



CHRIST
(DEEMED TO BE UNIVERSITY)
DELHI-NCR, INDIA

School of Business and Management Delhi NCR Campus

Syllabus **Bachelor of Business Administration** 2020-21

CHRIST(Deemed to be University)
Delhi NCR Campus
www.ncr.christuniversity.in

Bachelor of Business Administration-BBA

Bachelor of Business Administration Course Structure for the Batch 2020 - 2023

I Semester

Course Code	Title	Theory/Practical	Type*	Hr/wk	Credits	CIA	ESE	Total	Duration of Exam
BBA131	Principles of Management	Theory	CC	4	4	70	30	100	2
BBA132	Financial Accounting	Theory	CC	4	4	70	30	100	2
BBA133	Micro Economics	Theory	CC	4	4	70	30	100	2
BBA134	Business Mathematics	Theory	PC	4	4	70	30	100	2
ENG121	English	Theory	AECC	3	2	25	25	50	2
LAN121	Language	Theory	AECC	3	2	25	25	50	2
HOL111	Holistic Education	Theory	SEC	1	1			Grade (50)	
BBA111	Foundations of Managerial Effectiveness	Practical	SEC	2				Grade (100)	
<i>Generic Electives (One from any other Deanery)</i>									
		Theory	GE	2	2	100		100	
	Total			27	23			600	

II Semester

Course Code	Title	Theory/Practical	Type*	Hr/wk	Credits	CIA	ESE	Total	Duration of Exam
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BBA231	Organizational Behavior	Theory	CC	4	4	70	30	100	2
BBA232	Business Statistics	Theory	CC	4	4	70	30	100	2
BBA233	Macro Economics	Theory	CC	4	4	70	30	100	2
BBA234	Corporate Accounting	Theory	PC	4	4	70	30	100	2
ENG221	English	Theory	AECC	3	2	25	25	50	2
LAN221	Language	Theory	AECC	3	2	25	25	50	2
EVS221	Environment Studies	Theory	AECC	0	2				
HOL211	Holistic Education	Theory	SEC	1	1			Grade (50)	
BBA211	Professional Communication Skills	Practical	SEC	2				Grade (100)	
BBA281	Social Responsibility Project	Practical	SEC		1			Grade (50)	
<i>Generic Electives (One from any other Deanery)</i>									
		Theory	GE	2	2	100		100	
	Total			27	26			600	

III Semester

Course Code	Title	Theory/Practical	Type*	Hr/wk	Credits	CIA	ESE	Total	Duration of Exam
BBA331	Financial Management	Theory	CC	4	4	70	30	100	2
BBA332	Human Resources Management	Theory	CC	4	4	70	30	100	2
BBA333	Marketing Management	Theory	CC	4	4	70	30	100	2

BBA334	Information Technology and e-business	Theory	PC	4	4	70	30	100	2
BBA335	Indian Financial System	Theory	PC	4	4	70	30	100	2
HOL311	Holistic Education	Theory	SEC	1	1			Grade (50)	
BBA311	Working with Spreadsheets I	Practical	SEC	2				Grade (100)	
BBA381	Industry Review Project	Practical	SEC	2	1			Grade (50)	
<i>Generic Electives (Any ONE from the following)</i>									
BBA361	Innovation and Creativity in Business	Theory	GE	3	2	70	30	100	2
BBA362	Event Management	Theory	GE	3	2	70	30	100	2
BBA363	Cross Cultural Management	Theory	GE	3	2	70	30	100	2
BBA364	Business Environment	Theory	GE	3	2	70	30	100	2
	Total			28	24			600	

IV Semester

Course Code	Title	Theory/ Practical	Type*	Hr/wk	Credits	CIA	ESE	Total	Duration of Exam
BBA431	Cost and Management Accounting	Theory	CC	4	4	70	30	100	2
BBA432	Entrepreneurship Development	Theory	CC	4	4	70	30	100	2
BBA433	Research Methodology	Theory	CC	4	4	70	30	100	2

BBA434	Introduction to Business Analytics	Practical	PC	4	4	-	-	100	-
BBA435	Corporate Law and Governance	Theory	PC	4	4	70	30	100	2
HOL411	Holistic Education	Theory	SEC	1	1			Grade (50)	
BBA481	Entrepreneurship Development Project	Practical	SEC	2	1			Grade (50)	
<i>Generic Electives (Any ONE from the following)</i>									
BBA461	Insurance and Risk Management	Theory	GE	3	2	70	30	100	2
BBA462	Supply Chain Management	Theory	GE	3	2	70	30	100	2
BBA463	Global Business	Theory	GE	3	2	70	30	100	2
BBA464	Service Management	Theory	GE	3	2	70	30	100	2
<i>Any One from the following</i>									
BBA411 A	Working with Spreadsheets II	Practical	SEC	2				Grade (100)	
BBA411 B	Developing Cognitive Skills								
BBA411 C	Green Management								
BBA411 D	Emotional Intelligence for Managerial Success								
BBA411 E	Project Management Skills								
	Total			28	24			600	

V Semester

Course Code	Title	Theory/ Practical	Type*	Hr/ wk	Credits	CIA	ESE	Total	Durati on of Exam
BBA531	Strategic Management	Theory	CC	4	4	70	30	100	2
BBA532	Taxation Laws	Theory	CC	4	4	70	30	100	2
BBA581	Internship Project	Practical	SEC		1			100	
<i>Three Electives Out Of Five In Respective Specialization</i>									
Elective - Finance - Three From The Following									
BBA541A	Security Analysis and Portfolio Management	Theory	DSE	4	4	70	30	100	2
BBA542A	Global Business Finance	Theory	DSE	4	4	70	30	100	2
BBA543A	Strategic Financial Management	Theory	DSE	4	4	70	30	100	2
BBA544A	Management Control System	Theory	DSE	4	4	70	30	100	2
BBA545A	Derivatives	Theory	DSE	4	4	70	30	100	2
Elective - Marketing - Three From The Following									
BBA541B	Consumer Behavior	Theory	DSE	4	4	70	30	100	2
BBA542B	Brand Management	Theory	DSE	4	4	70	30	100	2
BBA543B	Retail Management	Theory	DSE	4	4	70	30	100	2
BBA544B	Customer Relationship Management	Theory	DSE	4	4	70	30	100	2
BBA545B	International Marketing	Theory	DSE	4	4	70	30	100	2

Elective - Human Resource Management - Three From The Following									
BBA541C	Industrial Relations Law	Theory	DSE	4	4	70	30	100	2
BBA542C	Compensation Management	Theory	DSE	4	4	70	30	100	2
BBA543C	International Human Resource Management	Theory	DSE	4	4	70	30	100	2
BBA544C	Human Resource Development	Theory	DSE	4	4	70	30	100	2
BBA545C	Organization Theory and Design	Theory	DSE	4	4	70	30	100	2
Elective -Entrepreneurship Development - Three From The Following									
BBA541D	Management of Business Sustainability	Theory	DSE	4	4	70	30	100	2
BBA542D	Social Entrepreneurship	Theory	DSE	4	4	70	30	100	2
BBA543D	Family Business Management	Theory	DSE	4	4	70	30	100	2
BBA544D	Working Capital Management	Theory	DSE	4	4	70	30	100	2
BBA545D	Product Design and Development	Theory	DSE	4	4	70	30	100	2
Elective - Business Analytics									
BBA551E	Data Management for Business Analytics	Practical	DSE	4	4	100		100	
BBA552E	Data Visualization	Practical	DSE	4	4	100		100	
BBA553E	Python Programming for	Practical	DSE	4	4	100		100	

	Business Analytics								
<i>Any One from the following based on specialization</i>									
BBA511A	Financial Skills I	Practical	SEC	2				Grade (100)	
BBA511B	Marketing Skills I								
BBA511C	Human Resource Management Skills I								
BBA511D	Entrepreneurial Skills I								
	Total			22	21			600	

VI Semester

Course Code	Title	Theory/ Practical	Type*	Hr/ wk	Credits	CIA	ESE	Total	Duration of Exam
BBA631	Operations Management	Theory	CC	4	4	70	30	100	2
BBA632	Business Laws	Theory	CC	4	4	70	30	100	2
BBA681	Project	Practical	SEC	2	1			100	
IC 631	Indian Constitution Laws	Theory	SEC		1			Grade	
<i>Three Electives Out Of Five In Respective Specialization</i>									
Elective - Finance - Three From The Following									
BBA641A	Taxation Management	Theory	DSE	4	4	70	30	100	2
BBA642A	Corporate Restructuring	Theory	DSE	4	4	70	30	100	2
BBA643A	Project Appraisal and Financing	Theory	DSE	4	4	70	30	100	2
BBA654A	Financial Modeling	Practical	DSE	4	4	100		100	

BBA645A	Debt Markets and Mutual Funds	Theory	DSE	4	4	70	30	100	2
Elective - Marketing - Three From The Following									
BBA641B	Integrated Marketing Communication	Theory	DSE	4	4	70	30	100	2
BBA642B	Sales and Distribution Management	Theory	DSE	4	4	70	30	100	2
BBA643B	Rural Marketing	Theory	DSE	4	4	70	30	100	2
BBA644B	Digital Marketing	Theory	DSE	4	4	70	30	100	2
BBA645B	Neuro Marketing	Theory	DSE	4	4	70	30	100	2
Elective - Human Resource Management - Three From The Following									
BBA641C	Knowledge Management	Theory	DSE	4	4	70	30	100	2
BBA642C	Organizational Change and Development	Theory	DSE	4	4	70	30	100	2
BBA643C	Strategic Human Resource Management	Theory	DSE	4	4	70	30	100	2
BBA644C	Performance Management	Theory	DSE	4	4	70	30	100	2
BBA645C	HR Scorecard	Theory	DSE	4	4	70	30	100	2
Elective -Entrepreneurship Development- Three From The Following									
BBA641D	Industrial Marketing	Theory	DSE	4	4	70	30	100	2
BBA642D	Managing Intellectual Property Rights	Theory	DSE	4	4	70	30	100	2
BBA643D	Technology and Entrepreneurship	Theory	DSE	4	4	70	30	100	2
BBA644D	Quality Management	Theory	DSE	4	4	70	30	100	2

BBA645D	Entrepreneurial Finance	Theory	DSE	4	4	70	30	100	2
Elective - Business Analytics									
BBA651E	Advanced Data Analytics for Business Applications	Practical	DSE	4	4	100		100	
BBA652E	Data Warehousing and Data Mining	Practical	DSE	4	4	100		100	
BBA653E	Artificial Intelligence for Business and Society	Practical	DSE	4	4	100		100	
<i>Any One from the following based on specialization</i>									
BBA611A	Financial Skills II	Practical	SEC	2				Grade (100)	
BBA611B	Marketing Skills II								
BBA611C	Human Resource Management Skills II								
BBA611D	Entrepreneurial Skills II								
	Total			24	22			600	
			Total Credits		147	Total Marks		3800	

Semester	Credits
I	23
II	26
III	24
IV	24
V	21
VI	22
Total	140

Course Name: Principles of Management	Course Code: BBA131
Total number of hours: 60 Hours	Credits: 4
Course Description: This subject is a comprehensive learning on what management is all about and different schools of thoughts on management. It gives a clear understanding of management practices and the various functions of management and also gives away the principles of management developed by eminent management thinkers. The syllabus is structured to provide basic conceptual knowledge on the principles of planning, organizing, staffing, motivation, leadership, controlling and to offer orientation to the recent dynamics of managerial practice.	
Course Objectives: This course attempts to introduce the basic concepts, functions and processes of management and it enables students to develop competencies and knowledge to become an effective manager.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Identify the basic activities which any manager will conduct in the organization. CLO2 Appreciate the role of general management for the success of an organization. CLO3 Enhance their managerial ability and professional skills. CLO4 Analyze the managerial issues they will have to tackle in the competitive environment. CLO5 Explore the latest trends in the field of management.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, case studies, role plays, and form of experiential learning.	
Syllabus	
UNIT I INTRODUCTION TO MANAGEMENT	10 Hours
Definition – nature, process and significance of management –Role of managers – Managerial Skills and Roles - Evolution of Management Thought : Classical Management Approaches, Behavioural Management Approaches, Quantitative Management Approaches, Modern Management Approaches - Management as a Science or Art - Management as a profession- Administration and Management- Functions of Management – Functional Areas of Management.	
UNIT II PLANNING AND DECISION MAKING	10 Hours
Planning - Nature and Importance of Planning- Types of Plans - Levels of Planning - Steps in planning - Making Effective Plans- Objectives and Management By Objective (MBO) –Management By Exception (MBE) - Policy and Strategy- Forecasting and Decision Making - Nature of decision making - Types of decisions – Decision Making Process – Rational Perspectives and Behavioural Aspects of decision making.	
UNIT III ORGANIZING	10 Hours
Organizing - Nature and purpose - Principles of Organization - Types of Organization - Organisational Structure and Design – Line, Staff and functional authority – Conflict between Line and Staff – Overcoming the Line-Staff Conflict. Committees, Departmentation - Span of control – Authority, Responsibility and Accountability - Principles of Delegation - Steps - Centralization Vs Decentralization – Factors determining the degree of Decentralization of authority.	
UNIT IV STAFFING	10 Hours
Staffing - Nature and Purpose of staffing – Importance of staffing – Components of Staffing - Manpower planning - Recruitment and Selection - Training and Development - Performance	

Appraisal.

UNIT V DIRECTING

9 Hours

Directing – Nature of Directing function - Principles – Importance of Effective Direction – Motivating people at work – Motivation theories: Early theories, Contemporary theories – Morale Building – Job Satisfaction - Effective Communication skills for directing – Barriers of communication.

UNIT VI CONTROLLING AND SUPERVISION

7 Hours

Controlling - Concept, Nature and Importance - Essentials of Control - Requirements of an Effective Control System – Behavioural Implications of Control – Techniques of Managerial control - Co-ordination – Need for co-ordination – Types of Co-ordination - Techniques of Coordination - Cooperation. Supervision – Position of a supervisor – Qualities of a good supervisor – Key Man – Man in the middle – Middle marginal man – Human relations specialist – Essential requirements of effective supervision.

UNIT VII CONTEMPORARY ISSUES AND CHALLENGES IN MANAGEMENT OF 21st CENTURY

4 Hours

Leadership and change, Total quality management, Work force diversity, Globalization and innovation, Enterprise mobility, How to manage and control virtual teams, creating an ethical workplace.

Core Text:

1. Stoner, Freeman, Gilbert Jr. (2014). *Management* (6th edition), New Delhi: Prentice Hall India.

Reference Books:

1. Daft, R. L. (2009). *Principles of Management* (1st edition), Cengage Learning.
2. Gupta, R.S., Sharma, B.D., & Bhalla. N.S. (2011). *Principles & Practices of Management (11th edition)*. New Delhi: Kalyani Publishers.
3. Williams. *Management*, (International edition) South-western Cengage Learning.
4. John R. Schermerhorn. *Management*, Wiley-India
5. Koontz, H., & Weihrich, H. *Essentials of Management*, McGraw Hill Publishers.
6. L M Prasad, (2007). *Principles and Practices of Management*, Himalaya Publishing House
7. Rao, P.S. (2009). *Principles of Management*, Himalaya Publishing House.
8. Moshal, B.S. *Principles of Management*, Ane Books.

Course Name: Financial Accounting	Course Code: BBA132
Total number of hours: 60 Hrs	Credits: 4
Course Description: This course is intended to provide basic knowledge about the principles and practices of accounting and equip the students to maintain the books of accounts, leading to the preparation of financial statements, for domestic and global business scenarios.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, hands on preparation of financial statements, discussions & presentations and experiential learning of cash book preparation for kirana shops of the locality.	
UNIT – I: Introduction to Accounting	6 Hrs
Level of Knowledge: Conceptual Meaning, Need for accounting, Internal and External users of accounting information, limitations of accounting, accounting Concepts and Conventions, Accounting Practices, Generally Accepted Accounting Principles.	
Unit – II: Accounting systems & process	12 Hrs
Level of Knowledge: Analytical Nature of Accounting, Accounting equation - Systems of Accounting, Process of Accounting transactions- types of Accounts, Rules of Accounting. Journal - Meaning, features, simple and compound entries, Including recording of GST transactions, Capital and revenue expenditures, Capital and revenue receipts, Contingent assets and contingent liabilities, Preparation of ledgers and Trial balance.	
Unit – III: Subsidiary books	10 Hrs
Level of Knowledge: Analytical Conceptual introduction to subsidiary books - Sales book, Sales return book, Purchases book, Purchase returns book, receivable book, payable book. Practical problems in Cash Book- Single column, double column, and three columnar cash book.	
Unit – IV: Bank reconciliation statement	08 Hrs
Level of Knowledge: Analytical Need for reconciliation and preparation of bank reconciliation statement.	
Unit – V: Rectification of Errors	08 Hrs
Level of Knowledge: Analytical Need for rectification of errors, types of errors, process of rectification and accounting entries of rectification.	
Unit – VI: Final Accounts	12 Hrs
Level of Knowledge: Analytical Preparation of Trading and Profit and Loss account and Balance Sheet of sole trading concerns.	
Unit – VII: Accounting standards and IFRS	04 Hrs
Level of Knowledge: Conceptual Types of Accounting standards, Need for IFRS, Ind AS and IFRS.	
Essential Reading: Jain S.P.,&Narang K L. (2020). <i>Basic Financial Accounting I</i> , New Dehli, Kalyani publishers.	
Recommended Reading :	

1. Maheshwari, S.N., & Maheshwari, S.K. (2020). *Advanced Accountancy I*, New Delhi: Jain Book Agency.
2. Shukla, M. (2020). *Advanced Accounts*, New Delhi, S Chand Group
3. Radhaswamy, M & Gupta, R.L. (2020). *Advanced Accountancy 2*, New Delhi, Sultan Chand & Sons.
4. Reddy, A. (2020). *Fundamentals of Accounting*, New Delhi, Himalaya Publishing House
5. Gupta, A. (2020). *Financial Accounting for Management: An Analytical Perspective*, Noida, Pearson Education.
6. Raman, B. S. (2014). *Financial Accounting (1st edi). I & II*, New Dehli: United Publishers.
7. Porter, G.A., & Norton, C.L. (2013). *Financial Accounting (IFRS update) (6th edi)*, Cengage Learning.
8. Jawahar Lal & Seema Srivastava (2013). *Financial Accounting* New Delhi: Himalaya Publishing House.
9. Arora M. N. (2013). *Accounting For Management*. New Delhi: Himalaya Publishing House.
Bhattacharya .(2013). *Essentials of Financial Accounting (Based on IFRS) (2nd edi)*, Prentice Hall India.

Course Name: Microeconomics	Course Code: BBA133
Total number of hours: 60 Hrs	Credits: 4
Course Description: This course intends to provide the basis for understanding microeconomics concepts and theories that influences the decisions of consumers and business firms.	
Course Learning Outcomes: This course intends to provide the students understanding of various microeconomic variables that determine business decisions and consumer's purchase decisions. Specifically, the syllabus aims to develop fundamental economic principles, theories and concepts useful to business managers.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions and PPTs and case studies.	
<p>Unit I: Basic Concepts (10 Hrs) Ten Principles of Economics: How People Make Decisions- How people Interact - How the Economy as a Whole Works; Thinking Like an Economist-Role of Observations, Theory and Assumptions in Economics; Role of Economic models- The Circular Flow Diagram-Production Possibility Frontier- Opportunity Cost; Central Problems of an Economy; Microeconomics and Macroeconomics.</p> <p>Unit II: Theory of Consumer Choice (9 Hrs) Utility- Characteristics and Types-Cardinal and ordinal Utility analysis – Law of Diminishing Marginal utility; Budget Constraint; Indifference curves- Properties, Consumer's equilibrium- Price Effect- Income Effect and Substitution Effect.</p> <p>Unit III: Market Equilibrium (9 Hrs) Markets and Competition; Demand- Law of Demand, Exceptions to the Law- Market Demand- Changes in Demand; Supply- Law of Supply, Exceptions to the Law-Market Supply- Changes in Supply; Equilibrium- Steps- Changes in Equilibrium.</p> <p>Unit IV: Elasticity and Its Application (7 Hrs) Elasticity of Demand- Price Elasticity and Its Determinants- Methods of Measurement- Degrees of Price Elasticity-Total Revenue and Price elasticity; Income Elasticity Demand; Cross Elasticity Demand; Elasticity of Supply-Determinants-Measurement and Degrees.</p> <p>Unit V: Market Efficiency and Externalities (7 Hrs) Consumers, Producers and the Efficiency of the Markets: Consumers surplus (Marshall)-Producer surplus and Market efficiency; Externalities and Market Inefficiency-Negative and Positive</p> <p>Unit VI: Theory of Production and Cost (9 Hrs) Production Function; Law of Variable Proportions; Law of returns, Economies of Scale; Iso-quants and Iso-cost lines. Cost Function - Important Cost Concepts; Short Run and Long Run Cost Analysis (traditional theory)- Modern theory of cost; Long Run and short Run Revenue analysis</p> <p>Unit VII: Product Pricing (9 Hrs) Market structure- Perfect competition-Price and Output Determination- Role of Time Element in Market Price Determination; Monopoly- Price and output determination, Price Discrimination; Monopolistic Competition- Price and Output determination-Selling Costs- Product Differentiation-Oligopoly- Duopoly example-Price Determination (Collusive Pricing, Price Leadership)</p> <p>Essential references: 1. N. Gregory Mankiw (2015), Principles of Microeconomics, 7th Edition, Cengage Learning India.</p> <p>Recommended references:</p>	

1. N. Gregory Mankiw (2019), Principles of Economics, 7th Edition, Cengage Learning India.
2. Lipsey, R.G. and K.A. Chrystal (1999), Principles of Economics (IX Ed.), Oxford University Press, Oxford
3. Ramsfield, E. (1997), Micro Economics (IX edition), W.W Norton and company, New York
4. Ray, N.C. (1975), An introduction to Microeconomics, Macmillan company of India Ltd. New Delhi
5. Samuelson, PA and W.D. Hague (1972), A textbook of Economic Theory, ELBS Longman group, London.
6. Pindyek and Rubinfeld (2017) Micro Economics (Pearson Education).
7. H. L Ahuja (2019) Principles of Microeconomics, S Chand Publishing, New Delhi

Course Name: Business Mathematics	Course Code: BBA134
Total number of hours: 60 Hrs	Credits: 4
Course description: This course aims at aiding the students in reaching a level of increased competence in business mathematics and expands understanding of the importance of mathematical concepts in business applications. Emphasis is placed upon learning mathematical concepts by examining some basic business problems.	
Course objectives: This course will help the learner to gain a familiarity with Mathematical ways to deal with problems related to commerce. Apply matrix algebra, linear programming, differentiation and their applications in business and economics.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Interpret concepts of Matrices and Determinants and apply in the applications of business. CLO2 Solve problems on simple interest, compound interest, annuities, sinking funds, etc., CLO3 Make use of concept of ratios to calculate continued ratio, divide a quantity in a given ratio, illustrate proportion, describe direct, inverse and compound proportion and to solve common business problems. CLO4 Formulate a linear programming problem and solve it graphically; solve problems based on transportation and assignment of jobs. CLO5 Inspect concepts of limits and differentiation and apply them to solve problems in business.	
Pedagogy: Lecture and Problem Solving approach.	
Unit 1: Matrices and Determinants: Level of Knowledge: Basic, Conceptual and Analytical Matrices and Determinants - addition of matrices – Multiplication of Matrices by a scalar – some special types of matrices – Multiplication of two matrices – Properties of Matrix Multiplication – determinants – Minors and co-factors – properties of determinants (statement only) – product of two determinants – inverse of Matrix (Simple Problems only). Applications of Matrices and Determinants – Matrix representation of data – Addition of matrices – Scalar multiple of a matrix – Applications – Multiplications of matrices – Applications – System of linear equations – Matrix inverse method – Cramer’s Rule – Leontief’s input and output model.	Hours: 13
Unit 2: Commercial Arithmetic: Level of Knowledge: Conceptual and Analytical Simple interest – Compound interest – Equivalent rate – Depreciation – Present value – Annuity – Sinking Fund.	Hours: 12
Unit 3 – Linear Programming Level of Knowledge: Basic, Conceptual and Analytical Definition – Linear Programming Problem – Formulation – Solution by Graphical method – simplex method – minimization and maximization problems.	Hours: 10
Unit 4 – Transportation Problem Level of Knowledge: Basic, Conceptual and Analytical	Hours: 10

Nature and scope of transportation and allocation models, different methods for finding initial solution - N-W Corner Rule, Least Cost Method and VAM. Unbalanced TP, Test for optimality – MODI method, AP a variant of Transportation model, Hungarian method, Restricted Assignment problems.

Unit 5 – Differentiation

Hours: 15

Level of Knowledge: Basic, Conceptual and Analytical

Limits – Differentiation – Methods of differentiation – Second order derivative – Maxima and Minima – Application to commerce and Economics – Revenue Function – Cost function – profit function – Elasticity of demand – Breakeven point.

Essential references:

1. D.C. Sancheti and V.K.Kapoor, *Business Mathematics*, 11th ed., Sultan Chand and Sons, 2012.
2. U.K. Srivatsava, G.V.Shenoy and S.C.Sharma, *Quantitative Techniques for Managerial Decisions*, 3rd ed., New Age International Publishers, 2012.

Recommended references:

1. E. Don and J. J. Lerner, *Schaum's outlines of Basic Business Mathematics*, 2nd ed., McGraw-Hill, 2010.
2. J D Gupta, P K Gupta and M. Mohan, *Mathematics for Business and Economics*, Tata Mc Graw Hill Publishing Company Limited, 1987.
3. A.H. Mouhammed, *Quantitative methods for Business and Economics*, 3rd ed., Routledge, 2015.
4. D. R. Anderson, D. J. Sweeney, T. A. Williams, J. D. Camm, J. J. Cochran, M. J. Fry and J. W. Ohlmann, *Quantitative Methods for Business*, 12th ed., South-Western Cengage Learning, 2013.

Course Name: Foundations of Managerial Effectiveness	Course Code: BBA112
Total number of hours: 30 hrs	Grade
Course Description: This course intended to provide a cohort experience and to help students acquire a range of useful strategies and skills for enhancing their managerial effectiveness, as well as for engaging productively with the undergraduate course concepts throughout their program. The three themes addressed are managing your learning, learning together, and managerial skill development.	
<p>Course Learning Outcomes:</p> <ol style="list-style-type: none"> 1. To explain and illustrate different barriers of professionalism and ethics as an attribute. 2. To develop understanding between individuals within a team or in a group setting. 3. To discover the importance of Team Building & Being a Team Member. 4. To analyze and interpret the techniques and tools that will promote efficient utilization of time. 5. To evaluate different reading strategies to improve effective reading. 	
Pedagogy: This course uses multiple pedagogies like in class activities, interactive lecture, students discussions & presentations, HBR case and article analysis.	
<p>Unit I: PROFESSIONALISM AND ETHICS 6hrs Level of Knowledge: Conceptual</p> <ul style="list-style-type: none"> • Professionalism in workplace • Ethics • Professionalism in sports, society, etc. • Grooming 	
<p>Unit II: JOHARI WINDOW & TRANSACTIONAL ANALYSIS 6hrs Level of Knowledge: Conceptual</p> <ul style="list-style-type: none"> • JOHARI WINDOW - The four quadrants of JW, Advantages and disadvantages, Applications • TRANSACTIONAL ANALYSIS - Ego states, Type of transactions, Implications of TA 	
<p>Unit III: SELF AWARENESS 6hrs Level of Knowledge: Conceptual</p> <ul style="list-style-type: none"> • Introduction, importance, benefits, types and how to create a self-awareness, • Understand yourself, Realize your strengths and weakness • Applicability of self-awareness in our lives. 	
<p>Unit IV: TEAM BUILDING 6hrs Level of Knowledge: Conceptual Introduction to meaning and concept of Teams, importance of Team in formal Set up. Importance of being a Team Member and Team Leader. Meaning, importance and Challenges of Team Building, Introduction as to how to build Teams.</p>	
<p>Unit V: TIME MANAGEMENT 4hrs Level of Knowledge: Conceptual Introduction to Time management, Benefits of time management, Prioritization of events, preparing schedules, Procrastination, Problems in time management and strategies for effective time management.</p>	

Unit VI: Reading & Comprehension Skills Usage of Library Resources**2hrs****Level of Knowledge: Conceptual**

Importance of Reading Skills, Ways to improve reading skills, Building vocabulary, Techniques for Smart Reading: Surveying, Questioning, Reading, Skimming, Recalling and Reviewing.
Usage of Library Resources in University Campus.

REFERENCES:

1. <https://www.merriam-webster.com/dictionary/professionalism>
2. <https://www.linkedin.com/pulse/20140831053426-77080879-10-golden-rules-to-professional-ethics-in-the-workplace>
3. <https://www.youtube.com/watch?v=vj4hvpLYZ6M>

Course Name: Organisational Behaviour	Course Code: BBA 231
Total number of hours: 60 Hrs	Credits: 4
Course Description: The course focuses on the basic elements that determine human behavior in an organization. It provides the fundamentals of organizational behavior at individual, group and organization level. The course develops understanding organizational effectiveness by effectively managing its people's behaviours at the workplace.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Demonstrate understanding of the dynamics of individual and group behavior. CLO2 Analyses the implication of human behavior in organization functioning. CLO3 Apply concepts from OB in managing human behaviours at workplace.	
Pedagogy: This course uses multiple pedagogies like interactive lectures, classroom discussions & presentations, HBR case, article analysis, movie review and role plays.	
Unit I Introduction to Organizational Behavior (8 Hrs) Meaning, Definition of Organizational Behavior, Contribution from other disciplines, OB Model, Challenges and Opportunities in organizational behavior.	
Unit II Personality, Learning & Values (10 Hrs) Definition, The Big Five Model, Myers-Briggs Type Indicator, Other Personality Traits like Authoritarianism, Locus of Control, Machiavellianism, Self Esteem, Risk Taking, Self-Monitoring and Achievement Oriented. Meaning of learning; Theories of learning- Classical Conditioning, Operant conditioning, Cognitive theory, Social learning theory, Principles of learning, Schedule of Reinforcement; Importance of values- instrumental and terminal values.	
Unit III Attitude (8 Hrs) Meaning, Formation of attitudes, ABC model, Function of Attitude, Cognitive Dissonance, Changing attitudes; Work Attitudes- Job Satisfaction and Organization Commitment.	
Unit IV Perception (6 Hrs) Meaning, Factors influencing perception, Attribution Theory, Common short cuts in judging others,	
Unit V Group Dynamics (8 Hrs) Meaning and Types of groups, Stages of Group Development, Group Properties-Norms, Roles, Status, Cohesiveness, Diversity, Size; Group Decision making - Groupthink, Group Shift, Techniques.	
Unit VI Leadership (10Hrs) Concept of Leadership-Trait Theories-Behavioral Theories, Ohio & Michigan Studies - Managerial Grid; -Contingency Theory-Situational Leadership and Path & Goal of leadership, Transformational, Transactional, Charismatic leaders, Ethical Leadership and Servant Leadership.	
Unit VII Organization Culture (10 Hrs) Definition of organizational culture-Culture as a descriptive term- Strong versus Weak culture-Culture's Function-Creating and Sustaining culture-How employee learn culture-creating positive organizational culture.	

Essential Reading:

- Stephen P. Robbins, Timothy A. Judge and Neharika Vohra (2019), 18th Ed. *Organizational Behaviour*. Pearson Education Asia.

Recommended Reading

- Aswathappa, K. (2016). *Organizational Behaviour(Text, Cases and Games)*, 12th Ed. Bangalore: Himalaya Publication.
- Fred Luthans (2017). *Organizational Behavior: An Evidence - Based Approach*, 12th Ed. McGraw Hill Education.
- Gupta, C. B. (2014). *A textbook of organisational behaviour: With text and cases*. New Delhi: S Chand & Company.

Course Name: Business Statistics	Course Code: BBA232
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: Business Statistics helps us to make business decisions under uncertainties. Such decisions must be objective and unbiased and based on quantitative data. This necessitates an analysis of data as well as understanding of statistical tools and models. With the business entities keen on making data-driven decisions it is essential for individuals working in this environment to possess skills to use appropriate statistical tools and techniques in order to make decisions backed by data.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to: CLO 1 To apply the relevant concepts of Statistics to a given context/business scenario CLO 2 To articulate a vague business problem by analysing data through Statistical techniques CLO 3 To comprehend and interpret the results of statistical tests and make statistically relevant conclusions/decisions</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, case study discussions & presentations and by conducting a mini research project</p>	
<p>UNIT – I: Introduction to Statistics 06 Hrs Level of Knowledge: Conceptual Meaning, Definition, Features, Importance and limitations of statistics. Meaning and difference between primary and secondary data, data collection methods. Classification and tabulation of data (problems)</p>	
<p>Unit – II: Measures of Central Tendency 10 Hrs Level of Knowledge: Analytical Level of knowledge: Analytical Meaning, measures of Central Tendency- Arithmetic Mean, median, mode, geometric mean and harmonic mean(only theory) and partition values- quartiles, deciles, percentiles.</p>	
<p>Unit – III: Measures of Dispersion and Skewness 10 Hrs Level of Knowledge: Analytical Meaning, Definitions, Properties of dispersion - Range, Quartile Deviation, Mean Deviation from Mean and Median, Standard Deviation and coefficient of variation. Skewness-meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness.</p>	
<p>Unit – IV: Correlation and Regression 08 Hrs Level of Knowledge: Analytical Meaning, Definition and Use of Correlation, Scatter diagram, Types of correlation Karl Pearson's correlation coefficient, Spearman's Rank correlation, Probable Error. Regression- Meaning and utility of Regression analysis, Comparison between Correlation and Regression, regression lines –X on Y, Y on X, Regression Equations and Regression Coefficients.</p>	
<p>Unit – V: Time Series 06 Hrs Level of Knowledge: Analytical Meaning, Components of time series, Calculation of Secular Trend-Moving Average method (2, 3, 4 & 5 years) and method of Least Squares.</p>	
<p>Unit – VI: Sampling distribution and estimation 06 Hrs Level of Knowledge: Analytical Introduction to Probability, Basic Concepts of Probability, Probability Distributions – Binomial, Poisson and Normal distributions, Expected Value.</p>	
<p>Unit – VII: Introduction to Inferential statistics 14 Hrs</p>	

Level of Knowledge: Conceptual

Introduction to testing of Hypothesis: Procedure for testing hypothesis - Setting of Hypothesis -Null and alternative hypotheses, - Computation of Test statistics, - Types of errors in hypothesis testing - Level of significance, - Critical region and value - Decision making. Test of significance for Large and small sample tests, Z and t tests for mean and proportion, one way ANOVA,(Excel) Chi-square test for goodness of fit and independence of attributes. Simple problems only.

Essential Reading:

1. Sharma,J.K (2014) *Business Statistics 4th edition* Delhi: Vikas Publishing House
2. Pillai & Bagavathi (2015) *Statistics*, S Chand

Recommended Reading :

1. Levin, R. I., & Rubin, D. S. (2014). *Statistics for management*. Delhi: Pearson.

Course Name: Macroeconomics	Course Code: BBA233
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description:</p> <ul style="list-style-type: none"> To provide a strong base of macroeconomic principles and concepts relevant in managerial decision making. To enable the students to apply the knowledge in managerial decision making process. To enable the students to prescribe policies in the light of changing macroeconomic scenario. 	
<p>Course Learning Outcomes:</p> <p>This course intends to provide the basics of macroeconomic theory and polices in order to understand the influence of external environment in doing business. The students are expected to understand the various macroeconomic variables that determine income, output and employment.</p>	
<p>Pedagogy:This course uses multiple pedagogies like interactive lecture, student discussions and PPTs and case studies.</p>	
<p>Unit I: Measuring a Nation’s Income and Cost of Living (10 Hrs) Economy’s Income and Expenditure-Measurement of GDP- Components of GDP- Real versus Nominal GDP- The GDP Deflator; The Consumer Price Index (CPI)-Calculation of CPI- GDP Deflator versus CPI- Correcting economic variables for the effects of inflation- Real and Nominal Interest Rates-Limitations</p> <p>Unit II: Production and Growth (9 Hrs) Economic Growth around the world: Productivity: Its Role and Determinants-Economic Growth and Public Policy- Investment-Human Capital</p> <p>Unit III: Goods and Money Market (9 Hrs) Saving and Investment in the National Income Accounts- The Market for Loanable Funds- Policy Changes and Impact on the Loanable fund Market; Money- Meaning and Functions-Money Supply;Full Reserve Banking and Fractional Reserve Banking- Central Bank Tools of Monetary Control; Classical Theory of Inflation- Classical Dichotomy and Monetary Neutrality- Velocity and Quantity equation- Fisher Effect- Costs of Inflation.</p> <p>Unit IV: Unemployment (7 Hrs) Identifying Unemployment-Labour Force- Unemployment Rate- Labour Force Participation- Types of Unemployment-Unemployment Insurance- Minimum Wage Laws.</p> <p>Unit V: Aggregate Demand, Aggregate Supply and Influence of Monetary and Fiscal Policy on Aggregate Demand (9 Hrs) Three Key Facts about Economic Fluctuations- Short run Economic Fluctuations-Aggregate Demand Curve, Aggregate Supply Curve, Two Causes of Economic Fluctuations; Monetary Policy Influence on Aggregate Demand- The Theory of Liquidity Preference; Fiscal Policy influence on Aggregate Demand- The Multiplier Effect- Crowding out effect- Stabilisation Policy; Active Versus Automatic Stabilizers</p> <p>Unit VI: Short Run Tradeoff between Inflation and Unemployment (8 Hrs) The Philips Curve-Shifts in Philips Curve and the Role of Expectations-Shifts in Philips Curve and The Role of Supply Shocks; The Cost of Reducing Inflation Rational Expectations and the Possibility of Costless Disinflation</p> <p>Unit VII: Six Debates over Macroeconomic Policy (8 Hrs)</p>	

Economic Stabilization-Monetary vs. Fiscal Policy ; Handling Recession- Higher Spending vs. Tax Cuts; Monetary Policy-Rule vs. Discretion Based; Central Bank Goal: Zero vs. Non-zero Inflation; Government Budget- Balanced vs. Unbalanced; Tax Laws for Savings –Reformed vs. Not Reformed

Essential references:

1. N. Gregory Mankiw (2015), *Principles of Macroeconomics*, 7th Edition, Cengage Learning India.

Recommended references:

1. N. Gregory Mankiw (2019), *Principles of Economics*, 7th Edition, Cengage Learning India
2. Ackley, G. (1976) *Macroeconomics, Theory and Policy*, Macmillan Publishing Company, New York.
3. Ackley, G. (1976) *Macroeconomics, Theory and Policy*, Macmillan Publishing Company, New York.
4. Stanley Fischer and Rudiger Dornbusch (1981) *Macro Economics*, London: Mac Graw-Hill.
5. D.N Dwivedi (2010) *Macroeconomics:Theory and Policy*, Mac Graw-Hill: NewDelhi
6. C. Rangarajan and B.H Dholakia (1979) *Principles of Macroeconomics* Tata McGraw-Hill Education
7. Keynes, J.M. (1936), *The General Theory of Employment, Interest and Money*, Macmillan, London H. L Ahuja (2019) *Principles of Microeconomics*, S Chand Publishing, New Delhi

Course Name: Corporate Accounting	Course Code: BBA234
Total number of hours: 60 Hrs	Credits: 4
Course Description: This course aims at familiarizing the students with accounting practices followed by Corporate business houses in accordance with accounting standards. The course also provides practical knowledge on different aspects of Corporate mergers acquisitions and reconstruction, the process of liquidation and the contemporary developments in the field of Accounting.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Understand the process involved in issue of shares by corporate to raise finance. CLO2 Summarize the financial position of companies as per statutory requirements. CLO3 Examine the accounting procedures with regards to Amalgamation & Reconstruction. CLO4 Elaborate the process in Liquidation of Companies CLO5 Appraise the contemporary issues in Accounting to have a fair idea of the same.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, discussions & presentations, problem solving.	
Unit I: Share Capital:	(4 Hrs)
Meaning- Kinds of Shares, Recent developments in public issue of shares, Consideration other than cash - Book building process.	
Unit II: Company Financial Statements	(12 hrs)
Introduction to company Financial statements as per Companies Act- 2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet. Practical Problems.	
Unit III: Amalgamation, Absorption and External reconstruction	(14 Hrs)
Amalgamation in the nature of Merger and purchase, Difference between Amalgamation and Absorption - Calculation of purchase Consideration under Different methods, Settlement of Purchase Consideration – Practical Problems on Amalgamation, Absorption and external restructuring. Closing the Books of Vendor company and opening of books of purchasing company.	
Unit IV: Internal Reconstruction :	(6 Hours)
Meaning, Forms of Reconstruction, Alteration of Capital and Capital Reduction - Internal Reconstruction Vs External reconstruction, Practical Problems.	
Unit V: Liquidation of Companies	(12 Hrs)
Meaning, Modes of winding up, Circumstances and Consequences of winding up, contributory, order of payment, Preferential creditors, Statement of Affairs , Deficiency Account, Liquidators Final statement of Accounts, Practical Problems	
Unit VI: Accounting for Price Level Changes	(8 Hrs)

Price Level Accounting, Limitations of Conventional Financial statements, Methods of Accounting for changing Prices, India and Price Level Accounting, practical problems.

Unit VII: Contemporary Issues in Accounting: (4 Hrs)

Environmental Accounting: Concept, Need, approach, mechanism and reporting

Forensic Accounting: Fraudulent financial reporting, reasons, role, techniques and challenges,
Green Accounting: Meaning & significance, rationale for adoption of green accounting, steps for incorporating green accounting, Green accounting in India.

Essential references:

1. Jain, S.P., & Narang, K.L. (2017). *Advanced Accounting*, Volume II Kalyani Publishers. New Delhi :

Recommended references:

2. Gupta, R.L., &Radhaswamy, M. (2013). *Corporate Accounting*. New Delhi:Sultan Chand and Sons.
3. Shukla, M.C., Grewal, T.S., & Gupta, S.C. (2013). *Advanced Accounts(revised edi)* New Delhi:Jain Book Agency.
4. Sehgal, A., & Sehgal, D. (2012). *Advanced Accounting, 2*, New Delhi: Taxmann.
5. Monga, J.R. (2013). *Fundamentals of Corporate Accounting*, New Delhi :K.L Malik and Sons Pvt. Ltd,
6. Maheshwari, S.N., &Maheshwari, S.K.(2018). *Corporate Accounting* .New Delhi: Jain Book Agency.

Course Name: Professional Communication Skills	Course Code: BBA211
Total number of hours: 30 Hrs	Grade
Course Description: This course prepares students for the challenges of a society that is shaped by communication. As participants in the program, students develop and integrate knowledge, creativity, ethical practice, and skills. Students also examine and produce work in oral, written, and visual communication and practice skills in group and intercultural communication.	
Course Learning Outcomes:	
<ol style="list-style-type: none"> 1. To test and evaluate principles important for effective oral and written communication. 2. To construct strategies to adopt and develop communication skills in various models of work place. 3. To build skills relating to speaking, writing, and listening in order to maximize confidence and core strengths. 4. To improve leadership skills and make use of opportunities for career growth. 	
Pedagogy: This course uses multiple pedagogies like in class activities, interactive lecture, students' discussions & presentations, HBR case and article analysis.	
Unit I: Letter and E-mail Writing Level of Knowledge: Application Basic / Conceptual / Application Effective writing: Meaning, objectives, Types of business letters, Layout of a business letter and styles of layout, Practice letter – Resume, Practice letter-Enquiries and replies, Practice letter - Orders and Replies, Practice letter - Complaints, claim and Adjustment	6hrs
Unit II: Academic Writing Level of Knowledge: Application The Reading–Research–Continuum, Writing Continuum This module will help you acquire critical reading skills so that you will develop as a self-critical writer. The module covers issues related to reading discipline-specific literature, which is indispensable from developing professional expertise in writing academic texts. The focus is on fundamental concepts of scientific writing, such as logical organization and argumentation.	6hrs
Unit III: Resume Writing Level of Knowledge: Application In this module, they will learn to how position your resume to a specific marketing purpose, how to align your resume with the specific needs of the hiring organization, and how to ensure your resume ranks high on the relevancy scales used by top-notch organizations today.	6hrs
Unit IV: Public Speaking Level of Knowledge: Application Public speaking is the process of communicating information to an audience. It is usually done before a large audience, like in school, the workplace and even in our personal lives. The benefits of knowing how to communicate to an audience include sharpening critical thinking and verbal/non-verbal communication skills. Week 1: Understanding speech, making ideas compelling and memorable, Illustrating and delivering your ideas Week 2: Overcoming your fear of public speaking and developing great delivery, Course conclusion and your final speech	6hrs
Unit V: Non Verbal Communication Level of Knowledge: Application	4hrs

Basic / Conceptual / Analytical Nonverbal communication –

Week 1: Nature, types, Functions of body language, facial expression, Effective use of face to face telephonic conversation, Recent trends in communication

Week 2: E-mail, MMS, Video conferencing, understanding cultural effects on communication, Cultural sensitiveness and cultural context; Inter-cultural factors in interactions; Adapting to global business

Unit VI: Active Listening & Effective Communication

2hrs

Level of Knowledge: Application

The way to improve your listening skills is to practice "active listening." This is where you make a conscious effort to hear not only the words that another person is saying but, more importantly, try to understand the complete message being sent.

Active Listening:

- Pay Attention
- Show That You're Listening
- Provide Feedback
- Defer Judgment
- Respond Appropriately

Effective Communication:

- Stress and out-of-control emotion.
- Lack of focus.
- Inconsistent body language.
- Negative body language.

REFERENCES:

1. <https://www.thebalancecareers.com/professional-letter-and-email-writing-guidelines-2062309>
2. <https://www.frontiercollege.ca/getattachment/b3ff2049-7fc5-4760-bdbb-66e19677e5b3/Reading-Writing-Continuums-Color.aspx>
3. <https://resumegenius.com/how-to-write-a-resume>
4. <https://www.inc.com/brent-gleeson/20-tips-for-mastering-art-of-public-speaking.html>
5. <https://smallbusiness.chron.com/techniques-improving-nonverbal-communication-skills-workplace-21411.html>
6. <https://www.skillsyouneed.com/ips/improving-communication.html>

Course Name: Financial Management	Course Code: BBA331
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: Financial Management is a core course offered in the third semester to students across all specializations. The theme of financial management is structured around three decision making financial areas: investment- long term as well as working capital, financing and dividend policy. Course covers topics pertinent to profit-seeking organizations. The main purpose of the course is to imbibe analytical and decision-making skills in managing finance through application of theoretical questions and practical problems.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Understand the principles and concepts of financial management.</p> <p>CLO2 Demonstrate the motives behind financial decision making.</p> <p>CLO3 Interpret the relevant theories and concepts of various practices of financial management.</p> <p>CLO4 Analyze the relationship among capital structure cost of capital, dividend decisions, and value of the business.</p> <p>CLO5 Evaluate and decide on the long term assets which are profitable to the business applying capital budgeting techniques</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, article reviews, case analysis, and flip classes</p>	
<p>Unit I: Introduction to financial management (6 Hrs) Meaning of finance and financial management, Types of finance – public and private finance , classification of private finance – personal finance, business finance and finance of non-profit organization Importance and Scope of financial management, Approaches to finance function Relationship of finance with other business functions, Objectives of financial management – profit maximization and wealth maximization - merits and criticisms Financial decisions, Internal relation of financial decisions, Factors influencing financial decisions Functions areas of financial management, Functions of a finance manager.</p> <p>Unit II: Sources of finance and Capitalization (9 Hrs) Ownership securities – Equity shares , Preference shares, Deferred shares, No par stock/shares, Shares with differential rights, Sweat Equity Creditorship securities – Debentures – Zero coupon bonds, Zero interest bonds, Callable bonds, Deep discount bonds Internal financing or ploughing back of profit – factors affecting ploughing back of profits – merits and demerits Loan financing – short term and long term sources. Meaning of capitalization – Theories of capitalization – cost theory and earnings theory. Over capitalization and under capitalization – causes – effects and remedies, Watered stock, Over trading and under trading</p> <p>Unit III: Capital Structure: (10 Hrs)</p>	

Meaning of capital structure and financial structure, principles of capital structure, optimum capital structure, determinants of capital structure, theories of capital structure and EPS – practical problems. Point of indifference , capital gearing

Unit IV: Cost of capital and Leverages: (12 Hrs)

Meaning of cost of capital, significance of cost of capital, components of cost of capital – computation of cost of capital and Weighted Average Cost of Capital – practical problems. Meaning of leverage, types of leverages – operating, financial and combined leverage, risk and leverage – practical problems.

Unit V – Capital budgeting (10 Hrs)

Meaning of capital budgeting, Importance , Need, Time value of money, capital budgeting process, project appraisal by using traditional methods and modern methods Practical problems on payback period , rate of return , NPV method , Profitability index, IRR methods

Unit VI – Dividend policy decisions (6 Hrs)

Meaning , Kinds , Bonus shares – merits and demerits, theories of dividend decisions, determinants of dividend policy decisions

Unit VII – Management of working capital (7 Hrs)

Meaning of working capital, types of working capital, working capital cycle, adequate working capital , determinants of working capital, estimation of working capital. Management of cash – Management of inventory and debtors – theory only.

Essential Reading

Gupta,S,K.,Sharma,R.K.,& Gupta ,N(2013).*Financial Management*. KalyaniPublishers.

Recommended Reading

Khan, M.Y. & Jain, P.K.(2011). *Financial Management*. New Delhi, India. Tata McGraw Hill.
Chandra, P.(2008).*Financial Management*.New Delhi, India. Tata McGraw Hill Book Co.
Pandey,I.M.(2009). *Financial Management*. New Delhi, India. Vikas Publishing House.

Course Name: Human Resource Management	Course Code: BBA332
Total number of hours: 60 Hours	Credits: 4
Course Description: This subject is a comprehensive learning on what management is all about and different schools of thoughts on management. It gives a clear understanding of management practices and the various functions of management and also gives away the principles of management developed by eminent management thinkers. The syllabus is structured to provide basic conceptual knowledge on the principles of planning, organizing, staffing, motivation, leadership, controlling and to offer orientation to the recent dynamics of managerial practice.	
Course Objectives: <ul style="list-style-type: none"> To understand the role and activities of human resource management function. To explain the human resource management practices that can be adopted by organization in competitive business environment. To assess the application of appropriate HR intervention in conjunction with organization need. 	
Course Learning Outcomes: On having completed this course student should be able to: <ul style="list-style-type: none"> CLO1 To learn how different HR process and procedures are carried out in the organization. CLO2 To identify HR process that address organization requirements. CLO3 To apply HR concept in resolving issues faced by organization 	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, case studies, role plays, and form of experiential learning.	
Unit I Introduction	6 Hrs
Level of Knowledge: Conceptual	
Concept of HRM, Evolution of HRM, Role of Human Resource Manager, Functions of HRM, HR Structure and Concept of Strategic HRM.	
Unit II Human Resource Planning and Job Analysis	10 Hrs
Level of Knowledge: Analytical	
Concept & Importance of HRP; Different stages of HR Planning Process; Action Plans in case of shortage and surplus of workforce.	
Concept of Job Analysis, Importance and Benefits of Job Analysis, Job Analysis Process, Job Description, Job Specification and other Job related concepts- Job Enrichment, Job Enlargement, Job Rotation, Flexi timing, Telecommuting and Ergonomics.	
Unit II Recruitment	8 Hrs
Level of Knowledge: Analytical	
Concept of Recruitment, Factors affecting Recruitments, Sources of Recruitment;	
Unit IV Selection & Induction	8Hrs
Level of Knowledge: Analytical	
Definition and Importance of Selection, Stages involved in Selection Process, Types of Selection Tests and Types of Interviews. Meaning and Benefits of Induction, Content of an Induction Program.	

Unit V Performance Appraisal & Career Management**12 Hrs****Level of Knowledge:** Analytical

Purpose of Performance Appraisal, Trait, Behavioural and Result Methods of Performance Appraisals, Process of Performance Appraisal.

Career Management Process, Models of Career Management, Role & Challenges of Career Development, Career Development Initiatives.

Unit VI Training and Development**8 Hrs****Level of Knowledge:** Analytical

Meaning and Importance of Training and Development Programs, Stages involved in Training Process, On-the Job and Off-the-Job Training & Development Methods.

Unit VII-Conflict Management:**8 Hrs****Level of Knowledge:** Analytical

Meaning and Sources of Employee Grievance, Grievance Handling Systems, Meaning & Process of Collective Bargaining, Indiscipline, Settlement Machinery of Industrial Conflicts

Essential Reading:

1. Gary Desler, Biju Varkkey (2017). *Human Resource Management*. Fifteenth Edition. Pearson

Recommended Reading:

2. L M Prasad. (2018). *Human Resource Management*. Sultan Chand & Sons
3. K Aswathappa. (2019). *Human Resource Management: Text & Cases*. Mc Graw Hill Educatrion (India) Private Limited.
4. Rao, S. (2018). *Essentials of Human Resource Management & Industrial Relations: Text & Cases*. New Delhi: Himalaya Publication.
5. Noe. Hollenbeck. Gerhart. Wright. (2019). 7th Edition. *Fundamentals of Human Resource Management*. Mc Graw Hill.

Course Name: Marketing Management	Course Code: BBA333
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: Marketing a particularly stimulating subject for learners, since its practical application is visible every day. Old rules of marketing are no longer useful to those who want to influence these new consumer's choices. This course will lead the exploration of the leading edge of this paradigm shift that is now underway. This course introduces students to the concepts and processes of marketing and takes them deeper into the world of marketing.</p>	
<p>Course Objectives:</p> <ol style="list-style-type: none"> 1. To understand the application of Marketing concepts and techniques 2. To analyse marketing from a managerial perspective, including the critical analysis of functions of marketing opportunity assessment 3. To enhance team decision making skills and communication skills from a Marketing perspective 	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Recognize how to identify target markets and environments by analysing demographics and consumer behaviour</p> <p>CLO2 Students will be able to create a detailed marketing plan and implementation schedule for a company, or critically evaluate existing marketing strategies and tactics.</p> <p>CLO3 Students can communicate effectively among team members to develop a team-prepared written project and (b) they can make a persuasive, effective presentation of their project.</p> <p>CLO4 Recall the strategies used within each of the marketing mixes</p> <p>CLO5 List best practices for responsible marketing and how to manage marketing efforts</p>	
<p>Pedagogy: This course uses multiple pedagogies like case study discussions, interactive lecture, presentations, review of research article, in class group exercises and activities.</p>	
<p>Syllabus</p> <p>UNIT I INTRODUCTION TO MARKETING FUNDAMENTALS 10 Hours</p> <p>Meaning Definition marketing, scope of marketing, core marketing concepts, Company Orientation toward the Marketplace; Developing Marketing Strategies and Plans, Marketing and Customer Value, Corporate and Division Strategic Planning, Business Unit Strategic Planning, Ansoff's Matrix, BCG Matrix, Marketing Plan Criteria; Capturing market insight.</p> <p>UNIT II CONNECTING WITH CUSTOMERS 09 Hours</p> <p>Model Consumer Behavior, characteristics Affecting consumer Behavior, Types of Buying Decision Behavior, The Buyer Decision Process, The Buyer Decision Process for New Products; Business Buyer Behavior, The Business Buyer Decision Process, Institutional and Government Market. segmentation, targeting and positioning for competitive advantage and Brand Equity.</p> <p>UNIT III PRODUCT DECISION 08 Hours</p> <p>Product Levels, Product Characteristics and Classifications, New product development stages, categories of new product, reasons for launching new products and its failure. Product life cycle</p>	

strategies and its extension, meaning of services, unique characteristics of services, 7Ps of service marketing, Service delivery process, service encounters and Moments of Truth.

UNIT IV PRICING

08 Hours

Types of pricing, consideration and approaches, Pricing strategies: additional consideration, New product pricing strategies, Product mix pricing strategies, Price adjustment strategies, Price changes, Public policy and pricing.

UNIT V DISTRIBUTION CHANNELS

08 HOURS

Marketing channels, structure, types and criteria of selecting a channel, wholesaling, retailing, and physical distribution.

UNIT VI PROMOTION

09 HOURS

An overview. Advertising, sales promotion, personal selling and sales management. Public and customer relations, direct and online marketing, multilevel marketing-the new marketing model.

UNIT VII RESPONSIBLE MARKETING

08 Hours

Sustainable Marketing, Social Criticisms of Marketing, Marketing's Impact on Individual, Consumers Marketing's Impact on Society as a Whole Marketing's Impact on Other Businesses Consumer Actions to Promote Sustainable Marketing Business Actions Toward Sustainable Marketing, Principles and Marketing Ethics.

Core Text:

1. Kotler.P, &Keller.K.L. (2016). *Marketing Management*, 17th edition, Pearson.

Reference Books:

1. Marshall & Johnston, *Marketing Management*, McGraw Hill
2. Kotler & Armstrong, 15th ed., *Principles of Marketing Management*, Pearson publication
3. Chernev & Kotler, 5th ed., *Strategic Marketing Management*, Brightstar Media
4. Stanton, Etzel, Walker, *Fundamentals of Marketing*, Tata-McGraw Hill, New Delhi.
5. Saxena, Rajan, *Marketing Management*, Tata-McGraw Hill, New Delhi.
6. McCarthy, E.J., (2016). *Basic Marketing: A managerial approach*. Irwin, New York.

Overview of Information System Development Methods, SDLC - Requirement Analysis, System Design, Systems Development, Software Testing, Implementation & Evaluation. Agile software development, Business Continuity Plan and Disaster Recovery.

Unit V – STRATEGIC INFORMATION SYSTEMS & FINANCIAL TECHNOLOGY 8 Hours

Level of Knowledge: Application

Cloud Computing, Grid Computing, Knowledge Management Systems, Pervasive Computing, Financial Technology & Block chain Technology, Robotic Process Automation.

Unit VI – FUNCTIONAL INFORMATION SYSTEMS 8 Hours

Level of Knowledge: Conceptual

Enterprise resource planning (ERP), Modules under ERP - Marketing, Material Management, Finance, Accounts, HRM and Production management. Security threats to BIS and remedial measures, Business Process Reengineering.

Unit VII – E- COMMERCE and IT ACT 8 Hours

Level of Knowledge: Conceptual

E - Commerce activities – marketing, purchasing, payments, publishing and governance, e-commerce architecture, Business models- B2b & B2C, Challenges, Information Technology Act

Essential Reading

1. Joshi, G. (2013). 1st Edition, Management Information Systems. Oxford University Press

Recommended Reading

1. Kenneth C. Laudon and Jane Price Laudon, (2016). Management Information Systems – Managing the digital firm, PHI Learning. Pearson Education, PHI, Asia
2. James A O'Brien and George M Marakas, (2017), 10th edition. Management Information Systems, Tata McGraw Hill Publishers
3. Justice Yatindra Singh, (2012), 4th edition. Cyber Laws, Universal Law Publishing Co, New Delhi.
4. Rekha Chandulal, (2015), 1st edition, Ecommerce Unmasked: Hidden Secrets to fight Online Battles.
5. Effy Oz, (2008), 6th edition. Management Information Systems, Course Technology Publishers

Course Name: Indian Financial System	Course Code: BBA335
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: This course is to make students familiarize with various components of Indian financial system. This course will also enable the students to understand the mechanisms in exchange funds among various players in the financial system. This course will also enlighten the students about the independent regulators in the sectors of insurance, banking, capital markets and various services sectors. Since, financial instruments play a major role in business transactions students will be exposed to various financial instruments. Further the students will learn about the importance of international financial markets.</p>	
<p>Course Learning Outcomes: On completion of this course student should be able to:</p> <p>CLO1 Understand the components of Indian Financial System.</p> <p>CLO2 Demonstrate the role of regulatory authorities in financial system.</p> <p>CLO3 Evaluate the impact of money market and capital market operations.</p> <p>CLO4 Assess the functions of various financial institutions and financial services</p> <p>CLO5 Examine the importance of International Financial markets.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, discussions & presentations, HBR case and article analysis, Guest sessions by expert and a field visit in the form of experiential learning.</p>	
<p>Unit I: Introduction (4 Hrs) Meaning – Structure - Functions - Components of financial system - Financial system and economic development - Reforms in Financial Sector in India.</p> <p>Unit II: Capital Market (10 Hrs) Meaning – Classification - Functions – Types - Primary market - Secondary market -functioning of various stock exchanges - NSE, BSE, OTCEI - Financial instruments in capital market - Long term loans market - Derivatives Market - Government Securities market - Capital market scams – SEBI - Reforms in capital markets.</p> <p>Unit III: Money Market (10 Hrs) Meaning – Significance - Structure-Features of money market - Money market instruments - Reforms in money market – Monetary policy - Credit Policy</p> <p>Unit IV Regulators of financial system (10 Hrs) Meaning – Functions - Banking institutions - Scheduled commercial banks and scheduled cooperative banks - Non Banking Institutions – Regional Rural Banks - NBFCs and Development Finance institutions - Insurance and Housing Finance Companies – IRDA. RBI Functions - Banking regulation and requirement - licensing and supervision, capital reserve, corporate governance, financial reporting and disclosures, Capital adequacy-Banking ombudsman scheme - Basel norms</p> <p>Unit V: Banking compliance (10 Hrs) Anti-money laundering: Prevention of money laundering act (PMLA) - Customer due diligence - Know your customer norms - International sanctioning-Financial Intelligence unit - fraud detection and management in banks - International banking scenario-Documentary letter of credit - Correspondent banking and NRI accounts - bad banks</p>	

Unit VI: Financial instruments and Financial Services**(8 Hrs)****Financial Instruments:**

Shares - Mutual Funds – Debentures - Bonds - Money market instruments (Self learning) - Derivatives - Hedging instruments and others.

Financial services:

Fund based services – Leasing – Hire Purchase – Consumer Credit – Bill Discounting – Factoring and Insurance.

Fee based services – Issue Management, Merchant Banking, Credit rating, Debt Restructuring and Stock Broking.

Unit VII: International Financial Markets**(8 Hrs)**

Forex market rate determination Nature, Organization and Participants- Offshore Financing Instruments- Foreign Exchange market – Foreign Direct Investment and Foreign Institutional Investment.

Essential references:

Pathak, B. (2014). *Indian Financial System* . New Delhi: Pearson education

References:

1. Desai, V. (2010). *Indian Financial System*. Mumbai: Himalaya publishers.
2. Gordon, N. (2014). *Indian Financial System*. Mumbai: Himalaya publishers.
3. Khan, M.Y. (2009). *Indian Financial System* . New Delhi: McGraw-Hill.
4. Sharma, G. (2014). *Indian Financial System*. Ludhiana: Kalyani publishers.
5. Singh, P. (2010). *Dynamics of Indian Financial System: Markets, Institutions and Services*, ANE Books

Course Name: Working with Spreadsheet 1	Course Code: BBA311
Total number of hours: 30 Hrs	Grade
Course Description: In this course you will learn the basic functions of excel through guided demonstration. Each week you will build on your excel skills and be provided an opportunity to practice what you've learned. Finally, you will have a chance to put your knowledge to work in a mini project. Please note, the content in this course was developed using a Windows version of Excel 2013.	
Course Learning Outcomes:	
<ol style="list-style-type: none"> 1. Students are able to demonstrate simple arithmetic calculations directly in a cell as well as by referring to another cell. 2. Students are able to compare and contrast between formulas and functions in Excel. 3. Students are able to examine and interpret data using the database functions of Excel. 4. Students are able to model the chart function of Excel to represent numeric data in multiple formats. 	
Pedagogy: This course uses multiple pedagogies like in class activities, interactive lecture, students' discussions & presentations, HBR case and article analysis.	
<p>Unit I: Introduction to Spread Sheet 6hrs Level of Knowledge: Application</p> <p>Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Excel Help System, Opening and Closing Workbooks, Understanding Workbook File Formats, Creating New Workbooks, Selecting Cells, Auto Sum and Auto Fill Function, Cell Referencing and Request, Formatting Cells, Formatting Numbers, Placing Cell Alignment, Cell, Rows and Columns, Understanding Worksheets</p>	
<p>Unit II: : Basic functions 6hrs Level of Knowledge: Application</p> <p>Editing, Copying and Moving Cells, Page Layouts in Excel, Proofing Workbook, Basic Options, Ribbons and Toolbar, AutoFilter, Advanced Filters, Managing Windows, Multiple Windows, Splitting Windows, Freezing Panes, Linking Data, Basics' Assessment</p>	
<p>Unit III: Excel Intermediate 6hrs Level of Knowledge: Application</p> <p>Introduction to Excel Spreadsheet Intermediate Level, Defining Names in Excel, Sorting Data, Using Excel Tables, Filtering Data in Excel, Find and Replace, Headers and Footers, Adding Comment, Conditional Formatting</p>	
<p>Unit IV: Charts 6hrs Level of Knowledge: Application</p> <p>Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts</p>	
<p>Unit V: Advance Functions 4hrs Level of Knowledge: Application</p>	

Functions within Excel, Understanding Date Function, Super Power, Array Formulae, Advanced Range Names, What If?, Information Functions, Logical Functions

Unit VI: Assessment

2hrs

Level of Knowledge: Analytical

Exam will be conducted MCQ

REFERENCES:

1. https://www.tutorialspoint.com/advanced_excel/index.htm
2. <https://www.reed.co.uk/courses/microsoft-excel-3-course-bundle--basic-intermediate-advanced-courses-only-24/67735>

Course Name: Innovation and Creativity in Business	Course Code: BBA361
Total number of hours: 45 Hrs	Credits: 3
Course Description:	
<p>Actual business context requires a degree of adaptation to change which requires the acquisition of new skills and abilities to seize opportunities and improve productivity and economic performance. This course deals with the study of innovation and creativity. Students are expected to understand and identify strategies to promote ideas on innovative /creative products or services and necessary actions to implement them successfully.</p>	
Course Learning Outcomes:	
<p>On having completed this course student should be able to:</p> <p>CLO1: Analyse creativity, barriers to creativity</p> <p>CLO 2:To understand how creativity leads to innovation.</p> <p>CLO 3:Develop and implement strategies to enhance personal creativity and transform it to innovation.</p> <p>CLO 4:Incorporate adequate tools for formulation of a business model and a business plan.</p> <p>CLO 5:Apply leadership skills to promote innovation and creativity in an organisation</p>	
Pedagogy:	
<p>This course uses multiple pedagogies like interactive lecture,students' discussions &presentations, casestudies and article analysis, andexperiential learning through building new innovative and creative businesses.</p>	
UNIT-1	
Introduction to the process of innovation:	9 Hrs
<p>Incremental and Radical Innovation, Factors that favours incremental innovation, Innovation in processes, Service innovations.The concept of S-curve:Three lessons, Where do you stand on the S-curve, Limits to these lessons.</p>	
UNIT-2	9 Hrs
Idea generation:	
<p>New Knowledge, Tapping the ideas of customers, Learning from the lead users, Empathetic design, Invention factories and Skunkworks, Open market innovation, The role of mental preparation, How management can encourage idea generation, Two idea generating techniques.</p>	
UNIT-3	9 Hrs
Recognizing opportunities and Moving innovation to market:	

A method for opportunity recognition, Rough -cut business evaluation. The idea funnel, Stage-gate systems, A caution on funnels and stage-gate systems, Financial issues, Extending innovation through platforms.

UNIT-4

9 Hrs

Creativity and creative groups:

Myths about creativity, three components of individual creativity, Characteristics of creative groups, Handling conflicts in groups, Time pressure and creativity. Enhancing creativity: enriching the organization and workplace, Organisational enrichment, Enriching the physical workplace.

UNIT-5

9 Hrs

Role of Leaders in promoting innovation: Develop an innovation -friendly culture, establish strategic direction, be involved with innovation, be open but skeptical, Improve the idea-to-commercialisation process, apply portfolio thinking, put people with the right stuff in charge, create an ambidextrous organisation.

Essential reading:

1. Richard Luecke (2003). *Guide to Managing Creativity and Innovation*, Harvard Business Press.

Books for Reference:

2. P. Rizwan Ahmed (2015). *Creative & Innovation Management*, Margham Publications.
3. R. Keith Sawyer (2014). *Explaining Creativity: The Science of Human Innovation*, Oxford University Press

Course Name: Event Management	Course Code: BBA362
Total number of hours: 45 Hrs	Credits: 3
<p>Course Description: Event Management is a glamorous and exiting profession which demands a lot of hard work with team coordination and foresight. As the name suggests, it means conceptualizing, planning, organizing and finally executing the event. This industry is relatively new in India, but holds a lot of promise for expansion. It offers enormous scope for ambitious young people. This course is designed to provide an introduction to the Principles of Event management. The student will learn how to formulate event tourism strategies for destinations. The planning and implementation of festivals, entertainment events, corporate events, cultural events and sports events will be focused upon.</p>	
<p>Course Objectives: The main objectives of this course are to:</p> <ul style="list-style-type: none"> • Give an understanding of the concept and significance of event management. • Create awareness about the type of events. • Identify the different marketing techniques and revenue generation methods for events. • Aid the students to plan and organize events in campus or take it up as a career. 	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Identify the Importance of Event Management. CLO2 Classify the types of events. CLO3 Describe the difference between sponsorship and donations. CLO4 Explain the steps necessary to plan and create successful events.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions, case studies, videos and PPTs.</p>	
<p>Syllabus</p>	
UNIT 1	10 Hours
<p>Introduction to Event Management – Type of Event, Event Team, Why Event Management, Requirement of Event Management, Analyzing the event, scope of the event, Decision makers, Establishing Policies and Procedures, career in event management.</p>	
UNIT II	10 Hours
<p>Event Planning and Team Management – Locating People, Clarifying Roles, Developing content Guidelines, Participant Tips, Reference Checks, Requirement Forms, Introduction, Fees & Honorariums, Expense Reimbursement, Travel Arrangements, Worksheets Preparing a planning schedule, Role and functions of an event manager. Organizing Tasks, Assigning Responsibility, Overall Planning Tips, Protocols, Dress Codes, Staging, staffing.</p>	
UNIT III	10 Hours
<p>Event Marketing and Advertising – Nature and Process of Marketing. Seeking Sponsorship, Types of sponsorship, Event Sponsorship, Event Organizer, Event Partners, Event Associates, Image branding, Advertising and PR, Meetings and Group Development, Special Events, wedding, meetings, sports, rallies, Tools of Promotion, Tips on writing a New Release, Direct Marketing, Word of Mouth, The Promotion Schedule, Planning a Promotion Campaign for an Event, EMBOK. Image branding, Advertising and PR, Meetings and Group Development, Special Events Types, wedding,</p>	

meetings, sports, rallies, Event Sponsorship Understand Sponsorship, Understand , Event Organizer, Event Partners, Event Associates.

UNIT IV

10 Hours

Event Production and Logistics – Staffing and vendors, logistics and staging, breaking Down the event, Outsourcing strategies, Concept, theme, Fabrication, light & sound, handling vendors, Logistic policy, procedures, performance standards, event evaluation. Budget – cost of event, Profit and loss statement, balance sheet, panic Payments, Financial control system.

UNIT V

5 Hours

Event Safety and Security – Security, occupational safety, Major risk and emergency planning, Incident Reporting, emergency procedures, Health and safety issues, insurance, licenses and permissions.

Core Text:

1. Mohan.S. (2011). *Event Management & Public Relations*. New Delhi: Enkay Publishing House.

Reference Books:

2. Allen, J. (2003). *Event Planning Ethics and Etiquette*. Canada: John Wiley & Sons.
3. Allison.S. (2012). *The Event Marketing Handbook*. Kaplan Business.
4. Kimball, C. (2015). *Start Your Own Event Planning Business*. Entrepreneur Press.
5. S.K, Goyal. (2013). *Event Management*. New Delhi: Adhyayan Publishers.
6. Singh.G, K. &. (2012). *Event Management: A Blooming Industry and an Eventful Career*. New Delhi: Haranand Publications.

Course Name: Cross Cultural Management	Course Code: BBA 363
Total number of hours: 45 Hrs	Credits: 3
Course Description: The course will make student understand the importance of managing cultural diversity in a globalized world. They will learn about the factors that influences a country's culture and communication process. The course will help them to develop cultural sensitivity and improve their cultural awareness.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 To understand the concepts of cross cultures. CLO2 To identify the difference and similarity in cultural context of different countries. CLO3 To develop cultural awareness and sensitivity about other cultures.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions & presentations, HBR case and article analysis, role plays and movie reviews the form of experiential learning.	
Unit 1: Challenging roles of Global Manager	9 hrs
Challenges of Globalization, Role of Global Manager- organizational context, culture and managerial roles- Evaluating cross cultural management studies	
Unit 2: Understanding Role of Culture	9 hrs
Features of Culture, Key cultural terminology, Cultural Differences, Culture and Social Group.	
Unit 3 Comparing Culture	9 hrs
Kluckhohn & Strodtbeck Framework, Hofstede Study, The GLOBE study, Trompenaar's Dimensions, Cultural Distance.	
Unit 4: Communicating Across Culture	9 hrs
Cultural factors in communication, Variables in communication process, International Body Language, Guidelines for English and foreign languages. The internet and intercultural Communication.	
Unit 5: Regional Cultural Specifics	9 hrs
Understanding the characteristics and Cultural guidelines for: North American Work Culture – Pan American perspective, United States of America; Middle-East Work Culture- Middle East overview, Cultural Aspect of Arab, Egypt, Saudi Arabia.; Asian Work Culture- Cultural aspect of China, India, Japan, Pakistan, South Korea; European Work Culture- European Diversity and synergy, Western Europe, France, Italy.	
Essential Reading:	
<ul style="list-style-type: none"> • Thomas, D. C. 1. (2018). <i>Cross-cultural management: Essential concepts</i> (Fourth edition.). London: Sage. 	
Recommended Reading:	
<ul style="list-style-type: none"> • Abramson, N. R., & Harris, P. R. 1. (2018). <i>Managing cultural differences</i> (Tenth Edition.). New York: Routledge. • Ting-Toomey, S. (2019). <i>Communicating across cultures</i> (Second edition.). New York: The Guilford Press. 	

- Ghemawat, P. (2018). *Redefining global strategy: Crossing borders in a world where differences still matter*. Boston: Harvard business review press.

Course Name: Business Environment	Course Code: BBA364
Total number of hours: 45 Hrs.	Credits: 3
<p>Course Description: This course provides an overview of the contemporary business scenario in India composed of Political, Economic, Socio-Cultural, Technological and Legal Environments. Students will have an exposure to prevalent businesses operating as part of diverse industries under Indian settings in a globalized economy.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 To explore the dynamic nature of business in an intensely competitive environment. CLO2 To examine the two-way impact of Business on Environment and Environment on Business. CLO3 To evaluate the multidimensional settings within which businesses operate. CLO4 To analyze the market forces and their influence on business. CLO5 To build conducive Internal business environment for the firm to operate.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, HBR case and article analysis, and a field visit in the form of experiential learning.</p>	
Unit I- Introduction to Business Environment:	10 Hrs.
<p>Concept of Business, Characteristics of Business; Goals of Business; Introduction to Business History; Evolution of Businesses as Family Business in India; Components of Business Environment – Internal, External, Micro and Macro Elements; SWOT Analysis ; Michael Porter’s Five Forces Model of Industry Analysis. Impact of global political, economic and technological developments on Businesses in India.</p>	
Unit II – Political & Legal Environment	10Hrs
<p>The changing role and approach of Government in Business during Pre-Independence period and Post-Independence period; Important Political Systems; Key Political Institutions in India; Expectations of Business from Government and Expectations of Government from Business; Interface between Law and Business. Milestone of key legislations impacting businesses in India. Key regulatory bodies in India regulating businesses.</p>	
Unit III– Economic Environment	10Hrs
<p>Kinds of Economic Systems and their Impact on Economic Development, Classification of countries based on Economic Development; Role of international economic institutions and economic development in India; Economic and industrial development during Planning period; Economic Policies and economic developments in India; Economic Reforms and their impact on core sectors of the economy; Development of Public sector, Private sector in India; Changing economic scenario and impact of globalization on India; Natural Resources and Economic Environment; Transition of India as agrarian economy to industrial economy. Changing patterns of Indian economy on a global economy.</p>	
Unit IV– Socio-Cultural & Demographic Environment	8Hrs
<p>Meaning and importance of Socio-cultural factors affecting business; Impact of Business on Society and Society on Business, in Indian and global context; Impact of business on culture and impact of culture on Business Key; Demographic factors that influence businesses. Changing composition of demography and Indian Business; Well-accepted socio-cultural norms for business in India and abroad.</p>	
Unit V–Technological Environment:	7Hrs

Importance of technological developments on economic development in India; Major technological breakthroughs in globally and in India. Technology driven businesses in India; Cost -Benefit analysis of technological developments.in India;

Essential Reading:

1. Cherunilam, F. (2017). *Business Environment - Text and Cases*. New Delhi: Himalaya Publishing House.

Recommended Reading:

2. K.Ashwatappa. (2016). *Essentials of Business Enviroment*. New Delhi: Himalaya Publishing House.
3. Alam, F. A. (2017). *Business Environment: Indian and Global Perspective*. New Delhi: PHI Learning Pvt., Ltd.,.
4. BIBLIOGRAPHY \ 16393 Paul, J. (2010). *Business Environment: Text & Cases*. New Delhi: Tata McGraw Hill Education Private Limited.
5. Saleem, S. (2015). *Business Environment*. New Delhi: Pearson Education

Course Name: Cost and Management Accounting	Course Code: BBA431
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: This as a basic course on Cost and Management Accounting covers the fundamental concepts and various aspects in and of cost as well as management accounting. This course discusses how to prepare cost sheet, costing for materials, labour cost and overheads. This course also talks about financial statement analysis using various tools like comparative and common size Income Statements and Balance Sheet, Trend Analysis, Ratio Analysis, Cash Flow Statement, Budgets and Budgetary Control. It also throws some light on Management Reporting in general. And thus this course as a part of Business administration programme provides fundamental knowledge and basic understanding on various methods, tools and techniques of cost and management accounting helpful for financial decision making required for a budding professional in the domain of accounting and finance.</p>	
<p>Course Objectives:</p> <ul style="list-style-type: none"> • To familiarize the learners with the basic concepts and processes used to determine product costs. • To make known the students in ascertaining Material, Labour and Overhead cost • To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statemet, etc., for analysing the financial statements • To provide with the basic understanding of budgetary control • To develop the knowledge of the learners on how to read and prepare a management report 	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Interpret the relevant theories of cost and management accounting and can prepare cost sheet and quotations.</p> <p>CLO2 Ascertain Material and Labor cost</p> <p>CLO3 Ascertain, allot and apportion the overheads.</p> <p>CLO4 Assess and interpret the financial statements for managerial decision making.</p> <p>CLO5 Examine and understand management reports.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, problem solving</p>	
<p>Unit-I</p> <p>Introduction to Cost and management accounting 8 Hours</p> <p>Definitions, features, objectives, functions, scope, advantages and limitations. Relationship and differences between Cost accounting ,Management accounting and Financial accounting.</p> <p>Cost Concepts-Cost classification – Elements of cost - Preparation of cost sheet and quotation.</p>	
<p>Unit-II 10 Hours</p> <p>Material, Labor and Overheads</p> <p>Material Cost: direct and indirect material cost, Inventory control techniques-stock levels, EOQ, ABC analysis. Issue of materials to production- pricing methods-FIFO, LIFO and Average methods.</p>	

Labor cost: direct and indirect labour cost-methods of payment of wages including incentive plans - Halsey and Rowan plans, Tailors Piece Rate method.

Overheads: features, classification, methods of allocation and apportionment of overheads, primary and secondary distributions (Repeated & step ladder method only).

UNIT III: Marginal Costing **8 Hours**

Level of Knowledge: Analytical

Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between Marginal costing and Absorption costing - Break Even Analysis-Meaning and Importance - Break even chart-P/V ratio - Cost Volume Profit Analysis- Margin of Safety-Angle of Incidence- Problems in Marginal costing.

UNIT-IV Budgetary control **7 Hours**

Budgets - Meaning and importance - Budgetary Control-Meaning and Importance-Types of Budgets, practical problems - Flexible Budget and cash Budget,

UNIT-V: Financial Statement Analysis **10 Hours**

Level of Knowledge: Analytical

Comparative Income Statements and Balance Sheets- Common size Income Statements and Balance Sheet analysis- Trend Analysis. Ratio Analysis – Introduction, Classification & Interpretation of Ratios.

UNIT-VI: Cash flow statement **13 Hours**

Introduction- Concept of Cash- Sources of cash flow Cash from operation- cash from Financing and cash from investment- Inflow and outflow of cash- Preparation of cash flow statements with adjustments

UNIT VII: Management Reports **4 Hours**

Level of Knowledge: Conceptual

Management Reporting – Meaning and Definitions of reports- Objectives and purpose-Reports to top level management – Reports to lower level management- Sample Reports

Essential Reading:

Arora,M.N (2019).*Cost and Management Accounting*, New Delhi: Himalaya Publishing House.

Recommended Reading:

1. Jain, S.P., & Narang, K.L. (2018). *Cost Accounting*. New Delhi: Kalyani Publishers.
2. Kishor, R.M. (2013). *Cost and Management Accounting*. New Delhi: Taxman Allied Services.
3. Pillai, R.N.S. (2013). *Cost Accounting*. New Delhi: Sultan Chand.
4. Arora,M.N (2018). *Management Accounting*, New Delhi: Himalaya Publishing House
5. Lal, J. (2013). *Cost Accounting*. New Delhi: Tata Mcgraw Hill Education

Course Name: ENTREPRENEURSHIP DEVELOPMENT	Course Code: BBH432
Total number of hours: 60 Hrs	Credits: 4
Course Description: The course intends to aid students to break the habit of working on others ideas, concepts and techniques. Students will experience the process of identifying problems, generating ideas, analyzing and evaluating alternative solutions, and devising workable action plans. This course attempts to present various aspects of entrepreneurship in its theoretical and practical dimensions to develop entrepreneurial mindset.	
Course Objectives:	
<ul style="list-style-type: none"> • To gain an introduction to the concepts and theories related to entrepreneurship practice • To give exposure to creativity tools and techniques • To get familiarized with the family business ecosystem and its contribution to economic devel • To provide information and knowledge about the various sources of Funds, support, incent subsidies available from government and other sources for Startups • To gain insights on developing a business Plan 	
Course Learning Outcomes: On having completed this course student should be able to:	
<ul style="list-style-type: none"> • CLO1 Inculcate the spirit of entrepreneurship in students • CLO2 Ability to recognize a business opportunity • CLO3 Demonstrate an understanding of how to launch a venture. 	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article, a field visit, and form of experiential learning.	
Syllabus	
UNIT I – Entrepreneurial Journey	
Biographical sketches of entrepreneurs, Interview with entrepreneurs.	8hours
UNIT II–Introduction to Entrepreneurship	
	8hours
The concept of Entrepreneurship, Entrepreneurship-theories, Entrepreneurial competencies, Challenges faced by Entrepreneurs, types of Entrepreneurs. Differences between Manager and Entrepreneur, The role of Entrepreneurship in economic development, Intrapreneurship.	
UNIT III - Creativity and Innovation	
	10 hours
Creativity, The creative process, Ideation: sources for Business ideas, Creative Problem Solving: Brainstorming, Heuristics, Synectics, Creative exercises, Innovation vs. Invention, The S curve of innovation, New Product Development.	
UNIT IV - Establishing an Enterprise	
	8 hours
Project identification, Project formulation, Feasibility analysis - Market Feasibility, Technical Feasibility, Financial feasibility and Economic feasibility. Registration process and approvals.	
UNIT V - Institutional Support To Entrepreneurs	
	8 hours
Entrepreneurship development in India, Need for institutional support, Government schemes and Initiatives, Sources of funds: Private capital, Private equity and venture capital, Going public.	
UNIT VI - Introduction To Family Business	
	8 hours
History of family business in India, Types, Relevance to Indian economy, Structure/ownership patterns, Governance, Pitfalls , strategies to improve family business in an era of globalization.	

UNIT VII – Business Plan**10 hours**

Meaning and importance. Essentials of a business plan. Drafting a business plan.

Core Text:

Hisrich, Robert D, Manimala, J. Mathew, Peters, Michael P. and Shepherd, Dean A, (2015). Entrepreneurship. New Delhi: Tata-McGraw-Hill.

Desai, V. (2014). The Dynamics of Entrepreneurial Development and Management (6ed.) Himalaya Publishing House.

Reference Books:

- David, H. (2013). Entrepreneurial Development (5ed.), Prentice Hall
- Gupta, C.B., & Srinivasan, N.D. (2012) Entrepreneurship Development, New Delhi: Sultan Chand & Sons.

Course Name: Research Methodology	Course Code: BBA433
Total number of hours: 60 Hrs	Credits: 4
Course Description: Students will be provided with basic concepts of research and its process. Course focuses on inculcating research culture among students through hands on learning experience. This course will equip the students with required skill sets for identification, analysis and interpretation of business problems. This process will helps in informed business decision making.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Demonstrate ability to understand different research terminologies. CLO2 Identify research problems and questions CLO3 Develop methodology for research problems. CLO4 Analyze data required for business decision-making. CLO5 Construct suggestions based on the findings from the research.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, article analysis ,students' discussions & presentations and field visit in the form of experiential learning,	
Unit I – INTRODUCTION TO BUSINESS RESEARCH	6 Hrs
Level of Knowledge: Basic / Conceptual Meaning, Objectives, purpose, types, scope and significance of research in business and industry. Criteria for Good research, Ethics in research.	
Unit II –RESEARCH PROCESS	8 Hrs
Level of Knowledge: Basic / Conceptual Research Process - Steps in research, identification and formulation of research problem, extensive literature review, Research gap, statement of the problem, need for the study, Variables- meaning and types. Theoretical framework, research questions. Deductive and inductive logic	
Unit III –TESTING OF HYPOTHESES	6 Hrs
Level of Knowledge: Basic / Conceptual / Analytical Hypothesis – Meaning, Purpose, Sources, characteristics of hypotheses, types of hypothesis, procedure for hypothesis testing,	
Unit IV - MEASUREMENT SCALES & SAMPLING TECHNIQUE	10 Hrs
Level of Knowledge: Basic / Conceptual / Analytical Sample design, steps in sampling process, sampling methods – probability Sampling and non-probability sampling, sampling error, Criteria for good sample, determining sample size(infinite and finite). Measurement – Types of Scales, Scaling techniques,	
Unit V – DATA COLLECTION	10 Hrs
Level of Knowledge: Basic / Conceptual / Analytical Data sources - primary and secondary data, Data Collection methods- Survey, observation, Interview, focus group technique. Data collection instruments, construction of Questionnaire, schedule, characteristics of good instrument, and errors in measurement, Reliability and validity of research instruments.	
Unit VI – DATA ANALYSIS	12 Hrs
Level of Knowledge: Basic / Conceptual / Analytical Data processing – Editing, coding, tabulation, normality and stationary test, pictorial and graphical presentation of Data, Parametric and non-parametric hypothesis testing, hypothesis testing using statistical tools such as descriptive, Chi–square, t- test, ANOVA, Correlation and Regression.	

Unit VII– REPORT WRITING AND PRESENTATION OF RESULTS**8 Hrs****Level of Knowledge:** Basic / Conceptual / Analytical

Classification and tabulation, Research presentation, Types of report - Research proposal, research report. Format of a report- Layout, Precautions. Citation and referencing (APA 6th editions)

Essential Reading

1. Bajpal, N. (2017). *Business research methods* . New Delhi: Pearson.

Recommended Reading

2. Bryman, Alan and Bell, Emma (2011), *Business Research Methods*, 3/e, Oxford University Press
3. Chawla, D., &Sondhi, N. (2011). *Research Methodology: Concepts and cases*. New Delhi: Vikas Publishing House
4. Gupta, S. L and Gupta, Hitesh (2012), *Business Research Methods*, McGraw Hill Education (India) Private Limited, New Delhi
5. Krishnaswamy, K.N., Sivakumar, A.I., Mathirajan, M (2007), *Management Research Methodology*, Pearson, New Delhi
6. Kothari, C. R. (2009). *Research Methodology Methods & Techniques* (2 ed.). New Delhi: VishwaPrakashan.
7. Krishnaswami, O., &Ranganatham, M. (2013). *Methodology of Research in Social Sciences*. Mumbai: Himalaya Publishing House.
8. Majhi, P. R., &Khatua, P. K. (2013). *Research Methodology (Concepts, Methods, Techniques and SPSS)*. Mumbai: Himalaya Publishing House.
9. Srivastava. T. N and RegoShailaja (2012), *Business Research Methodology*, Tata McGraw Hill Education Private Limited, New Delhi

Course Name: Introduction to Business Analytics	Course Code: BBA434
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: Business Analytics is the process of converting data into insights. It is “the extensive use of data, statistical and quantitative analysis, explanatory and predictive models, and fact-based management to drive decisions and actions.” With the increase in the availability of data, Analytics has now become a major differentiator in both the top line and the bottom line of any organization. It is hence not surprising that research has shown that data-driven companies perform 5%-6% better per annum. As data analytics skills are essential for all managers today, even those who are not looking to become hard core data analysts will benefit from this course. This course is a must for professionals looking to learn data analytics, as well as students who are looking to pursue data science as a career.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CL01 Understand and articulate a business problem and convert it into a viable Analytics question</p> <p>CLO2 Apply Data visualization for exploratory analysis and communicate effectively to diverse audience</p> <p>CLO3 Evaluate various analytical approaches and select the most appropriate for the given problem</p> <p>CL04 Apply knowledge and develop solutions across a range of functional areas like Marketing Finance, HR and Operations.</p>	
<p>Pedagogy: In general, the teaching approach of this course is based on the notion of sustained, deep learning by applying knowledge through programming, hands-on practices, project and assignments.</p>	
UNIT 1: INTRODUCTION TO ANALYTICS	10 Hrs
<p>Data – Information – Intelligence – Knowledge Approach, Types of Analytics, Types of Digital Data, Source of Data, Importance of Data Quality, Looking Data from many perspective, evolution of Business Analytics and Role of DSS, EIS and Digital Dashboards, Business Analytics Tools and Software, Role of Business Analyst in Business & Society, Business Analytics Process, Business Analytics Architecture & Framework.</p>	
UNIT II: DATA WAREHOUSE & DATA MINING	10 Hrs
<p>Introduction to OLTP and OLAP, Data Mart, Data Lake, Data Warehouse Architecture & Data Warehouse Design, Extract Transform Load (ETL), Data Mining Concepts, Architectural aspects of Data Mining, Data Mining Techniques - Linear Regression, Logistic Regression, Cluster Analysis, Classification, Association, Decision Tree, Data Mining Issues & Challenges, Big Data, Data Mining & Big Data application in Business.</p>	
UNIT III: APPLICATION OF ANALYTICS	10 Hrs
<p>Analytics in Business Support Functions, Analytics in Industries – Telecom, Retail, Healthcare, Governance, Supply Chain, Marketing, Finance, Retail & Human Resource, Sports Analytics, Social Media Analytics, Social Networking Analytics, Recommendation Systems.</p>	
Unit IV: Business Analytics Tool (TABLEAU - Practical)	5 Hrs
<p>Data Visualization, Data importing (live vs. extract), Connecting to Real Time Database, Continuous and discrete data, Different kinds of plots and their usage (bar chart, line chart, scatter, histogram, dual axis), Heat Map, Filters, Parameters, Functions and calculated field, Row and aggregate calculations, Table calculations</p>	
Unit V: Dashboard (TABLEAU / Power BI - Practical)	5 Hrs
<p>Dashboard and interactive plots, Cross Database Joins & Data Blending, Data interpretation, finding hidden meanings, Effective ways of presentation, Capstone and analytics of real world data</p>	

Unit VI: Business Analytics Tool (R / R Studio Programming - Practical)**15 Hrs**

Introduction to R, Features of R, R – Packages, R-Data Types, R – Variables, R – Operators, R- Decision Making, R – Graphs, R – Function, R – Looping, Correlation, Regression

Unit VII: Case Study / Use Case**5 Hrs**

Case Studies on Credit Risk Analytics – Time Series Analysis, Cross – Sell or Up –Sell & Customer Life Time Value Analytics in Marketing, Prediction of Job Attrition in HR and Talent Analytics

Essential Reading

1. R N Prasad and Seema Acharya (2018), “Fundamentals of Business Analytics”, Second Edition, Wiley India Pvt. Ltd
2. Dinesh Kumar U (2017), "Business Analytics- The Science of Data-Driven Decision Making", Wiley Publication

Recommended Reading

1. James Evans (2016), "Business Analytics" Pearson Publishers, 2nd Edition
2. Jiawei Han and Michelin Kamber (2015), “Data Mining: Concepts and Techniques”, Morgan Kaufmann Publication
3. Kimball, R. and Ross, M (2006), “The Data Warehouse Toolkit: The Complete Guide to Dimensional Modelling”, John Wiley & Sons
4. Kimball, R., and Caserta, J (2004), “The Data Warehouse ETL Toolkit: Practical Techniques for Extracting, Cleaning, Conforming, and Delivering Data”, John Wiley & Sons
5. Turban E, Armson, JE, Liang, TP & Sharda (2007), “Decision support and Business Intelligence Systems”, 8th Edition, John Wiley & Sons
6. Michael J. A. Berry and Gordon S. Linoff (2004), “Data Mining Techniques for marketing, Sales and CRM”, John Wiley & Sons

Course Name: Corporate Law & Governance	Course Code: BBA 435
Total number of hours: 60 Hrs.	Credits: 4
Course Description: This course aims to introduce the students with the legal aspects of establishing and running companies. This also course covers key aspects of Company Law & Corporate Governance in India.	
Course Objectives: This course attempts to equip the students with the legal framework of managing Companies. It further aims to familiarize the students with the emerging issues of Corporate Governance in India.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 To have an overview of legal framework for companies in India. CLO2 To be familiarized with the basic aspects of process of incorporation of companies. CLO3 To be able to explore the issues involved in day to management of companies from legal perspective. CLO4 To evaluate the nature of rights and duties of shareholders and directors of companies. CLO5 To understand the significance of good corporate governance in the context of public companies CLO6. To understand the requirements of regulatory bodies of companies through prompt compliance CLO7. To be evaluate the expectations of stakeholders of companies in India	
Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions and PPTs, research article, a field visit, and form of experiential learning.	
Unit-I Introduction to Company Law: Meaning, Nature, Features of a company; Judicial acceptance of the company as a separate legal entity; Concept of Corporate Veil, Applicability of Companies Act; Definitions and Key Concepts. 10 Hours.	
Unit-II Members and Shareholders: Becoming a member of company; Register of Members; Declaration of Beneficial Interest; Rectification of Register of Members; Rights of Members; Variation of Shareholders' rights; Shareholders Democracy; Shareholder agreement, Subscription Agreements, Veto powers. Distribution of Profits: Declaration and Payment of Dividend; Unpaid Dividend Account; Investor Education and Protection Fund; Right to dividend; rights shares and bonus shares to be held in abeyance. 8 Hours.	
Unit-III Accounts, Audit and Auditors : Financial Statements; National Financial Reporting Authority; Auditors-Appointment, Resignation and Procedure relating to Removal, Qualification and Disqualification; Rights, Duties and Liabilities; Audit and Auditor's Report; Cost Audit; Secretarial Audit; Special Audit; Internal Audit. Transparency and Disclosures: Board's Report; Annual Return; Annual Report; Website disclosures; Policies. 5 Hours	
Unit-IV Company Meetings : General Meetings and Meetings of Board and its Committees: Frequency, Convening and Proceedings of Board and Committee meetings; Agenda Management; Management Information System; Meeting Management; Resolution by Circulation; Types of Resolutions; Secretarial Standard – 1; Duties of Company Secretaries before, during and after Board/ Committee Meeting. Annual General Meeting; Extraordinary general Meetings; Other General Meetings; Types of Resolutions; Notice, Quorum, Poll, Chairman, Proxy; Meeting and Agenda; Process of conducting meeting; Voting and its types-vote on show of hands, Poll, E-Voting, Postal ballot; Circulation of Members' Resolutions etc.; Signing and Inspection of Minutes; Secretarial Standard – 2; Duties of Company Secretaries before, during and after General Meeting. 10 Hours	

Unit-V Conceptual Framework of Corporate Governance:

Introduction, Need and Scope of Corporate Governance; Evolution of Corporate Governance ;Developments in India ; Developments in Corporate Governance – A Global Perspective ; Elements of Good Corporate Governance. SEBI Guidelines and Listing Agreement. **7 Hours.**

Unit-VI Corporate Governance & Board Effectiveness.

Board Constitution and its Powers; Board composition; Restriction and Powers of Board; Board Committees- Audit Committee, Nomination and Remuneration Committee, Stakeholder relationship Committee and other Committees. DIN requirement for Directors, Types of Directors; Appointment/ Reappointment, Disqualifications, Vacation of Office, Retirement, Resignation and Removal, and Duties of Directors; Rights of Directors; Loans to Directors; Disclosure of Interest. Key Managerial Personnel (KMP's) and their Remuneration: Appointment of Key Managerial Personnel; Managing and Whole-Time Directors, Manager, Chief Executive Officer and Chief Financial Officer; Company Secretary – Appointment, Role and Responsibilities, Company Secretary as a Key Managerial Personnel; Functions of Company Secretary; Officer who is in default; Remuneration of Managerial Personnel. **12 Hours.**

Unit-VII Corporate Governance & stakeholders:

Rights of Shareholders; Challenges in Exercising Shareholders Rights; Corporate Governance issues with regard to Related Party Transactions ; Role of Investor Associations in Securing Shareholders Rights ; Role of Institutional Investors in Corporate Governance. Stakeholders: Investors, Employees, Customers, Lenders ,Vendors, Government & Society. **8 Hours.**

Reference Books:

1. C.R. Datta (2015) : Datta on the Company Law; Lexis Nexis, Butterworths Wadhwa, Nagpur
2. A. Ramaiya (2017) : Guide to the Companies Act; Lexis Nexis, Butterworths Wadhwa, Nagpur
3. K.C. Garg, R.C. Chawla, Vijay Gupta(2018) : Company Law; Kalyani Publishers, 1/1, Rajinder Nagar, Civil Lines, Ludhiana – 141 001.
4. A.K. Majumdar(2015), Dr. G.K. Kapoor, Sanjay Dhamija : Company Law and Practice; Taxmann, 59/32, New Rohtak Road, New Delhi-110 005
- 5.D.K. Jain(2016) : Company Law Ready Reckoner; Bharat Law House Pvt. Ltd.; T1/95, Mangolpuri Industrial Area, Delhi-110083.

Recommended Book:

1. Dr. Avtar Singh (2017) : Company Law; Eastern Book Company, 34, Lalbagh, Lucknow – 226 001

Course Name: Insurance and Risk Management	Course Code: BBA461
Total number of hours: 45 Hrs	Credits: 3
Course Description: This is a generic elective course offered in the fourth semester to students across all specializations. In this course Students better understand & analyse products and processes with an insurance component. This course intends to provide a basic understanding of the insurance mechanism and understanding of risk and methods of handling risk, risk identification and measurement.	
Course Learning Outcomes: Upon completion of the course, the students shall be able to: CLO1: understand the importance and the basic concepts of insurance CLO2: familiarize with basics of life insurance contract and its issuance and settlement CLO3: know various aspects of General Insurance contract and its issuance and settlement CLO4: examine the latest trends, challenges and opportunities in the sector. CLO5: analyse the risk management, identification and measurement procedures in companies.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions & presentations, case and article analysis, video and documentary presentations etc.	
<p>UNIT – 1: Risk management 09 Hrs Risk and Uncertainty -Types of Risk -Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk- Risk Management Process- Risk Management by Individuals and Corporations- Understanding the cost of Risk-Risk Management and Societal Welfare.</p> <p>UNIT-2: Risk identification and measurement 12 Hrs Risk Identification-Business Risk Exposures-Individual Exposures -Exposures of Financial Assets -Exposures of Human Assets -Exposures to Legal Liability - Exposure to Work-Related Injury-Basic concepts form probability and Statistics.Evaluating the Frequency and Severity of Losses - Risk Control -Risk Financing Techniques-Advanced Issues in Risk Management: The Changing Scope of Risk Management- Insurance Market Dynamics-Loss Forecasting</p> <p>UNIT 3: Introduction to Insurance 8 Hrs Meaning, Nature and Scope of Insurance, Classification of Insurance Business- Life Insurance and General Insurance- Reinsurance- Fundamental principles of insurance- Essentials of Insurance Contracts. Indian Insurance Industry- Insurance sector Reforms in India-Regulation of Insurance- IRDA-Insurance ombudsman</p> <p>UNIT- 4: Life insurance 8 Hrs Regulations relating to Life Insurance-General principles of life insurance contract proposals and policy; assignment and nomination; title and claims; -Life Insurance Documents-. Classification - Money Back Policies-Unit Linked Plans. Annuities -Classification of Annuities</p> <p>UNIT – 5: General insurance 8 Hrs General Insurance: Fire Insurance -Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies. Marine Insurance-Types– Marine Insurance Principles Important Clauses in Marine Insurance-Clauses in Marine Policy. Motor Vehicles Insurance-, Types, -Factors to be considered for Premium Fixing- Health Insurance –Medi-claim Policy, Group Medi-claim Policy, Features of Group Health Insurance, Personal Accident Policy</p>	

Essential references:

Gupta P.K., (2016). *Insurance and Risk Management*. Bengaluru, Himalayan Publication.

Recommended references:

1. Dr Neelam C Gulati (2011). *Principles of Risk Management and Insurance*. New Delhi Excel Publishing
2. Dr G Syamala Rao (2011). *Growth and Performance of Insurance Sector with Special Reference to LIC of India*. New Delhi Excel Publishing
3. Panda G.S., (2012). *Principle and practice of insurance*. Bengaluru, Kalyani publishers.
4. Scott E. Harrington, Gregory R Niehaus. (2016). *Risk Management and Insurance*. Tata McGraw Hill Publishing Company Limited, New Delhi.
5. C. Arthur Williams, Jr. Peter Young, Michael Smith. (2015). *Risk Management and Insurance*. Tata McGraw Hill Publishing Company Limited, New Delhi.

Course Name: Supply Chain Management	Course Code: BBA462
Total number of hours: 45 Hrs.	Credits: 3
<p>Course Description: This course is designed to help students learn about the Fundamentals and also the robust approach to decision making in supply chains. State-of-the-art analytical models are combined with intuitive arguments in the classroom to improve the supply chain decisions. Discussions on cross-functional issues broaden the perspective and add to the rigor of the course. Participants graduating from this program are expected to should fit into the roles in supply chain management in areas including strategic sourcing and procurement, logistics and distribution management, retailing, e-commerce, product management, production planning, and other allied areas of supply chain.</p>	
<p>Course Learning Outcomes: Student should be able to: Understand Supply Chain Management concepts, This course also provides an understanding of customer oriented well as Customer Centric Business Management. Students should be able to demonstrate knowledge of the functions of logistics and supply chain Management.</p> <p>CLO1 To understand the basic concepts, process and key elements in Supply Chain.</p> <p>CLO2 To understand and learn the critical elements of Logistics and Supply Chain Management processes</p> <p>CLO3 To explain the role Technology in Supply chain Management.</p> <p>CLO4 To apply the tools and techniques of Supply Chain Management.</p> <p>CLO5 Understand, design, plan, manage and control the best processes of customer centric Supply Chain business models and management, so that value-addition occurs in the most efficient and effective way.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, students’ discussions & presentations, case studies and article analysis.</p>	
<p>Unit 1 – Introduction to SCM (9 hrs)</p> <p>Basic concepts & philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits. Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors, affecting the network design decisions. Designing and Planning, Transportation Networks, role of transportation, modes, design options, tailored transportation.</p> <p>Unit 2 – Logistics (9 hrs)</p> <p>Logistics of part of SCM, logistics costs, logistics sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management. Demand Management and Customer , expected cost of stock outs, Freight transportation- modes and their selection, impact on inventory, Packaging- Primary, Secondary, & Tertiary levels, containers, Warehousing- design, operations heuristics, material handling.</p> <p>Unit 3 – Designing and Managing Channel Partners – Distribution (9 hrs)</p>	

Role of Distribution Channels, Product Life Cycle and Distribution Challenges, Design options, network design in supply chain, Transportation network design, Mode of transportation, Tailored transportation, Managing Customer Relationships, Measuring Channel Performance, and Managing Channel Conflicts.

Unit 4 – Purchasing & Sourcing Management

(9 hrs)

Centralized and decentralized purchasing, functions and purchase policies, Development of Supply Strategies, Purchasing Performance Evaluation, Supplier Price & Cost Analysis, Value Analysis. Just in Time and Kanban system.

Unit 5 – Global SCM

(9 hrs)

Customs, Duties, Tariffs, INCO terms, Rules of origin, Letter of credit etc., International Transportation, landed cost analysis, Trading blocks, Trade Zone, Bonded warehouses, ICD., Currency fluctuations, exchange rate risks, Transfer Pricing, permanent establishment

Essential references:

A Logistic approach to Supply Chain Management – Coyle, Bardi, Longley, 1st Edition, Cengage Learning.

Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, 2nd Edition, TMH, 2008.

Recommended references:

Shah, J. (2016). Supply chain management: Text and Cases (2e). Pearson Education India

Hugos, M H (2007) Essentials of Supply chain Management (3rd ed) New Delhi: Wiley

Coyle J.J., Langley Jr. C.J., Novack R.A. and Gibson B.J. (2013). Managing supply chains-A logistics approach (9thed). Cengage Learning.

Course Name: Global Business	Course Code: BBA463
Total number of hours: 45 Hrs.	Credits: 3
Course Description: This is a general elective course offered in the fourth semester to students. In this course, students learn various aspects of Global Business in terms of concepts, operations, opportunities and challenges.	
Course Learning Outcomes: On having completed this course, student should be able to: CLO1 Understand Globalization and International Business. CLO2 Analyze environmental factors for Global Business. CLO3 Interpret the relevant theories and concepts to various practices of global business. CLO4 Examine the effect of globalization on society.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions & presentations, HBR case and article analysis, and a field visit in the form of experiential learning.	
<p>Unit I: Globalization and International Business (10 Hrs) Study about Globalization, Relationship between Globalization and International Business, need for International business, Nature of international business, the forces driving International Business and Globalization, factors in increased globalization, the criticisms of globalization. Why companies engage in International Business. International Business operating modes. Types of international Organizations- WTO and Regional Economic Integration (European Trade Union, Asian Trade Agreements Like APEC, ASEAN, African Trade Agreements, Western hemisphere trade agreements like NAFTA, CAFTA, MERCOSUR)</p> <p>Unit II: Environmental factors for Global Business (10Hrs) The cultural environment facing business, influence cultural formation and change, problems in communication across culture, guidelines for cultural adjustment. The political and legal environments facing business, political risk, legal issues facing international companies, economic analysis, ethics and the environment.</p> <p>Unit III: Interventionist and free trade theories (9Hrs) Mercantilism, Neomercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Theory and the major effects of Factor Mobility, Product Life Cycle Theory.</p> <p>Unit IV: Globalization and society (9Hrs) Economic Impact, balance of payment effects, growth and employment effects, the foundations of ethical behavior, ethics and environment, global warming and the Paris agreements on climate change, EXIM Policy, Free Trade Agreements Tariffs, Non-Tariff trade Barriers. Mode of Entry</p> <p>Unit V: Global Finance (7Hrs) Trade and balance of payments, current items, capital items, disequilibrium of balance of payment and rectification, components of International financial system, Forex market, Euro currency market.</p> <p>Essential references:</p> <ol style="list-style-type: none"> 1. John D. Daniels and Lee H Daniels & Radebaugh, (2018). 16th Edition, <i>International Business</i>, Pearson Education Publications <p>Recommended references:</p> <ol style="list-style-type: none"> 2. Charles W.L. Hill, Arun K Jain (2012). 10th Edition, <i>International Business</i>, Tata-McGraw-Hill Publications 3. Czinkota M.R., Ronkanen, I.A. & Moffett M.H (2011). 8th Edition, <i>International Business</i>. New Delhi: Wiley 	

4. Andrew Harrison, et al,(2000). *International Business*, Oxford University Press
5. John B. Cullen, K. Praveen Parboteeah (2011). 5th Edition, *Multinational Management: a strategic approach*, South-Western Cengage Learning
6. K. Aswathappa (2014). *International Business*. Tata McGraw-Hill Publications
7. Peng M W and Srivastava D K (2019). 2nd Edition, *Global Business*, CENGAGE Learning Publications

Course Name: Service Management	Course Code: BBA464
Total number of hours: 45Hrs	Credits: 3
<p>Course Description: A service is a provider/client interaction that creates and captures value. Because a successful service provider-client relationship has a critical dependency upon a well-defined and functional relationship. This course will provide an overview of service management from an integrated viewpoint with a focus on customer satisfaction. The material will integrate operations, marketing, strategy, information technology and organizational issues.</p>	
<p>Course Objectives: The major objective of the course is to provide students with basic knowledge on management of services and equip them to face the challenges posed by today's service industry. Further, the course provides the student insight on the day today operation of an organization.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to</p> <p>CLO1 Understand the "state of the art" in service management strategies.</p> <p>CLO2 Develop an awareness of how information technology can enhance service firms competitiveness.</p> <p>CLO3 Evaluate the process to deliver optimal service quality.</p> <p>CLO4 Analyze the service experience.</p> <p>CLO5 Develop the service blueprint</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article, a field visit, case studies and form of experiential learning.</p>	
<p>UNIT 1:-Introduction to Service Marketing (6 Hours)</p> <p>Understanding Services Phenomenon; Growth of Service Sector; Role of services the Economy; The concept of Services: Characteristics of services; Classification of services:</p>	
<p>UNIT II:- Marketing Mix in Service Industry (9 Hours)</p> <p>Product in services, price, promotion, Place, process, people, physical evidence (concepts only). Knowledge of the Customer Involvement in Service Processes; Customer behaviour in Service Settings; Targeting Customers, Managing relationships and building Loyalty, Flower of services and new service development</p>	
<p>UNIT III :- Planning and Managing Service Delivery 10 Hours</p> <p>Creating delivery systems in place, GAPS Model, Enhancing Value by Improving Quality and Productivity; SERVQUAL, Service Blueprint, Balancing Demand & Capacity; Managing customers reservations & waiting list configurations.</p>	
<p>UNIT IV :-Travel, Tourism Services& Hospitality (10 Hours)</p> <p>Introducing to Tourism Marketing- Concept & Nature of Tourism; Significance & Impact of Tourism, Evolution of Tourism, Tourism Market Segmentation; Tourism marketing Mix- Introduction to Travel services, Medical tourism. Role of Travel Agencies & Travel Organization, Tour Operations, Airline Service Marketing, Road & Rail service and Travel by Sea, Introduction to Hotel Industry: Hotels; Evolution of Hotel Industry; Development of Hotels- Facilities- The guest Cycle- Grades of hotels: Meaning of Hospitality-Marketing Mix of Hospitality Industry</p>	

**UNIT V:- Healthcare industry
Hours)**

(10

Introduction to Hospitals; classification of hospitals Development of Hospitals; Latest development in the hospital classification, marketing the medical transcription services. Medical tourism.

Essential references:

1. Rao, K. R. (2010). *Services Marketing*. New Delhi: Pearson Education.

Recommended references:

1. Chatterjee, J. (2010). *Services Management*. New Delhi: Pearson Education.
2. Christopher Lovelock, J. J. (2010). *Services Marketing*. New Delhi: Pearson Education.
3. K. Douglas Hoffman, J. E. (2010). *Services Management*. New Delhi: Pearson Education.
4. Rao, K. R. (2010). *Services Marketing*. New Delhi: Pearson Education.
5. Steve Baron, K. H. (2010). *Services Marketing*. New Delhi: Pearson Education.
6. Valarie A. Zeithaml, M. J. (2010). *Services Marketing*. New Delhi: Tata McGraw Hill.

Course Name: Working with Spreadsheet - 2	Course Code: BBA411A
Total number of hours: 30 Hrs	Grade
Course Description: Advanced Excel is a comprehensive tutorial that provides a good insight into the latest and advanced features available in Microsoft Excel 2013. It has plenty of screenshots that explain how to use a particular feature, in a step-by-step manner.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Students are able to develop critical report on data in a list using PivotTables, edit and analyse complex data using advanced features such as Scenarios, Goal Seek and Solver, incorporate built-in functions into a worksheet, work with controls and record macros.	
Pedagogy: This course uses multiple pedagogies like in classroom activities, interactive lecture, students discussions & presentations, HBR case and article analysis.	
Unit I: Introduction to Advance Excel	(5 Hrs)
Level of Knowledge: Application Using Text to Columns, the Paste Special Function, Tracking Changes in Excel, Merging and Compare Excel Workbooks, Data Validation, Subtotals and Grouping, Consolidating Data	
Unit II: Scenario Analysis	(2 Hrs)
Level of Knowledge: Application Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis, Mats and Trig Functions, Text Functions in Excel.	
Unit III: Lookup Functions	(4 Hrs)
Level of Knowledge: Application Using Lookup Functions, Vlookups, HLookups, Using Statistical Functions, Databse Functions, Formaula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data	
Unit IV: Pivot Table	(6 Hrs)
Level of Knowledge: Application Understanding Pivot Tables, Using Pivot Charts, Workbook Properties, Protecting and Sharing Worksheets, Understanding to Macros, Custom Number Formats in Excel, Using Custom Lists, Working with Templates, Data Encrypting and Finalising Workbooks.	
Unit 5: Data Analysis	(4hrs)
Level of Knowledge: Application Data analysis in Excel using classic tools, such as pivot tables, pivot charts, and slicers, on data that is already in a worksheet / grid data, Excel data model, DAX expression, Power Query add-in in Excel 2013, build an Excel data model from a single flat table, import multiple tables from a SQL database, Create a mash-up between data from text-files and data from a SQL database.	

Unit 6: Other Functions and Assessment

(2hrs)

Level of Knowledge: Application

Cube functions, Timelines, Hierarchies, Slicer and Assessment (MCQ)

REFERENCES:

1. https://www.tutorialspoint.com/advanced_excel/index.htm
2. <https://www.reed.co.uk/courses/microsoft-excel-3-course-bundle--basic-intermediate-advanced-courses-only-24/67735>

Course Name: Cognitive Skills	Course Code: BBA411B
Total number of hours: 30 Hrs	Grade
Course Description: This course explains and evaluates an individual ability to perform various mental activities which are closely associated with learning and problem-solving events.	
Course Learning Outcomes: On having completed this course student should be able to: CL01 Students are able to develop their logical and rational reasoning ability. CL02 Students are able to construct their memory building and long-term visualization.	
Pedagogy: This course uses multiple pedagogies like in classroom activities, interactive lecture, students' discussions & presentations, HBR case and article analysis.	
Unit 1: Analytical and Behavioural	6hrs
Understand different kinds of behaviors, differentiate them on the basis of personalities. Analyse various behaviors and yourself	
Unit 2: Business Storytelling and Conflict Resolution	6hrs
Learn what business story telling is, identify the need for business storytelling, learn the examples of business storytelling, know the basics of and use it for an activity on business storytelling	
Unit 3: Creative Thinking and Critical Thinking	6hrs
Introduction to the topics, usage of creative thinking, different activities involved in critical thinking, learn about different styles of thinking like lateral, divergent etc. ,know the importance of paying attention to detail while critically thinking.	
Unit 4: Decision Making and Deductive Reasoning	6hrs
Defining a decision, distinguish root causes and symptoms, explain the decision making model, outline the various ways decisions can be made, use problem solving tools for decision making, decision making pitfalls	
Unit 5: Logical Thinking and Presentation	4hrs
Logical analysis and the identification and construction of arguments. Understanding logical relations, in particular the relations between premises and conclusions. Recognizing the more common forms of formal and informal fallacies. Evaluating the relevance, validity, and strength of arguments. Understanding the logical structure of deductive and inductive arguments. Awareness of the abuses of language, including connotation, ambiguity, and definition.	
Unit 6: Problem Solving	2hrs

Apply appropriate problem-solving and decision-making processes, Evaluate solutions and anticipate likely risks, Identify common obstacles to effective problem-solving and decision-making, Use analysis, synthesis, and positive inquiry to address organizational problems

REFERENCES:

1. https://www.academia.edu/16300674/Course_Syllabus_Logic_Critical_Thinking_Sept._2015
2. <https://www.businesstrainingworks.com/onsite-courses/decision-making-training-course/>
3. <https://www.forbes.com/sites/mikekappel/2018/01/17/5-essential-tips-for-business-storytelling/>
4. <https://www.thebalancecareers.com/bank-teller-job-description-salary-and-skills-2061707>

Course Name: Green Management	Course Code: BBA411C
Total number of hours: 30 Hrs	Credits: Grade
<p>Course Description: Waste management is collection, transportation, and disposal of garbage, sewage and other waste products. Waste management is the process of treating solid wastes and offers variety of solutions for recycling items that don't belong to trash. It is about how garbage can be used as a valuable resource. In this topic students understand and realize the importance of waste management in their surroundings and thereby become better citizens of the society as a whole.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <ol style="list-style-type: none"> 1. Understand the legal legislation related to solid waste management and how it makes an economic difference to the system. 2. Evaluate the subject of waste management from the technical, legal and economical points by learning of all terms related to general solid waste management. 3. Examine the technical points that are required to set up a solid waste management system and plan a solid waste management system for decision makers. 	
<p>Pedagogy: This course uses multiple pedagogies like in classroom activities, interactive lecture, students' discussions & presentations, HBR case and article analysis</p>	
<p>Unit 1: Utility of Waste</p> <p>Level of Knowledge: Application</p> <ul style="list-style-type: none"> • Introduction to Waste and Utility of waste. Generating comprehensive information on the quantity and type of recyclable and recoverable materials/energy to prioritize the recovery opportunities; • Developing baseline for continued long-term measurement of system performance; • Generating information on the different sub-streams of waste to design, implement and monitor an effective and efficient system for collection, transportation, recycling, treatment, recovery, and disposal of various streams of solid waste; • Providing comparison of waste composition and waste diversion accomplishments for continuing improvements in integrated solid waste management 	<p>6hrs</p>
<p>Unit 2: Targets & Stakeholders' Issues</p> <p>Level of Knowledge: Application</p> <ul style="list-style-type: none"> • Mission/Vision Statements of Target Companies • Social/Political Agenda keeping in mind Waste Management • Statements related with Waste Management, Public Health, Environment, etc. 	<p>6hrs</p>

- Explanation of Short-term & Long-term Stakeholders' Consultations
- Understanding stakeholder participation for waste management services and for recycling and recovery
- Review of stakeholders' role, challenges and opportunities

Unit 3: Road mapping Waste Management.

6hrs

Level of Knowledge: Application

- Defining Geo-Administrative Boundaries
- Defining the Waste Generation Sectors Residential, Commercial, Healthcare, Laboratories, Industrial and Construction and Demolition
- Understanding Municipal and non-municipal Waste Hazardous and non-hazardous waste
- Collecting Information / Maps Zoning (residential, commercial, industrial) Demographic (current & future) Socioeconomic characteristics

Unit 4: Assessment of Waste Management System.

6hrs

Level of Knowledge: Application

- Regulations- Regulatory and economic policies for various waste streams / sources
- Institutions- Institutional framework, resources and jurisdiction to manage various waste streams / sources
- Financial Mechanisms- Financing provisions including subsidies, levies, charges and private sector participation
- Technology & Infrastructure- Collection and transportation Treatment and disposal Recycling and recovery

Unit 5: Assessment Analysis.

4hrs

Level of Knowledge: Application

- Review of national & local regulations/policies
- Identification of gaps in regulations/policies and financing
- Review of technologies & infrastructure and operations
- Identification of gaps in technologies & operations
- Review of prevailing waste management system & practices

Unit 2: The Important Factors of Waste Management

2hrs

Level of Knowledge: Application

- Resources – Cost of sample collection & analysis – Technical expertise – Laboratory facilities – Sample collection & sorting equipment
- Considerations – Health and environmental risks – Seasonal variations – Number & timings of sample collection

REFERENCES:

- www.aevitas.ca/utility-power-generation.html
- <https://www.reconomy.com/services/utility-waste-solutions>
- <https://www.southernwasteandrecycling.com/blog/2015/08/characterizing-the-different-types-of-industrial-waste/>
- <https://www.encyclopedia.com/history/united-states-and-canada/us-history/waste-disposal>
- <https://blog.ipleaders.in>
- <http://www.mondaq.com/india/x/624836/Waste+Management/Environment+Laws+In+India>
- <http://www.mondaq.com/india/x/695996/Waste+Management/EWaste+Management+In+India>

Course Name: Emotional Intelligence	Course Code: BBA411D
Total number of hours: 30 Hrs	Grade
<p>Course Description: Social and emotional learning, or SEL, programs have flourished in schools during the last decade. In this course the instructor (Emily Price) introduces you to the history and framings of social and emotional learning preK-12 curricula, as well as various elementary, middle, and high school SEL programs and associated research.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CL01 Students are able to identify your own challenges in maintaining positive environments and collaborative relationships</p> <p>CL02 Students are able to analyze practical tools and skills for communicating effectively, assertively, and collaboratively</p> <p>CL03 Students are able to conclude how to choose perceptions and behaviors that will lead to positive outcomes.</p> <p>CL04 Students are able to adapt skills for conflict management and dealing with difficult situations</p>	
<p>Pedagogy: This course uses multiple pedagogies like in classroom activities, interactive lecture, students' discussions & presentations, HBR case and article analysis.</p>	
<p>Unit 1: Social Emotional Well-Being for Students</p> <p>Implementing restorative justice practices that help students process, learn, and grow from challenging encounters</p> <p>Training students in mindfulness, and incorporating social and emotional learning into classroom curriculum</p>	6hrs
<p>Unit 2: The Field of SEL: Purposes and Origins</p> <p>Behavior Management and SEL, Culture, Context of SEL, Examining "Success": Goals, Measurement, and Outcomes in SEL, A Critical Examination of the Self Competencies</p>	6hrs
<p>Unit 3:SEL Program Formats and Characteristics of Effective Programs -</p> <p>Background information on SEL and its benefits, A summary of the evidence base for each of the 25 programs, Recommendations for adapting the programs for OST settings</p>	6hrs
<p>Unit 4: Dimensions of Emotional Intelligence and Self-regulation</p> <p>Five dimensions of emotional intelligence are self-awareness, self-regulation, motivation, empathy, and relationship management. Physical, emotional and cognitive self-regulation.</p>	6 hrs
<p>Unit 5: Motivation and Empathy</p> <p>Theories of motivation, self-motivation, peer-motivation, importance of motivation, Value of empathy, techniques for incorporating empathetic listening, empathetic body language, tactics for empathetic connection.</p>	4hrs

Unit 6: Social skills and Assessment

2hrs

Cross cultural communication, adaptive thinking, empathetic design, using social skills in our day to day lives

References

<http://softskillsmalaysia.com.my/emotional-intelligence.html>

https://www.businesstrainingworks.com/search-results/?wpv_post_search=social+skills

<https://www.edx.org/course/empathy-emotional-intelligence-work-uc-berkeleyx-gg203x>

<https://www.skillsyouneed.com/ips/social-skills.html>

Course Name: Project Management	Course Code: BBA 411E
Total number of hours: 30 Hrs	Grade
<p>Course Description: Project management has been proven to be the most effective method of delivering products within cost, schedule, and resource constraints. This intensive and hands-on series of courses gives you the skills to ensure your projects are completed on time and on budget while giving the user the product they expect. You will gain a strong working knowledge of the basics of project management and be able to immediately use that knowledge to effectively manage work projects.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CL01 Students are able to identify and manage the product scope, build a work breakdown structure.</p> <p>CL02 Students are able to create a project plan, budget, define and allocate resources, manage the project development, identify and manage risks, and understand the project procurement process.</p>	
<p>Pedagogy: This course uses multiple pedagogies like in classroom activities, interactive lecture, students discussions & presentations, HBR case and article analysis</p>	
<p>Unit 1: Introduction to Project Management</p> <p>Level of Knowledge: Application</p> <p>Spend time learning about Project Integration Management. Through these lessons, you are provided with details on the activities encompassed in the Integration processes.</p>	6hrs
<p>Unit 2: Project Scope Management</p> <p>Level of Knowledge: Application</p> <p>Focus on Project Scope Management as you learn the ins and outs of identifying project requirements, creating the WBS, and establishing project metrics, Delve into the inputs, tools and techniques, and outputs encompassed within Project Time Management. Make time your asset as you learn how to work with a project schedule, focus on creating realistic deadlines, and observe how to effectively distribute project resources.</p>	6hrs
<p>Unit 3: Project Cost Management</p> <p>Level of Knowledge: Application</p> <p>Go step-by-step through Project Cost Management as you study budget constraints, and the relationship between quality, scope, and resources, Dig into Project Quality Management. The practices and tools you learn here will help you to maintain the project's quality standards, while balancing financial and time sacrifices.</p>	6hrs
<p>Unit 4: Project Human Resources Management</p> <p>Level of Knowledge: Application</p> <p>Study to learn more about Project Human Resources Management, It's important to have the appropriate resources at the right time. Discover the tools and techniques needed to gain those resources, Explore Project Communications Management. Increase team communication to ensure project success as you gain a deeper understanding of how to plan and execute communications internally and externally.</p>	6hrs
<p>Unit 5: Project Risk Management</p>	4hrs

Level of Knowledge: Application

Learn about Project Risk Management. There are two types of risk that you need to learn how to respond. Find out ways to identify and analyze risk, as well as how to quantify and mitigate risk, Concentrate on Project Procurement Management. You will study the seller-buyer relationship, and how to acquire the products you need to complete the project deliverables.

Unit 6: Project Stakeholder Management**2hrs****Level of Knowledge: Application**

Avoid stakeholder problems as you get into Project Stakeholder Management. You will learn how to incorporate stakeholders at the appropriate time, how to work with their opinions and needs, along with observing how to respond to them and Final Exam/ Assesment

REFERENCE:

1. <https://thedigitalprojectmanager.com/project-management-skills/>
2. <https://www.goskills.com/Project-Management/Articles/Project-management-skills>
3. <https://www.pmi.org/learning/library/ore-competencies-successful-skill-manager-8426>
4. <https://thedigitalprojectmanager.com/project-management-skills/>

Course Name: Strategic Management	Course Code: BBA531
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: An Organization consists of different departments and processes. Managers at all level must understand how a company’s departments and processes “fit” together to achieve its goal. It focuses on all the functional areas of business and presents a cohesive strategic management model from a strategic perspective. The subject provides an insight on the strategy adopted by the companies in response to environmental change. The course provides a comprehensive and integrated presentation of current strategic management thinking in a clear and succinct format.</p>	
<p>Course Objectives:</p> <ol style="list-style-type: none"> 1. To understand the fundamentals of crafting strategies 2. To equip students with skills of strategic management for agile businesses 3. To enhance decision making skills from a strategic perspective 	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Apply models and tools of analysis to address diverse business needs in an everchanging world</p> <p>CLO2 Critically think and find alternative solutions for business problems</p> <p>CLO3 Craft strategies to solve business problems</p>	
<p>Pedagogy: This course uses multiple pedagogies like case study discussions, interactive lecture, presentations, review of research article, in class group exercises and activities.</p>	
<p>Syllabus</p> <p>UNIT I INTRODUCTION TO STRATEGIC MANAGEMENT 10 Hours</p> <p>Meaning and Definition of Strategic management, Key terms, stages, strategic management model, benefits and pitfalls, comparing business and military strategies, vision and mission analysis, process of developing vision and mission statement, characteristics and components, evaluating and writing mission statements.</p> <p>UNIT II TYPES OF STRATEGIES 08 Hours</p> <p>Long term objectives, levels, integration, intensive, diversification, defensive strategies, generic strategies, means for achieving strategies, tactics to facilitate strategies, strategic management in non-profit, government and small firms.</p> <p>UNIT III INTERNAL AUDIT 08 Hours</p> <p>Nature of Internal audit, integrating strategy and culture, Management, marketing, finance and accounting, production/operation, research and development, MIS, Value chain analysis, benchmarking, Internal factor evaluation matrix.</p> <p>UNIT IV EXTERNAL AUDIT 08 Hours</p> <p>Purpose and Nature of External audit, PESTEL, Porter’s five forces analysis, sources of external information, forecasting tools and techniques, external factor evaluation matrix and the competitive evaluation matrix.</p> <p>UNIT V STRATEGY GENERATION AND SELECTION 09 Hours</p>	

The strategy analysis and choice process, strategy formulation analytical framework, SWOT and SPACE, BCG, Internal-External matrix, grand strategy matrix, QSPM, culture and politics of strategy analysis and choice.

UNIT VI STRATEGY EXECUTION

09 Hours

Transitioning from formulating to implementing strategies, need for clear annual objectives, policies, allocation of resources and conflict management, matching structure and strategy, types of organizational structure, Do's and Don'ts in developing organizational charts, strategic production and operation issues, strategic human resource issues.

UNIT VII STRATEGY MONITORING

08 Hours

The strategy evaluation process, criteria and methods, three strategy evaluation activities, balanced scorecard, characteristics of an effective strategy evaluation system, contingency planning, auditing, 21st century challenges in strategic management, guidelines for effective strategic management.

Core Text:

1. Fred R David and Forest R David, Strategic Management- Concept and cases, Pearson, Sixteenth Edition

Reference Books:

1. Charles Hill and Gareth.R.Jones, Strategic Management: an integrated approach, biztantra, sixth edition
2. Alex miller, strategic management, Irwin Mc graw hill, third edition
3. Lawrence R.Jauch, William F Glueck, Business Policy and strategic management, Mc Graw Hill international editions, Fifth edition

Course Name- TAXATION LAWS	Course Code: BBA532
Total number of hours: 60 Hours	Credits: 4
<p>Course Description: India has a well-developed tax structure with a three-tier federal structure, comprising the Union Government, the State Governments and the Urban/Rural Local Bodies. The power to levy taxes and duties is distributed among the three tiers of Governments, in accordance with the provisions of the Indian Constitution. The study of tax laws is of a great importance for Management students as it exposes students to the tax environment in India. This course is introduced as part of BBA program to give an overall idea about the theoretical and practical aspects of direct and indirect taxes in India. The content of the course is arranged in such a manner that it gives an outline of the Income tax law and GST Law in an analytical and simple manner.</p>	
<p>Course Learning Outcomes: On completion of this course students are expected to :-</p> <p>CLO 1: To understand the Income tax regime in India. CLO 2: To apply concepts of taxation in computation of Gross Taxable income, from various heads of income. CLO 3: To demonstrate knowledge in savings, investment schemes and other payments eligible for income tax exceptions. CLO 4: To assess Total income, compute Income tax payable and able to file e>Returns. CLO 5: To interpret the effect of Goods and Service Tax and Customs law in India in business transactions.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, practical problem solving, case study, discussions, presentations and written assignments.</p>	
Unit I: Introduction to Income Tax	7 hrs
<p>Meaning and types of Taxes, Difference between direct and indirect taxes. Legal enactments governing Income Tax in India, Basic Concepts in Taxation - Assessee, Person, Assessment Year, Previous Year, Agricultural Income, Income, GTI, Total Income, Determination of residential status, Kinds of income, incidence of tax. Practical problems. Tax free incomes or Exempted incomes. Capital and Revenue Expenditure. Comparison between Income Tax structure in India and other countries.</p>	
Unit II: Income from Salary	12 Hrs
<p>Salary meaning, chargeability, Treatment of Various Allowances, Perquisites and their Valuation, Treatment of Provident Funds, Leave salary and Pension, Deductions from Gross Salary Computation of Taxable salary.</p>	
Unit III: Income from House property	7 Hrs
<p>Annual value and NAV, Deductions from NAV under u/s 24, Practical problems</p>	
Unit IV: Profits and Gains from Business and Profession	8 Hrs
<p>Meaning of Business and Profession, Incomes Chargeable under this head, Allowed and disallowed expenses, Expenditure on scientific Research, Computation of Taxable Income from business and profession.</p>	
Unit V: Capital Gains and Income from Other source	6 Hrs
<p>Meaning of Short term and Long term capital gain, Transfer of assets, cost of acquisition of capital assets, Computation of capital gains, Exemptions from LTCG- only deductions u/s 54, 54B, 54EC</p>	

and 54F. Incomes taxable under the head Income from other sources, Various incomes taxable as Income from Other source.

Unit VI: Gross Total Income, Deductions from GTI, Total income and Tax liability 10 Hrs

Computation of GTI, Deductions from GTI, Section 80C to 80U (only deductions applicable to individuals 80 C and CCC, D, DD, DDB, G, 80TTA, 80TTB, 80E, 80EEA, 80GGB and U), Taxable Income, Computation of tax for individual assesseees, Procedure for e-returns filing.

Unit VII: Overview on GST and Customs Law 10 Hrs

Meaning of Goods and Service Tax, Persons liable for GST registration/ Procedure of Registration, Liability to pay GST, Taxable event for GST, Tax invoice, GST Council of India, Rates of GST, Services exempted from GST, Non- resident taxable person, TDS under GST

Customs Law, Basic concepts, Types of Customs duty, taxable event for the levy of Customs duty.

Essential reading:

Gaur, V.P. & Narang, B.K. (2020), Income Tax Law and practice. Kalyani Publishers, New Delhi,

Books for reference:

1. Singhanian,(2020) Income tax law and practice , Taxman publishers, NewDelhi
2. Income tax law and Practice (2020), Dr. Mehrotra and Goyal, Sahitya bhavan Publications
3. 3. Datey V S (2020), GST Laws and Practice with Customs and Foreign Tax Practice, Taxman Publications, New Delhi
4. Singhanian,(2020) Income tax law and practice , Taxman publishers, NewDelhi
5. Income tax law and Practice (2020), Dr. Mehrotra and Goyal, Sahitya bhavan Publications
6. Datey V S (2020), GST Laws and Practice with Customs and Foreign Tax Practice, Taxman Publications, New Delhi.

Course Name: Security analysis and portfolio management	Course Code:541 A
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description:The course aims at familiarizing the students with environment in which investment decisions are made. This includes having fair knowledge of different financial markets and the financial instruments which facilitate appropriate investment decisions. The investor needs to know the mechanics of investing and the methods of risk-return trade off through different sources of information which include the broad frame work of the economy, the industry structure and the company structure. The course also aims at providing insights to the students to understand the significance of regulatory agencies which promote transparency, good governance in the stock market functioning which build investors' confidence in the construction of appropriate portfolio.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <ul style="list-style-type: none"> • CLO1 Understand the investment environment, financial markets and instruments for taking rational investment decisions • CLO2 Demonstrate the knowledge about fundamental and technical analysis for investment decision making. • CLO3 To analyse the financial instruments, equity and bonds for appropriate valuation and decision making • CLO4 Discuss the significance of regulatory agencies for good governance in stock market operations. • CLO5 Evaluate different financial instruments, construct appropriate portfolio and its management. 	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions & presentations, case analysis, and a virtual trading platform through simulation.</p>	
<p>Unit I – Introduction 8 Hrs Level of Knowledge: Conceptual</p> <p>Financial Meaning of investment - significance of savings and investment - understanding of security, portfolio, speculation, gambling, and arbitrage mechanisms - Risk- systematic risk and unsystematic risk-Interest rate risk, inflation risk etc.-financial and business risk Legal framework of securities market, Comparison between investment and speculation and its significance in Indian financial system, Profile of Indian investors and factors influencing investment decisions. Financial positions, tax positions, risk perception and attitude - Risk-Return relationship</p>	
<p>Unit II – Investment avenues & attributes 8 Hrs Level of Knowledge: Conceptual / Analytical</p> <p>Investments options in India and foreign markets - characteristics features of financial instruments - company shares, debentures, bonds, convertible securities, hybrid securities, fixed deposits, gilt-edged securities, post office schemes, company and public provident funds, Other investment schemes and its features real estate, and insurance schemes. Investment attributes - risk, return, security, marketability, liquidity and convenience.</p>	
<p>Unit III – Security analysis: Fundamental Analysis 8 Hrs Level of Knowledge: Conceptual / Analytical</p> <p>Fundamental analysis – company, industry and economy analysis - Tools for economic analysis-analysis of GDP-Monetary policy, Inflation Interest rates International influences- links between economy and industry sectors-prediction about market behavior-tools. Technical Analysis Of stock -points and figures chart, bar chart, contrary opinions theory, confidence index RSA, RSI, Moving average analysis, Japanese Candlesticks – Bond valuation (Basic Models)</p>	

Unit IV – Security analysis: Technical Analysis**10 Hrs****Level of Knowledge:** Conceptual / Analytical

Technical Analysis of stock -points and figures chart, bar chart, contrary opinions theory, confidence index RSA, RSI, Moving average analysis, Japanese Candlesticks – Bond valuation (Basic and Advanced Problems).

Unit V – Security Pricing & Valuation**10Hrs****Level of Knowledge:** Conceptual / Analytical

Factors influencing valuation - methods of equity valuation - Earning Valuation modal - use of P/E ratio, Dividend model - Zero and constant growth modals. Intrinsic value method, Calculation of present and forecasted price of the stock:

Valuation of fixed income instruments – Bond Portfolio Management Strategies: present and future value - Calculation of simple, holding period and maturity yield, annuities. Calculation of portfolio net-worth

Unit VI – Portfolio management**10 Hrs****Level of Knowledge:** Conceptual / Analytical

Meaning, return on portfolio, risk on portfolio, portfolio managers, SEBI guidelines for portfolio managers, portfolio management services. Efficient Market Hypotheses ,Portfolio theory - contribution of William Sharpe and Harry Markowitz,- Single index model, capital asset pricing modal and arbitrage pricing theory: Treynor portfolio performance measure: Jensen Portfolio Performance measure.

Unit VII – Portfolio management**6 Hrs****Level of Knowledge:** Conceptual / Analytical

International Portfolio Investment and management – Theories, Risk and return in international diversification

Recommended Text Book:

1. Singh, P. (2013). *Investment Management*. New Delhi: Himalaya.

Reference Books:

2. Madhumati, R.M. (2008). *Investment Analysis and Portfolio Management*. New Delhi: Pearson Education.
3. Avadhani, V.A. (2008). *Security Analysis and Portfolio Management*. New Delhi: Himalaya Publications.
4. Bhalla, V.K. (2008). *Investment Management*. New Delhi: S. Chand.
5. Fischer, D. (2008). *Security Analysis and Portfolio Management*. New Delhi: Peasons Education.
6. Fischer D.E. (2009). *Security Analysis and Portfolio Management*. Pearson Education.

Course Name: Global Business Finance	Course Code: BBA542A
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: The players in the foreign market are increasing in numbers with the presence of the much more liberalized policies and regulations. Students need to acquire knowledge on the functioning of trade globally and its financial implications. Knowledge of foreign exchange activities and the hedging of foreign exchange exposures and other related aspects of risk coverage while doing international business shall be imparted. The objective is to blend sound theoretical knowledge of foreign exchange economics with practical and procedural aspects of banks and other institutions connected with foreign exchange. It also provides understanding of risk management by banks as well as exporters and importers.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Understand the International Financial Markets</p> <p>CLO2 Examine the application of Balance of Payments.</p> <p>CLO3 Assess the impact risk management on the foreign exchange risk exposure.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions & presentations, HBR case and article analysis, and a field visit in the form of experiential learning.</p>	
<p>Unit I: International Financial Markets (6 Hrs) Introduction, Motives for investing & borrowing in Foreign markets, International business methods, how financial markets affect an MNC's value. Evolution of the International Monetary system, Bimetallism, Classical Gold standard, Interwar period, Bretton woods system, Flexible Exchange rate regime. The current exchange rate agreements, European monetary system, Mexican peso crisis, Fixed Versus Flexible Exchange rate regime</p> <p>Unit II: Balance Of Payments (10 hours) Concept of Balance of payments, Concept and Principles behind compilation of BoP account, Components of BoP and factors affecting them, Importance and Limitations of BoP statistics, Relationship of BoP with other Economic Variables. (Practical Problems on BoP)</p> <p>Unit III: Foreign Exchange Markets (10 Hrs) The structure of the FOREX markets, Functions of Foreign exchange markets, The foreign exchange rates, Arbitrage, The spot market, Cross rates of exchange, Bid-ask spreads, The forward market, The regulations. Derivatives, Foreign currency futures, foreign currency options</p> <p>Unit IV: Exchange Rate Determination (8 Hrs) Interest rate parity, Purchasing power parity, The Fisher effects, Forecasting exchange rates – Efficient market approach, Fundamental approach, Technical approach, Performance of forecasters</p> <p>Unit V: Euro Currency Markets Self Study (4 Hrs) Introduction to Euro markets, Euro currency instruments, Determinants of Euro currency rates, Growth of Euro dollar markets, International bond markets, External commercial borrowings, Euro debts, foreign currency convertible bonds, Advantages of Euro bonds, Performance of Indian Euro issues</p> <p>Unit VI: Managing Foreign Exchange Exposure (10Hrs) Management of foreign exchange risk, Management of translation Exposure - Management of transaction Exposure - Management of Economic Exposure</p> <p>Unit VII : Foreign Exchange Risk Management (12 hours) Hedging against foreign exchange exposure – ForwardMarket- Futures Market- Options Market- Currency Swaps-Interest Rate Swap-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Country risk analysis.</p>	

Essential references:

1. Jeevanandam. C. (2013). Foreign Exchange and Risk Management. New Delhi: Sultan Chand & sons.

Recommended references:

2. Shapiro, A. C. (2010). Multinational Financial Management. USA: John Wiley & Sons.
3. Apte, P. G. (2011). International Financial Management. New Delhi: McGraw-Hill Publication.
4. Vij, M. (2010). International Financial Management. New Delhi: Excel Books.
5. Avadhani, V. A. (2011). International Financial Management. New Delhi: Himalya Publications.
6. Machiraju, H. R. (2011). International Financial Management. New Delhi: Himalaya Publications.
7. Agarwal, O. P. (2011). International Financial Management. New Delhi: Himalya Publications.

Course Name: Strategic Financial Management	Course Code: BBA 543A
Total number of hours: 60 hrs	Credits: 4
Course Description: The Course intends to throw light on the various strategies involved in financial decision making process and update the students on managing an organization's financial resources to achieve its business objectives and maximize its value.	
Course Learning Outcomes: On having completed this course student should be able to:	
CLO1 Understand how to use the organizational financial resources to achieve business objectives and maximize its value	
CLO2 Enhance the knowledge base on the regulation and compliance procedures in relation to strategic financial management	
CLO3 Execute vital strategic decisions based on the techniques learned under investment and risk management.	
CLO4 Design various corporate financial strategies which inculcates leadership and enhances effectiveness of financial decisions.	
CLO5 Explore the techniques international capital budgeting.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions & presentations, HBR case and article analysis and supported with practical examples from the current business environment.	
Unit I: Financial Planning and Risk Analysis (12 hours)	
Formulation of Strategies & policies, objectives & goals - Components of financial strategy- Strategic planning process. Strategic decisions - Characteristics of Financial Planning - Estimating between Strategic Planning & Financial Planning - Meaning of Financial Requirements, Financial Linkage. Statistical techniques for Risk Analysis – Probability defined – Standard Deviation – Co efficient of Variation–Risk adjusted discount rate – Certainty Equivalent Sensitivity analysis – Decision Tree analysis.	
Unit II: Capital Structure Theories and Planning (8 hours)	
Concept and its importance, process of capital structure decisions. Theories of Capital Structure. Capital Structure and Value of the firm. Agency cost and its effect on value. Capital Structure policies in practice.	
Unit III: Asset Based Financing (12 hours)	
Leasing – Meaning, Importance, Types, Tax & Accounting considerations. Evaluation of lease from the point of Lessor & Lessee. Lease vs. Buy Decision. Hire-Purchase (HP) – Meaning – Features – Difference between HP & Credit sale Differences between Leasing & HP Differences between Leasing & Installment system RBI guidelines for HP & Problems of HP in India - Project Financing – Characteristics - & Financing arrangements for Infrastructure Projects.	
Unit IV: Dividend Theory and policy (8 hours)	
Concept and importance. Models to maximize the market value of equity shares, Stability of dividend indicators, Analysis of dividend policy in practice.	

Unit V: Venture Capital/ Private Equity**(6 hours)**

Concept, Characteristics, Growth, Differences between VC financing & Conventional Financing - Stages of VC Financing Schemes - Legal aspects in VC financing. Working of venture capital funding agencies in India

Unit VI: Alternative Finance -Self learning module**(4 hours)**

Alternative Finance – Fin Tech based alternative finance – growth – regulation – Types – Crowd Funding (Charity, Regards and Equity), P2P and market lending, Lines of Credit, SME loans, Invoice factoring and Equipment financing – alternative finance and inclusive growth

Unit VII: International Capital Budgeting**(10 hours)**

Concept of International Capital budgeting, complications in international capital budgeting, the adjusted present value method, computation of cash inflows and outflows from international project context, expropriation tax, remittances.

Essential references:

Pandey I.M (2016). *Financial Management*- 11th Edition, Vikas Publishing House

Recommended references:

1. Rajni et al. (2011). *Strategic Financial Management*, 2nd Edition, Prentice Hall of India
2. Weaver and Weston (2007). *Strategic Financial Management: Application of Corporate Finance*, 6th Edition, Cengage Learning.
3. Kohn Meir, (2000). *Financial Institutions and markets*, Tata McGraw Hill Publishing
4. Prasanna Chandra (2007). *Financial Management*, Tata Mc Graw Hill
5. Joseph Anbarasu (2010). *Global Financial Management*, Ane Books Pvt. Ltd, Delhi.

Course Name: Management Control System	Course Code: BBA 544A
Total number of hours: 60 hrs	Credits: 4
<p>Course Description: Management control is a vital function within organizations from all sectors of the economy. Failures of management control lead to significant financial losses, damaged reputation, and even financial failure. Thus, in order to maximize the probability of success, organizations must ensure the effective design and application of management controls. The course aims to examine the design and implementation of management controls, while considering various factors influencing the management decision making. The course aim is to examine the application of management control system by cost analysis and behavior, Strategic planning and Budgeting, Variance analysis in control actions and Contemporary issues in management accounting. Attention will be paid to the changing design of management control systems within contemporary organizations. Factors necessary to manage change as organizations and their management controls change are also examined.</p>	
<p>Course Objectives: This course is intended to</p> <ol style="list-style-type: none"> 1. Develop students with an understanding about traditional and innovative methods of management control techniques and implementation process in business. 2. Equip the students with basic knowledge of cost behavior and analysis in managerial decision making. 3. Impart knowledge on the budgetary control and activity based costing application in real time. 4. Develop expertise in strategic and operational control techniques applicable in contemporary organization. 	
<p>Learning Outcome: On completion of this course, the students will be able to; CLO 1: Uncover how real –world managers design, implement and use management control system to implement business strategies with proper understanding about the basic components of management control systems design. CLO 2: relate the effective design, implementation and uses of a management control system under a given a range of relevant contingent factors. CLO 3: Contrast various management control techniques and methods adopted by contemporary organizations. CLO 4: Design a management control system for an organization independently.</p>	
<p>UNIT I Level of Knowledge: Conceptual Management Control: Concepts and Contexts Management System: Introduction, Strategies and Management Control, Purpose and Significance of Management Control System, Elements, Types and Pre-requisites of Management Control System, Approaches – Cybernetic and Contingency, Business Strategy, Essentials in Designing Management Control System, Key success variables as control indicators – Input, Product, Marketing, Asset-Management, Performance, Tools of Management Control.</p>	6 Hours
<p>UNIT II Level of Knowledge: Analytical Budgeting and Budgetary Control – Purpose and Significance of Budgetary Control, Steps in formulation of budgets, Administration and Review of Budgets, Behavioural Aspects of Budgeting, Functional Budgets, Fixed Budget and Flexible Budget, Capital Expenditure Budget and Evaluation Criterion, Zero Based Budgeting (ZBB), Management by Objective (MBO) and Budgeting as an Aid to Control.</p>	10 Hours
<p>UNIT III</p>	10 Hours

Level of Knowledge: Application

Cost Analysis for Managerial Decision Making – Marginal Costing and its related issues, Cost-Volume Analysis (CVP), Break –Even Chart (BEC), Profit- Volume Ratio (P/V ratio), Margin of Safety (M/S), Angle of Incidence, Opportunity Cost, Sunk Cost, Relevant Costs, Marginal Costing and Managerial Decision Making- Diversification of products/ introduction of new product, Selection of profitable product mix/sales mix, Problems on limiting factor, Make or Buy decision, Decisions Relating to Acceptance And Rejection of a Special Offer / Order, Selling Price Decisions, Closing down of a division, Outsourcing or Suspending activities.

UNIT III

10 Hours

Level of Knowledge: Analytical

Standard Costing System and Variance Analysis for Control Actions - Introduction, Historical costing, meaning of standard and standard costing. Steps involved in standard costing, standard cost v/s Target cost, Standard costing and budgetary control, Standard costs and estimated costs, Advantages and limitations of standard costing, Preliminaries for establishing a system of standard costing, determination of cost centre, classification of accounts, types of standards, organization for standard costing, setting of standards, analysis of variances, Material cost variance, Labor cost variance, Overhead cost variance, Sales variance, Profit Variance due to sales, Variance analysis .

UNIT V

10 Hours

Level of Knowledge: Analytical

Transfer Pricing – Concept and Objectives of Transfer Pricing, Ideal Situation for Operation of Transfer Pricing Mechanism, Constraints on Sourcing in Transfer Pricing, Methods of Calculating Transfer Pricing – Market based, Cost based, Cost Plus, Negotiated, Dual Pricing, International Transfer Pricing, and Administration of Transfer Pricing.

UNIT VI

8 Hours

Level of Knowledge: Analytical

Activity Based Costing and Analysis– Meaning and Approach, Traditional Costing Vs. Activity Based Costing, Main activities and cost drivers, Steps in development of ABC System, Application of ABC, Practical problems.

UNIT VII

6 Hours

Level of Knowledge: Conceptual

Contemporary issues in management accounting – Value chain analysis, Quality costing, Target costing, Life cycle costing, Inflation Accounting, Kaizen Costing, Lean Accounting, Human Resource Accounting, Socio-Economic Costing.

Essential Reading:

1. Das Subhash Chandra (*Management Control System: Principles and Practices*, PHI Learning Private Limited, latest edition.

Books for References:

2. Robert N. Anthony and Vijay Govindarjan (2016). *Management Control System*, Mc Graw Hill Publication, 12th Edition.
3. Pandey.I.M. (2014). *Management Accounting*. New Delhi: Vikas Publishing House.
4. Gupta, S.K. (2013). *Management Accounting*. New Delhi: Kalyani Publishers.
5. Gordon,E.,& Jeyram, N. (2013). *Management Accounting*. New Delhi: Himalaya Publications.
6. Khan,M. Y. & Jain, P.K. (2013). *Management Accounting*. New Delhi: Tata Mcgraw Hill Education.
7. Madegowda.J. (2013). *Management Accounting*. New Delhi: Himalaya Publishing House.

Course Name: Derivatives	Course Code: BBA545A
Total number of hours: 60 Hrs	Credits: 4
Course Description:	
<p>This course presents and analyzes derivatives, such as forwards, futures, and options. These instruments have become extremely popular investment tools over the past several decades, as they allow one to tailor the amount and kind of risk one takes, be it risk associated with changes in interest rates, exchange rates, stock prices, commodity prices, inflation, weather, etc. They are used by institutions as well as investors, sometimes to hedge (reduce) unwanted risks, sometimes to take on additional risk motivated by views regarding future market movements. The evolution of this subject has been attracting the interest of both practitioners and academia. Therefore, the course is a blend of theory and application. Real data analysis is an important part of this course. A student successfully completing this course will be familiar with the main current practices of derivatives and risk management techniques.</p>	
Objectives:	
<ol style="list-style-type: none"> 1. To understand the concepts of both financial and commodity derivatives. 2. To hedge risk and practice risk management using derivatives. 3. To explain the use of options and futures contracts for tactical portfolio strategies purpose 4. To analyze pricing of derivatives, including familiarity with some central techniques, like the binomial model, and the Black-Scholes model, swaps, options and VaR. 	
Course Outcome:	
<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> 1. Understand concepts of derivatives. 2. Analyze the risk management process using derivatives. 3. Explain the pricing of options and futures contracts. 4. Evaluate swaps as hedging technique and prepare margins for cash segment and derivatives. 	
Unit1:	6hrs
Derivatives - Introduction, economic benefits of derivatives - Types of derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives - traders in derivatives markets - Derivatives market in India. (Only Theory)	
Unit2:	12hrs
Forwards and Futures - differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Hedging using futures - specification of futures - Commodity futures, Index futures, interest rate futures – arbitrage opportunities. (Practical Problem)	
Unit3:	6hrs
Interest rate markets - Type of rates, Determining Zero rates, Forward rate agreements (FRA), and Interest rate derivatives. (Practical Problem)	
Unit4:Swaps	8hrs
Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate	

swaps – currency swaps – valuation of currency swaps. (Practical Problem)

Unit5:Options

14hrs

Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non- dividend paying stocks put-call parity - mechanics of options - stock options - options on stock index - options on futures – interest rate options. Concept of exotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options. (Practical Problem)

Unit:6:

Value at Risk (VaR)&Margins

8hrs

Value at Risk (VaR) & Margins - Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing. (Only Theory). Margins: Types of Margins, Valuation of Margins using cash segment, future contracts, option contracts and VaR (Practical Problems).

Unit 7:

6hrs

Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Forward Market Commissions and regulation-commodities traded – trading and settlements – physical delivery of commodities. (Only Theory)

RECOMMENDED BOOKS:

1. Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
2. Derivatives and Risk Management, Rajiv Srivastava, Oxford University Press, 2018
3. Options & Futures- Vohra & Bagri, 2/e, TMH
4. Derivatives- Valuation & Risk Management – Dubofsky & Miller, Oxford University Press, 2005.
5. An introduction to derivatives and risk management, Chance, Cengage, 9th edition.

REFERENCE BOOKS:

1. Derivatives, Principles and Practice, Sundaram & Das, Mc Graw Hill, 2016
2. Risk Management, Vaijanath Babshetti & Prakash B. Yaragol, 1st edition, Kalyani Publishers, 2014.
3. Introduction to Derivatives and Risk Management – Don M. Chance, Cengage Learning, 2008.
4. Financial Derivatives- Bishnupriya Mishra and Sathya Swaroop Debashish, Excel BOOKS, 2007.
5. Options & Futures – Edwards & Ma, 1/e, McGraw Hill.
6. Derivatives & Financial Innovations - Bansal, TMH.
7. Financial Derivatives – Kumar S. S. S, PHI, 2007.
8. Futures, Options and Swaps – Robert W. Kolb, 5/e, Wiley India Pvt. Ltd. 2011.
9. Derivatives & Financial Innovations - Bansal, TMH.
10. Financial Derivatives – Kumar S. S. S, PHI, 2007.
11. Futures, Options and Swaps – Robert W. Kolb, 5/e, Wiley India Pvt. Ltd. 2011.

Course Name: Consumer Behaviour	Course Code: BBA541B
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: Understanding consumer behavior is one of the fundamental requirements for any marketer. With the introduction to the study of consumer behavior, it covers the underlying concepts, principles and theories of the subject and gives clear explanation on the consumer psychographics and demographics affecting his behavior in both individual and group buying situations.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 learn the basics of consumer behavior and understand the relevance of the subject in the realm of contemporary business and marketing.</p> <p>CLO2 Demonstrate the buying patterns in both the consumer and the organizational markets and analyze their applicability in the diverse real world buying situations.</p> <p>CLO3 Interpret the relevant theories and concepts to various practices of Consumer Behavior.</p> <p>CLO4 Asses and structure better decision in the field of marketing management as well as to become better customers themselves.</p> <p>CLO5 Examine the reasons for the success or/and failure of business strategies.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, research article, a field visit, and form of experiential learning.</p>	
UNIT I	8 Hours
<p>Introduction to Consumer Behavior: Meaning, Types of consumers, Interdisciplinary nature of CB, Scope and Application of CB, Market segmentation and CB, Consumer Research.</p>	
UNIT II	12 Hours
<p>Consumer Decision making Process</p> <p>Problem recognition, Pre purchase search, purchasing process, Post purchase behaviour, Models of Consumer decision making, Customer Loyalty. Model of Consumer Decision making-Black Box Model. Howard-Sheth Model. Consumer Decision making process</p>	
UNIT III	8 Hours
<p>Individual determinants of Consumer behaviour</p> <p>Personality, Motivation, Perception, Learning, Attitudes – concepts only</p>	
UNIT IV	8 Hours
<p>External Determinants of CB: Family, Age and Gender</p> <p>Functions, FLC stages, Family decision making, Dynamics of husband wife decision making. Role of child in decision making, women's buying behaviour</p>	

UNIT V**8 Hours****Influence of Social Class**

Categories, Measurement of social class, Life style profiles, VALS, AIOS, Social class mobility.

UNIT VI**8 Hours****Influence of Culture and Subculture on Consumer Behaviour**

Characteristics, Measurement of Culture – Content analysis, Consumer Fieldwork. Subculture – religious, regional, racial, age and gender, culture – religious, regional, racial, age and gender

UNIT VII**8 Hours****Diffusion of Innovation**

Innovation, Diffusion process, Channels of communication, Social system and time, Stages - adoption process. Information sources

Essential references:

1. Schiffman, L.G., Kanuk.L.L, &Kumar.S.R (2010).Consumer Behaviour (10th ed). Prentice Hall.

Recommended references:

2. Blyth, J. (2008).Consumer Behavior. London:Thomson Learning.
3. Lantos, G.P. (2010). Consumer Behaviour in Action- Real Life Applications for Marketing Managers. New York: M.E Sharpe.
4. Nair.S.R (2010). Consumer Behaviour in Indian Perceptive. Mumbai: Hymalya Publishing House.
5. Engel.J.F,Kollat.D.T,&Minar.P.W (2008).Consumer Behaviour Hinsdale IL Dryden Press.
6. Howard.J.A, Sheth.J.N.(2008). Theory of Buyer Behaviour: Scott Foresman Glenview.

Course Name: Brand Management	Course Code: BBA542B
Total number of hours: 60 Hrs	Credits: 4
Course Description: The course explores the significance of branding with the emerging managerial, relational and social perspectives.	
Course Learning Outcomes: On having completed this course student should be able to:	
CLO1 Identify the various concepts of brand management	
CLO2 Demonstrate an understanding of the major paradigms of brand building	
CLO3 Interpret the relevant theories and concepts to various practices of brand building.	
CLO4 Examine the reasons for the success or/and failure of major brands.	
Pedagogy: This course uses multiple pedagogies like interactive lecture,students’ discussions and PPTs, research articles, a field visit, anddifferent forms of experiential learning.	
UNIT I-Introduction Hours	12
Concept of ‘Brand’: Brand VS Product, Why Brand? Can everything be branded? Identification of branding challenges and opportunities; Strategic brand Management Process, Customer based brand equity; sources of brand equity, CRM, Brand equity VS Customer equity	
UNIT II-Brand Positioning Hours	8
Points of parity & points of difference, positioning guidelines, brand mantras, internal branding.	
UNIT III-Brand Elements	6 Hours
Brand elements- criteria for choosing it, integrated marketing communication.	
UNIT IV-Secondary Brand Associations	8 Hours
Leveraging Secondary Brand Associations - co-branding, licensing, celebrity endorsement, event sponsoring.	
UNIT V-Managing Brand Equity	8 Hours
What it means: how to build it; Understanding and measuring brand equity using Inter-brand methodologies,Monitoring brands, Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty,and Brand audit-Brand inventory, and brand exploratory, Qualitative & Quantitative Research techniques.	
UNIT VI-Managing Brand Extensions	8 Hours
Brand hierarchy, design of a brand strategy-Brand Extension: Types of Brand Extension, Line and Category Extension, Pros and Cons of Brand Extension-Need for extension, Multi-Brand Strategy, Geographical Expansion.	
UNIT VII-Contemporary Perspectives in Branding	10Hours
Managing brands Over Time- Brand Architecture: Handling a Large Portfolio, Multi-Brand Portfolio. Brand Hierarchy, Revitalizing brands: Re-launch, Rejuvenation, when brand is dying or stagnating, or when the market is dying or stagnating. Special branding categories: Service brands,	

Private labels, Industrial brands, Luxury brands, Heritage brands, Internet brands, TOM (Top of mind recall) brands. Brand building in Indian context, Managing Premium brands.

Essential references:

1. Keller, K.L. (2013). Strategic Brand Management(3rd edi). Prentice Hall of India.

Recommended references:

1. Aaker, D.A. (2011). Brand Relevance: Making Competitors Irrelevant, Jossey-Bass.
2. Aaker, D.A. (1991). Managing Brand Equity. New York: Free Press.
3. Aaker, D.A. (1996). Building Strong Brands .New York: Free Press.
4. Aaker, D.A., & Joachimsthaler. E. (2000). Brand Leadership. New York: Free Press.
5. Kapferer, Jean- Noel. (1997). Strategic Brand Management. Dover, NH Kogan Page.
6. Holt, D.B. (nd). How Brands Become Icons. The Principles of Cultural Branding, Harvard Business School Press.
7. Deming, S. (2007). The Brand who Cried Wolf. Wiley Publishers.
8. Ries, A.I., & Trout, J. (nd). Positioning: The Battle of Minds.

Course Name: Retail Management	Course Code: 543B
Total number of hours: 60 Hrs	Credits: 4
Course Description: This course introduces students to the new features in retail management, a real -world approach focusing on both small and large retailers. Students will examine the dynamics of business decision making and demonstrate the ability to identify, describe and apply the essential business concepts, theories and practices with respect to the subject retail marketing.	
Course Learning Outcomes: On having completed this course student should be able to:	
CLO1 The in depth understanding of Retail marketing, building sustainable relationships, buyer's behavior, pricing strategies and delivery channels to the end users	
CLO2 It provide cutting edge coverage on the latest topics and developments in retailing	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article, a field visit, and form of experiential learning.	
Unit I – Introduction to retailing	6Hrs
Reasons for studying retailing, economic significance & opportunities in retailing, types of retailers – food retailers, general merchandise retailer, non-store retail format, service retailing, single store establishment, corporate retail chain, multi-channel retailing, Benefits offered by electronic channel. Retailing in emerging world, Multinational Brand and retailing in third world.	
Unit II – Retail market strategy	6Hrs
Target market retail format, Building a sustainable competitive advantage, for growth strategies, steps in strategic and retail planning and operation management, Evaluating competition in retailing, Retail market information system	
Unit III – Retail locations	6Hrs
Site location –Location theory, theory of central placement, Trading area analysis, characteristics of trading area, factors affecting the demand for a region & attractiveness of a site	
Unit IV – Supply chain management and Store Management	12Hrs
Advantages through supply chain management flow of information, logistics – distribution centre, quick response delivery systems, e-retailing and outsourcing. Store layout, types & features, store design – merchandise presentation techniques, atmospherics, customer service GAPS model for improving retail service quality	
Unit V – Merchandise management and product management	6Hrs
Objectives for merchandise plan, assortment planning process; Establishing and maintaining relationships with vendors, pricing strategies – cost oriented, demand oriented, competition oriented & use of breakeven analysis. Price adjustments to stimulate retail sales.	
Unit VI – CRM and Retail communication mix	12Hrs
Overview, collecting customer database, Identifying target customers, developing & implementing CRM programs. Communication programs to develop brands & build customer loyalty, methods of communicating with customers, planning retail communication process. Retail Branding	
Unit VII – Indian context of retail management	6Hrs

Phase of growth, career opportunities, and India's profile against the global retail market. Legal and ethical behavior in retailing.

Essential references:

1. Levy, M., & Weitz, B. (2013). *Retail Management (Latest edi)*. Irwin/McGraw Hill

Recommended references:

2. Gilbert, D. (2008). *Retail Marketing Management (2nd edi)*, Pearson Education.
3. Pradhan, S. (2007). *Retail Management Text & Cases (2nd edi)*, McGraw Hill Co.
4. Nair, S. (2011). *Retail Management (4th edi)*, Himalaya Publishing House.
5. Dion, J., & Topping, T. (2007). *Start & Run a Retail Business*, Jaico Publishers.
6. Vedamani, G.G. (2003). *Retail Management*, Jaico Publishing House.

Course Name: Customer Relationship Management	Course Code: BBA544B
Total number of hours: 60 Hrs	Credits: 4
Course Description:	
<p>This course examines customer relationship management (CRM) and its application in marketing, sales, and service. Effective CRM strategies help companies align business process with customer centric strategies using people, technology, and knowledge. Emphasis is given on both conceptual knowledge and hands-on learning using leading CRM software.</p>	
Course Learning Outcomes: On having completed this course student should be able to:	
<p>CLO1: Analyse relationship theory from the point of view of the customer and the organisation.</p> <p>CLO 2: Critically analyse an organisation's relational strategies with stakeholder groups that affect how well it meets customer needs</p> <p>CLO 3: Evaluate CRM implementation strategies</p> <p>CLO 4: Formulate and assess strategic, operational and tactical CRM decisions.</p> <p>CLO 5: Plan and conduct an investigation on an aspect of CRM, and communicate findings in an appropriate format.</p>	
Pedagogy:	
<p>This course uses multiple pedagogies like interactive lecture, student discussions & presentations, casestudies and article analysis, and a field visit in the form of experiential learning.</p>	
<p>Module I –CRM Theory & Development 8 Hours</p> <p>Introduction to Customer Relationship Management, History and Development of CRM and Relationship Marketing.Organizational structure and CRM.</p> <p>Module II – Data, Information & Technology 8 Hours</p> <p>CRM Technology and Data Platforms, Database and Data Management, and the role of Business Intelligence (BI) in CRM, Database and customer data development.</p> <p>Module III - Relationship marketing and the Concept of Customer Value 8 Hours</p> <p>Overview, the link between CRM and database marketing, importance of customer value, Retention-satisfaction-loyalty-profit chain.</p> <p>Module IV– Strategic CRM 10Hours</p> <p>Business-to-Business CRM, Impact of Customer Relationship management on Sales & Marketing Strategy, Customer Management organisation ,Information Capture and alignment of technology, Steps in Developing CRM strategy.</p> <p>Module V - Implementing the CRM strategy 8Hours</p> <p>Elements of CRM System, CRM implementation process objectives, stages of Implementation.</p>	

Module VI – CRM Evaluation**10Hours**

Categories of measurement of CRM effectiveness, CRM's impact on company efficiency, effectiveness, and employee behavior.

Module VII – Privacy, Ethics and Future of CRM**8Hours**

Consumer privacy concerns, privacy and ethical compliance, Social Networking and CRM, CRM trends, Challenges and Opportunities.

Essential references:

1. Francis Buttle, S. M. (2015). *Customer Relationship Management (3rd edition)*. Routled

Recommended references:

1. Don Peppers, M. R. (2011). *Managing Customer Relationships: A Strategic Framework*. John Wiley & Sons.
2. Francis Buttle, S. M. (2015). *Customer Relationship Management (3rd edition)*. Routledge.
3. RAI, A. K. (2013). *Customer relationship management: concepts and cases*. PHI Learning Pvt Ltd.
4. Roger J. Baran, R. J. (2017). *Customer Relationship Management: The Foundation of Contemporary Marketing*. New York and London: Routledge.
5. V. Kumar, W. R. (2012). *Customer Relationship Management: Concept, Strategy, and Tools (2nd edition)*. Springer.99

Course Name: International Marketing	Course Code: 545B
Total number of hours: 60 Hrs	Credits: 3
<p>Course Description: The course focuses on the conceptual framework for international marketing and the business environment (economic, socio-cultural, political, legal and regulatory) in which global companies must operate. It provides the student with the knowledge and tools for assessing and analyzing international market opportunities and threats, as well as the ability to formulate marketing strategies and programs with a global perspective. It presents the interplay of dynamic driving forces in the global business environment, the rapid economic integration of the world, and how these factors impact on the formulation and implementation of international marketing strategies.</p>	
<p>Course Learning Outcomes: After completing the course, the student will be able to:</p> <p>CLO1 Understand the manifestations of international markets</p> <p>CLO2 Analyze the various aspects in international marketing</p> <p>CLO3 Apply the management functions of international marketing</p> <p>CLO4 Construct and compare the strategy issues and choices available for managers in international marketing</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions and PPTs, research article, a field visit, and form of experiential learning.</p>	
<p>Unit 1: Introduction to International Marketing</p> <p>Definition, Objectives, Scope, Importance, Challenges, International Organization – WTO, IDA, IFC, IBRD, ICSID, IMF, UNCTAD, UNIDO, Driving and Restraining forces</p>	8Hrs
<p>Unit 2: Global Marketing Environment</p> <p>Global Economic Environment, Global trade environment, Socio Environment, Cultural environment, Cultural Dynamics in Global markets, Political environment, International legal rules and regulatory environments.</p>	10Hrs
<p>Unit 3: Approaching Global Markets:</p> <p>Analyzing and Targeting Global Market Opportunities, Global Customers, Global Marketing Environment, Global Marketing information systems and Market research, segmentation, targeting and positioning, importing, exporting and sourcing,</p>	10Hrs
<p>Unit 4: Global market entry strategies</p> <p>Licensing, investment and strategic alliances. Global Marketing Strategy-Global entry and Expansion Strategies, Competitive analysis and strategy.</p>	05 Hrs
<p>Unit 5: Global Marketing Mix</p> <p>Brand and product decisions in global marketing, Pricing decisions, global marketing channels and physical distributions, Global marketing Communication decisions, global marketing and the digital revolution.</p>	10Hrs
<p>Unit 6: Strategy and leadership in the twenty first century</p> <p>Strategic elements of competitive advantage, leadership, organization and corporate social</p>	7Hrs

responsibility

Unit 7: Legal and Ethical in International Marketing

10Hrs

Introduction, Nature of International Business Disputes and Proposed Action, Legal concepts, International Dispute settlement Machinery, Ethical Consideration in Marketing Communication.

Essential references:

1. Keegan, Warren J., & Green, Mark C. (2017) *Global Marketing*, Pearson Education Inc. publishing as Prentice Hall International

Recommended references:

2. Donald L. Brady (2015) *Essentials of International marketing*, Routledge, Cengage Learning
3. Daniel W Baack, Eric G. Harris, Donald Baack (2012), *International Marketing*, SAGE Publications
4. Mathur U C (2008) *International Marketing Management*, SAGE Publications.
5. Pervez N. Ghauri, Philip R. Cateora, (2006) *International Marketing*, McGrawhill Education

Course Name: Industrial Relations Law	Course Code: 541C
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: The course provides a fundamental of employment relations involving employees, association of employees, employers and government in the Indian context. It imparts working knowledge of laws governing the employment relationship in India. It sheds light on the causes of industrial conflicts, its consequences and machinery to resolve industrial conflicts.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 To understand the factors that shape the environment of industrial relations and the characteristics of Indian Labor Force.</p> <p>CLO2 To analyze the roles played by employee, employer and government for maintaining industrial Relations.</p> <p>CLO3 To formulate approaches for smooth, harmonious and healthy employee relations.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, classroom discussions & presentations, industrial relations cases specific to Indian context, new paper article analysis, and a field visit/guest interaction.</p>	
<p>Unit 1: Industrial Relation: Evolution and Growth 8 Hrs. Evolution of Industrial Relations – Definition and Scope of Industrial Relations – Objectives and Essential Features of Industrial Relations – Participants and Dynamics of their participation in Industrial Relations – Industrial Relation Perspective and Approach; Role of State- The Labour Policy – International Labour Organization - Impact of ILO on Indian Labour Relations -Trends in Industrial Relations Management - Changing Characteristics of Industrial Workforce – Demand for Labour – The Challenges to IR.</p> <p>Unit 2: Trade Unionism and Trade Unions 8 Hrs. The concept of Trade Unionism – Politics and Trade Unions – Rights of Trade Unions – Roles, Functions and Objectives of Trade Unions – Classification of Trade Union – Trade Unions in India – Structure of Trade Unions in India – Union Security – Political Affiliation of Trade Unions – Problems of Trade Unions in India – Recognition of Unions – Rights of Recognized Unions – Trade Union Act 1926; Scope and Coverage, Objectives, Provisions.</p> <p>Unit 3: Social Security Legislations 8 Hrs. Major legislation with Scope, Applicability, Coverage and Main Provisions of following acts - Employee State Insurance Act 1948, Maternity Benefit Act 1961, Workmen’s Compensation Act, 1923, Payment of Gratuity Act 1972, Employee Provident Fund and Miscellaneous Provisions Act, 1952.</p> <p>Unit 4: Laws governing working conditions 10 Hrs The Factories Act 1948 - objectives, scope and coverage, applicability; The Shops and Establishment Act 1953; Objectives, Scope and Coverage, Main Provisions – The Contract Labour Act 1970; Objectives, Scope and Coverage, Definitions- Registration and Licensing- Duties of Controlling Authorities, Duties of Contractors, Duties of Principal Employer – The Engagement of Contract Labour – The Prohibition of Employment of Contract Labour. The Industrial Employment Act 1948; Objectives, Scope and Coverage, Main Provisions.</p>	

Unit 5: Industrial Conflicts**8 hrs.**

Industrial Dispute; Concept – Forms of Industrial Action- Types of Disputes- Causes of Industrial Disputes- Causes of Industrial Conflicts.

Unit 6: Industrial Dispute Act 1947**8 hrs.**

Objectives – Definitions- Different forms of strike and lockout - Prohibitions for Strikes and Lockout – Illegal Strike and Lockouts – Layout, Retrenchment and Closure – Closure of Undertaking – Last IN First OUT – Unfair Labour Practices:

Unit 7: Industrial Dispute Settlement and Preventive Machinery**10 hrs**

Conciliation; Conciliation Officer , The Protection of Workmen During Pendency of Conciliation Proceedings – Obligation of Employers – Obligation of Employees – Board of Conciliation – Arbitration; Compulsory and Voluntary – Adjudication; Labour Court, Industrial Tribunals, National Tribunals: Discipline Procedure- Conducting Domestic Enquiry – Grievance Procedure-Collective Bargaining

Essential references:

1. P. N Singh, Neeraj Kumar (2011). *Employee Relations Management*: Pearson Education.

Recommended references:

2. Venkata Ratnam, C.S. (2010). *Industrial Relations* (5thedi), Oxford University Press.
3. Sinha, P. R., Shekar, S. P., & Sinha, I. B. (2008). *Industrial Relations Trade Unions, and Labour Legislation*. New Delhi: Pearson Education Inc.
4. Janardhan, V. (2016). *Industrial relations in India: Towards a new socio-political approach*. Hyderabad: Orient BlackSwan.
5. Mamoria, C.B., Mamoria, S., & Gankar, S.V. (2010). *Dynamics of Industrial Relations* (13thedi), Himalaya Publications.
6. Srivastava, S.C. (2009). *Industrial Relations and Labour Laws* (5thedi), Vikas Publishing House Pvt. Ltd.
7. Singh, B.D. (2009). *Industrial Relations- Emerging Paradigm* (2ndedi). Excel Books

Course Name: Compensation Management	Course Code: 542 C
Total number of hours: 60 Hrs	Credits: 4
Course Description: The course provides the knowledge base for understanding the relevance of remuneration and reward to employees. The course discusses in detail the broad areas in Compensation Management concepts, applications and research. The course equips students with tools to effectively manage rewards for individuals and groups in organizations in order to attract, motivate and retain them.	
Course Learning Outcomes: On having completed this course student should be able to:	
CLO1	Identify main elements of compensation structure in an organization at various levels.
CLO2	Analyze the terms of negotiation for remuneration with different stakeholders like management, union leaders and fresh hires.
CLO3	Design financial and non-financial rewards for an organization.
Pedagogy: This course uses multiple pedagogies like interactive lecture, classroom discussions & presentations, HBR cases, new paper article analysis, and a field visit/guest interaction.	
Unit I: The Foundation of Reward Management	10 HRS
Concept, Transactional and Transformational aspects of RM; The Total Reward Process; Motivational, Financial and Non-Financial Rewards; Factors affecting levels of Pay, Reward Philosophy, Strategy, and Policy	
Unit II: Job Analysis	8 HRS
Definition, Process, Job description: elements and concepts; Job Evaluation-Definition, Purpose, Methods, Job evaluation process.	
Unit III: Wage and Salary administration	10 HRS
Nature and purpose, Compensation, Reward. Wage levels and Wage structure; Wage determination process; Theory of Wages; Types of Wages; Wage differentials.	
Unit IV: Contingent pay	8 HRS
Paying for Performance, Competence related pay; Skill related pay; Shop floor incentives and Bonus schemes; Sales force Incentive schemes.	
Unit V: Special Aspects of Reward Management	8 HRS
Executive and International compensation; Compensation for teams; Gain Sharing; Profit sharing; Employee and Executive Share schemes; Boardroom pay.	
Unit VI: Total Reward	8 HRS
Employee Benefits and Total Remuneration: pensions, Tax considerations; Fringe benefits; Fringe benefits in India.	
Unit VII: Managing Reward system	8 HRS
Evaluating the Reward System, Pay Reviews, Control and Responsibility for reward, Reward Management procedures, and Computerized reward management	

Essential Reading:

1. Armstrong, M., & Murlis, H. (2014). *Reward Management- Remuneration Strategy and Practice (4th edi)*, Crest Publishing House.

Recommended Reading:

2. Armstrong, M. (2015). *Armstrong's handbook of reward management practice: Improving performance through reward* (Fifth edition.). London: KoganPage.
3. Singh, B.D. (2017). *Compensation and reward management*. Bangalore: Excel books.
4. Berger, L. A., & Berger, D. R. (2015). *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design* (Sixth edition.). New York: McGraw Hill.

Course Name: International HRM	Course Code: 543 C
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: The course provides basic knowledge about the enduring concepts in Internationalization of business and its implication on Human Resources Management. It provides understanding of challenges in sustaining international operations through assignments and managing recruitment, staffing, training and development, compensation management. The course focuses on the expatriate management and the ethical practices of a business enterprise across the world.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Demonstrate understanding of basic knowledge about IHRM challenges. CLO2 Analyze challenges and issues of internationalization of business from a Professional's perspective. CLO3 Create programs for preparing the workforce for internationalization.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, classroom discussions & presentations, HBR Case studies, article analysis, and a field visit/guest interaction.</p>	
<p>Unit – I Globalization and IHRM</p> <p>Globalization, Evolution of global HRM, global versus domestic HRM, mapping global HRM, The nature and importance of culture, country and regional cultures, country culture versus MNE culture, cultural convergence or divergence, impact of culture on IHRM, Research in IHRM</p>	8 Hrs
<p>Unit – II International workforce planning and staffing</p> <p>International workforce planning, staffing-choices and implication for MNEs</p>	8 Hrs
<p>Unit – III International recruitment, selection and repatriation</p> <p>Staffing with expatriates, the international recruitment function, mistakes and failures, successful expatriation and best practices</p>	8 Hrs
<p>Unit –IV International training and management development</p> <p>The training function, virtual and global teams, global leadership development, cross cultural preparation, knowledge management and MNEs</p>	10 Hrs
<p>Unit – V International compensation and Performance Management</p> <p>International remuneration, compensation and benefits, determinants of compensation, international compensation and benefits management, Performance management function and MNEs, international assignees and PA</p>	10 Hrs
<p>Unit – VI Well-being of International workforce, and international HRIS</p> <p>Well-being of International workforce, Health and safety, crisis management, global HR support service and information systems</p>	8 Hrs
<p>Unit – VII Comparative IHRM</p> <p>HRM issues in Europe, North America, Asia, IHRM department, professionalization of IHRM, Future of IHRM.</p>	8 Hrs

Essential Reading

1. Dowling, P. J., Festing, M., & Engle, A. D. (2019). *International Human Resource Management* (7th Ed.). New Delhi: Cengage Learning.

Recommended Reading

1. Punnett, B. J. (2019). *International perspectives on organizational behavior* (4th Edition.). New York: Routledge.
2. Edwards, T., & Ress, C. (2017). *International Human Resource Management: Globalization, National Systems and Multinational Companies* (Third Ed.). New York: Pearson.
3. Wintersberger, Daniel. (2017). *International Human Resource Management: A Case Study Approach*. U K: Kogan Page

Course Name: Human Resource Development	Course Code: BBA 544C
Total number of hours: 60 Hrs	Credits: 4
Course Description: The course provides an in-depth understanding of various concepts related to the HRD initiatives that are practiced in organizations. It focuses on the study and practice that increases the learning capacity of individuals, groups, and organizations. It explains the process of development and application of learning based interventions in order to optimize human and organizational growth and effectiveness.	
Course Learning Outcomes: On having completed this course student should be able to:	
CLO1 Understand the fundamental concepts, methods and approaches to HRD. CLO2 Differentiate the various approaches and interventions of HRD CLO3 Design a right training programme or intervention to develop individuals in the organization	
Pedagogy: This course uses multiple pedagogies like interactive lecture, classroom discussions & presentations, case and article analysis, and field visit in the form of experiential learning.	
<p>Unit I: Introduction to HRD 8 Hrs Definition, Objectives, Scope and Importance of HRD; HRD philosophy, Features of HRD, HRD Mechanisms, Integrated HRD systems, HRD field and climate, Organizational strategy and HRD intervention, HRD Audit.</p> <p>Unit II: Pre-Training Work 8 Hrs Training, development and education, Training policies, objectives and strategies, Importance of TNI, Pre-training activities, Identifying training needs, Training at different levels, Business goals vs training.</p> <p>Unit III: Curriculum and Pedagogy 9 Hrs Training specification, training design, impediments to effective training, specification of training methods, seven principles of good practice, expectation of participants, qualities of good trainers.</p> <p>Unit IV Training Evaluation 8 Hrs Purpose of training evaluation, principles of evaluation, process of evaluation, clients in training process, training evaluation models.</p> <p>Unit V: Coaching & Mentoring 9 Hrs Roles of Managers, Coaching, Competencies of coaches, developing a coaching eye, coaching style of leadership, management support in coaching, managing the role stretch of executives. Leaders and Managers, leadership characteristics, developing leadership potential, mentoring, mentoring vs coaching, implementing mentoring practices.</p> <p>Unit VI Counselling 9 Hrs Quality of work life, counselling, prerequisites of employee counselling, guidelines to effective counselling, counselling techniques, types of counselling, counselling process, stress management interventions, benefits of counselling.</p>	

Unit VII Developing Commitment and Motivation**9 Hrs**

Organizational commitment, types of commitment, determinants of organizational commitment, creating a suitable environment, developing commitment in individual employees, Motives and applied motivation.

Essential references:

1. Haldar, U.K. (2013). *Human Resource Development* (1sted.).New Delhi, India: Oxford University Press.

Recommended references:

1. Gupta, S.K., & Joshi, R. (2013).*Human Resource Development* (3rded.).Bengaluru, India: Kalyani.
2. Mankin, D. (2013). *Human Resource Development*.New Delhi, India: Oxford University Press.
3. SubbaRao, P. (2014). *Human Resource Development* (2nded.).Bengaluru, India: Himalaya.

Course Name: Organization Theory & Design	Course Code: BBA 545C
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: Organization Theory and Design focuses on integrating contemporary thinking about organization design with classic ideas and theories. It describes about the organizations that have undergone major shifts in organization design, strategic direction, values or culture as they strive to become learning organizations and be more competitive in today's turbulent global environment. This course focuses on the complexity of the global environment and explores concepts and ideas that can help the HR managers design their organization to be more effective on a global scale. This course focusses on organization design as a key success factor for any business environment, cultural shift or transformation effort and its contribution to organization effectiveness.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Identify and analyse various issues that confront managers during the process of organizational design. CLO2 Identify and demonstrate organizational design change issues. CLO3 Conduct an organizational design analysis and develop case based on their analysis on the organization under study</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, classroom discussions & presentations, case and article analysis, and field visit in the form of experiential learning.</p>	
<p>UNIT I: Organisations and Organisational Stakeholders 12 Hrs Organization theory- Organizational structure, organizational culture, organizational design, Importance of organizational design-gaining competitive advantage, managing diversity, increasing efficiency and innovation, improving coordination and motivation, developing and implementing strategy, Consequences of poor organizational design, Organizational stakeholders-inside stakeholders, satisfying stakeholders' goals and interests</p> <p>UNIT II: Basic Challenges of Organisational Design 10 Hrs Organizational roles, Vertical and Horizontal Differentiation, Organizational Design Challenges-Balancing differentiation and integration, balancing centralization and decentralization, balancing standardization and mutual adjustment, coordinating the formal and informal organizations, Mechanistic and Organic Organizational structure</p> <p>UNIT III: Designing Organisational Structure: Authority & Control 10 Hrs. Top managers and Organizational Authority, Vertical Differentiation –size and height limitations, problems with tall hierarchies, Factors affecting the shape of the Hierarchy, Principles of Bureaucratic Structure, Advantages and limitations of Bureaucratic Structure</p> <p>UNIT IV: Designing Organisational Structure 8 Hrs. Functional Structure: Advantages of a Functional Structure, Control Problems in a Functional Structure, Changing the design of the functional structure, moving to a Divisional Structure-Product and Multidivisional Structure, Geographic Structure, Market Structure, Matrix Structure.</p> <p>UNIT V Organizational Strategy and Structure 4 Hrs. Organizational Strategy and Structure-Sources of Core Competences, Three Levels of Strategy and structure</p> <p>UNIT VI: Organisational Design and Technology 8 Hrs</p>	

Level of Knowledge: Conceptual and Analytical

Technology and Organizational Effectiveness, Technical Complexity and Organizational Structure, Routine tasks and complex tasks- Theory of Charles Perrow, Task Interdependence: The Theory of James D Thompson

UNIT VII: Managing the New Technological Environment

8 Hrs

Level of Knowledge: Conceptual and Analytical

Managing Innovation in High-Tech Organizations, Advanced Technology and Organizational Culture, Creating a Culture for Innovation, Flexible Work Teams

Essential Reading:

1. Jones, G. R., & Mary, M. (2017). *Organizational Theory, Design and Change*. Pearson Education.

Recommended Reading:

2. Daft, R.L. (2016). *Understanding the Theory and Design of Organizations*. Cengage Learning.
3. Murphy, J., Millmott, H., & Daft, R. L. (2014). *Organization Theory and Design*. Cengage Learning.
4. Robbins, S. P. (2008). *Organization Theory, Structure, Design and Applications*. Phi Learning Private Ltd.
5. Anderson, D. L. 1. (2013). *Organization Development: The process of leading organizational change* (3rd edition.). Los Angeles: SAGE Publications.

Course Name: Management of Business Sustainability	Course Code: BBA 541 D
Total number of hours: 60 Hrs.	Credits: 4
<p>Course Description: Business Sustainability Management Course offers a predominantly professionally-oriented education that addresses sustainability challenges facing leaders in today’s complex work patterns. This Course blends business strategy, natural and social sciences. The Sustainable Business Management is basically a managerial effort which meets the need of present generation of people running MSME without compromising the capacity of future generations to fulfil their own needs. This entails sustained efforts by management people to raise the quality of life people. The Course engages with how and why companies form sustainability strategies and considers how an embedded perspective can be achieved through tools such as the planetary boundaries framework.</p> <p>Integrating sustainability into strategic initiatives of Business is especially important because these issues play out over the long term. The reality check for business leadership is that nine billion people simply cannot live well in this world if companies do not start leading new partnerships to co-create a safe operating space for humanity. In this course we consider how business leaders are taking this challenge seriously.</p>	
<p>Course Objectives:The goal of this course is to broaden participants’ understanding of sustainability, allowing for a holistic recognition of the interconnectivity of issues and their impacts on the future of business.</p> <ol style="list-style-type: none"> 1. To articulate the importance of sustainability in business, and drive social responsibility across organisation’s value chain. 2. To investigate the potential of technology, design, and innovation to enable or limit sustainable business practices 3. To explore the role of marketing and communication - both internal and external - in your sustainability strategy. 4. To define and explore opportunities for value creation through stakeholder and partner collaboration. 	
<p>Course Learning Outcomes:On having completed this course student should be able to:</p> <p>CLO1 To have an overview of Sustainability Development Goals(SDG)of United Nations</p> <p>CLO2 To be familiarized with the basics of Sustainability DevelopmentGoals Index of India</p> <p>CLO3 To be able understand the significance of implementing the Sustainability Development Goals by India.</p> <p>CLO4 To learn to evaluate an impact of Sustainability Development Goals implementation by India on Business.</p> <p>CLO5 To analyze the need and importance of Sustainable Business Practices in India .</p> <p>CLO6 To evaluate the nature of rights and duties of stakeholders with regard to Sustainable Business</p> <p>CLO7. To implement Sustainable Business Practices to comply to the requirements of SDG</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article, a field visit, and form of experiential learning.</p>	

MODULE.1.**Hrs:4****Introduction to MSME and Sustainability:**

Evolution, Definition of MSMEs, Characteristics, Advantage of MSME & Its role & Significance in economic development, Role in Economic Development., Needs of SMEs. Forms of Organizations; Proprietary, Partnership, HUFs, LLP, Company etc., Establishing SMEs:

MODULE.2.**Sustainability and Business Environment****Hrs.8**

Environmental Scanning, Market Assessment, Technology, Selection of Site, etc., - Organizational Structures – Rules & Regulations - Gender & Entrepreneurial Development., Introduction to Sustainability- Evolution, Approaches, and Principles of Multi-dimensions of Sustainability: Social, Environmental, Economic and Financial Sustainability. Business Drivers – issues and trends.

MODULE.3**Hrs.:08****Sustainability Reporting and CSR:**

The concept of Environment, Business and Society ,Sustainability and the Role of Corporation, The Triple Bottom Line Approach to Business, Role of financial and non-financial disclosures and reporting. What is sustainability Reporting ,Need for Sustainability Reporting, Benefits of sustainability Reporting, Sustainability Report as a tool for sustainability risk assessment and stakeholder communication on sustainability performance.

MODULE.4**Hrs.: 05****Monitoring and Measuring Sustainability Performance**

Establishing a sustainability management framework based of policy, system and procedures. Measuring, monitoring and improving sustainability performance. Establishing sustainability indicators, developing goals and improvement program.

MODULE.5**Hrs.: 10****Sustainability related management standards and Indices**

GRI Framework: disclosure requirements, Performance Indicators [Economic, Environmental, Labour Practices, Human Rights, Society, Product Responsibility] UN Global compact; OECD guidelines for Multinational Enterprises; The CERES Principles; Social Accountability 8000; Ethical Trading Initiative's Base Code; ICC international Codes of Marketing and Advertising Practice, The UN Convention against Corruption. The AS8001-2003 Fraud and Corruption Control Standard, OECD principles of Corporate Governance, ISO9001 Quality Management Standard; ISO 14001 Environmental Management System Standard; ISO 26000 Social responsibility Guidance Standard; OHSAS 18001; ; SIGMA Management Framework; AS80008004; IFC Social and Environmental Management System; SA8000; ISO27000 and 28000 Security management System Standards; ISO 50001 Energy Management System; Dow Jones Sustainability Index; FTSE4Good Indices; Domini Social Index; Ethical Sustainability Index; BSE Greenex.

MODULE.6**Hrs:10****Planning a Sustainability Report & Sustainability Reporting**

Analysis and Research; Prerequisites of a sustainability Report, structure of a sustainability Report, The concept of sustainability Indicators, stakeholder Engagement including identification, mapping and prioritization , Indicator development (including performance measurement and monitoring) and materiality assessment information for inclusion in sustainability report, writing and designing the report Verification and Assurance of Sustainability Reports (assurance Standards). Current and Future Trends in

India , Role of Regulators, Institutional Framework, stakeholder Engagement , Future of Sustainability Reporting, Challenges before firms DPE Guidelines for PSUs on CSR and Sustainable Development, National Voluntary Guidelines, SEBI Guidelines, TERI-BCSD guidelines Sustainability Reporting at PSUs (Case Studies and Experience Sharing) Sustainability Reporting Practices by Corporate Sector (Experience sharing will be done by executives from companies from different sectors) Advocacy for Sustainability Reporting (Experience sharing by officials from GIZ, GRI).

MODULE.7

Corporate Social Responsibility

Hrs:05

Business, Society and CSR, Legal and Economic Perspectives, Theories of CSR, Stakeholder analysis and Engagement, CSR Planning and Implementation: Need Mapping, prioritization, Roll-out, Creating Local Partnerships, Implementing, evaluating and scaling up CSR to maximize shared value. Cases: NTPC, ONGC, Tata Group, Shree cements.

Essential Reading:

1. J.G. Stead & Edward Stead(2018): Sustainable Strategic Management, M. E. Sharpe & Co.,
2. Sustainability Development Goals(SDG) India Index, 2018: A Baseline Report.
3. Indian Institute of Banking & Finance (2017), Micro Small & Medium Enterprises in India, M/s Taxmann Publications Private Ltd.

Reference Books:

1. Rogers, Jalal & Boyd (2015): An Introduction to Sustainable Development, PHI Learning,2007
2. Singh (2014)Triple Bottom Line Reporting and Corporate Sustainability, PHI learning.
3. J.G. Stead & Edward Stead(2010): Management for a Small Planet, M.E. Sharpe& Co.
4. C.V. Baxi and Roopmanjari Sinha Roy(2011) Corporate Social Responsibility, Vikas Publishing House, New Delhi.
5. C.V. Baxi and Roopmanjari Sinha Roy(2011) Corporate Social Responsibility, Vikas Publishing House, New Delhi.

WebLinks

1. <https://www.globalreporting.org/reporting/reportingframeworkoverview/Pages/default.aspx>
2. <http://www.sustreport.org/business/report/intro.html>
3. <https://www.globalreporting.org/resourcelibrary/G3.1-Guidelines-Incl-TechnicalProtocol.pdf>
4. <http://www.enviroreporting.com/>
5. <http://www.tatamotors.com/sustainability/pdf/GRI-report-07-08.pdf>
6. [http://www.kpcindia.com/Pdf/Business/Sustainability%20Reporting%20\(Under%20GRI\).pdf](http://www.kpcindia.com/Pdf/Business/Sustainability%20Reporting%20(Under%20GRI).pdf)
7. http://www.sustainabledevelopment.in/services/corporate_substainability_management/activities/sustainability_reporting.html

Course Name: Social Entrepreneurship	Course Code: BBA542D
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: Social Entrepreneurship is an emerging field of business that helps build meaningful employment of resources by reflecting on social issues. The Course builds deeper insights into organizations that advance social change through innovative solutions. The students will also learn leadership and strategic aspects of social enterprises and how these are intertwined in the ownership, governance and management of any business.</p>	
<p>Course Objectives:</p> <ul style="list-style-type: none"> • To provide students with a working knowledge of the concepts, opportunities and challenges of social entrepreneurship. • To engage in collaborative learning process to initiate innovative solutions to critical social needs. 	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Assess the role of social entrepreneurship in building a sustainable society</p> <p>CLO2 Examine insights about various sectors in social enterprises.</p> <p>CLO3 Build own ventures to solve social problems with a strategic perspective on growth.</p> <p>CLO4 Incorporate theoretical tools into sustainable solutions to diverse social contexts.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and activities, research articles, immersive service-learning assignments, and various forms of experiential learning.</p>	
UNIT I	8 Hours
<p>Introduction to Social Entrepreneurship: Evolution and historical background of Social Entrepreneurship, Role of social entrepreneurship in societies, economies and politics, Spectrum of Philanthropy to Commerce, Types of Social Enterprises, Mindset of a Social Entrepreneur.</p>	
UNIT II	6 Hours
<p>Social Innovation and Sustainability: Meaning, Drivers of growth of SE, Problems in SE, Factors of Sustainable Development, Corporate Social Entrepreneurship, Cooperative Advantage in SE,</p>	
UNIT III	10 Hours
<p>Understanding Sector based Social Enterprises: Health, Education, Environment, Public Utility Services, Financial Literacy, UN-SDG Impact in Business-Cases</p>	
UNIT IV	10 Hours
<p>Service-Learning: Service-Learning Assignments, Design Thinking for Social Innovation, Value Creation through Social change,</p>	
UNIT V	10 Hours
<p>Measurement of Social Impact: Importance of measuring Social Impact, Measurement methods-cost effectiveness and cost benefit analyses, social accounting and auditing, SROI, SIMPLE, benefit-cost ratio, Critical areas of performance.</p>	

UNIT VI**8 Hours**

Governance of Social Enterprises: Legal Frameworks for SE in India, Legal Structure for Social Enterprises, Investment and Exit Strategy, Strategy to Scale Up, Social Business Model

UNIT VII**8 Hours****Emerging areas of Social Entrepreneurship:**

New Directions in Social Enterprise, Emerging Career Opportunities, Global Competitions in Social Enterprise Development, Social Intrapreneurship, Best Practices-Case Studies.

Core Text:

1. Wei-Skillern, J., Austin, J., Leonard, H., & Stevenson, H. (2007). Entrepreneurship in the Social Sector (ESS). Sage Publications

Reference Books:

2. Bornstein, D., & Davis, S. (2010). Social Entrepreneurship: what everyone needs to know? New York: Oxford University Press.
3. Petit, P. U. (2013). Creating a new civilization through social entrepreneurship. New Brunswick, U.S.A.: Transaction.
4. Ziegler, R. (2011). An introduction to social entrepreneurship: voices, preconditions, contexts. Cheltenham: Edward Elgar.
5. Ridley-Duff, R. (2016). Understanding social enterprise: theory and practice. London: Sage Publications.
6. Ellis, T. (2010). The new pioneers: sustainable business success through social innovation and social entrepreneurship. Chichester: Wiley.
7. Philips, Bonefiel and Sharma (2011), Social Entrepreneurship, Global vision publishing house, New Delhi.
8. Bide Amar (2012), Entrepreneurship determinants: culture and capabilities, 12th Edition, Euro Stat, European Union, <http://ec.europa.eu/eurostat>
9. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
10. Gopalkrishnan (2014) The Entrepreneur's Choice: Cases on Family Business in India, New Delh, Routledge taylor& Francis Group.
11. Kaliyamoorthy and Chandrasekhar (Eds:2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers.
12. Nicholls, A. (ed.) (2006), Social Entrepreneurship. New Models of Sustainable Social Change, Oxford University Press.

Course Name: Family Business Management	Course Code: BBA543D
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: Family Businesses make up most of the businesses that operate in our country. The success of these businesses contribute to the over-all economic development of our country. Understanding how family businesses are run, why family businesses are considered special, dynamics of the family within the business, Ownership legacy, sibling rivalries, professionalism, succession, and strategic planning are some of the topics that will be covered in this course.</p> <p>The students will also learn leadership and relationships that are inherent in family businesses and how these intertwined in the ownership, governance and management of the family business.</p>	
<p>Course Objectives:</p> <ul style="list-style-type: none"> • To provide an exposure and understanding to the students regarding the importance of family managed business, governance and relational dynamics in family firms. • To make the students acquainted with regard to professionalising the family business, conflict resolution, taking leadership position, importance of succession planning and working on wealth management for family and business. 	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Assess the basic concepts and dynamics of family managed businesses</p> <p>CLO2 Examine insights about managing family business/own venture in a professional way.</p> <p>CLO3 Build own family businesses and compete with a strategic perspective on growth.</p> <p>CLO4 Develop the key Non-Family Members in leadership</p> <p>CLO5 Interpret situations of real business problems into contextual decision making models</p>	
<p>Pedagogy:This course uses multiple pedagogies like interactive lecture, students' discussions and activities, research articles, creative assignments, and various forms of experiential learning.</p>	
UNIT 1	10 Hours
<p>Introduction: Nature, Importance, and Uniqueness of Family Business; Economic impact; Working Definition of Family Business; Life Cycle; Family Systems, Dynamics Challenge, Genograms, Policy Making; Perspectives-The Systems Theory, The Agency Theory, The Strategy View, The Stewardship Theory; Ethics, Social Responsibility, Philanthropy in Family Business, Contemporary Research</p>	
UNIT II	8 Hours
<p>Family Business Governance: The ownership challenge; Professionalization challenge; Diagnosing Family Business; Governance-Board of Directors, Family Councils, Family Offices.</p>	
UNIT III	8 Hours
<p>Succession: Development and Selection of Next Generation; Transfer of Power; Future of Family Business; Transgenerational Entrepreneurship; Strategic Planning</p>	
UNIT IV	8 Hours
<p>Estate Planning: Importance of generational transfers; Pitfalls of estate planning; Estate Taxes; Owner's Plan-responsibilities of Board, owner and management; Trusts and other Legal Devices</p>	

UNIT V**8 Hours**

Wealth Management: Financial Measures; Financial Statement Analysis; Family Business Accounting; Business Valuation, Valuation Methods

UNIT VI**8 Hours**

Key Nonfamily Management: Nonfamily Managers, Perspectives, concerns; Career opportunities; Extending culture, Motivating and retaining; Best Practices

UNIT VII**Business Process Management in Family Business:****10 Hrs**

Business Process Automation – Digital Marketing, ERP, Balance Score Card Tool, Aligning Human resource and business strategy, Improving organizational processes using Balance Score card approach, Corporate Governance issues, Best Practices Management, Case Studies.

Core Text:

1. Poza, E. J. & Daugherty, M.S. (2015), Family Business, 4th Edition, Cengage Learning

Reference Books:

2. Poza, Ernesto J. (2007). Family Business. Mason, OH: Thomson South-Western.
3. Craig.E.Aronoff, Stephen.L.McClure& John L. Ward (2011), Family Business Succession.
4. A.V. Vedpuriswar&A.Mukund (2002), India's family owned Businesses, ICFAI Case study series, Published by ICFAI Press.
5. Amy Schuman, Stacy Stutz and John.L.Ward (2010), Family Business as Paradox, Palgrave Macmillan.
6. Kavil Ramachandran (2015), Ten Commandments for family Business, Sage Publications.
7. Gita Piralal (1996), Business Maharajas, Penguin Books India (P) Ltd.
8. Mark T.Green (2011), Inside the Muti- Generational Family Business, Palgrave Macmillan.
9. Macmillan.
10. Bork, Jaffe, Lane, Dashew, Heisler (1996). Working with family businesses: A guide for professionals. Jossey Bass Publishers.
11. Collier, C.W. (2002). Wealth in families. Harvard University.
12. Dyer, Jr. W.G. (1986). Cultural change in family firms: Anticipating and managing business and family transitions. Jossey-Bass Publishers.
13. Fleming, Q.J. (2000). Keeping the family baggage out of the family business. New York: Simon & Shuster.
14. Foster, Sandra (1998). You can't take it with you: The common-sense guide to estate planning for Canadians. John Wiley and Sons, Canada.
15. Gersick, K.E., Davis, J.A., Hampton, M.M., & Lansberg, I. (1997). Generation to Generation: Life Cycles of the Family Business. Harvard Business School Press.
16. Hilburt-Davis J. and Dyer Jr. W.G. (2002). Consulting to family business: Contracting, assessment, and implementation (organizational development). Pfeiffer Publishing.
17. Lansberg, I. (1999). Succeeding generations: Realizing the dream of families in business. Harvard Business School Press.
18. McCann, G. (2007). When your parents sign the paychecks. JIST publishing.
19. Miller, D. & Le-Breton Miller, I. (2005). Managing for the long run: Lessons in Competitive Advantage from Great Family Businesses. Harvard Business School Press.
20. Pitts, Gordon (2000). In the Blood: Battles to succeed in Canada's family businesses. Doubleday Canada.

21. Sonnenfeld, J. (1988). The hero's farewell: What happens when CEOs Retire. Oxford University Press.
22. Vancil, R.F. (1987). Passing the baton: Managing the process of CEO succession. Harvard Business School Press.

Course Name- Working Capital Management	Course Code: BBA544D
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: India is in a stage of robust economic growth, which can be accentuated by growth of entrepreneurs, who contribute through their innovation and sustainable ideas. This course on working capital management covers both the theoretical and practical aspects of working capital management of MSME units. It will highlight the necessity of proper management of current assets and current liabilities. It focusses on starting a new venture in India or any part of the globe and provides the skill set to analyze working capital finance by proper estimation of every component of Current assets and liabilities.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO 1: Understand the concepts of working capital.</p> <p>CLO 2: Comprehend with the need for having inventory control in firms</p> <p>CLO 3: Evaluate sound credit policy by business firms.</p> <p>CLO 4: Apply sound cash management system in business organizations.</p> <p>CLO 5: Construct working capital estimation statements</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, practical problem solving, discussions & presentations, case study and written assignments.</p>	
<p>Unit –I</p> <p>Introduction to Working Capital Management 8 hours</p> <p>Concepts of Working Capital, Operating cycle and production cycle, Types of Working Capital Significance of Working Capital, Inadequate Working Capital Excess Working Capital and Adequate or optimum Working Capital, Determinants of Working Capital , Issues in Working Capital management ,Determinants of Working Capital ,Principles of Working Capital Management,</p> <p>Unit-2</p> <p>Working Capital Estimation 10 hours</p> <p>Estimation of Working Capital needs- Working Capital requirement under extra shift. Zero Working Capital approach, Estimation using operating cycle approach, Cash Budget, Cash flow statement, projected balance sheet and Regression method.</p> <p>Unit-3</p> <p>Management of Cash 8 hours</p> <p>Introduction, Motives of holding cash, managing cash flows Determination of optimum cash balance. Cash planning and Cash management models Investment of surplus cash, Management of Marketable Securities Case studies on cash management</p>	

Unit -4

Receivables Management

10 hours

Introduction, meaning of receivables, Objectives of RM Cost of maintaining receivables. Factors affecting size of Receivables, Dimensions of RM, and Formation of credit policy: Nature, goals, optimum credit policy, its variables, Credit standards- Altman Z score and using discriminatory analysis; Credit Period policy; Collection policy and procedures, collection period and ageing schedule, Practical problems on receivables management, Factoring and receivables Management, Case studies.

Unit-5

Inventory management

10 hours

Meaning of inventory, Nature of inventory, need of holding inventory, Benefits of inventory, Risks and costs of holding inventory. Objectives of inventory management, Tools and techniques of inventory management, perpetual inventory management system Determination of stock levels, EOQ, ABC analysis, VED analysis Inventory turnover ratios, Just In time inventory, Stock out costs, Valuation of inventories: using Incremental analysis; Case studies on inventory management.

Unit -6

Financing of Working capital

10 hours

Working capital Committee Reports, Dahejia committee, Chore Committee, Marathe committee, Chakravarty committee and Kannan Committee. Sources of Working capital finance, new trends in financing of working capital by banks Instruments of working capital financing. Valuation of working capital alternates: In house and factoring arrangements.

Unit-74 hours

Contemporary trends in Working capital

Turnover Method, Maximum Permissible Bank Finance (MPBF) System, Cash Budget System and Net Owned Funds System, Online Working capital financing.

Essential Reading:

1. Bhattacharya, Hrishikesh. (2019). *Working capital Management*, PHL learning

Recommended Reading:

1. Pandey, I.M (2019). *Financial Management*, Vikas publishers, New Delhi
2. Srivastava, Mishra (2019) *Financial Management* Oxford University press, New Delhi
3. Gupta, Sharma.(2019) *Financial Management*, Kalyani publishers, New Delhi
4. Khan M.Y, Jain. (2019) *Financial Management*, Tata McGraw Hill publications
5. Prasanna Chandra, (2019) *Financial Management*, Tata McGraw Hill publications
6. Rusthaqi R P (2019), *Working Capital management*, Taxmann publications.

Course Name: Product Design and Development	Course Code: BBA545D
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: Innovation is a vital process in driving change at every level in society: Enterprises which fail to innovate may find themselves overtaken by competitors to the detriment of economic development and growth on a regional, national and international scale. Innovative products require lot of creativity to be able to compete in this competitive arena. This course will draw on the perspectives of marketing, design and manufacturing into a single approach to product development. It will also provide a set of product development methods that can be put into practice on development projects. In addition, selected cases drawn from a range of sectors will be used to illustrate practical aspects associated with implementing the concept of product design and development.</p>	
<p>Course Objectives: This course aims to enable students to apply appropriate concepts to various aspects of product design which helps them to initiate the thought process to develop new and innovative products/services. The course also enables students in understanding ways of protecting their creations.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 To develop a critical understanding of concepts that goes into management and development of new products/services.</p> <p>CLO2 To understand how various modes of design are used in the process of new product development.</p> <p>CLO3 To understand the different systems and methods that is critical for the design and development of new products/services.</p> <p>CLO4 To comprehend the methods and ways in which they could apply for patents/copyright/trademark for new products.</p>	
<p>Pedagogy: This course uses pedagogies such as interactive lectures, students discussions, case studies, videos and PPTs.</p>	
<p>Syllabus</p> <p>UNIT I 6 Hours Product Planning – New Product Development stage, including: Idea Generation, Idea Screening, Concept Development and Testing, Marketing Strategy Development, Business Analysis, Product Development, Test Marketing, Commercialization, Branding and Globalization</p> <p>UNIT II 6 Hours Idea Generation – Generating Ideas for New Products, Building a Culture of Innovation; Sources of ideas: continuous improvement, imitation, customer needs analysis. Characteristics of successful product development, product specification – Physical, chemical & operational, Challenges of product development, product development types.</p> <p>UNIT III 10 Hours Design Thinking Techniques – Modes of design thinking, Developing and Selecting Product; Concepts; Product Architecture; Industrial Design; Ergonomics, User Interface Design.</p>	

UNIT IV	10
Hours	
Prototyping and Management – Types of prototyping, Rapid prototyping, Design for Manufacturing; Product Testing and Reliability, Simulation and Design Tools; Product Launch; Design for the Environment; Product Lifecycle Management. Design for assembly, design for disassembly, robust design. Technology life cycle, Types of testing, Product Development Economics, Activity based costing,	
UNIT V	10
Hours	
Testing and Launching New Products – Pre-test-market forecasting, beta testing, test markets, information acceleration; The social impact of new products; socially responsible innovation. Value engineering, steps in value engineering. Quality standards: ISO, 6sigma and BIS. Failure Modes and Effects Analysis (FMEA), Ishikawa Diagram (Fishbone Diagram).	
UNIT VI	8
Hours	
Service Design – Purpose and objectives of service design, service design process, RACI matrix, issues in service design, Critical success factors and key performance indicators.	
UNIT VII	10
Hours	
Intellectual Property Rights and Patent Laws – Introduction to Intellectual Property Management (IPM) – Need for IP management, Purpose of a Patent, Infringement of Patents, Copyright and trademark, Importance of IP and Terms of protection, Patent Filing Procedures.	
Core Text:	
1. <i>Product Design and Development</i> , Ulrich, Karl T., Eppinger, Steve D., and Yang, Maria C., 7th ed., McGraw-Hill Education, 2019.	
Reference Books:	
2. <i>Product Design and Manufacturing</i> , Chitale A.K, Gupta R.C, 6 th ed., PHI Learning Private Ltd, 2013.	
3. <i>Intellectual Property Rights and the Law</i> , G.B.Reddy., Gogia Law Agency, 7 th ed., Reprint, 2009.	
4. <i>Design for Assembly Automation and Product Design</i> , Boothroyd, G, Marcel Dekker 1980.	
5. <i>Human Factors in Engineering and Design</i> , Mark S Sanders, McGraw Hill, 1993.	
6. <i>Fundamentals of Quality control and Improvement</i> , Amitava Mitra, 2nd ed, Pearson Education Asia, 2002.	

Course Name: Data Management for Business Analytics	Course Code: BBA551E
Total number of hours: 60 Hours	Credits: 4
<p>The goal of the course is to present a basic introduction to database management systems, with an emphasis on database design methodologies (ER diagrams and normalization theory), database query languages (relational algebra and SQL) and Big Data. Students will design and implement a simple database system to deepen their understanding of the basic database concepts and theories. After taking this course, the students will have the capability of developing various database applications such as enterprise information systems, e-commerce systems, business management systems and business analytics.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Understand terms related to database design and management CLO2 Design a relational database development process CLO3 Develop and Implement big data management framework CLO4 Construct conceptual data models & develop logical data models</p>	
<p>Pedagogy: In general, the teaching approach of this course is based on the notion of sustained, deep learning by applying knowledge through programming, hands-on practices, project and assignments.</p>	
<p>UNIT I: DBMS & RDBMS</p> <p>Definition of data, uses & need of data in organizations, Need for Information, Qualities of Information, Definition of DBMS, Entities & their attributes, advantages & disadvantages of DBMS, DBMS Architecture, Functions of DBMS, Data Models: The hierarchical model, the network model, the relational model and OORDBMS</p>	<p>6 Hrs</p>
<p>UNIT II: Database Design (Practical)</p> <p>Understanding the need for Data base, mapping user's output needs with database design, Feasibility Study Understanding fields, record, file and database, designing front end and back end user interface, integration of backend database with online and traditional interfaces using MS ACCESS, Definition and need of Normalization, First Normal Form, Second Normal Form, Third Normal Form. Relations, domains & keys.</p>	<p>10 Hrs</p>
<p>UNIT III: Relational Model & SQL</p> <p>Understanding the history of RDBMS, its role and importance of creating robust database, RDBMS Terminology, CODD's rule for RDBMS, Concept of Relational Model, and SQL: SQL Database creation & manipulation views & queries on RDBMS.</p>	<p>8 Hrs</p>
<p>UNIT IV: Database Recovery & Backup, Performance & Security</p> <p>Introduction to database Recovery, Concurrency Control Techniques, Locking mechanism, Dead Locks, Techniques of backup, RAID configuration, database Security techniques and storage technique- DAS, NAS, SAS.</p>	<p>8 Hrs</p>
<p>UNIT V: Big Data</p> <p>Introduction to Big Data, Characterize the phenomena of Big Data and Big Data Analytics, Analyze and apply different visual analytics concepts and tools for a big data sets, Analyze and apply different concepts, methods, and tools for analyzing big data in organizational contexts, critically assess the ethical and legal issues in Big Data Analytics</p>	<p>10 Hrs</p>
<p>UNIT VI: Introduction to MongoDB</p>	<p>9 Hrs</p>

What is MongoDB? - Why MongoDB? Using JSON, Creating or Generating a Unique Key, Support for Dynamic Queries, Storing Binary Data, Replication, Sharding, Updating Information In-Place - Terms used in RDBMS and MongoDB - Data Types in MongoDB – CRUD (Create, Read, Update and Delete): Insert (), Update (), Save (), Remove (), find () – Arrays- MapReduce Functions- Aggregation- Java Scripting

UNIT VI: Introduction to Cassandra & Hive

9 Hrs

Data Types, CRUD: Insert, Update, Delete, Select -Collections: Set, List, Map- Using a Counter - Time To Live (TTL)- Alter: Alter Table to Change the Data Type of a Column, Alter Table to Delete a Column, Drop a Table, Drop a Database, Hive Data Unit - Hive Architecture - Hive Data Types: Primitive Data Types, Collection Data Types - Hive File Format: Text File, Sequential File, RCFile (Record Columnar File), Hive Query Language

Essential References:

- Seema Acharya, Subhasini Chellappan (2015), "Big Data Analytics" Wiley Publication
- Tom White (2012), "Hadoop: The Definitive Guide" O'reilly Media, Third Edition

Recommended References:

- Elmasari, Navathe, "Fundamentals of Database Systems", Addison Wesley.
- Korth, Silbertz, Sudarshan, "Database Concepts". McGraw Hill.
- Majumdar & Bhattacharya, "Database Management System", Tata McGraw Hill.
- Date C J." An Introduction to Database Systems", Addison Wesley.

Course Name: Data Visualization	Course Code: BBA552E
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: This course introduces undergraduate students to Data Visualization. This course is intended to teach students how to create meaningful charts and figures that can simultaneously convey useful information and be pleasing to the eye. Students will learn to use TABLEAU, programming language R to develop graphics. The course is divided into three general themes 1. Generating Meaningful and Insightful Graphics using TABLEAU 2. Statistical Programming in R 3. Data Visualization & Dashboard using R & TABLEAU. The course aims to offer an interactive environment where students feel comfortable to generate and share ideas. Students will be motivated to discuss topics reviewed in class and to critically assess how others have used data visualization to convey the results of their analyses.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Explore data using various statistical graphs CLO2 Understand the principles of data visualization CLO3 Build static & interactive visualization reports CLO4 Develop a model with live data visualization dashboards</p>	
<p>Pedagogy: In general, the teaching approach of this course is based on the notion of sustained, deep learning by applying knowledge through programming, hands-on practices, project and assignments.</p>	
Unit 1: Working with Data using TABLEAU	8 Hours
Introduction & need for data visualization, classification of data visualization, granularity of the data, data Types, derived variables, univariate analysis, joins and blends – joining tables, Cross database joins, blending data sources, filtering data, data transformation	
Unit II: Data Visualization using TABLEAU	8 Hours
Different types of Chart (Scatterplot, Corplot, Heatmap, Stackbar, Treemap, Sunburst) Network Graphs, Animated chart using ganimate, tweenr, segmented analysis, correlation analysis, crosstab analysis, multivariate analysis.	
Unit III: Dashboard & Story Telling using TABLEAU	8 Hours
Designing dashboards in Tableau, tiled versus floating, manipulating objects on the dashboard, building the views, creating the dashboard framework, implementing actions to guide the story, interlude – context filtering, Designing for different displays and devices.	
Unit IV: Statistical Data Analysis using R	9 Hours
Descriptive statistics, summarization of different types of data, hypothesis testing, parametric test & non-parametric data, multivariate analysis.	
Unit V: Visualizing Data with R	9 Hours
Loading tables and CSV Files, loading excel files, exporting data, the grammar of graphics, Basic plots and data structures, Intermediate plotting with ggplot2, Time series with dygraphs, Interactive ggplots with ggiraph, data manipulation verbs from dplyr and tidyr, gathering data, cleaning data, and tidying data	
Unit VI: Dashboard using R	9 Hours

Introduction to R Shiny, Static report using flexdashboard package, understanding input elements, building simple interactive visuals, filtering charts using input controls, automatically creating visuals for any input data, advanced interactivity using observe functions, guidelines for visuals & dashboard

Unit VII: Visualization using Text Data

9 Hours

Creating word cloud using Text data, plotting simple maps using Online API, layered grammar of graphics.

Essential references:

Sinha, C. (2017). *Tableau 10 for Beginners*, Ohio Computer Academy.

Recommended references:

Milligan, Joshua N. (2019). *Learning Tableau 2019*, 3rd Edition, Packt Publishers.

Course Name: Python Programming for Business Analytics	Course Code: BBA553E
Total number of hours: 60 Hours	Credits: 4
<p>Course Description: This course will provide students with skills and knowledge of Python programming and experience in designing and developing business analytics applications. This course equips a motivated student with little or no prior programming experience with a working knowledge of the Python programming language and the Pandas package, for the purpose of descriptive data analytics. These skills are foundational for anyone interested in a career in data science, and they are beneficial for every manager in today's data-rich economy. Python is one of the world's most popular programming languages due to its simplicity, versatility, efficiency, and community support. Recent surveys have found it to be the most highly demanded programming language among job postings in data science. Pandas is a Python package that makes analyzing data easy, and it is widely used by data scientists at Google, Facebook, JP Morgan, and a host of other major companies.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Communicate effectively the purpose, methodology, and result of an analysis involving Python to a non-technical business audience.</p> <p>CLO2 Acquire programming skills in core Python.</p> <p>CLO3 Develop the skill of designing Graphical User Interfaces in Python</p> <p>CLO4 Integrate the ability to write database applications in Python</p>	
<p>Pedagogy: In general, the teaching approach of this course is based on the notion of sustained, deep learning by applying knowledge through programming, hands-on practices, and assignments.</p>	
<p>UNIT I: Introduction to Python Programming</p> <p>Introduction to Python, use IDLE to develop programs, Basic coding skills, working with data types and variables, working with numeric data, working with string data, Python functions, Boolean expressions, selection structure, iteration structure</p>	6 Hours
<p>UNIT II: Data Collections and Language Component</p> <p>Define and use functions and modules, working with recursion, Basic skills for working with lists, work with a list of lists, work with tuples, work with dates and times, Introduction to file I/O, use text files, use CSV files, use binary files, handle a single exception, handle multiple exceptions</p>	9 Hours
<p>UNIT III: Data Manipulation in Python</p> <p>Conditional execution, Boolean expressions, simple if statement, if/else, compound Boolean expressions, nested conditions, decision statements, conditional expressions. Iterations, while statement, definite vs indefinite loops, nested loops, abnormal loop termination</p>	9 Hours
<p>UNIT IV: GUI Programming in Python using Tkinter</p> <p>Tkinter Introduction, Working with widgets: button, labels, text boxes, Checkbutton, etc.</p>	9 Hours
<p>UNIT V: Working with Databases</p> <p>Working with a Databases, Using SQL to Query a Database, Python and SQLite and MYSQL, Creating Database, Pulling Data from a Data base</p>	10 Hours
<p>UNIT VI: Python Packages/Libraries</p>	8 Hours

NumPy: Arrays and Vectorized Computation, Data Manipulation with *pandas*, Data Visualization with *matplotlib*, Machine Learning with *scikit-learn*: Supervised Learning, Unsupervised Learning, and Model Selection and Evaluation.

UNIT VII: Python Application in Business Analytics

9 Hours

Python for Text Analytics, Handling Qualitative Data, Python for Spatial Analytical, Web Scraping Data & its application in Business with Use Case / Case Study

Essential Reference:

1. Guttag, John (2013), Introduction to Computation and Programming Using Python. Spring edition. MIT Press.

Recommended References:

6. Mark Lutz (2010), Programming Python, 4th Edition, O'Reilly Media
7. Richard L. Halterman. (2011), Learning to Program with Python, by
8. David Beazley and Brian K. Jones (2013), Python Cookbook : Recipes for Mastering Python 3, O'Reilly Atlas

Course Name: Finance Skills - 1	Course Code: BBA511A
Total number of hours: 30 Hrs	Grade
<p>Course Description: We at Finance Club, Department of Management Studies are focused on nurturing the students towards enhancing their financial skill set through completely scheduled activities for 12 weeks. The club not only educates the students but also ensure industrial expert interactions with periodic session to expose students on various practical aspects of finance.</p> <p>The activities schedule under Finance Club tries to bridge the gap between student classroom learning and the outside world, with holistic development approach in finance and ensuring they are better prepared to handle complexity of the financial service industry in their professional career.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CL01 Apply the concepts from your classroom learning to real time experience CL02 Develop analytical and financial skills using modern techniques. CL03 Provides insight of research component under broad finance framework. CL04 Describe, explain and integrate fundamental concepts of stock/commodity market operation through market trading session.</p>	
<p>Pedagogy: This course uses multiple pedagogies like in class activities, interactive lecture, students discussions & presentations, HBR case and article analysis.</p>	
<p>Unit 1: Reading Skill – Financial Statement of a Listed Company.</p> <p>Level of Knowledge: Application</p> <p>Prior to Guest Lecture, students have to collect latest 2 years annual report of any listed company. Guest Speaker will be invited to deliver a lecture on effective reading skill for financial statement.</p>	6hrs
<p>Unit 2: Awareness Campaign on Financial Literacy</p> <p>Level of Knowledge: Application</p> <p>Awareness campaign-Design posters, Financial awareness messages (FAME), Financial diary etc and spread the awareness among the target group about financial literacy. Financial literacy survey- Students will have to conduct a survey among the target group to understand the weak areas, the level of literacy and identify the possible steps to overcome the situation.</p>	6hrs
<p>Unit 3: Stock Market Operations & Trading Process</p> <p>Level of Knowledge: Application</p> <p>Guest lecture on Stock market operations and trading process – common session for 5BBA, Student need to carry their laptops, Students have to submit articles based on the selected topic. The same shall be consolidated and published in a magazine format. The best article shall be published in the Christ university student magazine.</p>	6hrs
<p>Unit 4: Financial Innovations</p> <p>Level of Knowledge: Application</p> <p>Presentation on innovation in banking and financial products. Group of two students each should make a presentation on the innovative banking or financial products.</p>	6hrs
<p>Unit 5: Live Market Trading</p> <p>Level of Knowledge: Application</p> <p>Student need to carry their laptop, Prepare Trading spreadsheet, Student has to pick 15 stock of their choice. Should provide proper justification on selection of stocks, Initial investment – Rs. 5 lakh provided for trading, Evaluation criteria – Gain/loss at end of trading session.</p>	2hrs

Unit 6: Micro Financial Instruments – Advertisement and poster design**4hrs****Level of Knowledge: Application**

Group of five students –identify one micro financial product, design a posters and advertisements (5 second video) for the promotion of Micro financial instruments. The same will have to be displayed in publicGroup activity – 4 students in each group,Each group will have to analyze the budget - allocated sectors for the last 3 years and interpret the same. 2 pages write up have to submitted end of the session.

REFERENCES:

1. <https://www.thebalance.com/guide-to-understanding-financial-statements-357512>
2. <https://www.investopedia.com/university/stocks/>
3. <https://economictimes.indiatimes.com/slideshows/investments-markets/10-golden-rules-of-investing-in-stock-markets/slideshow/18570969.cms>
4. <https://www.businessinsider.in/10-Financial-Innovations-That-Are-Changing-The-World-More-Than-Bitcoin/articleshow/29622116.cms>

Course Name: Marketing Skills - 1	Course Code: BBA511B
Total number of hours: 30 Hrs	Grade
Course Description: Marketing excellence is a prerequisite for success in any business, from startups to the world's most established enterprises, yet the art and science of marketing is constantly evolving. Students are required to know the essential principles and practices of marketing in the digital economy.	
Course Learning Outcomes: On having completed this course student should be able to: CL01 Students are able to discuss how the digital economy works and develop the critical insights necessary to succeed in e-commerce and digital and social media marketing. CL02 Students are able to estimate related technologies exert a profound influence on how business and social institutions evolve, how they are challenged—and sometimes, even displaced.	
Pedagogy: This course uses multiple pedagogies like in class activities, interactive lecture, students' discussions & presentations, HBR case and article analysis.	
Unit 1: BEHAVIORAL FOUNDATIONS Level of Knowledge: Conceptual <ul style="list-style-type: none"> New Business Models of the Digital Economy: Principles and Examples Introduction to GRAVITY (Geography, Resistance, Adjacency, Vicinity, Isolation, Topography and You) 	6hrs
Unit 2: NEW FORMS OF INTERACTION Level of Knowledge: Application <ul style="list-style-type: none"> Frictions and Commerce Variety and the Digital Economy Online-Offline Interaction and the Omni Channel World Reputation and Reviews Networks 	6hrs
Unit 3: TOOLS AND PRINCIPLES Level of Knowledge: Application <ul style="list-style-type: none"> Introduction to Digital Marketing Assets Digital Marketing Tools and Tactics: A Taxonomy 	6hrs
Unit 4: Online Advertising Level of Knowledge: Application <ul style="list-style-type: none"> Online Advertising: Approaches and Principles Earned and Integrated Media Mobile Engagement 	6hrs
Unit 5: NEW MEDIA PLATFORMS Level of Knowledge: Application <ul style="list-style-type: none"> Networks Effects Social Advertising and Social Targeting 	4hrs
Unit 6: Viral Marketing Level of Knowledge: Application <ul style="list-style-type: none"> Viral Product Features and Viral Content Organic Celebrity, Persuasion, and Sentiment 	2hrs

- Online Community and Models of Influence

REFERENCES:

1. <https://www.forbes.com/sites/koshagada/2016/06/16/what-is-the-digital-economy/#36e0cbaf7628>
2. <https://neilpatel.com/what-is-digital-marketing/>
3. <https://www.wordstream.com/online-advertising>
4. <https://www.cyberclick.es/numericalblogen/what-is-viral-marketing-advantages-and-examples>

Course Name: Human Resource Management Skills - 1	Course Code: BBA511C
Total number of hours: 30 Hrs	Grade
<p>Course Description: HR managers are the key to the success of talent acquisition and management for the organization. They are responsible for providing the organization with the proper key performance indicators to show that the organization is in alignment with its mission, values and goals. HR is also responsible for ensuring that supervisors and managers as well as rank and file employees understand the corporate policies and procedures. They have the responsibility to ensure that these processes are applied consistently and correctly. HR has the responsibility to learn the language of business so that they can communicate with the management of the organization in their space rather than that of HR and emerge as a true business partner.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CL01 Apply the various tools and techniques learnt in real time scenarios. CL02 Design HR Interventions for various organizations/situations.</p>	
<p>Pedagogy: This course uses multiple pedagogies like in class activities, interactive lecture, students' discussions & presentations, HBR case and article analysis.</p>	
<p>UNIT – I: Recruitment Ad Design</p> <p>Level of Knowledge: Application</p> <p>Matching brand promise and employer branding, designing appropriate ads with respect to size, content, branding, placement.</p>	6Hrs
<p>UNIT – II: Evaluating Resumes</p> <p>Level of Knowledge: Application</p> <p>Selection of key words based on JD and JS, Filtering, looking for gaps in CVs, comparison of Cvs, shortlisting of CVs</p>	6Hrs
<p>Unit – III:Preliminary Interview</p> <p>Level of Knowledge: Application</p> <p>Designing preliminary interview questions based on the CV given, conducting telephonic preliminary interviews, evaluation of the candidate based on preliminary interview.</p>	6Hrs
<p>Unit – IV: Selection Testing</p> <p>Level of Knowledge: Application</p> <p>Designing various types of selection tests based on the job requirements provided.</p>	6Hrs
<p>Unit – V: Evaluation Forms</p> <p>Level of Knowledge: Application</p> <p>Design candidate evaluation forms for various positions in various organizations.</p>	4Hrs
<p>Unit – VI: Interviewing Skills</p> <p>Level of Knowledge: Application</p>	2Hrs

Examine various interviewing techniques, designing a structured interview schedule for various positions, interviewing through Skype.

REFERENCES:

1. http://www.olin.edu/sites/default/files/01_skillsandtech.pdf
2. <http://www.yourarticlelibrary.com/recruitment/types-of-job-selection-process-preliminary-interview-and-application-blanks/35285>
3. <https://adminfinance.umw.edu/hr/employment-opportunities/best-practices/screening-applicants/how-to-evaluate-resumes-and-cvs/>
4. <https://linkhumans.com/employer-branding-important/>

Course Name: Entrepreneurial Skills - 1	Course Code: BBA511D
Total number of hours: 30 Hrs	Grade
Course Description: This is the era of entrepreneurship. The start-up culture has pervaded the socio-economic fabric of our world and it is imperative that budding entrepreneurs are equipped with the right skills sets that will see them achieve their goals. The course will address various practical issues that entrepreneurs are likely to face and give them hands on practice of the same	
Course Learning Outcomes: On having completed this course student should be able to:	
CLO1 Apply the various tools and techniques learnt in real time scenarios.	
Pedagogy: This course uses multiple pedagogies like in class activities, interactive lecture, students discussions & presentations, HBR case and article analysis.	
UNIT – I: Document Filling	6Hrs
Level of Knowledge: Application	
Hands on practice with filling of relevant documentation related to the starting of a business.	
UNIT – II: Drafting a MOA	6Hrs
Level of Knowledge: Application	
Design and develop a Memorandum of Association for a proposed business enterprise.	
Unit – III: Drafting an AOA	6Hrs
Level of Knowledge: Application	
Design and develop Articles of Association for a proposed business enterprise.	
Unit – IV: New Product Development	6Hrs
Level of Knowledge: Application	
Developing a prototype of a proposed product and testing.	
Unit – V: Elevator Pitching	6Hrs
Level of Knowledge: Application	
Selling the business idea/prototype to potential investors, market research, competition research, user pain point identification	
REFERENCES:	
<ol style="list-style-type: none"> 1. https://www.forbes.com/sites/aileron/2013/11/26/the-top-skills-every-entrepreneur-needs/#65a460a076e3 2. https://www.wirc-icai.org/material/Article-on-MoA-AoA-CA-Satish-Shanbhag.pdf 3. https://marketing-insider.eu/new-product-development-process/ 4. https://www.twentify.com/blog/product-testing-research-a-step-by-step-guide 	

Course Name: Operations Management	Course Code: BBA631
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: Operations Management (OM) is concerned with the management of resources and activities that produce and deliver goods and services for customers. Efficient and effective operations can provide an organization with major competitive advantages since the ability to respond to customer and market requirements quickly, at a low cost, and with high quality, is vital to attaining profitability and growth through increased market share. The course focuses on the basic concepts, issues, and techniques for efficient and effective operations.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Understand the key concepts and issues of operations management in manufacturing and service organizations.</p> <p>CLO2 Analyze the strategic role of operations management in attaining competitive advantage for a firm.</p> <p>CLO3 Apply and relate operations management with other key departments of a firm.</p> <p>CLO4 Understand emerging and important topics related to production and operations management.</p> <p>CLO5 Understand, design, plan, manage and control the best processes so that value-addition occurs in the most efficient and effective way.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions & presentations, HBR case and article analysis, and a field visit in the form of experiential learning.</p>	
<p>Unit I: Introduction to Production and Operations Management (9 Hrs) Introduction, Historical Development, Concept of Production, Production System, Classification of Production System, Production Management. Objectives of Production Management, Concept of Operations. Distinction between Manufacturing Operations and Service Operations. Operations Management, A Framework for Managing Operations. Objectives of Operations Management, Managing Global Operations, Scope of Production and Operations Management.</p> <p>Unit II: Plant Location and Plant Layout (9 Hrs) Introduction and meaning Need for selecting a suitable location, Factors influencing plant location/Facility location. General locational factors, and Specific locational factors for manufacturing organization and for Service organization. Objectives, principles and Types of plant layout. Process layout, Product Layout, Combination layout, Fixed position layout, Group layout. Physical Facilities.</p> <p>Unit III: Materials Management (9 Hrs) Introduction and Meaning, Scope or functions of Materials Management, Material planning and control, Purchasing, Stores Management. Inventory control, Standardization, Simplification, Value analysis. Just in time, Ergonomics.</p> <p>Unit IV: Material Handling (8 Hrs) Introduction and Meaning, Objectives and Principles of Material Handling, Selection of Material Handling Equipment, Evaluation of Material Handling system, Material Handling equipment's, Guidelines for Effective Utilization of Material Handling Equipment, Relationship between Plant Layout and Material Handling.</p> <p>Unit V: Production Planning and Control (8 Hrs)</p>	

Introduction and Meaning, Need, Objectives, Phases of Production Planning and Control, Functions of Production Planning and Control, Operations Planning and Scheduling Systems, Aggregate Planning, Master Production Schedule (MPS), Material Requirement Planning (MRP), Capacity Planning, Routing, Scheduling.

Unit VI: Quality Control

(9 Hrs)

Introduction to Quality, Fundamental factors affecting quality, Control, need for controlling, Quality Inspection, Types of Quality Control, Steps in Quality control, Objectives of Quality Control, Benefits of Quality Control, Seven Tools for Quality Control, Causes of Variation in Quality, Statistical Process Control, Quality circles. Total Quality Management.

Unit VII: Maintenance Management and Waste Management

(8 Hrs)

Introduction, Objective, types, maintenance planning and scheduling, Modern Scientific Maintenance Methods- Six Sigma Maintenance, Enterprise Asset Management (EAM), Lean Maintenance, Computer Aided Maintenance. Introduction and Meaning of Waste Management, Reasons for Generation and Accumulation of Obsolete, Surplus and Scrap Items, Identification and Control of Waste, Disposal of Scrap.

Essential references:

1. Kumar, S.A & Suresh, N. (2013). *Production and Operations Management*, New age International publishers.

Recommended references:

2. Aswathappa, K. & Reddy, G.S., Reddy, M.K. (2012). *Production and Operations Management*, Himalaya Publishers.
3. Khann, R.B. (2007). *Production and Operations Management*. New Delhi: PHI Learning Pvt.
4. Krajewski, Lee J., Ritzman, Larry P., and Manoj K. Malhotra (2013). *Operations Management: Processes and Value Chains*, 8/e; New Delhi: Pearson Education.
5. Richard, B. Chase, Ravi Shankar, F. Robert, Jacobs and Nicholas, J. Aquilano (2010). *Operations and Supply Management* 12/e; New Delhi: Tata McGraw-Hill
6. Singh, S.P. (2014) *Production and Operations Management*, a1/e, New Delhi: Vikas Publishing House.

Course Name: Business Laws	Course Code: BBA632
Total number of hours: 60 Hrs	Credits: 4
Course Description: This course covers important components of Business Laws such as Contract Law, Intellectual Property Law, Consumer Protection Law, Competition Law, Law of Sale of Goods and Cyber Law.	
Course Objectives: This course attempts to enable students to apply relevant theories and concepts to various aspects of Business Laws. It further aims to help the students to be comfortable in application of Legal concepts used in various Business entities.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Identify the role and importance of Contracts Laws. CLO2 Demonstrate the meaning and provisions of Special Contracts. CLO3 Interpret the role and nature of Intellectual Property Right Laws. CLO4 Examine the importance of Competition Laws in Modern Commerce. CLO5 Assess the relevance of Sale of Goods and Negotiable Instruments. CLO6. Explore the evolution of Consumer Protection Laws. CLO7. Delve into role of Cyber Laws in understanding technological growth.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article, a field visit, and form of experiential learning.	
Unit-1	12 Hours
Introduction to Law of Contracts	
Meaning and Scope of Business Law – Sources of Indian Business Law. The Indian Contracts Act, 1872: Definition – types of contracts- Essentials of a Contracts. Discharge of a contract and remedies for breach of contract. Government Contracts: Article 299: Constitution of India. Concept of Equity, Fairness and Reasonableness, Doctrine of Promissory Estoppel vs. Executive Necessity, No person liability. E-Contracts: Meaning & need for Digital Goods, Unfair terms in E-contract. Indian Evidence Act: Basic Concepts.	
Unit-2	5 Hours
Contract of Guarantee	
Distinction between Indemnity and Guarantee, Kinds of Guarantee, Rights of Surety, Liability of Surety, and Discharge of Surety.	
Unit-3	10 Hours
Intellectual Property Laws	
Meaning and scope of intellectual properties – The Patent Act of 1970 and its amendments as per WTO agreement, back ground, objects, definition, inventions, patentee, true and first inventor, procedure for grant of process and product patents, WTO rules as to patents, rights to patentee – infringement – remedies. The Copyright Act, 1957- Meaning – Its uses and rights. The Trade Marks Act, 1999 - meaning, registration, procedures – infringement – Authorities concerned –Remedies.	
Unit-4	8 hours
Competition Law	
The Competition Act, 2002- Concept of Competition, Development of Competition Law, overview of MRTTP Act 2002, Anticompetitive Agreements, Abuse of dominant position, combination, regulation of	

combinations, Competition Commission of India; Appearance before Commission, Compliance of Competition Law. Types of Offence and penalty.

Unit-5

10 Hours

Law of Sale of Goods and Negotiable Instruments Law

The Sale of Goods Act, 1930- Definition of Goods, Sale and Agreement to Sell, Conditions and Warranties, Rights & Liabilities of a Buyer & Seller, Rights of an Unpaid Seller. The Negotiable Instruments Act, 1881- Statutory definitions, promissory note, bill of exchange or cheque payable. Dishonor of Negotiable Instrument. Types of Offences and penalty.

Unit-6

10 Hours

Law of Consumer Protection

Consumer Protection Act 1986: Back ground – definitions – consumer, consumer dispute, Complaint Procedure, defect, deficiency, and service, Remedies, Consumer Protection Council, Consumer Redress Agencies, District Forum, State Commission and National Commission.

Unit-7

5 Hours

Cyber Laws

Information Technology Act, 2000: Objectives, definitions and salient features, provisions pertaining to piracy and related offences and personalities.

Reference Books:

1. Anson, W. R. (2009). Law of contract (29th edition), Oxford University Press, Oxford, New Delhi.
2. Avtar, S. (2011). Principles of Mercantile Law (9th Edition), Eastern Book Company, New Delhi.
3. Kapoor, N.D (2012.). Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.
4. Padmanabhan, A. (2012). Intellectual property rights: Infringement and remedies, LexisNexis Butterworth's, Nagpur.
5. Tulsian, P.C. (2013). Business Laws, 5th Edition), Tata-McGraw Hill Education Limited, New Delhi

Recommended Book:

1. Gulshan, S.S. (2013). Business & Corporate Law, Excel Books, New Delhi.

Course Name- TAXATION MANAGEMENT	Course Code: BBA641A
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: India has a well-developed tax structure with a three-tier federal structure, comprising the Union Government, the State Governments and the Urban/Rural Local Bodies. The power to levy taxes and duties is distributed among the three tiers of Governments, in accordance with the provisions of the Indian Constitution. The study of tax laws is of a great importance for Management students as it exposes students to the tax environment in India. This course is introduced as part of BBA program to give an overall idea about the theoretical and practical aspects of direct and indirect taxes in India. The content of the course is arranged in such a manner that it gives an outline of the Income tax law and GST Law in an analytical and simple manner.</p>	
<p>Course Learning Outcomes: On completion of this course students are expected to:-</p> <p>CLO1: Understand the Income tax regime in India and compare the same with that of other countries in the world.</p> <p>CLO 2: Discuss various savings, investment schemes and other payments eligible for income tax exceptions.</p> <p>CLO 3: Apply the provisions of Income Tax Act to Compute Taxable income, tax payable and in e-filing of Income Tax Returns for various assessees.</p> <p>CLO 4: Illustrate the computation of duty as per Customs Law in India</p> <p>CLO 5: Examine the provisions of Goods and Service Tax in India and its application in business transactions.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, practical problem solving, case study discussions, presentations and written assignments.</p>	
Unit I: Capital gain taxation	08 hrs
<p>Capital asset, Transfer of capital asset, Expenses on transfer, Computation of Capital gains – STCG and LTCG, Deductions from LTCG u/s 54, 54B, 54EC, 54D, 54F,54G.</p>	
Unit II: Assessment of companies	12 hrs
<p>Types of companies - Residential status of companies and tax incidence, Status and scope of total income of companies, Tax liability and computation of taxation of companies- Minimum Alternate Tax, Deductions available to companies U/s80, Computation of book profit</p>	
Unit III: Firms and LLP: Computation of Taxable income	08 hrs
<p>Partnership firm, Schemes of taxation for firms, Remuneration to working partners, LLP, Computation of total income of firm and LLP, Tax liability of Firms and LLP.</p>	
Unit IV: Collection and recovery of taxes	06 hrs
<p>Advance payment of tax: Income liable for advance tax, due dates for payment of advance tax, Tax Deducted at Source (TDS) - u/s 192, 194 B, 194 BB, 194 D, 194 DA, 194 E, 194 EE,194 I, Tax collection at Source (TCS), Interest payable by assessee/government and procedure for computation, refund of excess payments.</p>	
Unit V: Assessments procedures and Penalties	04 hrs
<p>Statutory obligation to file return, Belated return, Revised return, Assessment types – Self assessment, summary assessment, scrutiny assessment, Best judgement assessment and Income escaping assessment. Appeals, appellate authorities, powers of commissioner. Appeal to Tribunal, High court and Supreme</p>	

court, Penalties – for defaults, concealment or under reporting of Income, Offences and Prosecution, Onus of proof.

Unit VI: Practical aspects of GST

14 hrs

CGST Act, SGST Act (Karnataka State), IGST Act. Definition: Aggregate turnover, Adjudicating authority, Agent, Business, Capital goods, Casual taxable person, Composite supply, Mixed supply, Exempt supply, Outward supply, Principal supply, Place of supply, Supplier, Goods, Input service distributor, Job work, Manufacture, Input tax, Input tax credit, Person, Place of business, Reverse charge. Registration under GST: Procedure for registration, Persons liable for registration, Persons not liable for registration, Compulsory registration, Deemed registration, Special provisions for Casual taxable persons and Non-resident taxable persons, Exempted goods and services - Rates of GST. **Procedure relating to Levy: (CGST & SGST):** Scope of supply, Tax liability on Mixed and Composite supply, Time of supply of goods and services, Value of taxable supply, Computation of taxable value and tax liability. **Procedure relating to Levy: (IGST):** Inter-state supply, intra-state supply, Zero rates supply, Value of taxable supply – Computation of taxable value and tax liability. **Input tax Credit:** Eligibility, Apportionment, Inputs on capital goods, Distribution of credit by Input Service Distributor (ISD) – Transfer of Input tax credit – Problems on utilization of input tax credit.

Unit VII: Practical aspects of Customs Law

08 hrs

Levy, Definitions, Types of Duties, Export Duty Classification, Analysis of Section 14, Rate of exchange Tariff value, Customs Valuation Rules: Rate of Duties, Import and Export procedure, Bill of Entry Assessments, Examination, Provisional assessment, Re-import, Baggage, Baggage Exempt, Personal effects computation of customs duty, Practical problems.

Essential Reading:

1. Income Tax law and Practice: Dr Vinod Singhania, Taxmann Publications (latest edition)
2. All About GST: V.S Datey, Taxmann Publications (latest edition)

BOOKS FOR REFERENCE:

1. Madhukar N Hiregange: Goods and Services Tax, Wolters Kluwer.
2. Guide to GST: CA. Rajat Mohan,
3. Goods & Services Tax – Indian Journey: N.K. Gupta & Sunnania Batia, Barat's Publication
4. Goods & Services Tax – CA. Rajat Mohan,
5. Goods & Services Tax: Dr. Sanjiv Agrawal & CA. Sanjeev Malhotra.
6. Income Tax Laws, Dr. Mehrotra, Snowman Publications.

Course Name: Corporate Restructuring	Course Code: BBA642A
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: The corporate world is undergoing a sea change and firms have been growing in size, becoming global and diversifying into new areas. They quite often face different challenges, more so in case of Indian companies. The last decade has seen numerous M&As, which have often forced firms to adopt special strategies for growth and survival. Today Corporate Restructurings have become a global phenomenon and Indian companies which had often been targets of Mergers and acquisitions, reversed the trend and started acquiring other companies both in India and abroad. This course intends to provide knowledge on different aspects of Corporate Restructuring.</p>	
<p>Course Objective: This course aims to provide students with the conceptual knowledge of Corporate Restructuring and the valuation methods.</p> <p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Understand Mergers and acquisitions happening in corporate world.</p> <p>CLO2 Familiarise with the Corporate Restructuring process.</p> <p>CLO3 Delve different business valuation approaches.</p> <p>CLO4 Examine the legal and accounting aspects involved in M&A.</p> <p>CLO5 Assess cross border mergers and acquisitions</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, case and article analysis.</p>	
<p>Unit I: Introduction To Corporate Restructuring (10 Hrs) Introduction – Forms of corporate restructuring –M&A, Joint Ventures, sell-off and spin-off, divestitures, History of merger movement –types of merger- Economic rationale for different types of merger - Motives behind Mergers – theories of merger- synergy of mergers and acquisitions – Internal and external change forces contributing towards M&A activities.</p> <p>Unit II: Merger Process (10 Hrs) Identification of target – Negotiation – closing the deal – due diligence – M&A integration – organisational and human aspects – Managerial challenges of M&A.</p> <p>Unit III: Valuation Models (10 Hrs) Different approaches to valuation – Asset based valuation, Earnings based approach and discounted cash flow valuation (Problems)</p> <p>Unit IV: Relative Valuation (10 Hrs) Relative valuation – Valuation of operating and financial synergy – Valuation of LBO – Methods of financing- cash offer, share exchange ratio – M&A as a capital budgeting decision (Problems).</p> <p>Unit V: Takeover (7 Hrs) Types of takeover – Hostile takeover approaches – Takeover defenses – Anti-takeover amendments- SEBI takeover code</p> <p>Unit VI: Tax related Aspects (7 Hrs)</p>	

Income tax related issues on merger- Basic understanding on capital gain- set off of losses and carry forward of losses- Conversion of sole proprietorship to company – General partnership to company- LLP to Company

Unit VII: Cross Border M& A

(6 Hrs)

Cross Border Mergers and Acquisitions – The theory of MNE – Reasons – strategies and performance of CBMA

Essential references:

1. Godbole, P. (2017). *Mergers Acquisitions and Corporate Restructuring*. Noida: Vikas Publishing House

Recommended references:

1. Kale, R. S. (2013). *Mergers and Acquisitions*. New Delhi: Oxford University Press
2. Rajesh, K.B. (2010). *Mergers and Acquisitions. Text and Cases*. New Delhi: Tata Mcgraw Hill
3. Sudarsanam, S. (2010). *Creating Value through Mergers and Acquisitions*. New Delhi: Peasons Education
4. Pandey, I.M. (2010). *Financial Management*. New Delhi: Vikas Publishig house
5. Gauchan, P. A. (2014). *Mergers, Acquisitions and Corporate Restructurings*. New Delhi: Wiley India Pvt. Ltd
6. Jha, N. (2011). *Mergers, Acquisitions and Corporate Restructuring*. Mumbai: Himalaya Publishing House Pvt. Ltd
7. Yaragol, P. B., & S, B. C. (2015). *Mergers & Acquisitions*. Delhi: Kalyani Publishers
8. Gaughan A. Patrick (2019). 7th Edition, *Mergers, Acquisitions, and Corporate Restructurings*, John Wiley & Sons

Course Name: Project Appraisal and Finance	Course Code: BBA643A
Total number of hours: 60 Hrs	Credits: 4
Course Description: This course introduces to Planning & Analysis of projects, Generation and Screening of Project Ideas, Financial Analysis, Types and Measures of Risk, Social Cost Benefit Analysis, and the methods in applying fundamentals of project financing; rationale for this type of financing; completion, operating, regulatory, and sovereign risk analysis; risk mitigation strategies; financing options.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Understand and measure risks associated with the project CLO2 Assess the feasibility of the project ideas CLO3 Plan, analyze and manage the projects CLO4 Evaluate cost and benefit of the projects CLO5 Create strategy for mobilizing finance required for the project	
Pedagogy: This course uses multiple pedagogies like interactive lecture, article reviews, case analysis, and flip classes	
<p>Unit I: Planning & Analysis Overview 8 Hrs Phases of Capital Budgeting - Levels of Decision Making – Objective, Resource Allocation Framework: Key Criteria for Allocation of Resource - Elementary Investment Strategies - Portfolio Planning tools – Strategic Position and Action Evaluation - Aspects Relating to Conglomerate Diversification - interface between Strategic Planning and Capital Budgeting.</p> <p>Unit II: Generation and Screening of Project Ideas 10 Hrs Generation of ideas – Monitoring, the environment - regulatory framework for projects - corporate appraisal - preliminary screening - project rating index - Sources of positive NPV qualities of a successful entrepreneur - the porter model for estimation of profit potential of industries. Market and demand analysis: Situational analysis and specification of objectives - collection of secondary information - conduct of market survey - characterization of the market - demand forecasting - market planning. Technical Analysis: Study of Material Inputs and Utilities – Manufacturing Process and technology - Product Mixes - Plant Capacity - Location and Site - Machinery and Equipment - Structures and Civil Works - Project Charts and Layouts - Work Schedule.</p> <p>Unit III: Financial Analysis 10 Hrs Financial Analysis: Estimation of cost of project and means of financing - estimates of sales and production - cost of production - working capital requirement and its financing - estimates of working results – breakeven points - projected cash flow statement - projected balance sheet. Project cash flows: Basic principles of measurement of cash flows - components of the cash flow streams - viewing a project from different points of view - definition of cash flows by financial institutions and planning commission - biases in cash flow estimation - Assessing the Tax Burden.</p> <p>Unit IV: Types and Measures of Risk 8 Hrs Types and Measure of Risk - Simple estimation of risk - Sensitivity Analysis - Scenario Analysis - Decision Tree Analysis – Selection of Project - Risk Analysis in practice. Special Decision Situations: Choice between Mutually Exclusive Projects of unequal life - Optimal Timing Decision - Determination of Economic Life - inter-relationships between Investment and Financing aspects - Inflation and Capital Budgeting.</p> <p>Unit V – Social Cost Benefit Analysis 6 Hrs Rationale for Social Cost Benefit Analysis (SCBA) – UNIDO Approach to SCBA - Little and Mirle Approach to SCBA, Qualitative Considerations-Social Cost Benefit Analysis, Contribution to Government Revenue, Political Stability, Priority and Evaluation of International Competitiveness.</p> <p>Unit VI – Project Financing in India 6 Hrs</p>	

Means of Finance - Norms and Policies of Financial Institutions - SEBI Guidelines - Sample Financing plans - structure of Financial Institutions in India - Schemes of assistance - term Loans procedures - Project Appraisal by Financial Institutions.

Unit VII – Project Management

12 Hrs

Forms of Project Organization - Project Planning, Project Control, Human aspects of project Management - Prerequisites for successful Project Implementation. Network techniques for Project Management - Development of Project Network - Time Estimation - Determination of critical path - scheduling when resources are limit - PERT and CPM models - Network cost system (Only Problems on Resources Allocation and resources leveling) Project review and administrative aspects: Initial review – Performance evaluation - Abandonment analysis - Administrative aspects of Capital Budgeting - Evaluating the Capital Budgeting System of an organization.

Essential Readings:

1. Prasanna Chandra (2011). *Project Preparation Appraisal Budgeting and Implementation*. New Delhi. Tata McGraw Hill.

Recommended Readings:

1. Bennet P. Lientz, Kathryn P. Rea (2010). *Breakthrough Technology Project Management*. New Delhi. Academic Press.
2. Machiraju, H.R. (2009). *Introduction to Project Finance*. New Delhi. Vikas Publishing House.
3. Narendra Singh (2009). *Problems and Solutions in Project Management and Control*. New Delhi. Himalaya Publishing House.
4. Rao.P.C.K (2009). *Project Management and control*. New Delhi. Sultan Chand & Sons.
5. Vasanth Desai (2008). *Project Management*. New Delhi. Himalaya Publishing House.

Course Name: Financial Modeling	Course Code: BBA654A
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: This course aims to familiarize the students with the different aspects of financial modeling using computer applications – Microsoft Excel. It is a key skill with application in several domains of Capital markets, banking and finance industry as well as within corporations. It equips students for roles in core finance areas such as applications of Time value of Money, Equity Research, Project Finance, Business Analysis, Mergers & Acquisitions, Financial Analysis, and Corporate Finance. Further, the students learn to financial decisions based on the developed financial models.</p>	
<p>Course Learning Outcomes: CLO1- Understand different financial modeling tools CLO2- Evaluate and Projecting Financial Statements of the Company. CLO3- Valuation of companies using key excel functions CLO4- Develop Merger and Acquisitions Models CLO5- To evaluate financial viability of project and franchise model CLO6- Demonstrate the modeling outcomes on decision making</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lectures, discussions & presentations and problems.</p>	
<p>UNIT – 1 Introduction</p> <p>Financial Modeling using Excel - Formatting of Excel Sheets, Use of Excel Formulae Function, Advanced Modeling Techniques, Data Filter and Sort, Charts and Graphs, Table formula and Scenario building, lookups, pivot tables, Macros, Recording of Macros, understanding Visual Basic Environment (VBE)</p>	8 Hrs
<p>UNIT – 2 Applications of Time Value of Money in Financial Modeling</p> <p>Amortization schedule - Time value of money - Practical applications of compounding - present and future value techniques. Volume – cost – profit analysis - Capital budgeting evaluation techniques.</p>	8 Hrs
<p>UNIT -3 Basic Financial Models</p> <p>Understanding Integrated Financial Models – Sensitivity Analysis - Scenario Analysis - Excel Efficiency Shortcuts and formulae -Testing Sharpe model, CAPM model and other financial model.</p>	8 Hrs
<p>UNIT -4Equity Research Modeling</p> <p>Build a financial model from a scratch using the best structuring techniques - Use efficiently key Excel functions to construct sound financial forecasting models - Economy Industry and Company Framework - Step by Step analysis of company- Interpret and analyze the key ratios used in a financial forecast - Projecting B/S , Income statement and Cash Flows.</p>	12 Hrs
<p>UNIT 5 Enterprise Valuation Modeling</p> <p>Introduction to valuation , applications of valuation modeling , Methods of valuation - Valuation using Discounted Cash Flow (DCF) Methods, Relative valuation and Regression Based Models.</p>	12 Hrs
<p>UNIT 6 Merger & Acquisition (M&A) Analysis</p> <p>Building Merger Inputs - Stock and Cash Mix Deal - Contribution Analysis - Accretion and Dilution.</p>	6 Hrs
<p>UNIT 7- Project Finance Modeling</p>	6 Hrs

Why Project evaluation; stage of project; construction & development phase; Project Finance Modeling - Funding and costs during investment phase; life of project; Franchise and other project models decision making.

Essential Reading:

1. Alstair L Day. (2013). *Mastering Financial Modeling in Excel*. Pearson Publications.

Recommended Readings:

2. Jonathan Swan. (2008). *Practical financial modeling -A Guide to Current Practice*. John Wiley and Sons.
3. Alastair Day. (2010). *Mastering Financial Modeling in Microsoft Excel: A practitioner's guide to applied corporate finance (English)*.

Course Name: Debt market and Mutual Funds	Course Code: BBA645A
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: Debt market refers to the financial market where investors buy and sell debt securities, mostly in the form of bonds. These markets are important source of funds, especially in a developing economy like India. India debt market is one of the largest in Asia. Like all other countries, debt market in India is also considered a useful substitute to banking channels for finance. This course familiarizes the students with the debt market operations and mutual Fund investments, Credit rating systems and debt market practices in India. Also to provide insight about the relationship of the Risk and Return, Measuring risk bringing returns according to the expectations of the investors in the debt and mutual fund instruments.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 To understand the Fixed Income Securities Market environment in India.</p> <p>CLO2 To introduce to the Bond valuations and Risk Identification in Bonds.</p> <p>CLO3 To understand the Government securities and Corporate Debt Market in India.</p> <p>CLO4 To familiarize students with Bond Portfolio Management Strategies.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, discussions & presentations, HBR case and article analysis, Guest sessions by expert, mock trading in the form of experiential learning.</p>	
<p>Unit I: Fixed Income Securities Markets Overview 8 hrs</p> <p>Features - types – Debt market in India - Institutional Arrangements - Market Participants and Instruments - Investors Perspectives Risk and Rewards - Treasury Securities Auction - Government Bond Markets - Auction Mechanisms - Uniform vs Discriminatory Auction - Auction and Repo Markets - Markets Implications of Auctions.</p>	
<p>UNIT II: Bond Mathematics 8 hrs</p> <p>Time Value of Money - Price and Yield Conventions - Bond Valuation (Both Basic and Advanced Models)</p>	
<p>UNIT III: Risk Identification in Bonds 10 hrs</p> <p>Credit rating system – risk factors - Duration, Convexity - Immunization Strategies – Bond price theorems – malkiel bond theorems - Yield Curve Analysis - Par Value, Zero, Spot Curve - Term Structure of Interest Rates - Constructing Yield Curve Bootstrapping.</p>	
<p>UNIT IV: Corporate Debt Markets 8 hrs</p> <p>Structure, Rating, Spread - Issuers and Investors Perspectives - Valuation, Convertibles - Financial Distress, Bankruptcy, Current trends in Indian Debt market</p>	
<p>UNIT V: Bond Portfolio Management Strategies 8 hrs</p> <p>Fixed Income Derivative Markets - FRAs, Swaps, Futures, Options Global Fixed Income Securities Markets Indexing, Securitization.</p>	

UNIT VI: Introduction to Mutual Fund**6 hrs**

Introduction - Mutual Funds: Structure in India – Management of Investor's Money - custodian - Role of the AMC, Registrar and Transfer Agents. – NFO procedure - investor's rights and obligations.

UNIT VII: Mutual Fund Valuations**12hrs**

Fund Accounting and Valuation. Portfolio Management- AUM - Managing Unit Holder's money - Performance Measurement and Evaluation of Mutual Fund Schemes - Mutual Fund as an investment · Developing a Model Portfolio for the investor · Unit holders Protection.

Essential references:

1. Frank J Fabozzi (2016). Bond Markets, Analysis and Strategies, Pearson.
2. Moorad Choudhry,oldrich Masek. (2013). *Fixed income markets*. John Wiley and sons inc.

Recommended references:

1. Bond Market Association. (2008). *The fundamentals of municipal bonds*. John Wiley.

Course Name: Integrated Marketing Communications	Course Code: BBA641B
Total number of hours: 60 Hrs	Credits: 4
Course Description: This is an elective course offered in the sixth semester to students of marketing specialization. Students learn various aspects of the evolution, growth and development of marketing communications.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Identify the promotional elements in the marketing programmes CLO2 Demonstrate the role of various communication models. CLO3 Examine the role and functions of specialized marketing organizations. CLO4 Curate the process of budgeting for IMC CLO5 Interpret social insights of research to build creative strategy for IMC.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and activities, research articles, creative assignments, and various forms of experiential learning.	
UNIT I Introduction to IMC:	6 Hours
Concept of integrated marketing communications (IMC), Evolution and Importance of IMC, Elements of the Promotional Mix and its Role in the IMC Programme, IMC Planning Process Model	
UNIT II Integrated Marketing Programme Situation Analysis:	6 Hours
Role of advertising and promotion in an organization's integrated marketing programme, Elements of the Marketing Mix and its impact on IMC, Target Marketing, Segmentation and Positioning strategies and its application in IMC	
UNIT III Analysing the Communication Process:	8 Hours
Models of Communication Process, Organizing for advertising and other aspects of IMC, Agencies and other integrated services in IMC, Source, Message Structure and Channel Factors	
UNIT IV Objectives and Budgeting for IMC Programme:	10 Hours
Importance of setting specific objectives and Problems encountered, Methods of Budget Setting, Process of Budget setting	
UNIT V Developing the IMC Programme:	10 Hours
Role of Creative Strategy in advertising, Research inputs in creative process, role of various client and agency personnel, creative execution styles, evaluation and approval process, Media Planning and Strategy, Evaluation of Broadcast and Print Media	
UNIT VI Monitoring, Evaluation and Control:	12 Hours
Measuring Promotional Programme Effectiveness, Regulations in Advertising, Sales Promotions and Direct Marketing, Role and Functions of various regulatory agencies.	
UNIT VII Contemporary Perspectives in IMC:	8 Hours

Globalvs Localized Marketing and Advertising, Role of promotional mix in international IMC,
Various perspectives of Social, Economic and Ethical aspects of advertising and promotion

Essential references:

1. Belch, George E. and Michael A. Belch (2000), Advertising and Promotion: An Integrated Marketing Communications Perspective, 6th Ed. Boston: Irwin McGraw-Hill

Recommended references:

1. Shimp, T. A(2014) Integrated Marketing Communication in Advertising and Promotion, 8th Ed,Cengage Learning India Pvt Ltd, New Delhi
2. Philip J. Kitchen; Patrick De Pelsmacker (2004), Integrated Marketing Communications: A Primer, Routledge

Course Name: Sales and Distribution Management	Course Code: BBA642B
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description:</p> <p>This course is designed to help students learn about sales and distribution management concepts and how to apply them to solve business problems. Students will examine the dynamics of business decision making and demonstrate the ability to identify professional selling and negotiation skills, and man management skills.</p> <p>This course brings in features in Distribution Management like channel design, and the different components of distribution such as logistic management and channel information system.</p>	
<p>Course Learning Outcomes:On having completed this course student should be able to:</p> <p>CLO1 Understand the key concepts in Sales and Distribution Management.</p> <p>CLO2 Analyze the strategic role of Sales management in attaining competitive advantage for a firm.</p> <p>CLO3 Apply and relate Sales and Distribution Management with other key departments of a firm.</p> <p>CLO4 Understand emerging and important topics related to Sales and Distribution Management.</p> <p>CLO5 Understand, design, plan, manage and control the best processes so that value-addition occurs in the most efficient and effective way.</p>	
<p>Pedagogy:</p> <p>This course uses multiple pedagogies like interactive lecture, students' discussions & presentations, case studies and article analysis, and a field visit in the form of experiential learning.</p>	
<p>Unit I: Introduction to Sales Management and Process in selling. (9Hrs)</p> <p>Objectives and scope of Personal Selling, role of Sales Management in Marketing, role of Sales Management in Marketing Strategy Development, nature and responsibilities of Sales Management, Careers in Sales Management. Approaches to Personal Selling, Process of Personal Selling.</p>	
<p>Unit II:Selling Skills and Selling Strategies. (9Hrs)</p> <p>Modern roles and Required Skills for Sales Managers, nature and scope of personal selling strategy, formulation of personal selling strategy, sales planning and estimating the budget.</p>	
<p>Unit III:Sales Force Automation (9 Hrs)</p> <p>Organizing, directing and controlling of sales force, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management.</p>	
<p>Unit IV: Sales Force Recruitment, Motivation and Control (9 Hrs)</p> <p>Recruiting and training sales personnel, designing and compensating sales personnel, motivating and leading the sales force. Overview of sales forces performance, developing control techniques, evaluating sales force performance.</p>	
<p>Unit V:Selling on the Internet (8 Hrs)</p>	

Selling agents for internet trading-net selling, advertising in net trading, payment system in

Internet trading-smart card, credit card, debit card- payment by card: advantages and disadvantages; How to make internet selling safe-Digital signature, biometric method and legal or regulatory environment; Growth of internet trading in India.

Unit VI: Designing Customer Oriented Marketing Channels and

Logistic Management(8 Hrs)

Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Emerging Trends in Channels, Managing logistics, customers' logistical expectations and desires, creating logistic value.

Unit VII: Channel Information System

(8 Hrs)

Information Systems for Channels, elements of channel information system, classification of information, advantages of information, developing channel information system.

Essential references:

1. Panda, T., &Sahadev, S,(2012). *Retail Management (2nd edi)*. Oxford University Pres

Recommended references:

1. Tanner, J; Honecutt ED Erfmeyer Robert C (2009). *Sales Management*, Pearson Education.
2. Johnson, EM etc. (2007). *Sales Management: Concepts Practices& Cases*, McGraw Hill Co.
3. A, Nag (2013).*Sales and Distribution Management*, McGraw Hill.

Course Name: Rural Marketing	Course Code: BBA643B
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: The course introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population. It covers aspects like relevance and scope of rural market in India, the environment prevailing these dynamic involved in the behavior of rural consumers, rural markets research, and rural market segmentation and targeting. It also goes in details for explaining the product strategy adopted by the companies for rural market, pricing strategy and rural distributions includes traditional and modern channels.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1: Explore the various facets of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices in this area.</p> <p>CLO2: Identify the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies.</p> <p>CLO 3: To acquaint the students with the appropriate concepts and techniques in the area of rural marketing.</p> <p>CLO 4: Apply adaptations to the rural marketing mix (4 A's) to meet the needs of rural consumers.</p> <p>CLO 5: Understand the concept and methodology for conducting the research in rural market.</p>	
<p>Pedagogy:</p> <p>This course uses multiple pedagogies like interactive lecture, students' discussions & presentations, case studies and article analysis, and a field visit in the form of experiential learning.</p>	
<p>Unit I – Introduction to Rural Markets</p> <p>Definition, scope of rural marketing, their evolution over period of time and Demographic pattern of Rural Market concepts, and components of rural markets, classification of rural markets, rural vs. urban markets. Need for rural marketing, types of rural customers, Evolution of Rural Marketing : Pre-1960s, 1960-1990 and 1990 – Present Rural Market Structure, Size of Rural Market, FMCG Market and Durable Market, Literacy Levels, Expenditure Pattern, Factors affecting Rural Consumer Behaviour,</p>	12 Hrs
<p>Unit-II –Rural Market & STP</p> <p>Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty, Growing connectivity in rural India, role of rural women & rural youth. Segmenting, Targeting and Positioning, Segmentation- Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation, Basis of Segmentation and Approaches to Rural Segmentation- Targeting- Evaluation and Selection of Segments, Coverage of Segments, Positioning- Identifying the positioning Concept, Selecting the positioning Concept, Developing the Concept, Communicating the Concept, Urban vs. rural marketing. Rural consumer behaviour – buyer characteristics, decision process, and behaviour patterns, evaluation procedure, brand loyalty, innovation adoption</p>	8 Hrs

Unit-III – Marketing Mix and New Product Development for Rural Market **8 Hrs**

Product Strategy Introduction, Marketing Mix Challenges, Product concepts classification-Five Levels Products, Classification of Products, Rural Product Categories – Fast moving Consumer goods, Consumer Durables, Agriculture Goods, Services, New Product Development Consumer Adoption Process, Product life cycle, Product Mix, Branding in Rural India- Brand building in Rural India, Brand Spectrum in Rural, Brand Loyalty Vs Stickiness, Fake Brands : Lookalikes, Spell-alikes, Duplicates

Unit-IV – Pricing Strategy & Rural Distribution **8 Hrs**

Pricing Strategy / Pricing Objectives, Pricing Methods

Introduction: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behavior of the Channel, Prevalent Rural Distribution Models

Unit-V – Rural Distribution Models **8 Hrs**

Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Ideal distribution model for Rural Market. Innovations in rural markets : ICT in Rural Distribution, Project i - Shakti – HUL, Project e-Choupal - ITC

Unit-VI – Rural Communication – Conventional & Unconventional **8 Hrs**

Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media. Non- Conventional Media, melas, Haats, Interactive games, folk media, puppet shows, POP displays, Personalised media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation

Unit-VII – Rural Financial Services **8 Hrs**

Development banking – social banking – banking structure: commercial banks, cooperative, RRBS constraints in credit delivery system - NABARD and rural development –Innovative Credit Delivery Systems, Micro Finance, Financial Products in Rural Area.

Essential references:

1. Kashyap, P.(2013). Rural Marketing (2nd edi), Pearson Education
2. Krishnamoorthy, R (2013). Rural Marketing (3rd Edi), Himalaya Publishing House

Recommended references:

1. Gopalswamy T.P (2009). Rural Marketing (3rd edi), Vikas Publishing house.
2. Dogra (2007). Rural Marketing (7th edi), Tata McGraw-Hill Education.
3. Krishnamacharyulu C.G. (2011). Cases in Rural Marketing. (2nd ed). Pearson Education.
4. Mathur, U.C. (2008). Rural Marketing(1st edi). Excel books.
5. Prahlad C.K (2005). Fortune at the bottom of the Pyramid. Wharton School Publishing.
6. Allen R.K, (2005). Bringing new technology to market (1st edi). Prentice Hall Publication.

Course Name: Digital Marketing	Course Code: BBA644B
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: This course is designed to help students learn about Digital Marketing concepts and how to apply them for effective Marketing and also to solve business problems. To learn the emerging powers of internet and related technologies which have changed the Market place in the world, by making transactions quick, economical and convenient. The course aims at enabling students with the techniques that can be used for marketing in the digital/internet world..</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Understand the key concepts in Digital Marketing.</p> <p>CLO2 Analyze the role of Internet in Marketing in attaining competitive advantage for a firm.</p> <p>CLO3 Apply and relate Web Business Models.</p> <p>CLO4 Understand the tools and techniques of Digital Marketing and also the emerging and important topics related to Digital Marketing.</p> <p>CLO5 Understand, design, plan, manage and control the best processes of customer centric business models and management ,Social Media Marketing Strategies, so that value-addition occurs in the most efficient and effective way.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions & presentations, case studies and article analysis.</p>	
<p>Unit I: Marketing in the Digital Era (9 Hrs)</p> <p>Introduction to E-Marketing, Challenges Faced by Organizations, The Online Marketing Mix, Segmentation and Targeting in Virtual World, Issues of Online Marketing.</p>	
<p>Unit II: Consumer in the Digital Era (9 Hrs)</p> <p>The Online Consumer, The Digital Ecosystem, Marketing in a Virtual World, The Potential of Digital Marketing, Types Of Online Behaviour, Database Marketing, The Analytical Toolkit, CRM in a Web 2.0 World, CRM Processes and Technology, Types of CRM (Operational, Collaborative and analytical), Sales Force Automation, Customer Service & Support, Customer Value Management, Key Account Management</p>	
<p>Unit III: Business Drivers in the Virtual World (9 Hrs)</p> <p>Concept and Tools of Web 2.0, Introduction to Social Media, Models of Social Media, Social Media Analytics, Social Media Tools, Viral Marketing, Social Curation, E-Enterprises, Online Branding, The Digital Brand ecosystem, Establishing Online Brand Identity.</p>	
<p>Unit IV: Web Business Models (9 Hrs)</p> <p>Introduction to Web Business Models, Web Chain of Events and Analysis, Customer Life Time Value, Pricing in Virtual World, Introduction to E-commerce, Online Distribution and Procurement, New Intermediaries, Payment Service Providers.</p>	

Unit V: Online Tools for Marketing**(8 Hrs)**

Consumer engagement and its Importance, Driving Consumer engagement, Engagement Marketing through Content Management, Measurement of Consumer Engagement, Concept of Online Campaign Management, Campaign Management using Corporate Blogs, Measuring Campaign effectiveness.

Unit VI: STP and Analytics**(8 Hrs)**

Consumer Segmentation, Targeting, and Positioning using Online Tools, Knowledge discovery and Data mining for customer segmentation, Emerging Consumer segments in India, Market Influence Analytics in a Digital Ecosystem, Consumer generated Media

Unit VII: The Contemporary Digital Revolution**(8 Hrs)**

Role of Games and apps in marketing, Common games used by Marketers, Anatomy of Gamification, Structure of a Game, Game Mechanics and Dynamics, Apps in Banking, Apps and the Indian Diaspora, The Future of Marketing Gamification and Apps

Essential references:

1. Vandana Ahuja, (2015) Digital Marketing, Oxford University Press

Recommended references:

1. Dave Chaffey and Ellis Chadwick, Digital Marketing: Strategy, Implementation and Practice, Pearson Publications.
2. Zimmerman Jan, Sahlin Doug. (2008). Social media marketing, All-in-one for dummies, Wiley India
3. Teixeira, J. (2010). Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer, Wiley India.
4. Damian Ryan. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page

Course Name: Neuro marketing	Course Code: BBA645B
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: The course focuses on how neuro marketing can help business to achieve an in-depth understanding of consumers' thinking, choices and purchase decisions. The central focus is to bring awareness about the brain science of consumers' decision making at the same time this is not a course on brain anatomy. This course comprises of the practical implication of brain science in marketing strategies and how organizations can succeed with neuromarketing research unlike traditional marketing research practices.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Understand the basic interdisciplinary dimensions of Neuro marketing.</p> <p>CLO2 Distinguish how neural networks respond to different marketing cues .</p> <p>CLO3 Interpret the relevant theories and concepts to various practices of Neuromarkeing.</p> <p>CLO4 Apply Neuro marketing to predict consumers' decisions.</p> <p>CLO5 Examine and diagnose the various strategies of neuromarketing</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, research article, a field visit, and form of experiential learning.</p>	
UNIT 1	10 Hours
<p>INTRODUCTION</p> <p>Meaning and interdisciplinary dimension of Neuro Marketing, behaviourism, positioning-gaps; structure and functions of the human brain., emotions depend on cognitive appraisal of stimulus</p>	
UNIT II	10 Hours
<p>NEURAL CORRELATES OF HUMAN BRAIN APPLIED IN MARKETING</p> <p>Memory-importance, types, its application to marketing and advertising, 4 stages of memory formation, advertising & seven sins of memory. Brain laterality-usefulness to marketing, applications-communication design, communication strategy, low-involvement & high involvement process, brain waves and brand communication,</p>	
UNIT III	6 Hours
<p>BRAIN WAVES AND BRAND COMMUNICATION</p> <p>Brain waves, ads create emotional and cognitive impact, branding moments.</p>	
UNIT IV	12 Hours
<p>DEVICES FOR NEURAL READING</p>	

EEG-types of waves, CT scanning, MRI, fMRI, Eye tracking, GSR, PET, Biometrics, brain tracking devices and tools to measure neural activities

UNIT V

14 Hours

NEUROMARKETING RESEARCH

Experiments in package design, Retties and Brewer (2000), neuroimages of advertising, advertising and brain waves, experimental ad research-thinking and feeling are necessary, methodology & conclusions drawn from experiments. experimental advertising research- print ads generate more brain waves, design of the study, findings and conclusion, impact of media, product and message on affective, cognitive and persuasive outcomes of ads

UNIT VI

4 Hours

NEUROMARKETING: TOWARDS AN INTEGRATED APPROACH

Brain laterality, memory formation and interference, rational and emotional components of brand attributes, positioning, marketing research, brand recall, deciding the price

UNIT VII

4 Hours

ETHICS IN NEUROMARKETING

Controversy: Pseudo-science, Mind Reader, Ethical Concerns, Academic Vs Industry Research

Essential references:

1. Sharma, J.K., Singh, D and Deepak, K.K and Agarwal. D.P (2012) Neuromarketing: a peep into customers' minds, Eastern Economy Edition, Prentice Hall Pvt Ltd, New Delhi.

Recommended references:

1. Lindstrom, M. (2008). Buyology: How everything we believe about why we buy is wrong. London: Random House Business.
2. Plessis, E. (2011). The branded mind: what neuroscience really tells us about the puzzle of the brain and the brand, London, UK: Kogan Page
3. Genco, Stephen J., Andrew P. Pohlmann and Peter Steid (2013) Neuromarketing for Dummies, John Wiley & Sons. ISBN-10: 1118518586, ISBN-13: 978-1118518588. (Paperback or Kindle formats at <http://www.amazon.com/Neuromarketing-Dummies-Business-PersonalFinance/dp/1118518586/ref>)
4. Bridger, Darren (2015) Decoding the Irrational Consumer: How to Commission, Run and Generate Insights from Neuromarketing Research, Kogan Page Publishers, ISBN-10: 0749473843, ISBN-13: 978-0749473846

Course Name: Knowledge Management	Course Code: BBA 641C
Total number of hours: 60 Hrs	Credits: 4
Course Description:	
<p>Today's turbulent business environment has been characterized by 'the knowledge era' where competitive advantage is based upon the resource-based view of the firm and successful utilization of employee knowledge. It is the organization that can capture, manage and apply the different forms of knowledge prevalent in the workplace that will grow and flourish. The purpose of the course is to explore the concept of knowledge and the means by which organizations seek to manage it through formal technological practices and informal social systems. The course looks at a theoretical and practitioner point of view and seeks to provide a 360 degree overview of the domain of Knowledge Management.</p>	
Course Learning Outcomes: On having completed this course student should be able to:	
CLO1: Understand the key theories and models that enable knowledge management.	
CLO2: Identify and justify effective knowledge management practices in various organizations.	
CLO3: Design and suggest comprehensive knowledge management initiatives for organizations.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, case studies and research article analysis as well as a Guest Lecture by an industry practitioner.	
<p>Unit I: Introduction to Knowledge Management 8 Hrs Introduction to Knowledge Management; Multidisciplinary Nature of KM - The Two Major Types of Knowledge, The Concept Analysis Technique; History of Knowledge Management - From Physical Assets to Knowledge Assets Organizational Perspectives on Knowledge Management; Importance of KM - KM for Individuals, Communities, and Organizations.</p>	
<p>Unit II: Knowledge Management Cycle 8 Hrs Major Approaches to the KM Cycle - The Zack KM Cycle, The Bukowitz and Williams KM Cycle, The McElroy KM Cycle, The Wiig KM Cycle; An Integrated KM Cycle; Strategic Implications of the KM Cycle; Practical Considerations for Managing Knowledge.</p>	
<p>Unit III: Knowledge Management Models 8 Hrs Major Theoretical KM Models - The von Krogh and Roos Model of Organizational Epistemology, The Nonaka and Takeuchi Knowledge Spiral Model, The Knowledge Creation Process, Knowledge Conversion, Knowledge Spiral.</p>	
<p>Unit IV: Knowledge Capture and Codification 12 Hrs Tacit Knowledge Capture - Tacit Knowledge Capture at Individual and Group Levels, Interviewing Experts, Structured Interviewing, Stories, Learning by Being Told, Learning by Observation; Tacit Knowledge Capture at the Organizational Level; Explicit Knowledge Codification - Cognitive Maps, Decision Trees, Knowledge Taxonomies.</p>	

Unit V: Knowledge Sharing and Communities of Practice**8 Hrs**

The Social Nature of Knowledge; Sociograms and Social Network Analysis, Knowledge-Sharing Communities - Types of Communities, Roles and Responsibilities in CoPs, Knowledge Sharing in Virtual CoPs; Obstacles to Knowledge Sharing, The Undernet.

Unit VI: Knowledge Management Tools**8 Hrs**

Knowledge Capture and Creation Tools - Content Creation Tools, Data Mining and Knowledge Discovery, Blogs, Content Management Tools; Knowledge Sharing and Dissemination Tools - Groupware and Collaboration Tools, Wikis, Networking Technologies; Knowledge Acquisition and Application Tools - Intelligent Filtering Tools, Adaptive Technologies.

Unit VII: Role of Organizational Culture**8 Hrs**

Different Types of Cultures, Organizational Culture Analysis, Culture at the Foundation of KM, The Effects of Culture on Individuals; Cultural Transformation to a Knowledge-Sharing Culture; Organizational Maturity Models - KM Maturity Models, CoP Maturity Models.

Essential references:

- Dalkir, K. (2017) *Knowledge management in theory and practice* (3rd ed.). Cambridge, MA: MIT Press

Recommended references:

9. Rhem, A. J. (2017). *Knowledge management in practice*. New York: CRC Press.
10. Leonard-Barton, D., Swap, W. C., & Barton, G. (2015). *Critical knowledge transfer: Tools for managing your company's deep smarts*. Boston, US: Harvard Business Review Press.
11. Horaguchi. (2014). *Collective knowledge management: Foundations of international business in the age of ..* [Place of publication not identified]: Edward Elgar Publishing L.
12. Jay Liebowitz., & Liebowitz, J. (2012). *Knowledge Management Handbook: Collaboration and social networking* (2nd ed.). London: CRC Press.
13. Pugh, K. (2011). *Sharing hidden know-how: How managers solve thorny problems with the knowledge jam*. San Francisco, CA: Jossey-Bass.

Course Name: Organizational Change and Development	Course Code: BBA 642 C
Total number of hours: 60 Hrs	Credits: 4
Course Description:	
<p>Organization Development (OD) is an emerging behavioral science discipline that provides experiential approach to learning. Today, OD Interventions are highly customized as per the specific requirements of the organization and it calls for special expertise, not just to manage the organization but also enables the interface between people and organization. This course provides both conceptual and experiential approaches to the study of OD. This course focuses on the development of critical interpersonal skills and will provide an understanding on the relevant issues in OD. This course focuses on building a foundation of management experience which will enable the students to carry forward into their managerial career. It relates to the skills that are essential for the potential OD consultants.</p>	
Course Learning Outcomes: On having completed this course student should be able to:	
<p>CLO1 To understand the various OD interventions and its impact in modern organisations. CLO2 To analyze various elements of organization that yield to change. CLO3 To apply of various OD interventions in different context in organisations.</p>	
Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, case studies and research article analysis as well as a Guest Lecture by an industry practitioner.	
<p>UNIT I: Introduction to Organizational Change 8 Hrs. Content and Process theories of Organizational change, Need for Organizational change, Organizational change-Transformation and Renewal, Organization Renewal-Adapting to change(A model of Adaptive Orientation), Change triggers-Business Development driven change-Culture driven change-Strategy driven change-Process driven change-Competency driven change-Innovation driven change, Types of change-Planned and Unplanned change, System thinking and change, Change process- unfreezing ,changing and refreezing.</p>	
<p>UNIT II: Managing Organizational Change 8 Hrs. Change management principles, Organization Improvement Process through change management, Implementing change improvement systems, Organizational Effectiveness and Excellence-European Foundation for Quality Management (EFQM) Excellence model-Managerial roles theory for achieving organizational effectiveness and excellence- People Capability Maturity Model (P-CMM) for Organizational Excellence.</p>	
<p>UNIT III: Introduction to Organizational Development 8 Hrs. Nature of Planned change, Organization Transformation and Development, Definitions and concepts of OD, OD-The Planned Change Process, Need for OD in Organization, OD Values and Goals, OD as Action Research Process, Characteristics of OD, History of OD, Organization Culture & change-creating a winning culture- Impact of key factors, cultural resistance to change, Psychological contract, Experiential approach to learning.</p>	
<p>UNIT IV: The process of Organization Diagnosis 10 Hrs. Entering and Contracting- OD Consultant-Role and style-External and Internal Consulting team-Readiness of the Organization for OD-Consultant and Client Relationship modes-Red flags in the Consultant- client relationship; Diagnosing Organizations- Process, Diagnostic models-Analytical model, Emergent-Group Behavior model, Management Consulting Model, Sociotechnical system</p>	

model, Cause maps and social network analysis model, Open systems model, Level of Diagnosis- Individual, group and Organization- Data Collection Process- Methods for collecting data and techniques for analyzing data, feeding back diagnostic information- determining the content of the feedback & Survey Feedback- Designing Interventions- Effective interventions; Designing effective interventions and Overview of Interventions.

UNIT V: Human Process Intervention

8 Hrs.

Interpersonal and Group Process Approaches: Process Consultation, Third- Party Interventions, Team Building, Johari Window and Transactional Analysis.

Organization Process Approaches: Organization Confrontation Meeting, Intergroup Relations Interventions, and Large-Group Interventions.

UNIT VI: Techno Structural Interventions

8 Hrs.

Restructuring Organizations: Structural Design & Reengineering. Employee Involvement and Work Design: Motivational Approach, Sociotechnical System Approach and Engineering Approach.

UNIT VII: Strategic Human Resource Management Change Interventions 10 Hrs.

Performance Management: Model of Performance Management, Goal Setting and Reward System. Developing talent: Career Planning and Development Interventions, Coaching and Mentoring, Management and Leadership Development Interventions. Managing Workforce Diversity and Wellness: Workforce diversity interventions, Employee Stress and Wellness Interventions. Transformational change: Organization Design and Culture Change, Self-Designing Organizations, Learning Organization, Third-wave organization, Trans- Organizational change- Rationale, Strategic Alliance Interventions, Network Interventions.

Essential Reading:

- Cummings, T.G., & Worley, C.G. (2015). *Organization Development and Change*. Southwestern: Cengage Learning.

Recommended Reading:

- Anderson, D.L. (2016). *Organization Development: The Process of Leading Organizational Change*. Sage South Asia.
- Harvey, D.R., & Brown, R. D. (2013). *An Experiential approach to organization development*. New Delhi: Pearson Prentice Hall.
- Wendell, F.L., & Bell, C.H. (2017). *Organization Development; Behavioral Science Interventions for Organization Improvement*. Prentice Hall of India Private Limited.

Course Name: Strategic HRM	Course Code: BBA 643 C
Total number of hours: 60 Hrs	Credits: 4
Course Description:	
<p>The course provides the knowledge of basic process by which human resource functions can create a sustainable competitive advantage in an organisation. It introduces new concepts of and practices in management of human resources which have evolved due to changing business scenarios. The course provides insight in to philosophy of treating the human resources from both investment and resource point of view and how it helps in achieving the mission and vision of an organization.</p>	
Course Learning Outcomes: On having completed this course student should be able to:	
<p>CLO1 To identify challenges posed by competitive business environment to the HR functions. CLO2 To evaluate human resource function in organization from both investment and resource perspective. CLO3 To formulate HR strategy for relevant organizational factors.</p>	
Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, case studies and research article analysis as well as a Guest Lecture by an industry practitioner.	
<p>Unit –I Introduction to Strategic HRM 8 Hrs. Definition of SHRM, Need and Importance of SHRM – From Traditional HRM to SHRM – Linking HR Strategy with Business Strategy- Developing an HRM Plan - Gaining Competitive Advantage through HR, On becoming a strategic partners, The VRIO Framework, The changing role of HR, Future Challenges of HR.</p> <p>Unit –II Human Resource Environment 8 Hrs. Technology and Structure, Work force Diversity, Societal and Demographic Changes, Change in Employment Relationships - Temporary and Contract Labour Global Environment, Global Competition</p> <p>Unit – III An Investment perspective of Human resources 8 Hrs Human resource investment considerations, investments in T&D, investment practices for improved retention, investments in job secure workforce, ethical implications of employment practices, non-traditional investment approaches.</p> <p>Unit – IV Human resource planning 10 Hrs. Strategic role of HRP, overview of HRP, managerial issues in planning, selecting forecasting techniques, forecasting the supply of HR, forecasting the demand. Efficient utilization of HR, dealing with employee shortages, selection of employees, dealing with employee surpluses, special implementation challenges.</p> <p>Unit – V Strategy implementation: development and reward management 8 Hrs. Employee development, strategically oriented performance measurement systems, strategically oriented compensation systems.</p> <p>Unit – VI Retrenchment Strategies 10 Hrs Understanding what is “Retrenchment” and “Redundancy”, Selection of Employees for Retrenchment, Downsizing, HR Outsourcing and Employee Leasing.</p>	

Unit – VII Human Aspect of Strategies Implementation**8 Hrs**

Organisation Culture, Culture and Leadership, Human Side of Merger and Acquisition, Organizational Power and Politics.

Essential Reading:

- Greer, C.R. (2017). *Strategic Human Resource Management (3rdedi)*, Pearson education.

Recommended reading:

- Agarwala, T. (2010). *Strategic Human Resource Management*, Oxford University Press.
- Paauwe, J. (2017). *Strategy, HRM, and performance: A contextual approach* (Second edition.). Oxford: Oxford university press.
- Armstrong, M. 1., & Armstrong, M. (2016). *Armstrong's Handbook of Strategic Human Resource Management* (6th Ed.). London: KoganPage.

Course Name: Performance Management	Course Code: BBA 644C
Total number of hours: 60 Hrs	Credits: 4
Course Description:	
<p>The course examines the importance of effective performance management systems that help organizations in achieving short and long term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance. The course seeks to provide theoretical and practical perspectives of effective performance management systems.</p>	
Course Learning Outcomes: On having completed this course student should be able to:	
<p>CLO1: Apply the key concepts and frameworks that enable performance management from a multiple stakeholder perspective.</p> <p>CLO2: Evaluate performance management practices in various organizations.</p> <p>CLO3: Design and suggest comprehensive performance management initiatives for organizations.</p>	
Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, case studies and research article analysis as well as a Guest Lecture by an industry practitioner.	
<p>Unit I: Introduction to Performance Management 12 Hrs Definition of performance management, Objectives of performance management, Characteristics of performance management, Dangers of poorly implemented performance management systems; Process of performance management – Prerequisites, performance planning, performance execution, performance assessment, performance review, performance renewal and re-contracting.</p> <p>Unit II: Defining Performance and Choosing a Measurement Approach 8 Hrs Defining performance, determinants of performance, performance dimensions, approaches to measuring performance – behaviour, results, traits.</p> <p>Unit III: Measuring Results and Behaviour 8 Hrs Measuring Results – determining accountabilities, determining objectives, determining performance standards; Measuring Behaviours – comparative systems, absolute systems.</p> <p>Unit IV: Gathering Performance Information 8 Hrs Appraisal forms – characteristics of appraisal forms, determining overall rating, appraisal period and number of meetings, appraisal information sources, model of rater motivation, preventing rating distortion through rater training programmes.</p> <p>Unit V: Implementing a Performance Management System 8 Hrs Communication plan, appeals process, training programmes for acquisition of requisite skills, pilot testing, ongoing monitoring and evaluation, online implementation.</p>	

Unit VI: Performance Management Skills**8 Hrs**

Coaching, coaching styles, coaching process, observation and documentation of developmental behavior and outcomes, giving feedback, disciplinary process and termination, performance review meetings.

Unit VII: Managing Team Performance**8 Hrs**

Definition and importance of teams, types of teams and implications for performance management, purposes and challenges of team performance management, including team performance in the performance management system, rewarding team performance.

Essential references:

- Aguinis, H (2013). *Performance Management* (3rd ed.). New Jersey, USA: Pearson.

Recommended references:

14. Armstrong, M. (2018). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance* (Sixth edition.). U K: Kogan Page.
15. Adler, R. W. (2018). *Strategic performance management: Accounting for organizational control*. Oxon: Routledge.
16. Ashdown, L. (2018). *Performance management: A practical introduction* (Second edition.). London: Kogan Page Limited.
17. Mone, E. M. (2018). *Employee engagement through effective performance management: A practical guide for managers* (Second Edition.). New York: Routledge.
18. HBR. (2017). *HBR guide to performance management*. Boston: HBR.
19. Armstrong, M. (2017). *Armstrong on reinventing performance management: Building a culture of continuous improvement*. London: Kogan Page.

Course Name: HR Scorecard	Course Code: BBA 645C
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: As HR professionals respond to the challenge of taking a more strategic perspective regarding their role in the organisation, measuring HR's performance and its contribution to the firm's performance consistently emerge as a key theme. This course addresses the question of how HR practitioners can measure their contribution to their firm's growth.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO 1 To understand the importance of bottom-line focus to the Human Resource function and the trend toward HR accountability.</p> <p>CLO 2 To analyze various approaches and techniques of measuring HR.</p> <p>CLO3 To develop HR scorecard of an organisation.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, case studies and research article analysis as well as a Guest Lecture by an industry practitioner.</p>	
<p>Unit 1: HR as a Strategic Partner 8 hrs.</p> <p>Introduction and Overview- Changing Role of HR - HR as a Strategic Partner - the Need for Measuring HR</p>	
<p>Unit 2: Seven Steps Process for Measuring the Strategic Influence of HR 8 hrs</p> <p>Define Business Strategy – Build a Business Case for HR as a Strategic Asset – Create a Strategy Map – Identify HR Deliverables within the Strategy Map – Align HR Architecture with HR Deliverables – Design the Strategic HR Measurement System – Implement Management by Measurement</p>	
<p>Unit 3. Approaches to Measuring HR 8 hrs</p> <p>Competitive Benchmarking- HR Accounting - HR Auditing - HR Cost Monitoring - HR Effectiveness Index - HR Key Indicators - HR MBO - HR Profit Centre - HR Reputation - Return on Investment - Surveys</p>	
<p>Unit 4. Measuring Specific Impact 10hrs</p> <p>Measuring HR's Contribution to Enterprise Goals - Cost Benefit Analyses for HR Interventions - Measuring HR's Impact on Processes - Measuring HR's Value Added - Balanced Scorecard and HR Scorecard</p>	
<p>Unit 5.Issues in Measurement Process 8 hrs</p> <p>Principle of Good Measurement - Integrating Alternative Measures of Behavioral and Performance Outcomes - End-to-end HR Value Report - Measuring HR Alignment</p>	

Unit 6: Future Trends in HR Metrics**8 hrs**

The Next Generation HR Valuation • Human Resource Valuation Strategy for Inventing Future.

Unit 7 Understanding HR Analytics**10 hrs**

Predictive HR analytics defined, Understanding the need (and business case) for mastering and utilizing predictive HR analytic techniques, Human capital data storage and 'big (HR) data' manipulation, Predictors, prediction and predictive modeling, Current state of HR analytic professional and academic training, Business applications of modeling, HR analytics and HR people strategy, Becoming a persuasive HR function

Essential Reading:

- Phillips, J. J. (2016). *Accountability in human resource management: Connecting HR to business results* (Second edition.). London: Routledge.

Recommended Reading:

- Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). *The HR scorecard: Linking people, strategy, and performance*. Boston, MA: Harvard Business School Press.
- Becker, B. E., Huselid, M. A., & Beatty, R. W. (2009). *The differentiated workforce: Transforming talent into strategic impact*. Boston, Mass.: Harvard Business Press.
- Rao, T. V. (2014). *HRD Audit: Evaluating the Human Resource Function for Business Improvement* (2nd ed.). London: Sage.
- Edwards, M. R., & Edwards, K. (2016). *Predictive HR Analytics: Mastering the HR Metric*. New Delhi: Koganpage.

Course Name: Industrial Marketing	Course Code: BBA641 D
Total number of hours: 60 Hrs	Credits: 4
Course Description: The course is designed to provide students with the ability to understand industrial markets and relevant industrial marketing strategies. The course will also cover market structures and demand in business markets.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Understand the theories and concepts of Industrial Marketing CLO2 Differentiate Consumer Marketing and Industrial Marketing CLO3 Formulate industrial marketing strategies	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions & presentations, case and article analysis, and a field visit in the form of experiential learning.	
<p>Unit I: (9 Hrs) Introduction to Industrial Markets: Industrial Marketing System, Concepts and Characteristics - Types of Industrial Markets - Industrial Buyer Behaviour, Industrial Marketing Vs. Consumer Marketing, Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer.</p> <p>Unit II: Strategic Industrial Marketing : (9 Hrs) Marketing Information Systems and Marketing Research – B2B Commerce. Factors influencing Organizational Buying: Buying Roles; Organizational Buying Decision Process; Environmental & organizational Influences Organizational Influences on Buying Behaviour: Buying Roles; The Buy Grid Model; The Organizational Buying Decision Process.</p> <p>Unit III: Pricing Decisions in Industrial Markets (9 Hrs) Pricing Decisions in Industrial Markets, Pricing Objectives - Price Decision Analysis –Breakeven analysis – net pricing – discount pricing – trade discounts — factory pricing – freight allowance pricing</p> <p>Unit IV: Classification of Industrial Products and Services: (9 Hrs) New Product Development and Introduction - Industrial Product Management – Terms of Sale – Outright purchase – Hire-purchase – Leasing, Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub- Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services</p> <p>Unit V: Formulating Marketing Channel Strategies and Physical Distribution decisions: (8 Hrs) Channel Management - Promotional Strategies for Industrial Goods/ Services. Formulating channel strategy – Pricing strategy- Promotional strategy – Sales force automation.</p>	

Unit VI:**(8 Hrs)****Supply Chain & Industrial Marketing:**

Conceptual Framework of Supply chain; Decision phases in a supply chain; Process view of a supply chain.; The importance of supply chain flows; Competitive Supply Chain Strategies.; Achieving strategic fit.

Unit VII:**(8 Hrs)****Inventory Management and Risk Pooling**

Introduction; A single warehouse inventory; The economic lot size model ;The effect of demand uncertainty ; Risk pooling ; Centralized versus decentralized systems; Managing inventory in the supply chain

Essential references:

1. Hawaldar, K. Krishna, INDUSTRIAL MARKETING, *TATA McGraw-Hill Publishing Company Limited, New Delhi. 2018*

Recommended references:

2. Milind T. Phadtare,INDUSTRIAL MARKETING, *Prentice Hall of India Pvt. Ltd, New delhi,2018*
3. Michael D Hattu and Thomas W Speh,INDUSTRIAL MARKETING MANAGEMENT, *The Dyden Press.*
4. Peter M. Chisnall,STRATEGIC INDUSTRIAL MARKETING; *Prentice-Hall International*
5. Robert R. Reeder, Briety & Betty H. reeder,INDUSTRIAL MARKETING, *Prentice Hall of India Pvt. Ltd, New delhi,2008*

Course Name: Managing Intellectual Property Rights	Course Code: BBA 642D
Total number of hours: 60 Hrs.	Credits: 4
Course description: Management of Intellectual Property course includes essential components Patents, Trade Marks, Copy Rights, Geographical Indications and Designs. As the future managers will have to acquire, protect, harness and manage such vital intangible and invisible assets that are common to manage every business.	
Course Objectives: <ul style="list-style-type: none"> ➤ Equip the students with the knowledge about the key aspects of intellectual property. ➤ Familiarizing the students with nature and use of different forms of intellectual property. ➤ Developing proficiency in the area of acquisition and protection of intellectual property 	
Course Learning Outcomes: On having completed this course student would be able to: CLO1 To have an overview of Legal Environment of Intellectual Property(IP)in India. CLO2 To identify the subjects matter of different types of Intellectual property. CLO3To develop an understanding the requirements of acquisition and protection of forms of IP. CLO4To acquire knowledge regarding the process of registration of different forms of IP CLO5 To be well versed with rights and obligations of people involved in development and use of IP. CLO6. To understand the applications of different forms of intellectual property CLO7. To be proficient with the changing regulatory norms business in the context of IP	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article, a field visit, and form of experiential learning.	
Module I-Introduction to Intellectual Property.	8 Hrs
Introduction- Objectives, Concept of Property/IP: Classification of Property; Intellectual Property Rights- Meaning and importance; Kinds of IPR: Distinguishing Features- Patents, Copyrights and Neighbouring Rights, Trade and Service Marks, Designs, Geographical Indications and Designs .	
Module - II : Law Of Copyright And Neighbouring Rights.	12 Hrs.
Law Of Copyrights- Definition, Nature Of Protection, Evolution Of Copyright Law, Basic Concepts Under Copyright Act- Basis Of Copyright Protection, Underlying Concepts, Idea-Expression Dichotomy, Originality/Creativity, Fixation, Term Of Copyright Protection- Categories Of Copyrightable Works / Subject Matter Of Copyright; Rights Of The Copyright Owner; Licence And Assignment,- Compulsory License & Statutory License, Copyright Act 1957; Infringement Of Copyright - Introduction, Essentials Of Infringement, Facts To Be Established By Plaintiff In Case Of Infringement, Tests For Infringement, International Regime, Trips Agreement – Three Step Test, The Berne Convention, Remedies For Infringement- Civil Remedies, Criminal Remedies	
Module III: Law Of Patents	8 Hrs.
Development Of Law Of Patents- What Is Patent, Justification and Evolution Of Patent Law , Need For A Patent System; Patentability Requirements- Introduction, Patentability Requirements: Patentable Subject Matter, Novelty, Prior Art, Relevant Cases; Utility/Industrial Applicability; Grant; Infringement Of Patents, Freedom To Operate, Defences For Infringement Action & Remedies;	

Prosecution History Estoppel- Defences, Experiment, Research Or Education, Government Use, Patent Exhaustion, Patent Misuse, Inequitable Conduct, Remedies - Relevant Cases,

Module IV: Law Of Trademarks

10 Hrs.

Introduction, Evolution and Development Of The Law Of Trademark, Spectrum Of Distinctiveness, Definition Of Trademark, Non-Conventional Marks; Procedure For Registration Of Trademark - Application, Examination, Grounds Of Refusal Of Registration, Acceptance & Advertisement, Opposition, Registration, Renewal; Rights Of Trademark Owner, Assignment Of Trademarks, Licensing Of Trademark, Infringement - Essentials, Dilution Of Trademark, Registration Of Collective Marks; Passing Off - Essential Elements Of Passing Off, Difference Between Infringement And Passing Off, Remedies For Infringement, Classification Of Goods

Module - V : Law of Geographical Indications

10 Hrs.

Geographic Indications-Objective, Introduction, Justification For Protection; International Position-Paris Convention On The Protection Of Intellectual Property, 1883, The Madrid Agreement, Lisbon Agreement, Trips Agreement, Bilateral Agreements, Regional Developments – Eu – Designation Of Origin And Geographical Indication, 6.2.6.2. Product Specification, Application For Registration, Examination By The Commission, Objections, Names, Indications And Symbols, Amending The Product Specification, Official Controls, Cancellation, Protection, Relations Between Trademarks, Designations Of Origin And Gi, Committee Procedure, Fees, Case Study: Spanish Champagne Case; Geographical Indication Protection In India - Criteria, Procedure For Registration In India, Duration, Rights, Overlap Between Trademark And Gi, Remedies; Case Studies- Darjeeling Tea Case, Pochampally Ikat Case; Information Provided By The Geographic Indication Registry, Chennai, India-

Module VI– Law Of Designs

7 Hrs.

The Law Of Designs- Introduction, Meaning Of Designs; Evolution and Development Of Law Of Designs, Basic Principles Of Design Rights, Protection For Designs, Historical Perspective, Philosophy Of Design Protection; Publication; Procedure For Registration Of Designs, Forms- Shape, Configuration, Pattern, Excluded Subject- Matter- Method Or Principle Of Construction, Registered Designs, Design Right, Term Of Design Protection, Copyright In Design, Registration Of Designs In India, Rights Of The Owner Of Designs And Tests For Infringement

Module VII- Developments in other areas of Intellectual Property and Data. 5 Hrs.

Meaning, significance, and procedure of acquisition and Protection of Data, Confidential Information, Trade Secrets, Integrated Circuit & Plant Varieties.

Essential Reading:

1. Fundamentals of Intellectual Property (English) 1st Edition (Paperback, Dr. Kalyan C. Kankanala) Publisher: Asia Law House ISBN: 9789381849514, 938184951X. Edition: 3rd Edition, 2017

References:

1. Susan K Sell, Private Power, *Public Law: The Globalization of Intellectual Property Rights*, Cambridge University Press, 2003

2. N.S. Gopalakrishnan & T.G. Ajitha, *Principles of Intellectual Property*, Eastern Book Company, 3rd Edition , 2016
3. Jayashree Watal, *Intellectual Property Rights in the WTO and Developing Countries*, Oxford University Press, 2001
4. Lionel Bently& Brad Sherman, *Intellectual Property Law*, Oxford University Press, 3rd Edition, 2008
5. Peter Drahos, *A Philosophy of Intellectual Property*, Dartmouth Pub Co, 1996
6. Duggal Pavan, *Legal Framework on Electronic Commerce & Intellectual Property Rights*, Universal Publishing House, 2014
7. Paul Torremans, *Intellectual Property And Human Rights*, Kluwer Law International, 2008
8. Steven D Anderman, *Interface Between Intellectual Property Rights and Competition Policy*, Cambridge University Press, 2007.
9. Philippe Cullet, *Intellectual Property Protection and Sustainable Development*, Lexis Nexis, 2005
10. E-Book:http://www.caaa.in/image/34_hb_on_ipr.pdf

Course Name: Technology & Entrepreneurship	Course Code: BBA-643D
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description This course is designed for students interested in learning about the fundamental issues related to starting and managing technology-based new ventures. The course explores the development of innovative business models and new commercial ventures within the broad field of science and technology. The course encourages students to consider how technology-based solutions can solve economic and socially oriented problems. The course prepares students for more intensive entrepreneurship courses, such as Venture Creation and Entrepreneurial Growth Strategies, which focus on testing, developing, and growing new businesses.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 : Recognize the challenges posed by high technology entrepreneurial ventures;</p> <p>CLO 2 Understand the capabilities and tools required to exploit each stage of the entrepreneurial process in a science and technology context;</p> <p>CLO3: Understand the key components of a successful business model and be able to critique the model behind any science and technology-based venture;</p> <p>CLO4: Develop a business plan to take a science-technology-based product/service to market; and</p> <p>CLO 5: Pitch a venture to a potential funder or customer.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions & presentations, case studies and article analysis, and experiential learning through building new innovative and creative technology business plan.</p>	
<p>UNIT – I: Technology Entrepreneurship Today 8 Hrs.</p> <p>Trends, Opportunities, Challenges for today's technology entrepreneur, what comes first- Technology or Entrepreneurial idea, Minimal viable product; Innovation; Global markets, Effectuation.</p>	
<p>UNIT – II: Five Pillars of Technology Entrepreneurship 8 Hrs.</p> <p>Five Pillars of Technology Entrepreneurship - fundamental tools and techniques for success- Value Creation, The Lean Startup, Customer Discovery and Validation, The Business Model Canvas and The Entrepreneurial Method.</p>	
<p>UNIT – III: Technology Venture Idea Generation 8 Hrs.</p> <p>Starting point, developing a credible idea for a new product or service, getting critical feedback, refining idea, Continuous innovation, Opportunity register; Point of Pain, Target market, Single product venture</p>	
<p>UNIT – IV: Markets and Product / Service Development 8 Hrs.</p>	

Course Name: Quality Management	Course Code: 644D
Total number of hours: 60 Hrs	Credits: 4
Course Description: This course covers the fundamentals and requirements for a Quality Management System. It provides a basic knowledge of concepts, philosophies, and requirements for the series of standards and management systems.	
Course Objectives: This course aims to help students understand the basic concepts of quality and elements of quality from an organization's point of view. It will also familiarize students with the concept of total quality management from western and Japanese approach. It attempts to give an idea about the quality culture, education and importance of quality training in the organizations and create awareness among students about different international/national Quality awards.	
Course Learning Outcomes: On having completed this course student should be able to:	
CLO1 Understand the basic concepts of quality and elements of quality from an organization's point of view.	
CLO2 Familiarise students with the concept of total quality management from western and Japanese approach.	
CLO3 Learn the quality culture, education and importance of quality training in the organizations.	
CLO4 Create awareness about different international/national Quality awards.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions and PPTs, research article, a field visit, and form of experiential learning.	
UNIT 1	10 Hours
Introduction to Quality – Evolution of Quality, Definition of Quality, Dimensions of Quality, Quality Control, Quality Assurance, TQM PRINCIPLES ,Leadership – Strategic quality planning, Quality statements - Customer focus – Customer orientation, Customer satisfaction, Customer complaints, Customer retention - Employee involvement – Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal – Continuous process improvement – PDSA cycle, 5s, Kaizen - Supplier partnership – partnering, Supplier selection, Supplier Rating, Total Quality Management (TQM), Significant Contributions-Shewhart, Edwards Deming, Philip B. Crosby, Joseph Juran, Genichi Taguchi, Shiegeo Shingo, Kaoru Ishikawa, Masaaki Imai.	
UNIT II	10 Hours
Quality as a Strategic Decision & Customer Focus – Meaning of Strategy and Strategic Quality Management, Mission and Vision Statements, Quality Policy, Quality Objectives, Strategic Planning and Implementation, Competitive Analysis, Management Commitment to Quality, Meaning of Customer and Customer Focus, Classification of customers, Customer Focus, Customer Perception of Quality, Factors affecting customer perception, Customer Requirements, Meeting Customer Needs and Expectations, Customer Satisfaction and Customer Delight, Handling Customer Complaints.	
UNIT III	10 Hours

Cost of Quality & Continuous Improvement Process – Cost of Quality, Categories of Cost of Quality, Models of Cost of Quality, Optimising Costs, Preventing Cost of Quality, Process Concept, Meaning and Importance of Continuous Improvement Process, Elements of Continuous Improvement, Juran Trilogy, Kaizen, PDSA Cycle and Other Improvement Strategies, Business Process Reengineering.

UNIT IV

10 Hours

Supplier Relations & Quality Control Tools – Principles of Supplier Relations / Supplier Relationship Development, Togetherness, Types of Suppliers, Outsourcing, Outsourcing strategy, Partnering, Goals of partnership, Building successful partnership, Supplier Selection and Rating, Establishing due process, Criteria for supplier selection, Supplier rating, Sourcing, Supplier certification, Check Sheet, Histogram, Shapes of histogram, Drawing a histogram, Pareto Chart, Drawing a Pareto chart, Cause & Effect Diagram, Scatter Diagram, Control charts

UNIT V

10 Hours

Quality Management Systems & Productivity – Quality Management System, Quality Management Principles, ISO 9001 Structure, Quality Audits, ISO Registration, Requirements, Benefits of ISO registration, Examples of ISO Standard Application, Defining Productivity, Importance of Productivity, Productivity Factors, Workforce and Productivity, Work study for productivity, Managing Improvement.

UNIT VI

5 Hours

Benchmarking – Definition of Benchmarking, Reasons for Benchmarking, Types of Benchmarking, Benchmarking Process, Advantages of Benchmarking, Limitations of Benchmarking.

UNIT VII

5 Hours

Quality Awards – Malcolm Baldrige National Quality Award, Deming Prize-categories-criteria-committee, Rajiv Gandhi National Quality Award- Eligibility requirements- Award categories-Assessment criteria, IMC Ramakrishna Bajaj National Quality Awards, Award categories, Award criteria, Quality Bodies in India, EFQM award.

Essential Reading:

1. Dale H. Besterfield, et al., "Total Quality Management", Pearson Education, Inc. 2003.(Indian reprint 2004).ISBN 81-297-0260-6.

Reference Books:

James R.Evans & William M.Lindsay, "The Management and Control of Quality", (5th Edition), South-

1. Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
2. Feigenbaum.A.V. "Total Quality Management", McGraw Hill, 1991.
3. Oakland.J.S. "Total Quality Management", Butterworth – Heinemann Ltd., Oxford. 1989.
4. Narayana V. and Sreenivasan, N.S. "Quality Management – Concepts and Tasks", New Age International
5. 1996.

6. Zeiri. "Total Quality Management for Engineers", Wood Head Publishers, 1991.

Course Name- Entrepreneurship Finance	Course Code: BBA645D
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: Entrepreneurial Finance is a set of ideas that is applicable to a broad spectrum of firms, from small entrepreneurial software firms to large international conglomerates. The financing needs of firms at the ends of this spectrum are significantly different from each other. This course will focus on financing issues facing new, young, and small business ventures. The course is intended for both entrepreneurs and employees in these types of ventures. The various stages in the life cycle of entrepreneurial finance, techniques of cash flow estimates, lease financing, Tax aspects in start-up financing and the art of writing a Business plan will be elaborated.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>On successful completion of this subject, students will be able to:</p> <p>CLO 1: Understand the different stages in the life cycle of entrepreneurial finance. CLO 2: Comprehend with the nature and characteristics of entrepreneurial finance. CLO 3: Assess the requirement for Venture Capital funding CLO 4: Resolve mathematical and analytical problems related to financial management enabling decision-making. CLO 5: Construct a business plan for a new venture.</p>	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, practical problem solving, discussions & presentations, case study and written assignments.</p>	
<p>UNIT I – Introduction to Entrepreneurial finance</p> <p>The fundamental financial aspects of the management of small business and entrepreneurial firms (sole proprietorships, partnership, small private corporations), Difference between Entrepreneurial financing and normal business financing- Financial Risks faced by entrepreneurs- Early stage funding credit risk.</p>	<p>6 hrs</p>
<p>UNIT II - Sources of Finance</p> <p>Various sources of Finance available: Boot strapping, External finance_ Long term sources -Equity Shares, Preference Shares and debentures- Kinds Private Placements- IPO-SEBI- FDI- Institutional Finance - Banks - IDBI, IFCI, IIBI, ICICI, SIDBI, SFC's in India - Merchant Banks in India - NBFC's in India - their way of financing in India for small and medium business, Angel investor and Venture capital.</p>	<p>8 hrs</p>
<p>UNIT III – Entrepreneurial Project and Appraisal</p> <p>Concepts Capital Expenditures - Importance and difficulties - Phases of Capital budgeting Levels of Capital budgeting - Estimation of Project Cash flows -Expenditures - Time value of money.</p>	<p>12hrs</p>

Pay-back period - NPV of inflows - IRR concepts -Cost of acquiring capital - Planning of portfolio. Risk Analysis - Economic Risk -Industry Risk - Company Risk - Financial Risk.

UNIT IV – Venture capital financing

8hrs

Venture capital - Meaning - origin - Importance –Early stage growth financing, Venture capital in India – Benefits.Intangible asset financing- Staged financing of venture capital-assessing VC share and portfolio- VC market in India – VC market in Europe and USA.

UNIT V- Private Equity Participation

6 hrs

Meaning, Overview of the private Equity market, Later stage growth financing, Mezzanine Financing, PE cycle, Exit strategy.

UNIT VI - Entrepreneurial Finance and Tax planning

10 hrs

Finance planning by entrepreneurs: Hire Purchase - Concept - Evaluation of Hire Purchase Proposals - Leasing - Overview -Tax aspects - Lease Accounting - Evaluation of Leasing Proposals. Tax planning for start-ups – location of business, nature of business, nature of business organisation.

UNIT VII - Preparing the Financing Plan

10 hrs

Preparation of Start-up budget including marketing, pay roll budgets, Start-up cost sheet, projected statements -BEP, projected cash flows, projected Profit/loss account, projected balance sheet, projected business ratios, developing revenue models, importance of review of plans, Introduction to start up ERP packages, Long term financing- Withholding Tax Considerations- Estimating the Borrowing capacity of a project- Loan repayment .

Book Recommended:

1. Indian Financial Systems - M. Y. Khan, (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

REFERENCE BOOKS:

1. Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
2. Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
3. Financial Markets - Gordon & Natarajan. (BPB Publications).
4. Investment Management - V. K. Blialla. (S. Chand & Company Publishers ltd.,)
5. Project Financing- Asset based Financial Engineering- John D Finnerty-John Wiley & Sons Inc, New York
6. 6.Entrepreneurial Finance, Leach Melicher, Southwestern/CengageLearning

Course Name: Advanced Data Analytics for Business Applications	Course Code: BBA651E
Total number of hours: 60 Hours	Credits: 4
<p>Course Description: This course is a comprehensive representation of Advanced Data Analytics, as applied in various function domains of business and management. A Variety of relevant topics like healthcare analytics, Social Media Analytics, Social Networking Analytics, Web Analytics, HR Analytics, Supply Chain Analytics, Marketing Analytics, Retail Analytics and Financial Analytics will transform the students into industry-ready managers This course is designed for students who might seek employment in analytics as well as for students who would want to broaden their understanding of the field.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Understand the data processing & principles implemented in different functional domain of business</p> <p>CLO2 Apply advanced analytics in various business application domain</p> <p>CLO3 Create an understanding of the use of analytics in business applications</p> <p>CLO4 Evaluate the data modelling in various business applications.</p>	
<p>Pedagogy: In general, the teaching approach of this course is based on the notion of sustained, deep learning by applying knowledge through programming, hands-on practices, project and assignments.</p>	
<p>UNIT I – Healthcare Analytics</p> <p>Data governance, Data Privacy, Data Protection, Data Security in healthcare Organization, Importance of fostering a data-driven culture in a healthcare organization, The Data Life Cycle-Healthcare data sources and data structures, measuring quality and safety of caring and Developing Key Performance Indicators.</p>	8 Hours
<p>UNIT II – Web Analytics & Social Media Analytics</p> <p>Web metrics and web analytics, PULSE metrics (Page views, Uptime, Latency, Seven-day active users) on business and technical issues; HEART metrics (Happiness, Engagement, Adoption, Retention, and Task success) on user behavior issues; On-site web analytics, off-site web analytics, Social media analytics, Social media KPIs (reach and engagement), Performing social media analytics (business goal, KPIs, data gathering, analysis, measure and feedback)</p>	8 Hours
<p>UNIT III – HR Analytics</p> <p>Predictive modelling in HR: Employee retention and turnover, workforce productivity and performance, scenario planning, optimizing selection and promotion decisions, recruitment analytics, attitude and behavioral analytics, emotional analytics in HR</p>	8 Hours
<p>UNIT IV – Supply Chain Analytics</p> <p>Data Envelopment Analysis, Risk Analysis in Supply Chain, measuring transit risks, supply risks, delivering risks, Risk pooling strategies, Fuzzy Logic and Techniques & application in SCM</p>	9 Hours
<p>UNIT V – Marketing Analytics</p> <p>Customer Analytics Overview: Quantifying Customer Value, RFM Analysis, Market Basket Analysis, Digital evolution of retail marketing, Digital natives, Constant connectivity Social interaction, Keeping track of Customer, Price Analytics - Pricing Techniques, Pricing Assessment, Profitable pricing, Pricing for Business Markets, Price Discrimination, Distribution analytics - Distribution Channel Characteristics,</p>	9 Hours

UNIT VI – Financial Analytics

9 Hours

Understanding data in finance, sources of data, cleaning and pre-processing data, understanding stock price behavior, time series analysis in finance, predicting stock prices using machine learning, News analytics (accessing news using web scrapping) and sentiment analysis in finance, Credit risk Modeling

UNIT VII – Computational Intelligence

9 Hours

Internet of Things in Business Decision Making, Cyber Insurance Analytics, Computer Vision, Computational Intelligence Techniques in Business.

Recommended Reading

- Sharon B. Buchbinder, Nancy H. Shanks (2012), Introduction To Health Care Management, Malloy Incorporation, 2nd edition
- Tom Tullis, Bill Albert (2008), Measuring the User Experience: Collecting, Analysing, and Presenting Usability Metrics, Morgan Kaufmann; 1st edition.
- Jac Fitz-Enz (2010), The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments: Predicting the Economic Value of Your Company's Human Capital Investments Hardcover
- Gerard Feigin (2011), Supply Chain planning and analytics – The right product in the right place at the right time, Business Expert Press

Course Name: Data Warehousing and Data Mining	Course Code: BBA652E
Total number of hours: 60 Hours	Credits: 4
<p>Data warehousing & Data Mining has recently gained a considerable momentum as a paradigm for driving firm's daily business analytics operations. This course provides an introduction to fundamental techniques and novel applications of data warehouse and Data Mining. Issues covered by this learning experience include data warehouse planning; data mining techniques, business analytics modeling, design, and implementation. In particular, the role of data warehouse in supporting business intelligence and effective decision making is emphasized through labs, projects and case studies. This course will use Rapid Miner / WEKA, which are popular, open source, graphical data mining & intelligence tools, as well as MySQL open source database. This course should prove valuable to you if you want to join or start an analytics- centric firm, help an existing organization improve its data mining skill set, and make good managerial decisions regarding data mining and business intelligence.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Understand and implement classical models and algorithms in data warehouses and data mining</p> <p>CLO2 Characterize the kinds of patterns that can be discovered by association rule mining, classification and clustering.</p> <p>CLO3 Master data mining techniques in various applications like social, scientific and business application context.</p> <p>CLO4 Develop skill in selecting the appropriate data mining algorithm for solving practical problems.</p>	
<p>Pedagogy: In general, the teaching approach of this course is based on the notion of sustained, deep learning by applying knowledge through programming, hands-on practices, project and assignments.</p>	
UNIT I: Data Warehouse	10 Hrs
<p>Introduction to Data Ware House, Differences between operational data base systems and data Ware House, Data Ware House characteristics, Data Ware House Architecture and its components, Extraction-Transformation-Loading, Logical (Multidimensional), Data Modeling, Schema Design, star and Snow-Flake Schema, Dimension Table characteristics; Fact-Less-Facts, Dimension Table characteristics; OLAP cube, OLAP Operations, OLAP Server Architecture-ROLAP, MOLAP and HOLAP.</p>	
UNIT II Introduction to Data Mining	10 Hrs
<p>Introduction, what is Data Mining, Definition, KDD, Challenges, Data Mining Tasks, Data Preprocessing- Data Cleaning, Missing Data Enrichment, Dimensionality Reduction, Feature Subset Selection, Discretization and Binaryzation, Data Transformation; Measures of similarity and Dissimilarity.</p>	
UNIT III: Association Rules	5 Hrs
<p>Problem Definition, Frequent Item Set Generation, The APRIORI Principle, Support and Confidence Measures, Association Rule Generation, APRIORI Algorithm, The Partition Algorithms, FP-Growth Algorithms, Compact Representation of Frequent Item Set-Maximal Frequent Item Set, Closed Frequent Item Set.</p>	
UNIT IV: Classification	10 Hrs
<p>Problem definition, General Approaches to solving a classification problem, Evaluation of Classifiers, Classification techniques, Decision Trees-Decision Tree Construction, Methods for</p>	

expressing attribute test conditions, Measures for Selecting the Best split, Algorithm for Decision Tree Induction, Naïve-Bayes Classifier, Bayesian Belief Networks; K-nearest neighbor, Classification-Algorithm and characteristics.

UNIT V: Clustering

10 Hrs

Problem Definition, clustering overview, Evaluation of clustering algorithms, Partitioning clustering K-Means Algorithm, K-Means Additional Issues, PAM Algorithm, Hierarchical Clustering-Algorithm- Agglomerative Methods and Divisive Methods, Basic Agglomerative Hierarchical Clustering Algorithm, Specific techniques, Key Issues in Hierarchical Clustering, Strengths and weakness, Outlier Detection

UNIT VI: Mining Time-Series and Sequence Data

7 Hrs

Regression analysis, simple and multiple linear regression, nonlinear regression, logistic regression, regression trees, regression using Support Vector Machine, other regression models Trend analysis, Sequential pattern mining

UNIT VII: Text Mining and Web Mining

8 Hrs

Mining text databases: Text data analysis and information retrieval, keyword-based association analysis, document classification, text clustering analysis, mining social networks, Web resource discovery, Web usage mining

Essential References:

- Jiawei Han, Micheline Kamber (2006), Data Mining-Concepts and Techniques-, Morgan Kaufmann Publishers, Elsevier, 2nd Edition
- Pang-Ning Tan, Vipin Kumar, Michael Steinbach, Introduction to Data Mining, Pearson Education.

Recommended References:

- Arun K Pujari, Data Mining Techniques, 3rd Edition, Universities Press.
- Pualraj Ponnaiah, Data Ware Housing Fundamentals, Wiley Student Edition.
- Ralph Kimball, The Data Ware House Life Cycle Toolkit- Wiley Student Edition.
- Vikaram Pudi, P Radha Krishna, Data Mining, Oxford University.

Course Name: Artificial Intelligence for Business and Society	Course Code: BBA653E
Total number of hours: 60 Hours	Credits: 4
<p>Driven by the combination of increased access to data, computational power, and improved sensors and algorithms, artificial intelligence (AI) technologies are entering the mainstream of technological innovation. These technologies include search, machine learning, natural language processing, robotics and image processing. The course is an introduction to AI from an applied perspective in Business and Society. It begins by describing what the latest generation of artificial intelligence techniques can actually do. After an introduction of some basic concepts and techniques, the course illustrates both the potential and current limitations of these techniques with examples from a variety of business applications. In a final project, groups of students will participate in the creation of an AI-based application.</p>	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <p>CLO1 Identify problems where artificial intelligence techniques are applicable CLO2 Apply selected basic AI techniques; judge applicability of more advanced techniques. CLO3 Participate in the design of systems that act intelligently and learn from experience. CLO4 Raise students' awareness of the importance of AI and its application in business and society.</p>	
<p>Pedagogy: In general, the teaching approach of this course is based on the notion of sustained, deep learning by applying knowledge through programming, hands-on practices, project and assignments.</p>	
<p>UNIT I: Introduction to Artificial Intelligence</p> <p>Introduction to Artificial Intelligence, AI History & Philosophy, Logic Based AI, Knowledge Based AI, Contemporary AI</p>	5 Hrs
<p>UNIT II: Philosophy of Artificial Intelligence</p> <p>Philosophy of Mind, Evolving Intelligence, Types of Memory, Human Like Problem Solving, Difference between Artificial Intelligence, Biological Intelligence, Natural Intelligence, Hard Computing and Soft Computing, Problem Solving, Knowledge and Reasoning, Intelligent Agent and Human Computer Interface</p>	10 Hrs
<p>UNIT III: Application of Artificial Intelligence</p> <p>Uses of AI in Business applications and Social Applications, AI in Governance, Commercial Artificial Intelligence Applications in Business (Financial Analysis, Sentimental Analysis & Behavioral Analysis), Computer Vision, Virtual Reality, Cognitive Intelligence, Smart City Project Implementation using Artificial Intelligence</p>	10 Hrs
<p>UNIT IV: Advanced Artificial Intelligence</p> <p>Evolutionary Programming, Artificial Neural Network, Fuzzy Logic, Genetic Algorithm, Genetic Programming, Machine Learning (A paradigm of learning, Classification of learning strategies (Rote Learning, Learning by analogy, Learning by instruction, learning by induction, Learning by deduction)), Common Sense Computing, Computer Vision, Virtual Reality, Cognitive Intelligence</p>	8 Hrs
<p>UNIT V: Case Study / Use Case</p> <p>Case Study in Conversational systems, Advanced Robotics, Drones, Automated Vehicles, Healthcare application, Gamification and Entertainment</p>	9 Hrs

UNIT VI: AI in Business and Social Organization

9 Hrs

When and how AI can help your company, AI Business Applications, AI Social Applications, tools and techniques, Ethical issues, the good and bad AI and the human component, how AI is transforming the future of business on an organizational level with special emphasis on the sales and marketing, customer service, manufacturing, supply chain management and the supporting functions (HR, finance, back-office), challenges for successful implementation and utilization of AI applications

UNIT VII: Innovation and Entrepreneurship in AI

9 Hrs

Business Process Re-engineering (BPR) from the AI perspective, • Core competencies to align with AI, Practical New Business Creation (NBC) with AI, Investment hotspots relating AI to Big Data, Blockchain, Internet of Things, Quantum Computing, the Cloud and Advanced Genomics, Global interests in AI (sectors; applications; software and hardware), Advanced Robotics developments

Essential Reference:

- Stuart J. Russell, Peter Norvig (2010), Artificial Intelligence: A Modern Approach (2nd edition) by Prentice Hall
- Steven Finlay, Relativistic, (2017). Artificial Intelligence and Machine Learning for Business: A No- Nonsense Guide to Data Driven Technologies

Recommended Reference:

- Margaret H. Dunham, Data Mining: Introductory and Advanced Topics, Prentice Hall, ISBN: 0130888923

Course Name: FINANCE SKILLS - 2	Course Code: BBA611A
Total number of hours: 30Hrs	Credits: 1
Course Description: To give basic concepts of research and its process. To make the students aware of sampling design, data collection and analytical tools and its role in objectivity of research Understanding of Research report as the output of a research work and systematized knowledge.	
Course Learning Outcomes: <ol style="list-style-type: none"> 1. Students are able to apply their conceptual understanding. 2. Students are able to mastered in domain specific skill, tool and research. 	
Pedagogy: This course uses multiple pedagogies like interactive lecture,students discussions & presentations, HBR case and article analysis, anda field visit in the form of experiential learning.	
Unit I:Performance Analysis 6hrs Level of Knowledge: Application Performance analysis using accounting information, Analysis to be done through Common Size statement, Comparative statement, Ratio and Trend analysis	
Unit II: : Time Series Data Analysis - Multiple Linear Analysis 1 6hrs Level of Knowledge: Application Different Data set will be provided/ collected by students. Students are expected to analyze the same. <ol style="list-style-type: none"> I. Collecting last 2 years daily closing prices of Individual stock and Exchange rates. II. Calculating Log return (%). III. Descriptive statistics. IV. Constructing Graph. V. Stationarity Test 	
Unit III:Time Series Data Analysis - Multiple Linear Analysis 2 6hrs Level of Knowledge: Application It's an Individual Activity – Different Data set will be provided/ collected by students. Students are expected to analyze the same. (Continuation of analysis from the last session) <ol style="list-style-type: none"> i. Multiple Linear regression Analysis ii. Autocorrelation test iii. Heteroscedasticity test 	
Unit IV:Sensitivity Analysis and Scenario Analysis 6hrs Level of Knowledge: Application Problem will be given (EMI / Net profit Calculation). Students are expected to solve the problem first and they have to carry out sensitivity analysis and have to create different scenarios by considering appropriate variables <ol style="list-style-type: none"> i. Problem Solution ii. Sensitivity analysis iii. 	

Unit V:Time value of Money Techniques**4hrs****Level of Knowledge: Application**

It's an Individual Activity –

Different Data set will be provided. Students are expected to analyze the same.

- i. Present value Annuity calculation
- ii. Future Value Annuity Calculation
- iii. NPV calculation
- iv. IRR calculation

Unit VI:Developing CAPM**2hrs****Level of Knowledge: Application**

Developing Optimum Portfolio construction using SHARPE Index Model (Using EXCEL)

REFERENCES:

1. <https://www.cybrary.it/study-guides/pmp-exam-study.../what-is-performance-analysis/>
2. www.statsoft.com/textbook/time-series-analysis
3. <https://www.edupristine.com/blog/all-about-sensitivity-analysis>
4. <https://www.careerride.com/fa-time-value-of-money.aspx>

Course Name: Marketing Skills - 2	Course Code: BBA611 B
Total number of hours: 30 Hrs	Credits: 1
<p>Course Description: Marketing analytics enables marketers to measure, manage and analyze marketing performance to maximize its effectiveness and optimize return on investment (ROI). Beyond the obvious sales and lead generation applications, marketing analytics can offer profound insights into customer preferences and trends, which can be further utilized for future marketing and business decisions.</p>	
<p>Course Learning Outcomes:</p> <ol style="list-style-type: none"> 1. Students are able to understand of how to use marketing analytics to predict outcomes and systematically allocate resources. 2. Students are able to measure brand and customer assets, understand regression analysis, and design experiments as a way to evaluate and optimize marketing campaigns. 3. Students are able to measure, manage and analyze marketing performance to maximize its effectiveness and optimize return on investment (ROI). 	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions & presentations, HBR case and article analysis, and a field visit in the form of experiential learning.</p>	
<p>Unit I: Basics of Forecasting Models 6hrs Level of Knowledge: Conceptual Identify the necessary components of a forecasting model based on patterns in the history data, evaluate the performance of a forecasting model using both in-sample and out-of-sample metrics.</p> <p>Unit II: Customer Analytics: Predicting Individual Customer Behavior 6hrs Level of Knowledge: Application Exploring your Data with Visualization and Descriptive Statistics from Analysis to Action.</p> <p>Unit III: Managing Customer Equity: 6hrs Level of Knowledge: Application This module will discuss managing customer equity, acquisition, retention, & market value, and customer valuation. You will learn how to decompose customer value into its underlying components. Linking Customer Analytics to Customer Value</p> <p>Unit IV Marketing Mix Modeling 6hrs Level of Knowledge: Application Develop forecasting models is to use them to make decisions regarding the marketing mix activity, pricing information from competitors, build a series of regression models to evaluate the impact of the brand's actions and competitors' actions.</p> <p>Unit V: Marketing Experiments 4hrs Level of Knowledge: Application</p>	

Effectiveness of different marketing strategies and forecast expected ROI, design basic experiments to assess marketing efforts and invest effectively, gap between your test results and field implementation, and explore how web experiments can be implemented cheaply and quickly.

Unit VI: Regression Basics

2hrs

Identify variables influence consumer behavior in the real world, how weather and a price promotion affect the prices of the products, use regression and find the relationship, how to set up regressions and interpret outputs, explore confounding effects and biases, and distinguish between economic and statistical significance.

REFERENCES:

1. <https://poetsandquants.com/tag/forecasting-models-for-marketing-decisions/>
2. <https://mixpanel.com/topics/what-is-customer-analytics/>
3. <https://www.slideshare.net/nusantara99/customer-equity>
4. <https://mma.com> > Expertise > Commercial Effectiveness
5. <https://www.process.st/marketing-experiments/>

www.statgraphics.com/regression-analysis

Course Name: Human Resource Management Skills - 2	Course Code: BBA611 C
Total number of hours: 30Hrs	Credits: 1
<p>Course Description:HR managers are the key to the success of talent acquisition and management for the organization. They are responsible for providing the organization with the proper key performance indicators to show that the organization is in alignment with its mission, values and goals. HR is also responsible for ensuring that supervisors and managers as well as rank and file employees understand the corporate policies and procedures. They have the responsibility to ensure that these processes are applied consistently and correctly. HR has the responsibility to learn the language of business so that they can communicate with the management of the organization in their space rather than that of HR and emerge as a true business partner.</p>	
<p>Course Learning Outcomes: At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> • Apply the various tools and techniques learnt in real time scenarios. • Design HR interventions for various organizations/situations. 	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture,students discussions & presentations, HBR case and article analysis, anda field visit in the form of experiential learning.</p>	
<p>Unit I: Salary Fitment</p> <p>Level of Knowledge: Application</p> <p>Deciding the salary to be offered to a candidate based on job evaluation techniques and salary fitment.</p>	<p>6Hrs</p>
<p>Unit II: : Closing an Offer</p> <p>Level of Knowledge: Application</p> <p>Negotiating with candidates, realistic job previews, closing an offer and follow up with candidates to the date of joining.</p>	<p>6Hrs</p>
<p>Unit III: Goal Setting</p> <p>Level of Knowledge: Application</p> <p>Designing performance management forms and setting KRAs, aligning with organizational objectives, provide constructive feedback.</p>	<p>6 Hrs</p>
<p>Unit IV: HR Policy Formulation</p>	<p>6Hrs</p>

Level of Knowledge: Application

Designing various types of policy and documenting the same.

Unit V: Grievance Redressal

4 Hrs

Level of Knowledge: Application

Design grievance redressal procedure for various organizations.

Unit VI: Exit Interview

2Hrs

Level of Knowledge: Application

Design exit process forms and flowchart, conduct exit interviews.

REFERENCES:

1. www.chrmglobal.com/Replies/2232/1/Salary-fitment-for-potential-employee's.html
2. <https://www.indeed.com/hire/c/info/job-offer-letter-format>
4. <https://www.hrpayrollsystems.net/tips-successful-hr-goal-setting/>
5. <https://www.citehr.com/25621-hr-policy-formulation.html>
6. https://www.fddiindia.com/aboutus-new/img/Grievance_Redressal.pdf
7. https://en.wikipedia.org/wiki/Exit_interview

Course Name: Entrepreneurial Skills -2	Course Code: BBA611 D
Total number of hours: 30Hrs	Credits: 1
Course Description: This is the era of entrepreneurship. The start-up culture has pervaded the socio-economic fabric of our world and it is imperative that budding entrepreneurs are equipped with the right skills sets that will see them achieve their goals. The course will address various practical issues that entrepreneurs are likely to face and give them hands on practice of the same.	
Course Learning Outcomes: At the end of the course, students will be able to: CL01 Apply the various tools and techniques learnt in real time scenarios.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions & presentations, HBR case and article analysis, and a field visit in the form of experiential learning.	
Unit I: Sourcing Capital	6Hrs
Level of Knowledge: Application Processing banking/funding related documents, Strategic management - setting metrics, aligning incentives, defining strategy	
Unit II: Negotiating with suppliers	6Hrs
Level of Knowledge: Application Negotiating with suppliers, drafting Service level agreements.	
Unit III: Closing a deal	6Hrs
Level of Knowledge: Application Sales pitch to potential clients/customers/channel partners.	
Unit IV: Team Building	6Hrs
Level of Knowledge: Application Designing various types of interventions that would help bring the team together to achieve organizational goals.	
Unit V: Business Valuation	6 Hrs
Level of Knowledge: Application	

Practice various tools and techniques for valuation of a business.

REFERENCES:

1. <https://www.dcf-llc.com/capital-sourcing/>
2. www.infoentrepreneurs.org/en/guides/negotiate-the-right-deal-with-suppliers/
3. <https://blog.hubspot.com/sales/sales-closing-techniques-and-why-they-work>