective**

- To enable students to understand the purpose, processes and methodology of planning for training Programme.
- The student shall have the clarity in the aspects of organizational training Programme.
- Explaining the nature, scope and objective of training
- Assess training needs and design training programs in an Organizational setting

### **Learning outcome**

- Understand the process of learning and development in organizations.
- The student can be enabled to conduct training program for development of human resource in an organization.
- Suggest appropriate method of training for the required job
- To familiarize with the levels, tools and techniques involved in evaluation of training effectiveness

### **Module I - Introduction**

Relationship between training and development, Objectives of training, Purpose of training in organizations, aligning of training to organization needs and strategies, Budgeting for training in organizations, Benefits of training.

### **Module II- Training Need Analysis**

Identifying and analysing training needs in organizations: Training Needs Analysis (TNA), Framework for conducting TNA, Outcomes of TNA, Approaches to TNA, Needs Assessment Techniques.

### **Module III- Training Design and Methods:**

Organizational and Environmental constraints–Training Objectives, Facilitation of Learning, Facilitation of Transfer, Training Design Process–Key Factors in Designing, Training methods: Traditional Methods, E-learning and use of technology in training, Computer based training (CBT): online learning, learning portals.

### **Module IV- Evaluation of training and Employee Development**

Measuring Impact of Training: Need for result based training, Key issues in training evaluation, Levels of Training Impact Evaluation: The Kirkpatrick Four-level approach, Kaufman's Five levels of evaluation, Models of career development, future aspects of training and development

### **Suggested Readings:**

1. Blanchard, Nick P., Thacker, James, W.; Effective Training: Systems, Strategies and Practices; Pearson Education
2. Raymond Noe; Employee Training and Development; McGraw Hill
3. Lynton, Rolf P. and Pareek, Udai; Training for Development; Sage Publication
4. Pareek, Udai; Training Instruments in HRD and OD; McGraw Hill
5. Sahu, R.K.; Training for Development: All you need to know; Excel Books

# **INDUSTRIAL RELATIONS**

## **PAPER CODE- BBE 104 H**

### **Course Objectives:**

- To make student to understand industrial relations systems
- Expose to the issues involved in maintaining good employee relations
- To develop the understanding of role of trade union, union-management relationships
- To assess implication of various labour legislation in Indian context

### **Learning Outcomes:**

- To develop an understanding of the role of a trade union, and union-management relationships.
- Type the insight into the dynamics of the employment relationships in its integrated processes.
- To have the understanding of employment grievances and its management.
- Expose to the issues involved in maintaining good employee relations.

### **Module – I - Industrial Relations**

Concept, values, scope and objectives, Actors in IR System, Approaches to Industrial relations: Unitary, Pluralistic, Radical and System; Prerequisites for Successful Industrial Relations, Emerging Trends in Industrial Relations; Trade Unionism - Concept, function and structure, union registration and recognition, Problems of Trade unions, Role and Future of trade Unions

### **Module – II – Grievance Management**

Grievances management, Model Grievance Settlement Procedure; Industrial Disputes: Concept, types, causes, and procedure for prevention and settlement of disputes.

### **Module – III – Collective Bargaining and WPM**

Collective Bargaining - Nature, scope and functions, Stages & Bargaining Process; Workers' participation in Management: Concept, scope and objectives, forms and levels of WPM, Workers' participation in Indian Industries.

### **Module – IV – Labour Legislations**

Introduction to Labour Legislation - Concept, need, objectives, scope & classification, principles of labour legislation. Factories Act 1948, Industrial Disputes Act 1947, Trade Union Act 1926, Contract Labour (Regulation and Abolition) Act 1970, The Industrial Employment (Standing Orders) Act, 1946

### **Suggested Readings**

1. Arun Monappa, Industrial Relations, Tata McGraw Hill, New Delhi, 2001
2. B D Singh, Industrial Relations and Labour Laws, Excel Books, 2008.
3. Mamoria and Mamoria, Dynamics of Industrial relations, Himalaya.
4. Garg, Ajay (2007). Nabhi's Labour Laws. (22nd ed.), Nabhi Publications, New Delhi.
1. Kumar, H.L. (2007). Employer's Rights under Labour Laws. (3rd ed.). Universal Law Publication, New Delhi.

# **PERFORMANCE MANAGEMENT SYSTEM**

## **PAPER CODE- BBE 105H**

### **Course Objective**

- The course aims to provide an in depth understanding of the basic concepts, theories and techniques related to performance management in organizations.
- To equip students with comprehensive knowledge & practical skills
- To provide insights in to practical aspect of managing organizational and personal outcomes
- To improve their abilities for performance appraisal in their organizations

### **Learning outcome**

- The course emphasizes on understanding the significance of effective performance management system.
- The student can apply the skill in carrying out the appraisal administration of the organisation.
- Student will be able to understand significance of performance management
- The student will be able to design the performance management & development of employees

### **Module I - Introduction**

Performance Management: Overview, Benefits, Pre-requisites of effective performance management, Performance appraisal versus performance management, Performance management cycle, Performance dimensions

### **Module II- Performance Management: Process and Theories**

Performance Management Process: Planning, Monitoring, Analysing, Improving, Maintaining;  
Theories: Goal setting theory, Expectancy theory, Reinforcement theory

### **Module III - Individual and Team Performance**

Knowledge, Skills and Abilities (KSAs), Behaviour and Competencies; Performance Appraisal: Purpose, Traditional and Modern Appraisal Methods, Coaching, Counselling and Mentoring  
Team Performance: Definition, Team Building; High performing teams - developing and leading high performing teams, Virtual team and Performance

### **Module IV - Performance Management and Development Issues**

Competency Mapping, Implementing Performance management systems: Strategies and challenges, Managing change through performance management, Performance of learning organization, Appraisal and Performance management practices in Indian context.

### **Suggested Readings**

1. R.K. Sahoo: Performance Management System, Excel Books, New Delhi, 2007
2. Richard Symonds Williams: Managing Employee Performance: Design and Implementation in Organizations, Cengage Learning, 2006
3. Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.
4. T. V. Rao: Appraising and Developing Managerial Performance, Excel Books, 2003.



# **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

## **PAPER CODE: BBE 106 H**

### **Course Objectives:**

- To equip the students with the changing trends and perspectives of International Human Resource Management
- To understand the workplace diversity for better people management
- To study certain concepts linked with global HRM ie expatriation, repatriation
- To understand various legal dimensions of global HRM

### **Learning Outcome:**

- Students will be to evaluate the main external factors that affect International HRM
- Critically evaluate and discuss key international HRM practices.
- The student can be able to explain the concepts & issues of international HRM
- The student will develop the competency in dealing to describe the IHRM planning & staffing decisions

### **Module – I: Introduction of IHRM and cross-cultural issues**

Reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, the Challenges of International Human Resource Management, Cross-Cultural Theories, HRand M practices in different countries.

### **Module – II: Global Business and managing human capital**

Global Human Resource Planning, Recruitment, Selection and Staffing in International Context. International Compensation: Objectives and Key Components of International Compensation, Incentives and Rewards, Compensation Practices in MNCs. Performance Management System in MNCs

### **Module – III: International Training and Development**

Training and Development in International Context- Cross-Cultural Training Methods, Cross Cultural Training Adopted, Expatriate Management Development in MNCs, Global Leadership Development, Process of Repatriation.

### **Module – IV: Industrial Relations at Global Level**

IR Scenario in Global Organizations – Role of Trade Unions at International Level –Forms of Industrial Democracy in MNCs, Conflict Resolution Strategies adopted.

### **Suggested Readings:**

1. C. S. VenkataRatnam, "Globalisation and Labour Management Relations", Sage, New Delhi.
2. Peter J. Dowling: International Human Resource Management, Excel Publications,
3. P.L Rao, International Human Resource Management, Excel Books.
4. K Aswathappa, Sadhna Das, "International Human Resource Management", McGraw Hill Companies
5. Tony Edwards, "International Human Resource Management", Chris Rees, Pearson Education
6. Tayeb, "International HRM", Oxford University Press, 2005.
7. Evans, Pucik, Barsoux, "The Global Challenge- Framework for International Human Resource Management", Tata McGraw-Hill.
8. S. C. Gupta, "Text Book of International Human Resource Management", Macmillan Publications, 2006.

# **STRATEGIC HRM**

## **PAPER CODE: BBE 107 H**

### **Course Objectives:**

- To familiarize the students with the Strategic HRM practices and frameworks
- To explore the importance of strategic innovation in various HRM activities
- To provide a critical perspective of the formulation and implementation of SHRM practices
- To understand the role of strategic HRD practices in the organizational context

### **Learning Outcomes:**

- The students shall enable to understand the strategic HR practices and frameworks.
- The students shall develop an analytical insight into business performance through innovative HRM activities.
- The student shall analyze the critical aspect of the formulation and implementation of SHRM practices
- The students shall capable of realizing the contribution of strategic HRD practices.

### **Module I: Introduction to SHRM**

Overview of Business Environment, Globalization in India and Impact on the Indian economy and Industry; Changing Environment of Organizations; Strategy – Definition of organizational strategies; Strategic Management; Concept, Models, and Process of SHRM; Critical Success Factors in SHRM;

### **Module II: Context of SHRM**

Planning of human resources on strategic lines, Succession Planning, mentoring; Designing and Redesigning Work Systems: Outsourcing, Offshoring, Merger and Acquisition, Technology, Managing Change, Human Resource Branding, Human Resource Metrics: HR Scorecard

### **Module III: Implementation of SHRM**

Formulating & Implementing HR Strategy; Relationship of organizational strategy with HR Strategy; Staffing Strategies, Training & Development Strategies, Performance Management Strategies, Reward & Compensation Strategies, Employee Separation & Retention Strategies, Global HRM: managing expatriates

### **Module IV: Strategic HRD System & Facilitators**

Strategic HRD Practices; Strategic HRD Facilitators - Top Management, trade Unions, Supervisors, Workers, Strategic responses of organizations, and Strategic HRD systems

### **Suggested Readings:**

1. Agarawala Tanuja, Strategic Human Resource Management Oxford University Press
2. Jeffrey A Mello, Strategic Human Resource Management, Thomson
3. Anuradha Sharma, Aradhana Khandekar, Strategic Human Resource Management, Response
4. Srinivas R Kandula, Strategic Human Resource Development, PHI

**ELECTIVE**

**(TOURISM & HOSPITALITY MANAGEMENT)**

# **TRAVEL AGENCY & TOUR OPERATIONS MANAGEMENT**

## **PAPER CODE: -BBE 101 T**

### **Course Objectives:**

- To expose the students to various segments of the tourism industry.
- To know the current trends and practices used in travel trade establishments.
- To understand various aspects of travel agency and tour operations.
- To enable the students to identify global tourism destinations.

### **Learning Outcomes:**

- Assess the importance of different types of tourism.
- Explain the components of a package tour formulation.
- Demonstrate preparation of tour itinerary
- Describe the role of national & international tourism organizations.

### **Module I: Introduction to Tourism Industry**

Meaning, Definition of travel, tourism, Traveler, Visitor, Excursionist, Tourist, Types of Tourism, Components of Tourism, Characteristics of Tourism, Tourism as an industry. Significance of Tourism: Socio-cultural, economic and negative impact of tourism – (Students will be practically demonstrated how tourism has benefitted a tourist destination).

### **Module II: Functioning of Travel Agency**

History and Present Status of Travel agency, Tour Operator, Types of Tour Operators - Wholesale and Retail Travel Agency business - Linkages and Integration with the Principal Service Provider Organizational structure and working of travel agency : understanding the function of travel agency, travel Information and counseling of the tourist, Itinerary preparation, travel Retailing and operations, preparation of tour packages, sources of Income- commission, service charges and mark up on tours. Setting up a full-fledged Travel Agency, IATA Accreditation - Recognition from Government of India. (Role playing will be done by students about counseling the tourists).

### **Module III: Tour Operations**

Itinerary Planning & Development - Meaning, Importance and Types of Itineraries - Resources and Steps for Itinerary Planning – Do's and Don'ts of Itinerary Preparation - Tour Formulation and Designing Process- Types of tours, Costing of Package Tour. Travel Formalities & Documents, Major Tourism Destinations and Attractions of Asia, Europe, Africa, North and South America, and Australasia. (The students have to prepare a tour itinerary/package to any of the tourist circuit-national & International).

### **Module IV: Tourism Organizations**

UNWTO, IATA, UFTAA, PATA, ITDC, STDC, TAAI, ASTA. (The students would be required to collect and compile tourism statistics).

### **Suggested Readings:**

1. Chand,M(2002) Travel Agency Management: An Introductory Text Anmol Publications.
2. Negi.J (2005) Travel Agency Operations: Concept and Principles, Kanishka New Delhi.
3. Swain, S.K., Mishra,J.M (2013)Tourism Principles and Practices, Oxford Publications.
4. Goeldner, R& Ritche,B(2017) Tourism Principles and Practices and Philosophies, John Wiley and Sons London.
5. Bhatia A K (2012), Business of Travel Agency and Tour Operation Management, Sterling Publishers, New Delhi.

# **ACCOMMODATION OPERATIONS**

## **PAPER CODE: -BBE 102 T**

### **Course Objectives:**

- To provide an overview to the students with accommodation operations.
- To make students understand the operation of the office department of a hotel.
- To familiarize the students with various housekeeping operations.
- To acquaint the students with housekeeping control desk.

### **Learning Outcomes:**

- Assess the significance of hotels in the development and promotion the of tourism industry.
- Explore the procedure for guest handling in the front office.
- Describe the House Keeping operations.
- Appreciate and assess the importance of House Keeping control desk.

### **Module I: Introduction to Hotel Industry**

Hotels, Types of Hotels, Ownership and management of hotels, categorization of hotels, emerging form of accommodation, Hotel organization, Different department of a hotels- front office - housekeeping – F&B Service-Food Production- supporting service, types of Rooms, Role of accommodation in development of tourism industry. (Discussion will be made about emerging form of accommodation)

### **Module II: Front office and guest handling**

Introduction to front office- organization chart- functions- sections- Areas - Guest cycle, Pre arrival, Arrival, during guest stay, Departure, after departure- reservation, Modes of reservation, Channels and sources (FITs, Travel Agents, Airlines, GITs),Types of reservations (Tentative, confirmed, guaranteed etc.), Cancellation, Amendments, Overbooking- Receiving of guests, Pre-registration, Registration- Information services, Message and mail handling, Key Handling- complain handling- Co-ordination with other departments. Front office emergency procedures, Yield Management (The students will be given practical exposure to guest's registration procedure).

### **Module III: House Keeping Operations**

Housekeeping department- organization- functions- Duties and responsibilities of executive house keeper, Types of equipment used in housekeeping department, cleaning agents – detergents, disinfectants, polishes, types of floor cleaner, toilet Cleaner, maids' trolley and items in it. Types, special cleaning methods, daily, periodical, spring cleaning, cleaning of occupied room procedure make up of a guest room, occupied vacant and departure room, Bed making, turn down services, cleaning of floors, maintenance of rooms and procedure involved with cleaning schedules. (Practical exposure will be given to the cleaning procedure and Bed Making)

### **Module IV: House Keeping Control Desk**

Importance and role control desk – Handling telephone calls – Co-ordination with various departments – paging systems and methods – Handling difficult situations Forms, Formats and registers used. Briefing and De-briefing staff, Gate pass procedures, Housekeeping purchases and Indents. (Students will be given to perform role play of housekeeping control desk in-charge).

### **Suggested Readings:**

1. Allen D., (1990), Accommodation and Cleaning Services: Operations v. 1 (Catering & hotel management books), Nelson Thornes Ltd.
2. Bardi, J. A., (2006). Hotel Front Office Management, 4th ed., John Wiley and Sons.
3. Bardi, J. A., (2010.) Hotel Front Office Management, 5th ed., John Wiley and Sons
4. Bhatnagar, S.K, (2011) Front Office Operation Management, Frank Brothers
5. Andrews, Sudhir, (2013) Front Office Training manual, Tata Mac Graw Hill
6. George, Jaya and Singh Malini, (2008) Housekeeping - Operations, Design and Management

# **CARGO MANAGEMENT**

## **PAPER CODE: - BBE 103 T**

### **Course Objectives:**

- To provide the knowledge of basic concepts logistics and cargo management.
- To equip the students with the practices and procedures used in cargo management.
- To familiarize the students with different types of Cargo.
- To make the students understand the cargo related documents.

### **Learning Outcomes:**

- Identify basic procedure used in cargo handling.
- Describe different types of cargo.
- Explain different rates and tariff used in logistic industry.
- Demonstrate the ability to handle complaints in cargo management.

### **Module I: Cargo Handling**

History, Definitions, common terms used in cargo handling, Airway bills/Consignment note, booking procedure, Domestic/International, Packing, Declarations, Documentation, weight, security clearance, Loading, Cargo arrival , checklist, perishable, International import & export license, Purchase intended, invoice, packing list, certificate of origin, custodian, shipping bill, customs, import of cargo, electronic data interchange.(A hands-on training on cargo booking procedure will be taught to students on any reputed cargo company).

### **Module II: Type and nature of cargo**

General cargo, Precious cargo, livestock, Human organ, Human remains, arms and ammunition, dangerous goods, mail, diplomatic mail, Use of cargo guide. (Students will be made familiar through documentaries and presentations on different types and nature of Cargo).

### **Module III: Rates and Tariff**

Normal cargo rates, minimum rates, quantity rate, specify commodity rate, class cargo rate, valuation charge, volume metric rate, cartage charge, demurrage charge, fuel surcharge, to pay charge, documentation and statistical charge. (Students will be taken to any cargo company for making them familiar to the operational aspects of the company)

### **Module IV: Complaints and claims in cargo**

Human behavior, Late receipt, short receipt, pilferage, logistics, sea cargo, bill of lading, marine insurance, inland container depot, letter of credit, bill of entry, multimode transportation, Govt. incentives. (A case study will be given to students relating to how to handle complaints and redress the grievances).

### **Suggested Readings:**

1. Dhar, Premnath, (2008), Global Cargo Management: Concept, Typology, Law and Policy, Kanishka Pub.
2. Unnikrishnan, K M (2013) Aircargo Management and Airport handling, Gemini Printers Bengaluru
3. Air cargo tariff manual published by IATA.
4. IATA live animals' regulation manuals published by IATA.
5. Air cargo tariff manuals published by IATA.

# **EVENT MANAGEMENT**

## **PAPER CODE: -BBE 104 T**

### **Course Objectives:**

- To make students familiar with the concept of Event Management & MICE Business.
- To understand the potentiality of Event Planning & MICE Tourism Business.
- To enable the students to identify and experience the tourism events.
- To acquaint the students with event management bodies worldwide.

### **Learning Outcomes:**

- Plan and execute an event
- Understand the MICE management activities by corporate
- Demonstrate the ability to launch an event marketing campaign.
- Explore the skills for organizing the different events.

### **Module I: Concept of Event Management**

Concepts, Nature, Scope, Significance and Components of Event tourism, Relationship between Business and Leisure Tourism, Tourism Systems Approach to Event Management, Responsibility of Event Planners, Identifying Suitable venue, Conference, Facility Layout Events- Nature, Definition and scope, C's of Events, Advantage and Disadvantage of Events, Categories and Typologies, Skills required to be a good Event Planners.

(The students have to plan an event from pre-event to post event as well as to chalk out a budget for the event)

### **Module II: MICE Tourism**

Meaning and Functions of MICE Tourism- Meeting, Incentive, Conference and Exposition, Need for MICE, Growth of Incentive Travel and Incentive Programme, Motivation for Incentive Travel, Profile of Business & Corporate Travelers, Need of a Business Traveler, Client's Profile, Prospective Customers Concept and Design of Events, key elements of Events, Event Infrastructure, core concept, core people, core talent, core structure, Set Objectives for the Event, Negotiating Contracts with event Organizers, Venue, Media.

(Selected Case studies of different event planners like Orbitz Tours and Trade Fairs, Cox & Kings, Thomas Cook, Taj and S.O.T.C.)

### **Module III: Event Marketing**

Infrastructure for MICE Tourism, Players in the Event Industry, Convention Centers, Transportation, Accommodation, Logistics, Catering, Human Resource, Civic Amenities and other Supporting Services, Sustainable Policies for MICE, Marketing & Promotion of Events: Nature of Event Marketing, Process of Event Marketing, The Marketing Mix, Sponsorship. Promotion: Image/ Branding, Advertising, Publicity and Public Relation.

(Students have to prepare a marketing campaign by using marketing tool and techniques)

### **Module IV: World Bodies Associated with Events**

Financial Management of Events, Staffing, Leadership. Safety and Security: Occupational Safety and Health, Incident Reporting, Crowd Management and Evacuation. Event Fairs: ITB, WTM, ATM, KTM, Role of ICPB in Indian Event Promotion.

(a. Students can put a visit to any Trade Fair/Exhibition/Exposition/Mart and related events. b.The students can be given an opportunity to play the role of an event manager)

### **Suggested Readings:**

1. Lynn Van DerWagen& Brenda R. Carlos (2005) Event Management for Tourism, Cultural, Business and Sporting Events, Pearson Prentice Hall.
2. Gaur. (2003) Event Marketing and Management', Vikas Publishing House,
3. Allison Saget, (2006) 'The Event Marketing Hand Book', Dearborn Trade Publishing,
4. Judy Allen, (2004) Marketing Your Event Planning Business', John Wiley & Sons, Canada,

# **FOOD AND BEVERAGE MANAGEMENT**

## **PAPER CODE: BBE 105 T**

### **Course Objectives**

- To acquaint the students with basic concepts of food and beverage operations.
- To familiarize the students with the food production methods.
- To enable the students to identify various F and B types of equipment.
- To acquaint the students with service techniques.

### **Learning Outcomes:**

- Identify the operational activities of a kitchen
- Describe the ingredients used in cooking.
- Explain the types of restaurant service.
- Demonstrate the ability to receive order from the guests.

### **Module I: Introduction to Food & Beverage Production**

Definition of production – Origin of cooking – Aims & objectives of cooking –Kitchen & Production Management - Kitchen organization – Layout of the kitchen – Kitchen planning - Methods of Cooking Food - Roasting – Boiling – Broiling – Frying – Baking – Steaming – Blanching – Grilling – Stewing – Braising – Infra-red cooking – Solar cooking. Effects of heat on various pigments. (Demonstration will be made to different methods of cooking).

### **Module II: Kitchen Equipment and Cooking ingredients**

Kitchen tools & equipment's, Classification, Ingredients used in cooking- Herbs & Spices, Cereals and Pulses, Fruits and Vegetables, and Salt, Sweeteners, Fat, Milk and Milk Products. Stocks, Sauces, and Salads& Soups – Classification- Preparation and Usage. (Students will be taken to a kitchen to become familiar with kitchen equipment's).

### **Module III: Introduction to food & beverage service**

Catering Industry in India – classification of food service industry. Restaurant: Meaning and types. Types of meal sessions. Layout of a restaurant. Organizational hierarchy of F&B department, Qualities required for F&B staff, Nonalcoholic and alcoholic beverages – Classification, meaning, types Bar: Meaning & types of bar. Types of Food Service-Introduction- Types of Restaurant services- Buffet service- types- Room service- Classification of operating equipment's used in restaurants & their uses. (Students will be given practical exposure to different types of Restaurant Services).

### **Module IV: Guest order and Service**

Table Crockery, Cutlery, Glassware (Bar Glassware not included) Condiments, Sweeteners, Menu – Concept, Types, Salient Features, Menu Designs, Presenting of Menu, Layout of Table, Napkin Folding (At least Ten Types), Receiving and Greeting the Guests and setting of Station, Par stocks maintained at each side station, Functions performed while holding a Station, Method and procedure of taking a guest order. (Students will be given practical exposure to method of taking a guest's order).

### **Suggested Readings:**

1. Varghese, Brian, (2008), Food & Beverage Service Management, Macmillan India Limited
2. Negi, Jagmohan, (2008), Food and Beverage service operation, Sultan Chand Publications.
3. Bali, Ravinder, (2014) Food Production Operations, Tata McGraw-Hill Education.
4. Singh, Yogesh, (2019), Principles of Food Production, Dreamtech Press.



# **AIRLINES MANAGEMENT AND GLOBAL DISTRIBUTION SYSTEM**

## **PAPER CODE: -BBE 106 T**

### **Course Objectives:**

- To make students understand the practices and procedures used in airline ticketing and guest handling at the airport.
- To acquaint the students with airport passenger handling procedures.
- To familiarize the students with the computerized reservation system.
- To expose the students to the airfare calculation procedure.

### **Learning Outcomes:**

- Explore the procedure for airfare calculation.
- Identify different types of ticketing documents.
- Apply different GDS commands in the reservation of airline seats.
- Explain the hotel and car booking procedure using GDS

### **Module I: Basic Concepts of Airline Ticketing**

Aviation Terminology, Domestic and International City and airlines Codes (Important one)-IATA areas and Sub-areas, Global indicators, Freedoms of Air, rounding off LCF (Local Currency Fare).

Air Fare calculation: Types of Airfare-Normal Fare, Special Fare, Concept of Journey-Counting transfer-stopover, No-stop over points, Types of Journey, IATA/UFTAA Airfare calculation for one-way Journey with BHC and Round Trip with CTM, (The students will be taught airfare calculation by using IATA PAT Supplement)

### **Module II: Ticketing Documents and Passenger Handling:**

Paper Ticket, E-ticket, Difference between Paper ticket and E-ticket, sending information to airlines and special service codes- Miscellaneous abbreviations – Overview to OAG flight guide-OAG flight Schedules-How to read city-to-city schedules- Special passengers MCO, MPD and BSP- Baggage-Definitions & rules-Free baggage allowance-Special charges. Prohibited items- Airport facilities- Departure and arrival formalities -Classes of service-In-flight Service-Seating. (Video Demonstration will be made about the departure and arrival formalities and Practical exposure will be given to the students to prepare airline itinerary by using OAG),).

(Global Distribution System -AMADEUS/GALILEO)

### **Module III: Airline Booking and Creating PNR**

Introduction, sign on-Sign off-Work Areas-Encode-Decode-City-Airport-Airlines-Time Table- Availability-Booking File-PNR Creation- Retrieve, Special Service Request-Seat Request-Other optional Information-List Display.

### **Module IV: Pricing and Cancellation**

Cancellation- Changing and deleting the Booking file fields. Fare Displays-Fare Notes-Itinerary Pricing-Issuing Tickets-Seat Map-Seat assignment.

### **Suggested Readings:**

1. Gupta, S.K. (2007). International Airfare and Ticketing- Methods and Techniques. New Delhi: UDH Publishers and Distributors (P) Ltd.
  2. Davidoff, D.S. and Davidoff, P.G. (1995). Air Fares and Ticketing. New York: Prentice Hall.
  3. Foster, Dennis L. (2010). Reservations and Ticketing with Sabre. London: CreateSpace.
  4. Air Traffic Manuals.
  5. Computer reservation system by Galileo/AMADEUS
  6. Handbook on passenger air tariff, Published by IATA, Montreal, Canada
  7. Hand book of IATA Published by IATA, Montreal, Canada
  8. Air Transport Essentials –IATA Study Material
- Air Fares & Ticketing – IATA Study Material

# **ENTERPRISE RESOURCE PLANNING**

## **PAPER CODE: - BBE 102 I**

### **Course Objective:**

- To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
- To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.
- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
- To aim at preparing the students technological competitive and make them ready to self-upgrade with the higher technical skills.

### **Course Learning Outcomes: Students will be able to:**

- Understand of the theory and practice of Enterprise Resource Planning Technology.
- Formulate the basic use of Enterprise software, and its role in integrating business functions
- Analyze the strategic options for ERP identification and adoption.
- Design the ERP implementation strategies.
- Evaluate and create reengineered business processes for successful ERP implementation.

### **Module I: Introduction Information System**

Information system, Enterprise Resource Planning, Office automation systems, Transaction processing systems, Management Information Systems - Definition, Characteristics, Structure of MIS; Reasons for failure of MIS., Decision support systems DSS- Definition, Relationship with MIS, Characteristics & classification of Decision support systems , Executive Information System, Knowledge based system, Expert system.

### **Module II: Basic of ERP**

Evolution of ERP, Benefits of ERP -ERP and Related Technologies - Business Process Reengineering: Concepts, Features; - Data Warehousing: Concepts, Features; Data Mining: Concepts, Features; On-line Analytical Processing: Concepts, Features; Supply Chain Management: Concepts, Features, Customer relationship management, Extended ERP.

### **Module III: ERP Implementation**

ERP Implementation: Challenges, Opportunities, Implementation Life Cycle -Implementation Methodology - Hidden Costs - Organizing Implementation - Vendors, Consultants and Users- Contracts-Project Management and Monitoring.

### **Module IV: ERP Business Module and Market**

Business Modules: Business Modules in an ERP Package-Financial Management - Human Resource-Plant Maintenance-Materials Management -Quality Management- Sales and Distribution. ERP Market - ERP Market Place - SAP AG - PeopleSoft-Baan Company -Oracle Corporation. ERP Present and Future: ERP and E-Commerce-ERP and Internet-Future Directions in ERP.

### **Suggested Readings:**

1. Management Information Systems by James A. O'Brien.
2. Management Information System by Kenneth C. Laudon, Jane P. Laudon  
ERP in practice – Vaman - TMH.
3. Daniel O'Leary, Enterprise Resource Planning Systems, Cambridge University Press, 2002.
4. Ellen Monk, Bret Wagner, Concepts in Enterprise resource planning, Cengage learning, Third edition, 2009.
5. Enterprise Resource Planning – Alexis Leon – Second Edition – TMH

## **WEB DESIGNING**

# PAPER CODE: -BBE 101 I

## Course Objectives:

- To invoke interest in students with different aspect of web development languages and technologies in the business organization with latest trends to make organization web effective.
- To make students skillful in terms of design, visualization and effective graphics.
- To make student skillful in web server, domain, ftp, web database and account management.
- To make student experience the relationship between different applications for web site, component, database, social media and digital media management and business intelligence through different technologies. Creating students interest in critical aspect of Web project management with critical phases of development, design, test, implementation and future possible integration.

## Learning Outcomes:

- The students will be able to understand the various web scripting languages and data base management for creating effective web based organizational support.
- To get students familiarize with different server and web analytics technologies, types, methods, strategies and web site management tools & applications for digital marketing & promotion.
- To get students accustoms with various dimensions of Web project internal and external management. Develop & implement effective web project with all modern control and component for a business organization with all third party tool, technologies & modern concept like live streaming.
- Students will come up will new web based project design by using different tools and innovations in the field of web development, data base management and digital marketing for effective business operation & decision making.

## Module I: Web programming

Introduction to HTML, different tabs of HTML, HTML page development platform and frameworks, Static and dynamic page, CSS, Integrate CSS script, java script, Java script with HTML, client side and server side scripting, server side languages, Web server (IIS & Apache), HTTP & HTTPS protocol, FTP, FTP applications and tools, web hosting, Virtual host, multi- homing, distributed web server, document root, FTP application and tools integration with server, Web activities: domain registration, web space/ server space, name space, server operation, file upload and access through URL, responsive layout, mobile view

## Module II: PHP basic, form handling, web project developing and testing

Introduction, configuration in IIS and apache web server, configure the local host, PHP.INI, PHP.htaccess, Variable: static & global, GET & POST method, PHP operators, conditional structure, looping structure, array, user defined function types, variable length argument function, built in functions, Handling form with GET & POST, cookies, session, server variable, PHP Components: PHP GD library, regular expression, uploading file, sending mail, different email protocols, PHP version compatibility, APIs, Application & Payment gateways, web project development cycles & different phases, SDLC, Web design testing, E-commerce: platform, framework provider, tools and service provider, different types of testing, web server testing: functional testing & nonfunctional testing.

## Module III: Data base management, server analytics

My SQL using phpmyadmin, data dictionary, SQL DML statement: insert, update, delete, select and different supportinve commands, import and export database, adhoc query, creating web database and table users and rights, PHP-MYSQLi connectivity and functions, mysqli\_connect, mysqli\_close, mysqli\_error, mysqli\_errno, mysql\_select\_db, mysqli\_query, mysqli\_fetch\_array, mysqli\_num\_rows, mysqli\_affected\_rows, mysqli\_fetch\_assoc, mysqli\_fetch\_field, mysqli\_fetch\_object, mysqli\_fetch\_row, mysqli\_insert\_id, mysqli\_num\_fields, mysqli\_data\_seek, remote database connect, access web database using third party SQL software or tools, web database control, different FTP and server analytics, export server analytics report, different types of server report visualization.

## Module IV: web marketing & tools

Modern concept of website design, colors, shades, font, components & its impact, developing & creating prototype, Mockup, creating blog and strategies to market it, google Adsence & Adwords, google web analytics, integrate google analytics with application, bandwidth requirement analysis, bounce rate, Facebook manager, tweeter marketing, Instagram for business, media handing with the web site, Iframe tab with java script, different tools or application for live streaming: OBS, Adobe live encoder, live webcast arrangement and process, creating separate live page on website with authentication, live stream with third party stream provide, convert project in mobile app web view using different applications, project practical

## Suggested Reading:

- 1) Steven Holzner, Php The Complete Reference, McGraw-Hill Education, ISBN – 9780071508544, USA, 2014

- 2) Paul Weinberg & James Groff & Andrew Oppel, SQL The Complete Reference -Third Edition, The McGraw-Hill Companies, ISBN- 978-0-07-159256-7, USA
- 3) Denis & Wixom & Roth, System Analysis and Design- Fifth Edition, Wiley, ISBN: 9781118057629, January 2012
- 4) Robin nixon, Learning PHP MySQL JavaScript CSS & HTML5 3ed: A Step-by-Step Guide to Creating Dynamic Websites, O'Reilly; 3rd edition, ISBN : 978-1491949467, 2014, Britain.
- 5) Larry Ullman, PHP for the Web: Visual QuickStart Guide 5th Edition, Peachpit Press, ISBN-13: 978-0134291253, 2016
- 6) Aleksandr Litavsky , Facebook Advertising: A Complete Guide for Facebook and Instagram Advertising, Independently Published (27 February 2019), ISBN-13 : 978-1798088852, 2019
- 7) Paul William Richards, The Unofficial Guide to Open Broadcaster Software, Independently Published, ISBN-13 : 978-1098933845, 2019
- 8) Philip M. Parker, The 2020-2025 World Outlook for Web Hosting, ICON Group International, Inc. (January 21, 2019), ASIN : B07N3P5CLQ, 2019

## **DATABASE MANAGEMENT SYSTEM**

### **PAPER CODE: -BBE 105 I**

Course Objective:

- To invoke interest in students with a different aspects of Organizational data management, security configuration, and administrative strategy with the latest trends.
- To make students experience the relationship between different functional views of organization in database perspective, Server & Network
- To make students Creative in Data management models and business intelligence with effective data visualization.
- Creating students' interest in critical aspect of data Management with organizational system & structure and creating backbone database for future decision making.

#### **Learning Outcomes:**

- The students will be able to create and analyze the various fundamental aspects of Data management and critical aspect of database administration.
- To get students familiar with different data management terms, technologies, types, methods, strategies and data management tools & applications.
- To get students accustoms with various dimensions of data management including internal and external management. Develop & implement effective data database model for a business organization with future DDDM demand of business organization.
- Students will come up will new database design by using different tools and innovations in the field of database management including server user & Data security for effective business data security, administration and decision making.

#### **Module I: Introduction, Design, Architecture & component of DBMS & RDBMS**

DMBS & RDBMS, Database System Applications and Software, Database management system, File management system, Data view, Different data Models, Database language, Database managers & its role and responsibilities, data base users, database administrators. ER Model- Constraints, keys, Diagram, Weak entity, Design schema & its type, Network database structure, Relational database structure, Hierarchical database structure, Server Architecture, distributed processing, Distributed database

#### **Module II: RDMS Design and Management**

Relational database design, normalization and its level, database optimization, Pitfalls in relational database design, functional dependency, cohesion, coupling, Boyce-code normal form, database storage system: physical storage, Magnetic disk, RAID, file organization, storage access, data dictionary and storage, organization of record and its file.

#### **Module III: RDBMS using SQL and queries administration**

Configure localhost & Virtual server, Introduction to SQL: Syntax, Data type, operation, expressions, Database& Table handling: create, drop and use, Query Admiration & Clauses: Select, where, AND & OR, Update, Delete, like, Top, Order by, Group by, Distinct, Sorting, Alter, Different joins, NULL, Alias, Indexes, views, Data, clone & temporary table, Views, sub queries, functions

#### **Module IV: Network & Server Database management**

Creating & Setup local network database, network user management, Creating & setup hosting, MySQL Database, MySQL Database, MySQL Database wizard, phpMyAdmin, Import and configure the database on server, export & analysis the database using third party analytical tools, Remote MySQL, Remote Database Management, Creating and managing server database users and its role, security assessment, database handling, database

#### **Suggested Reading:**

1. Learning PHP, MySQL, books by 'O' riley Press
2. MySQL: The Complete Reference by Vikram Vaswani
3. "MySQL" by Paul DuBois
4. Panneer Ielam –Database Management Systems – PHI.
5. Hansen & Hansen –Database Management & Design –PHI
6. "MySQL Workbench: Data Modeling & Development" by Michael McLaughlin

## **CLOUD COMPUTING** **PAPER CODE: - BBE 103 I**

## Course Objectives:

- To understand fundamental ideas behind Cloud Computing, the evolution of the paradigm, its applicability; benefits, as well as current and future challenges
- To understand the various distributed system models and evolving computing paradigms, various levels of services that can be achieved, gain knowledge in virtualization of computer resources, describe the security aspects in cloud.
- To understand the services offered and to realize the reasons for migrating into cloud.
- To understand the Software Environments and access.

## Course Learning Outcomes:

- Distinguish the different models and computing paradigms.
- Explain the levels of virtualization and resources virtualization.
- Analyze the reasons for migrating into cloud.
- Effectively use the cloud services in terms of infrastructure and operating platforms and apply the services in the cloud for real world scenarios.

## Module I: Introduction:

Cloud Computing: Overview of Computing, Evolution of Cloud Computing, Introduction, The NIST Definition of Cloud Computing, Characteristics, Cloud Computing Market, Open-Source Software. Technology & Services Models for cloud computing: Software as a Service, Platform as a Service and Infrastructure as a Service, Cloud Deployment models: Public Cloud, Private Cloud, Community Cloud and Hybrid Cloud.

## Module II: Deployment, Migration & Enterprise Risk Management

Cloud Computing – Planning, Strategy Planning Phase, Cloud Computing Tactics Planning Phase, Cloud Computing Deployment Phase. Cloud infrastructure components, Infrastructure constraints, Risk Management, Risk Assessment, Risk Communication, Enterprise Risk Management, Information Security governance processes, Enterprise Risk Management in Cloud Computing, Enterprise Risk Management Recommendation.

## Module III: Operations, Applications & Security:

Cloud Computing Operations: Managing Cloud Operations, Cloud Computing Applications: Business Applications, Data Storage and Backup, Management Applications, Social Applications, Entertainment Applications, Art Applications. Understanding Security of Cloud: Security Boundaries, Understanding Data Security, Isolated Access to Data, Working of Brokered Cloud Storage Access System, Encryption.

## Module IV: Cloud Computing for Business:

Organizational Readiness for cloud, Business Advantages of Cloud Computing, Designing Cloud Based Business Solutions, Issues and challenges in cloud-based Business Models. Case study for implementing Cloud in different types of organizations, Google Cloud Platform, Amazon Web Service, Microsoft Azure.

## Suggested Readings:

1. Cloud Computing “A Practical Approach” Anthony T. Velte, Toby J. Velte, Robert Elsenpeter. McGraw-Hill.
2. Kai Hwang, Geoffrey C Fox, Jack G Dongarra, “Distributed and Cloud Computing, From Parallel Processing to the Internet of Things”, Morgan Kaufmann Publishers, 2012.
3. John W.Rittinghouse and James F.Ransome, “Cloud Computing: Implementation, Management, and Security”, CRC Press, 2010.
4. Toby Velte, Anthony Velte, Robert Elsenpeter, “Cloud Computing, A Practical Approach”, TMH, 2009. Kumar Saurabh, “Cloud Computing – insights into New -Era Infrastructure”, Wiley India,2011.
5. Ronald L. Krutz, Russell Dean Vines, “Cloud Security – A comprehensive Guide to Secure Cloud Computing”, Wiley – India, 2010.

## **PAPER CODE: BBE 104 I**

### **Course Objectives:**

- To invoke interest in students with a different aspect of Information security systems in the business organization with the latest trends.
- To make student experience with different kinds of Cyber and network attacks.
- To make student capable to manage the internet & intranet by using different tools, techniques.
- To make students understand the relationship between computers, network, computing applications, and critical aspects of data or information management.

### **Learning Outcomes:**

- The students will be able to understand the various fundamental aspects of Information criticality and management.
- To get students to familiarize themselves with different data security and management tools and its standards and legality.
- To get students accustomed to various dimensions of Information security internal and external management and develop an effective security model for a business organization.
- Students will come up with new information security management outcomes by using different tools and innovations in the field of cyberspace and networks.

### **Module I: Information security architecture**

Information security objective, cyberspace, threat, crime and mission and vision of cyber security program, international network and cyber security, cyber security strategy, policies to mitigate cyber risk, implement different tier architecture of cyber security, Information security act, Network security devices, Digital signature & electronic authentication, offences and penalties against information security.

### **Module II: Information security Models, tools and algorithms**

Information security model, selection of security model, CIA and Integrated CIA model, design and configuration of CIA model, Implementation cycle, security development life cycle, RMIAS model and security system, cryptography and physical world relational analysis and implementation, core information cryptographic security and tools, algorithms and keys structure of cryptography, breaking cryptosystems, measure the usability of crypto system, cryptography dilemma.

### **Module III: Computer and network technology management & standards**

Computer networks, structure, threats, security measurement, network security system and management, computer security, security system management, different standards, security policies and control systems, risk management, legal regulations, incident management, Modelling the information security industry, roles, responsibility and career in information security industry, professionalization and skills requirement.

### **Module IV: Information security attacks and tools to measure and prevent**

Network or TCP attacks, OSI levels, CISCO packet tracer, IP spoofing, TCP Session Hijacking, Denial-of-service (DoS) and distributed denial-of-service (DDoS) attacks, Man-in-the-middle (MitM) attack, Phishing and spear phishing attacks, Drive-by attack, Password attack, SQL injection attack, Cross-site scripting (XSS) attack, Eavesdropping attack, Birthday attack, Malware attack introduction of different tools: Wireshark, NMAP, Ncat, Metasploit, Nikto, Burp Suite, John the Ripper, Aircrack-ng, Nessus, Snort, tcpdump, Kismet, OpenSSH/PuTTY/SSH, Burp Suite, Sysinternals.

### **Suggested Reading:**

1. Kaith Martin, Everyday cryptography, fundamental principles and applications, Oxford University press Inc, New York, 2012
2. Steve G. Watkins, *An Introduction to Information Security and ISO27001:2013*, IT Governance Publishing, Oct 2018
3. A Report in the Computing Curricula Series Joint Task Force on Cybersecurity Education, Cybersecurity Curricula 2017, ACM, IEEE, AIS, IFIP, Dec 2017
4. Y. Cherdantseva and J. Hilton, "A Reference Model of Information Assurance & Security," Availability, Reliability and Security (ARES), 2013 Eighth International Conference on, vol., no., pp.546-555, IEEE, doi: 10.1109/ARES.2013.72, 2-6 September 2013.
5. UK Government legislation, Computer Misuse Act 1990
6. IGI global, Cyber Security and Threats: Concepts, Methodologies, Tools, and Applications, US, 2018

## **DATA WAREHOUSING** **PAPER CODE: BBE 106 I**

### **Course Objective:**

- To invoke interest in students with different aspect of data warehouse and data management in the business organization with latest trends.
- To make student experience the relationship between different applications for OLTP, OLAP, Data management and business intelligence.
- Creating students interest in critical aspect of data warehousing with organizational system, structure, objectives and future decision making.
- To make students capable to create and manage the organization's data using different data warehouse model

#### **Learning Outcomes:**

- The students will be able to understand the various fundamental aspects of Data warehousing and management for effective organizational support.
- To get students familiarize with different data warehousing terms, technologies, types, methods, strategies and data management tools & applications.
- To get students accustoms with various dimensions of data warehouse internal and external management. Develop & implement effective data warehouse model for a business organization with future DDDM demand of business organization.
- Students will come up will new data warehouse design by using different tools and innovations in the field of data warehousing, data mining and data management for effective business decision making.

#### **Module I: Introduction, Design and implementation of data warehouse**

Data Warehousing Today, future Trends in Data Warehousing, delivery methods of data warehouse, data Warehouse Architecture, process flow of data warehouse, process flow data in data warehouse, data warehouse architecture, OLTP, OLAP, relational OLAP, Multi-dimensional OLAP, Logical Design for data warehouse, Physical Design for data warehouse, Design dimension table, fact table for data warehouse, schemas, Design and implement effective physical data structure for data warehouse

#### **Module II: ETL Solutions with Data warehouse tools and implementing quality**

ETL, exploring data sources, different data and different tools, data segregation, data cleansing, partitioning strategy, key to petitioning, Metadata, Meta data repository, Data Mart: type, design and cost, system managers, process managers, data warehouse security levels and category, Backup terminology in data warehouse, introduction and Implementing data flow using SSIS, Introduction to Control Flow, creating Dynamic Packages, using Containers.

#### **Module III: Data quality, extending, integrating, deploying, configuring SSIS packages**

Data Quality, using Data Quality Service to Cleanse data, using Data Quality Service to match data, using Scripts in SSIS, using Custom components in SSIS, overview of SSIS Development, deploying SSIS Projects, planning SSIS Package, execution, introduction to Business Intelligence, introduction to organizational reporting using PowerBI, hands n experience of Power BI with live data.

#### **Module IV: Hybrid tools for data warehousing and data analysis**

Introduction to data analysis with OLAP, data maturity journey, live data connection with tableau and rapid miner, data handling and manipulation on server database and with modern technologies like MongoDB, Azure and AWS, practical implementation of open source OLAP using Hadoop platform, import, analyze, cleaning, visualizing and exporting data in to business understandable format using Hadoop Hive. Data warehouse documentations, structure reporting

#### **Suggested Reading:**

1. Dejan Sarka Matija Lah Grega Jerkič, *Implementing data warehouse with Microsoft SQL server 2012*, Microsoft press books, US, 2014
2. Rainardi, Vincent, *Building a Data Warehouse with Examples*, Apress, ISBN 978-1-59059-931-0, US, 2012
3. Rhonda Delmater and Monte Hancock, *Data Mining Explained: A Manager's Guide to Customer-centric Business Intelligence*, Digital Press, ISBN 978-1555582319, 2012, USA
4. Peter Adriaans & Dolf Zantinge, *Data Mining*, Addison-Wesley, ISBN 978-0201403800, US
5. Sam Anahory & Dennis Murray, *Data warehousing in real world: A practical guide for building decision support system*, Pearson Education India, ISBN 978-8131704592, India
6. Alberto Ferrari and Marco Russo, *Introducing Microsoft Power BI*, Microsoft press, ISBN: 978-1-5093-0228-4, 2016, US
7. Hortonworks *Data Platform: Apache Ambari User Guide*, Hortonworks, Inc., 2017