



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

School of Business and Management Delhi NCR Campus

Syllabus **Bachelor of Business Administration** **(Honours)** **2020-21**

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

Bachelor of Business Administration - Honors (BBAH)
Course Structure for the Batch 2020 - 2023

I Semester

Course Code	Title	Theory/Practical	Type *	Hr /w k	Credits	CI A	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
BBH134	Business Mathematics	Theory	PC	4	4	70	30	100	2
BEN121	Language in context I	Theory	AEC C	3	2	25	25	50	2
LAN121	Developing Fluency and Clarity in English for Business	Theory	AEC C	3	2	25	25	50	2
HOL111	Holistic Education	Theory	SEC	1					
BBH111	Social Sensitivity Skills	Practical	SEC	2				Grade	
Interdisciplinary course (One From The Following)									
BENG191A	Reading Technology in/and Science Fiction	Theory	GE	3	3	100		100	
BENG191B	Global Ethics for Contemporary Societies	Theory							
BECO191A	Institutions and Informal Economy	Theory							
BECO191B	Economics of Corruption	Theory							
BMED191A	Media Literacy	Theory							
BMED191B	Cinematography	Practical							
BBS191A	Sustainable Development	Theory							
BBS191B	A Life worth living – From health to well being	Theory							
BBS191C	Mahabharatha and Modern Management	Theory							
BBS191D	Introduction to Existentialism	Theory							
BBS191E	Tourism, Culture and Sustainable Development	Theory							
BPOL191A	Conflict Management and Peace	Theory							
BPOL191B	Global Power and Politics	Theory							
BPOL191C	State and Terrorism	Theory							
BHIS191A	Encountering Histories: The Future of the Past	Theory							

BPSY191A	Science of Wellness	Theory							
BPSY191B	Advertisement Psychology	Theory							
	Total			27	23			600	

BBA131 Principles of Management (CC)

Course Name: Principles of Management	Course Code: BBH131
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 Describe the role of general management for the success of an organization. CLO3 Analyze the managerial issues one has to tackle in the competitive environment. CLO4 Develop their managerial ability and professional skills. CLO5 Adapt to the contemporary 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 Hours	10
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.

BBA132 Financial Accounting (CC)

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.	
Course Learning Outcomes: On having completed this course student should be able to: CLO 1 Identify the concepts and conventions driving the principles of Accounting CLO 2 Recognize Indian and International Financial reporting standards. CLO 3 Interpret the double entry aspect of accounting equation. CLO 4 Examine the books of account for rectifications and reconciliations CLO 5 Apply the accounting principles in the preparation of Financial Statements.	
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). *Basic Financial Accounting 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.

BBA133 Micro Economics

Total Credits: 4
Course Type: Common Core

Total Hours: 60 Hrs

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 Objectives:

- To provide a strong theoretical base of microeconomics principles and concepts applied in the field of management.
- To provide a strong understanding of the challenges of modern managers in the decision making process.
- To enable the students to apply the knowledge in the practical situations.

Course Learning Outcome:

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.

Level of Knowledge

Basic knowledge of microeconomics utility and consumer behavior is required to take up the course.

Unit I: Basic Concepts

10 Hrs

Level of Knowledge: Basic / Conceptual

Ten principles of economics: How people make decisions, how people interact and how the economy as a whole works- Role of observations and theory in economics- Role of assumptions- Role of Economic models- Wants and resources; Problem of choice, Production Possibility Frontier; Opportunity cost; Basic economic problems common to all economies

Unit II: Demand and supply

15 Hrs

Level of Knowledge: Basic / Conceptual

Law of demand, Reasons for the downward slope of the demand curve. Exceptions to the law; Changes in demand; Elasticity of Demand- Degrees of price elasticity with diagrams; Factors determining price elasticity, methods of measurement. Income elasticity demand; Cross elasticity demand; Demand forecasting- Methods; Laws of supply, Changes in supply- Consumers, Producers and the Efficiency of the Markets: Consumer's surplus (Marshall), Producer surplus and Market efficiency- Externalities and Market inefficiency- Public goods and common resources.

Unit III: Theory of Consumer Choice and New Frontiers in Microeconomics

10 Hrs

Level of Knowledge: Basic / Conceptual

Cardinal utility analysis; Law of diminishing marginal utility; Consumer's surplus (Marshall), Ordinal utility analysis. Indifference curves- Properties, consumer's equilibrium, Price effect, Income Effect and substitution

Unit IV: Theory of Production and Cost

10 Hrs

Level of Knowledge: Basic / Conceptual

Production function; Law of Variable proportions; Laws of returns, Economies of scale; Producer's Equilibrium with the help of 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. AR and MR

Unit V: Product Pricing and Factor Pricing**15 Hrs****Level of Knowledge:** Basic / Conceptual

Market structure- Perfect competition, Price and output determination- Role of time element in market price determination. Monopoly- Price output determination, Price discrimination Monopolistic Competition. Price and Output determination. Selling costs. Product differentiation- oligopoly; Price determination (collusive pricing, price leadership)

Essential Reading

1. N. Gregory Mankiw (2012), *Principles of Microeconomics*, 4th Edition, Cengage Learning India.

Recommended Reading

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

Course Name: Business Mathematics	Course Code: BBH134
Total number of hours:60 Hrs	Credits: 4
Course Description: In recent times Mathematics has emerged as the key for major decision making process. The subject is introduced as to give the basic subject giving emphasis on the applications in business. Understanding of mathematical models is essential to project the real life scenario in a simplified form in business. The study of matrices helps to handle mathematical models with many variables. The decision making environment is so complex that the right and appropriate decision can only be made with good analytical skills. The subject is introduced with such an outlook.	
Course Objectives 1) The basic objective of teaching Business Mathematics is for students to appreciate and apply mathematical concepts in decision making. 2)To understand difference between mathematical equations and inequalities and their solutions 3)To be able to appreciate uses of Mathematical models in real life situations 4)To understand commercial arithmetic and calculus and its applications	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Students will be able to understand and apply Mathematical concepts relating to equations and inequalities in decision making CLO2 The students will also be able to interpret Mathematical analysis of Linear programming CLO3 Interpret The students will also be able to interpret Mathematical analysis of calculus CLO4 Understanding of usage of mathematical tool and techniques in our day to day life.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article and form of experiential learning.	
Syllabus	
UNIT 1 Linear Models: Linear Equations and Straight Lines- Coordinate systems and Graphs Linear Inequalities – standard form, slope of a straight line.	5 Hours
Unit-2 System of Linear Equations And Matrices Addition of matrices – System of linear equations, addition and multiplication of Matrices – Determinants – Inverse of a matrix by Gauss Jordan method. Application of matrices and Determinants – Solution of a system of linear equations- Gauss elimination method.	Teaching Hours:10
Unit-3 Linear Programming Problems Definition – Linear Programming Problem – Formulation – Solution by Graphical method – simplex method – minimization and maximization problems.	Teaching Hours:10
Unit-4	Teaching Hours:10

Probability and Probability Distributions

Introduction to Probability, Basic Concepts of Probability, Conditional Probability, Independent Events, Bayes' Theorem. Probability Distributions – Binomial, Poisson and Normal distributions, Expected Value.

Unit-5**Teaching Hours:10****Commercial Arithmetic**

Simple interest – Compound Interest. Equivalent Rate – Depreciation - Present value. Annuity – Sinking Fund.

Unit-6**Teaching Hours:10****Calculus**

Limits – Differentiation - Methods of differentiation – Second order derivative – Maxima and Minima.

Unit -7**Teaching hours :5**

Application to commerce and Economics. - Revenue Function – Cost function – Profit function – Elasticity of demand – Breakeven point.

Core Text:

Singh, J.K (2017). *Business Mathematics* (6th Edition). Mumbai, Himalaya Publishing House.

Reference Books:

- Sancheti, D. C., & Kapoor, V. K. (2009). *Business Mathematics*. New Delhi: Sultan Chand and Sons.
- Padmalochan, H. (2015). *A Text Book of Business Mathematics*, New Delhi: Sultan Chand and Sons.
- G K Ranganath & T V Narasimha Rao. *Business Mathematics*. New Delhi: Himalaya Publishing House.
- Larry J Goldstein, David I Schneider & Martha J Siegel *Finite Mathematics and its applications*, 9th edition A WMU Publication.

II Semester

Course Code	Title	Theory/ Practical	Type *	Hr /w k	Credits	CI A	ES E	Total	Duration of Exam
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
BBH234	Corporate Accounting	Theory	PC	4	4	70	30	100	2
BEN221	Language in Context II	Theory	AEC C	3	2	25	25	50	2
LAN221	Thought, Writing, and Visuality	Theory	AEC C	3	2	25	25	50	2
EVS221	Environment Studies	Theory	AEC C	0	2				
HOL211	Holistic Education	Theory	SEC	1	2				
BBH211	Expressive Skills	Practical	SEC	2				Grade	
BBA281	Social Responsibility Project	Practical	SEC	30 *	1	50		50	
Interdisciplinary courses (One From The Following)									
BENG291 A	Reading Cityscapes: Bangalore Histories	Theory	GE	3	3	100		100	
BENG291 B	Reading the Cyberspace: Public and the Private								
BECO291 A	Economics and Literature								
BECO291 B	Designing Policies For Sustainable Development								
BMED291 A	Inter-Cultural Communication								
BMED291 B	Acoustic Phonetics								
BBS291A	Applied Ethics-A Multicultural Approach								
BBS291B	Global Leadership And Culture								
BBS291C	Courtesy And Etiquettes								
BPOL291 A	Literature Review For Research								
BHIS291A	The Politics Of Memory: The Makings Of Genocide								
BPSY291 A	Appreciating Aesthetics								
BPSY291B	Human Engineering And								

	Ergonomics								
	Total			28	27			650	

BBA231 Organizational Behavior

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 behaviors by understanding individuals, groups and organization. The course provides 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 lecture, classroom discussions & presentations, HBR case, article analysis 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 & Attitude 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, Formation of attitudes, ABC model, Function of Attitude, Cognitive Dissonance, Changing attitudes; Work Attitudes- Job Satisfaction and Organization Commitment.	
Unit III Learning 8Hrs Meaning of learning; Importance and barriers to learning, Theories of learning- Classical Conditioning, Operant conditioning, Cognitive theory, Social learning theory, Principles of learning, Schedule of Reinforcement,	
Unit IV Perception 8 Hrs. Meaning and definition. Basic stages of Perceptual Process, Perceptual Selection, Perceptual Organization, Perceptual Interpretation, Attribution Process; Organizational Applications.	
Unit V Group Dynamics 8 Hrs. Meaning – Types of groups – Functions of groups, Stages of Group formation, Group Processes- Group Norms, Group Roles, Group Cohesiveness, Group Size; Threats to group effectiveness; Evolution of groups into teams.	
Unit VI Leadership 8 Hrs. 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, Leaders as mentors and Ethical 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:

- C.B Gupta (2014). *A Textbook of Organisational Behaviour - With Text and Cases*, S. Chand & Co. Ltd.

Recommended Reading

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

BBA232 Business Statistics

Course: Business Statistics

Course Code: BBA 232

Total Credits: 04

Total Hours: 60

Course Type: Core

Course Description: Business Statistics helps us to make business decisions under uncertainties based on numerical and measurable scales. Decision making process should be always objective and in order to make unbiased decisions collection and analysis of quantitative data as well as interpreting the results necessitates an understanding of statistical tools and models. As a result, it is essential for individuals working in this environment to have the knowledge and skills to interpret and use statistical techniques in various scenarios.

Course Objectives:

- To enable students to understand concepts of Statistics in decision making.
- To articulate a business problem and apply relevant statistical tools & tests on the data in context
- To understand the output of the statistical tests and enable decision making

Course Learning Outcomes:

- To apply the relevant concepts of Statistics to a given context/business scenario
- To analyze a problem/ business data and conduct statistical treatment on the data
- To comprehend and interpret the results of statistical tests and make statistically relevant conclusions/decisions

Unit1: Introduction to Statistics

Hours: 05

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).

Unit 2: Measures of Central Tendency

Hours: 12

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.

Unit 3: Measures of Dispersion and Skewness

Hours: 12

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.

Unit 4: Correlation and Regression

Hours: 11

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.

Unit 5: Time Series

Hours: 08

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.

Unit 6: Introduction to Inferential statistics**Hours:12**

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. Chikkodi&Satyaprasad(2018) *Business Statistics*, Himalaya Publishing House
2. Pillai &Bagavathi(2015) *Statistics*, S Chand

Recommended Reading:

1. Levin, R. I., & Rubin, D. S. (2014). *Statistics for management*. Delhi: Pearson.
2. Gupta, S.C., & Gupta, I. (2014). *Business Statistics*. Mumbai: Himalaya publishing house.

Total Credits: 4**Total Hours: 60 Hrs****Course Type: Common Core****Course Description**

This course intends to provide the essentials of macroeconomic theory and policies that influence the households, business firms. The course is centered on Indian macroeconomic environment. The students are expected to understand the various macroeconomic variables that determine income, output and employment.

Course Objectives:

- 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.

Learning Outcome

This course intends to provide the basics of macroeconomic theory and policies 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.

Level of Knowledge

Basic knowledge of microeconomics and managerial economics required to take up the course.

Unit 1: Measuring a Nation's Income and Cost of Living**10 Hrs****Level of Knowledge:** Basic / Conceptual

Economy's Income and Expenditure, Measurement of GDP, Components of GDP, Real versus Nominal GDP- The GDP Deflator-The Consumer Price Index- Calculation of CPI- GDP deflator versus the CPI- Correcting economic variables for the effects of inflation- Real and Nominal Interest rates; The limitations of using national income statistics

Unit 2: Goods and Money Market**15 Hrs****Level of Knowledge:** Basic / Conceptual

Saving and Investment in the National Income Accounts- The Market for Loanable Funds; Policy changes and impact on the market for loanable funds- Meaning and Functions of Money- Banks and Money Supply; Money creation with 100 percent 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.

Unit 3: Aggregate Demand, Aggregate Supply & Influence of Monetary and Fiscal Policy on Aggregate Demand**15 Hrs****Level of Knowledge:** Basic / Conceptual

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

Unit 4: ShortRun Tradeoff between Inflation and Unemployment**10 Hrs****Level of Knowledge:** Basic / Conceptual

The Philips Curve, Shifts in Philips Curve: 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

Unit 5: Six Debates over Macroeconomic Policy

10 Hrs

Level of Knowledge: Basic / Conceptual

Monetary and Fiscal Policy – Pros and Cons, Handling Recession: higher spending vs. tax cuts, Monetary Policy: rule vs. discretion, Central Bank: zero inflation, Balanced Budget Debate, Tax Law Reformation for Savings: debate.

Essential Reading

2. N. Gregory Mankiw (2014). *Principles of Macroeconomics*, 6th Edition, Cengage Learning India.

Recommended Readings

1. Ackley, G. (1976) *Macroeconomics, Theory and Policy*, Macmillan Publishing Company, New York.
2. Day. A.C.L. (1960), *Outline of Monetary Economics*, Oxford University Press, New Delhi.
3. Heijdra, B.J. and F.V. Ploeg (2001). *Foundations of Modern Macroeconomics*, Oxford University Press, Oxford.
4. Lewis, M.K. and P.D. Mizan (2000), *Monetary Economics*, Oxford University Press, New Delhi.
5. Shapiro, E. (1996), *Macroeconomics Analysis*, Galgotia Publications, New Delhi.
6. Dillard, D. (1960), *The Economics of John Maynard Keynes*, Crossby Lockwood and Sons , London.
7. Hanson, A.H. (1963), *A Guide to Keynes*, McGraw Hill, New York..
8. Keynes, J.M. (1936), *The General Theory of Employment, Interest and Money*, Macmillan, London.
9. Farmer, Roger. (2001), *Macroeconomics* II Edition ISBN.
10. Stanley Fischer and Rudiger Dornbusch. *Macro Economics* London. Mac Graw-Hill.

Course Name: Corporate Accounting	Course Code: BBA 234
Total number of hours: 60 Hrs	Credits: 4
<p>Course Description: Accounting is one of the most important aspects of the finance function which is in fact one of the very vital areas of functions of management. In today's globalised economy, joint stock form of business organizations (JSCs) contribute and occupy in a large manner in any economy. Thus the knowledge on accounting practices of such joint stock companies becomes very much essential for the undergraduates in business. By keeping these points in mind, this course titled 'Corporate Accounting' is designed as a basic course on corporate accounting. This course focuses on basics of company and preparation of financial statements of Joint Stock Companies as per the Companies Act 2013. This course also focuses on various methods of Valuation of goodwill and shares. It also deals with accounting practice and procedure for amalgamation, absorption, internal and external reconstruction of joint stock companies.</p>	
<p>Course Objectives: This course attempts --</p> <ul style="list-style-type: none"> • To introduce the students to the basic concepts of joint stock companies and to enable them to prepare financial statements of such companies. • To facilitate the learners in finding out profit prior to incorporation of a company. • To make the students to comprehend the valuation of goodwill for and shares of JSCs. • To enrich the learners' understanding of accounting procedure in case of mergers and acquisition of companies. • To familiarize the students with the various aspects and accounting treatment of restructuring of companies 	
<p>Course Learning Outcomes: On having completed this course student should be able to:</p> <ul style="list-style-type: none"> • Read, understand and prepare financial statements of companies. • Find out Profit or loss prior to incorporation of a company. • Value goodwill and shares of a company by applying appropriate methods. • Properly account the corporate merger and acquisitions. • Carry out accounting procedures with respect to reconstruction of companies. 	
<p>Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions, annual reports of listed companies and PPTs.</p>	
<p>Syllabus</p> <p>UNIT I Introduction to Company Accounts (08 Hours) Meaning - Features – Importance –Types – Capital Structure of Joint Stock Companies - Forms of Capital Structure – Issue of Share capital - Different Methods of Issue of Shares – Accounting for issue of shares and debentures.</p> <p>UNIT II Final Accounts of Joint Stock Companies (12 Hours) Meaning, Statutory Provisions regarding preparation and Components of Financial Statements of Joint Stock Companies – Various items in Statement of Profit and Loss and Balance Sheet – Treatment of various special items and adjustments in preparation of final accounts of Joint Stock Companies - Preparation of Statement of Profit and Loss and Balance Sheet of Joint Stock Companies in accordance with Schedule III of Companies Act 2013.</p> <p>UNIT III Profit or Loss Prior to Incorporation (06 Hours) Meaning and importance of pre and post incorporation period - Basis of apportionment of expenses and income - Ascertainment of profit or loss prior and post incorporation.</p>	

UNIT IV

Valuation of Goodwill(07 Hours)

Meaning, Definition, Features and Types of goodwill – Factors determining the value of goodwill – Circumstances for valuation of goodwill - Methods of valuation of goodwill – Ascertainment of goodwill under Average profit method, Capitalization method, Super profit method and Annuity method.

UNIT V

Valuation of shares

(07 Hours)

Meaning of valuation and valuation shares – Circumstances necessitating valuation of shares – Factors to be considered while valuing shares – Methods of valuation of shares – Calculation of value of shares under Intrinsic value method, Yield method, Earning capacity method and Fair value of shares.

UNIT VI

Mergers and Acquisitions

(12 Hours)

Meaning of Amalgamation and Acquisition – Types of Amalgamation – Amalgamation in the nature of Merger – Amalgamation in the nature of Purchase - Purchase Consideration - Methods of Calculating Purchase Consideration –Calculation of Purchase Consideration- Net asset Method - Net Payment Method - Accounting for Amalgamation on both the methods (Pooling of Interest Method and business purchase method) - Journal entries and Ledger accounts in the Books of Transferor and Transferee Company – Preparation of new Balance sheet

UNIT VII

Capital Restructuring

(08 Hours)

Meaning- Purpose- Process -Bonus Issue, Rights Issue and Buy-back of shares – Legal Provisions and Accounting Entries - Preparation of Restructured Balance Sheet.

Core Text:

1. Jain, S.P., & Narang, K.L. (2012). *Advanced Accounting*, 2, New Delhi: Kalyani Publishers.

Reference Books:

1. Dr. M. A. Arulanandam and Dr. K. S. Raman(2019). 7th Edition, *Advanced Accounting Vol – II*, Himalaya Publishing House Pvt Ltd, Mumbai
2. S. Anil Kumar, V Rajesh Kumar and B Mariappa. (2014) *Corporate Accounting*. New Delhi: Himalaya Publishing House
3. Gupta, R. L., &Radhaswamy, M. (2010). *Advanced Accountancy*, 2, New Delhi:Sultan Chand & Sons.
4. Gupta, R.L., &Radhaswamy, M. (2012). *Corporate Accounting*. New Delhi:Sultan Chand and Sons.
5. Kaur, J. (nd). *IFRS: A Practical approach*. New Dehli:McGraw Hill.
6. Monga, J.R. (2011). *Fundamentals of Corporate Accounting*, New Delhi :K.L Malik and Sons Pvt. Ltd,
7. Shukla, M.C., Grewal, T.S., & Gupta, S.C. (2011). *Advanced Accounts* (revised edi) New Delhi:Jain Book Agency.
8. Sehgal, A., & Sehgal, D. (2011). *Advanced Accounting*, 2, New Delhi: Taxmann.
9. Maheshwari, S.N., & Maheshwari, S.K.(2009). *Corporate Accounting* (5th edi).New Delhi: Jain Book Agency.

Semester	Code	Name of the Course	Category	Credits	Type	Hrs/Week	Total hours
III	BBH311	RESEARCH METHODOLOGY	Theory	3	SEC	4	60
	BBH312	ENTREPRENEURSHIP DEVELOPMENT	Theory	3	SEC	4	60
	BBH331	COST ACCOUNTING	Theory	4	Core	4	60
	BBH332	MARKETING MANAGEMENT	Theory	4	Core	4	60
	BBH333	INDIAN FINANCIAL SYSTEM	Theory	4	Core	4	60
	BBH334	PRINCIPLES OF MACRO ECONOMICS	Theory	4	Core	4	60
	BBH335	FUNDAMENTALS OF BUSINESS ANALYTICS	Theory	3	Core	4	60
	FOC 312	KNOWLEDGE ACQUISITION SKILLS	Theory	1	SEC	2	
	HOL311	HOLISTIC EDUCATION	Theory	1	SEC	1	
	Total			27		31	
Semester	Code	Name of the Course	Category	Credits	Type	Hrs/Week	Total hours
IV	BBH411	BUSINESS ETHICS AND SUSTAINABILITY	Theory	3	Core	4	60
	BBH431	BUSINESS FINANCE	Theory	4	Core	4	60
	BBH432	SERVICES MARKETING	Theory	4	Core	4	60
	BBH433	COMPANY LAW AND CORPORATE GOVERNANCE					
	BBH43 4	HUMAN RESOURCE MANAGEMENT	Theory	4	Core	4	60
	BBH435	MANAGEMENT ACCOUNTING	Theory	4	Core	4	60
	BBH461	BANKING AND INSURANCE	Theory	3	GE	4	60
	FOC412	KNOWLEDGE APPLICATION SKILLS	Theory	1	SEC	2	
	HOL411	HOLISTIC EDUCATION	Theory	1	SEC	1	
	Total			28		31	

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 4

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 Objective:

- To provide students with the tools and skills required to understand research terminology and assess published research;
- To identify the types of methods best suited for investigating different types of problems and questions;
- To develop research questions that are based on and build upon a critical appraisal of existing research;
- To design a research proposal
- To begin initial preparations for embarking on a new research project.

Course Learning Outcome:

- To make them well versed with the various methodologies of research and statistical applications in business decisions prepare a project proposal (to undertake a project)
- To organize and conduct research (advanced project) in a more appropriate manner

Level of Knowledge –Basic and Analytical**Unit I – Introduction To Business Research****8Hrs****Level of Knowledge:** Basic / Conceptual

Definition, Objectives of research, Characteristics of research - Scientific Method, Types of research, Criteria for Good research, Business research in organizations - Decision Support, Ethics in research.

Unit II –Research Process And Concepts In Research**8Hrs****Level of Knowledge:** Basic / Conceptual

Research Process - Steps in research, Research designs for Experimental, Explorative and Explanatory. Concepts - Methodology and Methods, Theory, concepts, constructs variables, Deductive and inductive logic.

Unit III –Formulation Of Research Problem And Hypotheses**8Hrs****Level of Knowledge:** Basic / Conceptual / Analytical

Identifying and formulating research problem, Diagnosis of symptoms and problem. Setting research objectives. Doing review of literature – purpose, methods. Hypothesis – Meaning, Purpose, Sources, characteristics of hypotheses, types of hypothesis, testing of hypothesis.

UNIT IV - Measurement Scales & Sampling Techniques**8Hrs****Level of Knowledge:** Basic / Conceptual / Analytical

Measurement – Types of Scales, Scaling techniques, characteristics of good instrument, and errors in measurement, Reliability and validity of research instruments. Sampling - Significance of sampling, Concepts, Steps in sampling, Criteria for good sample, Methods of sampling, determining sample size.

Unit V – Data Collection**6Hrs****Level of Knowledge:** Basic / Conceptual / Analytical

Data sources - primary and secondary data, Data Collection methods- Survey, observation, Interview, focus group technique. Data collection instruments - Questionnaire, schedule, electro-mechanical devices.

Unit VI – Data Analysis Using SPSS - I**8Hrs****Level of Knowledge:** Basic / Conceptual / Analytical

Data Preparation, Types of statistical analysis – descriptive, validation and inferential tools. Selection of statistical methods – based on objectives, type of scale. Introduction to SPSS. Variable creation and data entry. Data editing, Descriptive statistics and validation of data. Interpretation - meaning - Techniques of interpretation.

Unit VII – Data Analysis Using SPSS – II**8Hrs****Level of Knowledge:** Basic / Conceptual / Analytical

Inferential Statistics:- ANOVA, Chi Square, Regression (Simple, Multiple and logistic)

Unit VIII– Report Writing And Presentation Of Results**6Hrs****Level of Knowledge:** Basic / Conceptual / Analytical

Classification and tabulation, Graphical representation, Research presentation, Types of report - Research proposal, research report. Format of a report- Layout, Standards (Introduction to APA formatting), Precautions.

Mini project with application of SPSS for analysis is part of the subject carried out during unit VI and VII

Essential Reading

Gupta, S. K., & Raugi, P. (2013). Research Methodology: Methods Tools and Techniques (3 ed.). Ludhiana: Kalyani Publication.

Recommended Reading

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

Entrepreneurship plays a significant role in stimulating economic growth and employment opportunities. In the developing world, entrepreneurial energy and effort are the primary engines of job creation, and income growth. This course intends to introduce the students to the challenges and opportunities before aspiring entrepreneurs in the emerging domestic and international arenas of possibilities. This course attempts to present various aspects of entrepreneurship in its theoretical and practical dimensions to enable a prospective entrepreneurial to move forward with visionary confidence.

Course Objective:

- To gain an introduction to the concepts and theories related to entrepreneurship practice
- To give exposure to creativity tools and techniques in the context of entrepreneurial practice
- To get familiarized with the family business ecosystem and its contribution to economic development to provide knowledge and information about the source of help, incentives and subsidies available from government to set up the project and other sources of funding
- To gain insights on developing a business Plan

Course Learning Outcome:

- Entrepreneurship has emerged as a profession. Hence the need to familiarize the students with respective traits of Entrepreneurship and inculcate the spirit of entrepreneurship in students and make them job creators instead of job seekers
- Ability to recognize a business opportunity that fits the individual student
- Demonstrate the understanding of how to launch the individual's entrepreneurial career

Level of Knowledge: Basic, Conceptual and Practical

UNIT I-INTRODUCTION TO ENTREPRENEURSHIP**8Hrs**

Level of Knowledge: Conceptual

The concept of Entrepreneurship, Entrepreneurship-theories, Differences between Entrepreneurship, Entrepreneur & Enterprise Entrepreneurial competencies, functions of an Entrepreneur, types of Entrepreneurs. Differences between Manager and Entrepreneur, The role of Entrepreneurship in economic development, Intrapreneurship

UNIT II - CREATIVITY AND INNOVATION**10 hours**

Level of Knowledge: Conceptual

Creativity, The creative process, Ideation, sources for Business ideas, Creative Problem Solving:, Brainstorming, Heuristics, Synectics, , Creative exercises, Innovation - Need identification, Selection of Product/Service, New Product Development, Services Industries-Human side of an enterprise

UNIT III - ESTABLISHING AN ENTERPRISE**10 hours**

Level of Knowledge: Conceptual

The start-up process, Project identification, Selection of the product, Project formulation, Project Appraisal - Market Feasibility, Technical Feasibility, Financial feasibility and Economic feasibility, Assessment of project feasibility, Market survey, Risk Analysis, Break-Even Analysis.

UNIT IV - INTRODUCTION TO FAMILY BUSINESS**8 hours**

Level of Knowledge: Conceptual

History of family business in India, Types, Importance, Structure/ownership patterns, Succession planning, Pitfalls and strategies to improve family business in an era of globalization.

UNIT V - INSTITUTIONAL SUPPORT TO ENTREPRENEURS

10 hours

Level of Knowledge: Analytical

Entrepreneurship development in India, Need for institutional support – National Small Industries Corporation (NSIC), Small Industries Development Organization (SIDO), Small Scale Industries Board (SSIB), Small Industries Service Institutes (SISI), and District Industries Centers (DIC). Venture capital, Industrial Estates and IIE.

UNIT VI - PROJECT REPORT

14 Hours

Level of Knowledge: Analytical

Project Report – Meaning and importance. Contents of a Project Report, Format of a Report (As per requirements of financial institutions) Preparation of project report. Technical Consultancy Organization (TCO). Basic start up problems. Preparing a project report on commercialization of an idea.

Essential Reading

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

Recommended Reading

- David, H. (2013). Entrepreneurial Development (5ed.), Prentice Hall
- Gupta, C.B., & Srinivasan, N.D. (2012) Entrepreneurship Development, New Delhi: Sultan Chand & Sons.
- Khanka, S.S. (2006). Entrepreneurship Development, Sultan Chand & Sons.
- Kurakto, D.F. (2007). Entrepreneurship-Principles and practices (7ed). Thomson publication.
- Lall, M., & Sahai, S. (2006). Entrepreneurship (4ed), Excel Books
- Manimala, M.J. (2007). Entrepreneurship Theory at Crossroads, Biztantra
- Hisrich, R.D., Manimala, M.J., Peter M., Shepherd D.A. (2013). Entrepreneurship (8ed). Tata McGraw Hill

BBH 331 COST ACCOUNTING

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 4

Course Description: This subject is to provide adequate knowledge about the various aspects of Cost Accounting and facilitate students to learn different methods and techniques used in the ascertainment of cost of various products and services.

Course Objective: To enhance the knowledge of the learners in cost accounting, management accounting and the managerial decision making process of manufacturing industries and service industries like hotels, transport, power supply etc.

Learning Outcome:

To understand the significance of Cost accounting and relevant data for Managerial decision making in manufacturing industries and service industries like Hotels , Transport Power supply etc

Level of Knowledge: Student is expected to have basic knowledge of accounting and finance.

UNIT I : INTRODUCTION

2 hrs

Level of Knowledge: Conceptual

Cost accounting- meaning and scope- objective- advantage of cost accounting- cost concept- cost centre- cost unit- classification and element of cost- costing method and technique- activity based costing- target costing [Theory].

UNIT II: Preparation of cost sheet

10 Hrs

Level of Knowledge: Analytical

Preparation of cost sheet, Tender and Quotations

UNIT III: Material Control

8 Hrs

Level of Knowledge: Analytical

Materials- meaning of material control- steps in material control-need-objective of material control- issue of material- methods of pricing material issues[FIFO- LIFO- Simple and weighted average methods only]. Minimum level- maximum level- re-order level-EOQ-,ABCAnalysis,VEDAnalysis

UNIT IV: Labour

8 Hrs

Level of Knowledge: Analytical

Labour-Meaning of labour cost- methods of remunerating labour- Time rate and Piece rate systems- Halsey & Rowan premium systems

UNIT V: Overheads

10 Hrs

Level of Knowledge: Analytical

Overheads- Meaning and classification of overhead costs- allocation of overhead expenses- appointment of overhead expenses- basis of appointment- primary and secondary distributions [Repeated & simultaneous equation method only] Absorption of Overheads – Machine Hour rate only

UNIT VI: Contract Costing

8 Hrs

Level of Knowledge: Analytical

Contract Costing- types of contracts- recording of cost of contract- recording of value and profit on contract- cost plus contract- target costing- escalation clause and practical problems on contract account with balance sheet.

UNIT VII: Process Costing

8 Hrs

Level of Knowledge: Analytical

Process Costing- Features of process costing- application of process costing- comparison between Job costing and Process Costing- advantages of process costing- disadvantages of process costing- fundamental principles of process costing- element of process cost- process losses- normal process loss- abnormal process loss-

UNIT VIII: Cost Audit**2 Hrs****Level of Knowledge:** Conceptual

Cost Audit- meaning of Audit, definition of Cost Audit, type of cost audit. Objective of cost audit, advantage of cost audit Auditing techniques, cost audit programme; functions of cost auditors: difference between cost audit and financial audit.

Essential Reading:

Jain, S.P., & Narang, K.L. (2015). *Cost Accounting*. New Delhi: Kalyani Publishers.

Recommended Reading:

Kishor, R.M. (2014). *Cost Accounting*. New Delhi: Taxman Allied Services.

Pillai, R.N.S. (2014). *Cost Accounting*. New Delhi: Sultan Chand.

Arora, M.N. (2014). *Cost Accounting*. New Delhi: Himalaya Publishers.

Lal, J. (2013). *Cost Accounting*. New Delhi: Tata Mcgraw Hill Education.

Course Name: Marketing Management

Course Code: BBH332

Total number of hours:60 Hrs

Credits: 4

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.

Course Objectives:

1. To understand the application of Marketing concepts and techniques
2. To investigate 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

Course Learning Outcomes: On having completed this course student should be able to:

CLO1) Students will demonstrate an ability to analyze the situation facing a company and perform tasks in segmentation, targeting, and positioning, and developing a marketing mix.

CLO2 Students will demonstrate an ability to create a detailed marketing plan and implementation schedule for a company, or critically evaluate existing marketing strategies and tactics.

CLO3 Students will demonstrate that (a) they 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.

Pedagogy: This course uses multiple pedagogies like case study discussions, interactive lecture, presentations, review of research article, in class group exercises and activities.

Syllabus

UNIT I DEFINING MARKETING AND THE MARKETING PROCESS 10 Hours

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.

UNIT II CONNECTING WITH CUSTOMERS 08 Hours

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.

UNIT III SETTING PRODUCT & DESIGNING AND MANAGING SERVICES 08 Hours

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 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, competitive strategies - attracting, attacking, retailing and growing customer

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 SUSTAINABLE MARKETING: SOCIAL RESPONSIBILITY 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:

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

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 4

Course Description:

This course is to make students familiarize with various aspects of Indian financial system. This will provide the students with an overall understanding of various components of Indian financial system.

Course Objectives:

- To study about the money market and capital market operations
- To understand the functions of various financial institutions.
- To study about various financial services
- To understand about international financial markets.
- To understand about the regulatory bodies.

Learning outcome: Students will be able to comprehend each and every updates in the financial system with its impacts.

Level of knowledge: As a beginner the student should have keen interest in learning about financial instruments and intermediaries and also should be able to get updated in this area.

Unit 1 – Introduction to financial system**10Hrs**

Level of Knowledge: Basic

Meaning-Structure- Functions-Components of financial system-Financial system and economic development- Reforms in Financial Sector in India

Unit2-Capital Market - Primary**10Hrs**

Level of Knowledge: Conceptual

Capital Market: Meaning-Functions –Constituents –classification.

Primary Market: Meaning - Functions- Constituents- Issue of securities- IPO, Private Placement-Right Issue-Bonus Issue-Qualified Institutions Placement (QIP) –IPO process-Book Building- Merchant Bankers-Lead Managers- Prospectus –Types –Red Herring Prospectus- Price band- Determination of Price – Allotment of Shares- Application Supported Blocked Amount (ASBA)-Anchor Investor-Green Shoe Option - Listing of Shares-Capital Market Instruments.

Unit 3: Capital Markets- Secondary**10Hrs**

Level of Knowledge: Conceptual

Functions of secondary market – Regulation of Stock exchange- Demutualization of stock exchange – Listing of securities – Risk management – Trading arrangements – Stock market index (Calculation of index, global indices) - Derivatives Market- Government Securities market- Capital market scams-SEBI- Reforms in capital markets.

Unit4-MoneyMarket**10Hrs**

Level of Knowledge: Conceptual

Meaning-Significance-Structure-Features of money market—Money market instruments-Reforms in money market-RBI-Functions-Monetary policy-Credit Policy

Unit5-FinancialInstitutions**10Hrs**

Level of Knowledge: Conceptual

Meaning- Functions-Banking institutions-Scheduled commercial banks and scheduled cooperative banks- Non Banking Institutions-NBFCs

Unit 6-Financial Services

10Hrs

Level of Knowledge: Conceptual

Meaning-Types-Leasing- Hire purchase- Mutual funds(MF concepts- organization of MF – Equity funds – Debt funds- Other funds – Practical problems in NAV)- Factoring -Credit rating- Venture Capital- Recent developments in financial services industry.

Essential Reading:

Pathak, B. (2011). *Indian Financial System* . New Delhi: Pearson education.

Recommended Reading:

- 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 Description

It aims at providing a systematic introduction to mainstream approaches to the study of macroeconomics in the current century. It has been designed in such a way that it stimulates awareness on macroeconomic challenges and policy management in progressive nations. It also aims at developing the ability for objective reasoning about macroeconomic issues.

Course Objectives

- To enhance the understanding of closed and open macro-economy modelling.
- To critically reflect on the dynamics of macroeconomic policies in the present economic conditions.

Learning Outcomes

- It provides the student a strong foundation in macroeconomics and helps in understanding the policy implications in emerging economies.
- It helps in understanding the contribution of various macroeconomic schools and in evaluating their policy prescriptions.
- It enables the student to evaluate the pros and cons of different macroeconomic policies in real situations.

Level of Knowledge: Basic, Conceptual, Analytical and Critical thinking

UNIT 1: 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; Measurements of cost of living: the GDP deflator, the Consumer Price Index (CPI), calculation of CPI, GDP deflator versus the CPI, correcting economic variables for the effects of inflation, real and nominal interest rates.

UNIT 2: Goods and Money Market**20 Hrs**

Production and growth: saving and investment and the financial system, financial markets, savings and investment in the national income accounts; the market for loanable funds: policy changes and impact on the market for loanable funds, aggregate demand curve, aggregate supply curve, two causes of economic fluctuations, monetary policy influence on aggregate demand; the monetary system: meaning and functions of money, banks and money supply, money creation with 100 percent 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.

UNIT 3: The Macroeconomics of Open Economies**10 Hrs**

The international flows of goods and capital; the prices for international transactions: real and nominal exchange rates; theory of exchange rate determination: purchasing power parity; three key facts about economic fluctuations, short run economic fluctuations; the theory of liquidity preference: fiscal policy influence on aggregate demand, the multiplier effect, crowding-out effect; stabilisation policy: active versus automatic stabilizers.

UNIT 4: Short Run Trade – off between Inflation and Unemployment**10 Hrs**

The Philips curve, shifts in Philips curve: the role of expectations, the role of supply shocks; the cost of reducing inflation: rational expectations and the possibility of costless disinflation.

UNIT 5: Six Debates over Macroeconomic Policy**10 Hrs**

Monetary and fiscal policy: pros and cons; handling recession: higher spending vs. tax cuts; monetary policy: rule vs. discretion; central bank: zero inflation, balanced budget debate; tax law reformation for savings: debate.

Essential Readings

Dornbusch, R., Fischer, S., & Startz, R. (2015). *Macroeconomics* (11th ed.). McGraw Hill Education.

Froyen, R. (2014). *Macroeconomics: Theories and Policies* (10th ed.). Pearson Education.

Mankiw, G.N. (2015). *Macroeconomics* (9th ed.). Worth Publishers.

Mankiw, G. N. (2012). *Principles of Macroeconomics*, (6th ed.). Cengage Learning India.

Recommended Readings

Abel, A. B. & Bernanke, B. S. (2011). *Macroeconomics* (7th ed.). Pearson Education.

Blanchard, O. (2009). *Macroeconomics* (5th ed.). Pearson Education.

Mishkin, F. S. (2016). *Macroeconomics: Policy & Practice* (2nd ed.). Pearson Education.

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.

Learning Outcomes

- Understand and articulate a business problem and convert it into a viable Analytics question
- Apply Data visualization for exploratory analysis and communicate effectively to diverse audience
- Evaluate various analytical approaches and select the most appropriate for the given problem
- Build Analytics solutions and assess their effectiveness;
- Apply knowledge and develop solutions across a range of functional areas like Marketing Finance, HR and Operations.

Unit-1**Teaching Hours:6****Introduction to Analytics**

Data – Information – Intelligence – Knowledge Approach, What is analytics, Types of Analytics, organization and source of data, importance of data quality, dealing with missing or incomplete data, popular tools used for Analytics, Role of Data Scientist in Business & Society, Analytics Methodology

Unit-2**Teaching Hours:7****Data Base Management System**

DBMS Introduction, components of DBMS – functions of DBMS –Data Dictionary – database user – Introduction to RDBMS. Structured Query Language (SQL) –DDL, DML and DCL. –Queries and Sub-queries – Examples Joins and unions. PL/SQL Database implementation

Unit-3**Teaching Hours:8****Data Warehouse & Data Mining**

Online Analytical Processing, Data Warehouse Architecture & Fundamentals, Data Mart, Data Warehouse Design, Extract Transform Load (ETL), Data Mining Concepts, Architectural aspects of Data Mining, Data Mining Techniques, Data Mining Issues & Challenges

Unit-4**Teaching Hours:8****Business Analytics Process**

Data Selection, Data classification, Data Reduction, Data Exploration, Data Preparation, Data Partition, Data Visualization

Unit-5**Teaching Hours:7****Predictive Modeling Techniques**

Linear Regression, Logistic Regression, Cluster Analysis, Classification, Association, Decision Tree, Time Series Analytics

Unit-6**Teaching Hours:8****Application Fields**

Marketing Analytics, Finance Analytics, HR Analytics, Operations Analytics

Unit-7**Teaching Hours:8****Case Study**

Credit Risk Analytics – Financial Domain Case Study, Cross – Sell or Up –Sell – Marketing Domain Case Study, Customer Churn – HR Domain Case Study

Unit-8**Teaching Hours:8****Business Analytics Tools**

MS excel – Data Analysis and solver, Introduction to R Software and SAS

Text Books and Reference Books:

- The Data Warehouse Toolkit: The Complete Guide to Dimensional Modeling Kimball, R. and Ross, M. Second Edition. John Wiley & Sons, 2006.
- The Data Warehouse ETL Toolkit: Practical Techniques for Extracting, Cleaning, Conforming, and Delivering Data. Kimball, R., and Caserta, J. John Wiley & Sons, 2004
- Turban E, Armson, JE, Liang, TP & Sharda, Decision support and Business Intelligence Systems, 8th Edition, John Wiley & Sons, 2007
- Michael J. A. Berry and Gordon S. Linoff, Data Mining Techniques for marketing, Sales and CRM, John Wiley & Sons, 2004

Essential Readings

- Kimball, R., Ross, M (2006). The Data Warehouse Toolkit: The Complete Guide to Dimensional Modeling , Second Edition. John Wiley & Sons.
- Kimball, R., and Caserta, J (2004). The Data Warehouse ETL Toolkit: Practical Techniques for Extracting, Cleaning, Conforming, and Delivering Data. John Wiley & Sons.
- Turban E, Armson, JE, Liang, TP & Sharda (2007). Decision support and Business Intelligence Systems, 8th Edition, John Wiley & Sons.
- Michael J. A. Berry and Gordon S. Linoff (2004). Data Mining Techniques for marketing, Sales and CRM, John Wiley & Sons.

Course Description

Today's corporations are under tremendous pressure to follow ethical practices, better governance and look at sustainability through a triple bottom line perspective. As management students, they will be expected to have formal education on the aforementioned areas. This paper aims to provide an overview on international development on ethics, governance and sustainability.

Course Objectives

- To acquire knowledge of ethics, emerging trends in good governance practices and sustainability.
- To promote a culture of ethics among students.
- To help students realize that the foundation of good governance leads to re-instilling the confidence of stakeholders, in the wake of series of scams and scandals.

Learning outcome

- Ethical decision making
- Concern for society and nature
- Ability to create sustainable organizations

Level of Knowledge

The subject aims to provide basic knowledge of Business Ethics concepts. Various topics learnt in Subjects like normative ethics, ethical decision making, CSR through this subject.

UNIT –I Introduction to Business Ethics**6 Hrs****Level of Knowledge: Basic**

Meaning of ethics, business ethics, relation between ethics and business ethics, evolution of business ethics, nature of business ethics, scope, need and purpose, importance, approaches to business ethics, ethical decision making, some unethical issues, benefits from managing ethics at workplace, ethical organizations.

UNIT –II The Study of Business, Government and Society (BGS)**6 Hrs****Level of Knowledge: Basic**

Importance of BGS to Managers, Models of BGS relationships: Market Capitalism Model, Dominance Model Countervailing Forces Model Stakeholder Model, Global perspective, Historic perspective.

UNIT –III Making decisions in business ethics**9 Hrs****Level of Knowledge: Basic**

Models of ethical decision making, individual influences on ethical decision making, situational influences on ethical decision making

UNIT –IV Managing business ethics**5 Hrs****Level of Knowledge: Conceptual**

Business ethics management, setting standards of ethical behaviour, managing stakeholder relations, assessing ethical performance, organizing for business ethics management.

UNIT-V Employees and business ethics**5 Hrs****Level of Knowledge: Conceptual**

Employees as stakeholders, ethical issues related to employee relation, employing people worldwide: The ethical challenges of globalization, the corporate citizen and employee relations, towards sustainable employment.

UNIT-VI *Suppliers, competitors and business ethics***5 Hrs****Level of Knowledge: Conceptual**

Suppliers and competitors as stakeholders, ethical issues and suppliers, competitors, Conflict of interest, Ethical sourcing and fair trade.

UNIT –VII *Consumers and business ethics***5 Hrs****Level of Knowledge: Conceptual**

Consumers as stakeholders, ethical issues-marketing and the consumer, globalization and consumers: the ethical challenge of the market place, consumers and corporate citizenship: consumer sovereignty and the politics of purchasing, sustainable consumption.

UNIT – VIII *Sustainability and Corporate Sustainability Reporting Framework** **9 Hrs****Level of Knowledge: Conceptual**

Meaning and Scope, Corporate Social Responsibility, Sustainability, Sustainability Terminologies and Meanings, why is Sustainability an Imperative, Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, International Standards, Sustainability Indices, Principles of Responsible Investment, Challenges in Mainstreaming Sustainability Reporting, Sustainability Reporting Case Studies

UNIT- IX *Shareholders and Business Ethics*****4 Hrs****Level of Knowledge: Analytical**

Corporate Governance: a principal agent relationship, different frameworks of corporate governance globally, The role of financial markets and insider trading, shareholders as citizens of the corporation

UNIT-X *Legal framework, conventions, treaties on Environmental and social aspects* **6 Hrs****Level of Knowledge: Analytical**

United Nations Conference on Human Environment, United Nations Environment Programme Brundtland Commission, United Nations Conference on Environment and Development Agenda 21, Rio Declaration on Environment and Development, Statement of Forest Principles United Nations Framework Convention on climate change, Convention on Biological Diversity, Kyoto Protocol, Bali Roadmap, United Nations Conference on Sustainable Development, Rio+20, Millennium Development Goals to Sustainable Development Goals.

Essential Reading

1. Andrew Crane & Dirk Matten (2010). *Business ethics*, Oxford.

Recommended Reading

- Bajaj P. S & Raj Agarwal, (2012). *Business Ethics*, Biztantra.

Balachandran V, & Chandrashekharan V, (2011). *Corporate Governance, Ethics and social responsibility*, PHI

Course Objectives/Course Description

- To give understanding and perspective on the finance function in the company and its relation to domestic economy.
- To develop the knowledge on the type and characteristics of problems and the possibility of the occurrence of the financial management problems and to increase the ability to handle the problems through reliable approach and problem solving strategy development.

Learning Outcome

- Students will have a base knowledge on finance.
- Students will be equipped with the ability and confidence to tackle common financial problems in practice.
- They will develop planning and monitoring skills in finance function effectively so that the students will be able to apply the appropriate financial knowledge to face the company challenges.

Unit-1**Teaching Hours:8****Introduction to Business Finance**

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.

Unit-2**Teaching Hours:6****Sources of finance**

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.

Unit-3**Teaching Hours:5****Capitalisation**

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.

Unit-4**Teaching Hours:6****Capital Structure**

Meaning of capital structure and financial structure, principles of capital structure, optimum capital structure, determinants of capital structure, capital structure and EPS – practical problems. Point of indifference, Capital gearing, Theories of capital structure- concepts.

Unit-5**Teaching Hours:6****Cost of capital**

Meaning of cost of capital, significance of cost of capital, components of cost of capital – computation of cost of capital – practical problems.

Unit-6**Teaching Hours:7****Leverages**

Meaning of leverage, types of leverages – operating, financial and combined leverage, risk and leverage – practical problems.

Unit-7	Teaching Hours:6
Capital budgeting	
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-8	Teaching Hours:6
Dividend policy decisions	
Dividend Policy and Decisions- Irrelevance concept – Residual Approach and Modigliani and Miller Approach. Relevant Concept- Walter’s Approach and Gordon’s Approach, Determinants of Dividend Policy, Types of Dividend Policy, Forms of Dividend, bonus issue, stock split.	
Unit-9	Teaching Hours:6
Management of working capital	
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 – cash budget – practical problems. Management of inventory and debtors – theory only.	
Text Books And Reference Books:	
Gupta,S,K.,Sharma,R.K.,& Gupta ,N(2010). <i>Financial Management</i> . Kalyani Publishers.	
Essential Reading / Recommended Reading	
Khan, M.Y. & Jain, P.K.(2011). <i>Financial Management</i> . New Delhi, India. Tata McGraw Hill.	
Chandra, P.(2008). <i>Financial Management</i> . New Delhi, India. Tata McGraw Hill Book Co.	
Pandey,I.M.(2009). <i>Financial Management</i> . New Delhi, India. Vikas Publishing House.	

Course Name: Services Marketing

Course Code: BBH432

Total number of hours: 60 Hrs

Credits: 4

Course Description: The curriculum is designed for students with careers in services and goods industries with high service components. The course improves students' understanding of distinctive aspects of services marketing and enhances their ability to apply marketing strategies to create, communicate, and deliver customer value in the service economy.

Course Objectives: The objective of this course is to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Demonstrate an extended understanding of the similarities and differences in service-based and physical product based marketing activities.

CLO2 Develop and justify marketing planning and control systems appropriate to service-based activities.

CLO3 Demonstrate integrative knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction and loyalty.

CLO4 Prepare, communicate and justify marketing mixes and information systems for service-based organizations.

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 1

7 Hours

Introduction to services: Concepts, contribution and reasons for the growth of services sector, difference in goods and service in marketing, characteristics of services, concept of service marketing triangle, service marketing mix, GAP models of service quality.

UNIT II Consumer behavior in services

8 Hours

Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services, Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

UNIT III

8 Hours

Service Development and Quality Improvement

Introduction, Types of New Service Development and its Stages, Types of new services, Stages in new service development, Service Costs Incurred by the Service Provider, service Blue Printing, service Development – Need, Importance and as a Measure of Competitive Advantage, service Quality Dimensions, Service Quality Measurement and Service Mapping, Improving Service Quality and Service Delivery, Service Failure and Recovery.

UNIT IV

8 Hours

Marketing of Services

Introduction, Overview of Different Service Sectors, Marketing of Banking Services, Marketing in Insurance Sector, Marketing of Education Services, Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, Marketing of Professional Services

UNIT V

10 Hours

Emerging Issues in Service Marketing

Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing

UNIT VI

10 Hours

Customer Relationship Management

Introduction, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, Customer Life Time Value, types of Relationship Management, technological Applications in CRM, types of Technological Applications in CRM, Customer Databases and Information Systems, Database Marketing Strategies, Customer Loyalty and Profitability through Technology.

UNIT VII

10 Hours

e-CRM – Emerging Trend in CRM

Introduction, Importance of e-CRM in Service Marketing, Challenges involved in formulating and implementing e-CRM strategies, e-CRM architecture and its components, Five engines of e-CRM, Evolution of e-customer and e-marketing, e-CRM for personalized services.

Core Text:

2. Valarie A Zeithaml(2017), 6th Edition, **Services Marketing: Integrating Customer Focus Across the Firm**, McGraw Hill Education
3. Wirtz Jochen, Lovelock Christopher (2017). 8th Edition, **Services Marketing : People Technology Strategy**, Pearson Education

Reference Books:

4. Thomas J.Delong & Asish Nanda: Managing Professional Services-Text and Cases, McGraw-Hill International, 2002.
5. Mark Davis, Managing Services People and Technology, McGraw-Hill International, 2002
6. Adrian Payne, The Essence of Services Marketing, Prentice-Hall of India Pvt. Ltd., 2002.

Course Description

The syllabus is structured to provide basic conceptual knowledge about the fundamental theories and practice of corporate governance and recent developments in legal framework of Companies as per Companies Act, 2013. This course intends to familiarize the students with the compliance requirements for Companies in India.

The objectives of this course to educate the students by imparting the knowledge of rules and regulations relating to the governance and management of Company in India in an ever-changing environment to contribute effectively to the industry in particular and to the society in general.

Learning Outcomes

By the time they complete the course they would have basic knowledge about the concept of Corporate Governance and regulations in India. They will get a fair idea about good practices of corporate governance and legal compliance requirements for companies in India.

Unit-1**Teaching Hours:5****AN OVERVIEW OF CORPORATE GOVERNANCE**

The role and purpose of the corporation. What is corporate governance? How do the definitions of corporate governance differ and what do they have in common? History of corporate governance Issues in corporate governance Evolution-Introduction-Need and Importance of corporate governance.

Unit-2**Teaching Hours:6****CORPORATE GOVERNANCE CONCEPTS /THEORIES/COMMITTEE**

- a. Stewardship theory
- b. Agency theory
- c. Stakeholder theory

The Naresh Chandra Committee, Kumar Mangalam Birla committee, The Narayana Murthy Committee and the new amendments.

Unit-3**Teaching Hours:7****INTERNAL CONTROL SYSTEM**

Internal Control Objectives, role and importance of Management and Auditor in Internal Control Mechanism of a Corporation. Corporate Governance and Internal Control over Financial Reporting: A Comparison of Regulatory Regimes.

Unit-4**Teaching Hours:7****DISCLOSURE REQUIREMENTS & REPORTING REQUIREMENTS**

Disclosures as per the companies Act, 2013, Disclosures may be made in respect of but not limited to-- Financial and operating results-Company objectives-Ownership-Related party transaction-Board-Remuneration of the boards- Risks

Unit-5**Teaching Hours:4****INTRODUCTION TO COMPANY LAW**

Development of Company Law in India- Objects of the Act.Meaning and definition of Company, Definition of Subsidiary and Joint Venture Company. Special features, - Kinds of Companies – Features of various types of companies – Differences between Private and Public companies, Producer Company Punishment for improper use of “Limited” or “Private Limited”, Associate company- Small Company.

Unit-6**Teaching Hours:8****FORMATION OF A COMPANY**

Promotion – Role of Promoters –Position of Promoters-Incorporation of a Company – Memorandum of Association – Its contents and alteration – Doctrine of Ultra vires; Articles of Association – Its contents – Distinction between Memorandum of Association and Articles of Association – Doctrine of Constructive Notice – Doctrine of Indoor Management & It's Exceptions– Certificate of Incorporation and Commencement of Business.Prospectus – Its contents – Statement in lieu of Prospectus.

Unit-7

Teaching Hours:10

COMPANY MANAGEMENT

Definition, Appointment of key managerial personnel, position of directors, Powers & duties of directors, Maximum No. of Directors to be fifteen. Audit Committees, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Appointment of CSR Committee. Related Party Transactions. Liability of directors, types of directors, Contract by One Person Company, removal, disqualification, control, interested director, (Meaning& Definition)Rights and duties of managerial personnel their remuneration, Overall maximum managerial remuneration and managerial remuneration in case of absence or inadequacy of profits, Disclosure of Interest by Directors, Register of contracts or arrangements in which directors are interested, Compensation for loss of office of , Director, managing or whole-time director or manager. Prevention of oppression and mismanagement – Role of Auditor(Reporting on Fraud), Appointment & Rotation, Additional Responsibility of Independent Director, Fraud Risk Mitigation, Penalties for Fraud-Powers of Court and Central Government

Unit-8

Teaching Hours:6

COMPANY MEETINGS & COMPANY SECRETARY

Meetings of Board of Directors– Meetings of shareholders – Statutory meeting – Annual General Meeting – Extraordinary General Meeting – Resolutions - Quorum – Principle of Majority rule – Protection of minority interest – Investigation –Company Secretary- Qualifications – Appointment – Duties. Secretarial Audit for Bigger companies.

Unit-9

Teaching Hours:7

WINDING UP OF A COMPANY

Types of winding up – winding up by the Court – Voluntary winding up(members' voluntary winding up and creditors' voluntary winding up)- Company Liquidator(Meaning & Definition)– Winding up subject to the supervision of the Court – Liquidator – Appointment, his duties, powers and liabilities, Preferential payments, Overriding preferential payments, Settlement of list of contributories and application of assets, Removal and Replacement of Liquidator, Effect of winding up order. Stay of suits, etc., on winding up order Consequences of winding up. Exercise and control of Company Liquidator's powers, Audit of Company Liquidator's accounts, Final meeting and dissolution of company

Text Books and Reference Books:

- Giles Proctor & Lilian Miles. Corporate Governance, Cavendish Publishing Ltd, London
- A C Fernando (2009). Corporate Governance: Principles, Policies & Practices, Pearson Education,
- Datey (2013). Students Guide to Corporate Laws, Taxman Publications, New Delhi.
- Gulshan.S.S (2013). Company Law, EXCEL BOOKS, New Delhi.
- Ramaiah-(2014). Company Law: Text & cases, Law House Publication, Allahabad.

Course Objectives

- To familiarize the students with the relevance of modern human resource requirements and challenges in the ever changing business environment
- To impart the conceptual knowledge of human resource management at domestic and global level.
- To understand the importance of apply appropriate HR intervention in conjunction with organization need.

Learning Outcomes

- To understand the different roles HR Practitioners are expected to play in organizations.
- To learn how different HR process and procedures are carried out in the organization

Unit-1 Teaching Hours:4**Human Resource Management**

Introduction, evolution of HRM, theory of HRM, perspectives in people management, best fit models, SHRM, themes of HRM

Unit-2 Teaching Hours:4**Forces Shaping HRM at work**

Introduction, globalization and global comparisons, labor market patterns of employment, flexibility and fragmentation at work, legal framework for HRM and employment relations, the institutional framework for HRM

Unit-3 Teaching Hours:6**HRP & Job analysis**

Concept of HRP, Different stages of HRP, Short-Term and Long-Term Planning, forecasting techniques, Action Plans in case of shortage and surplus of HR, Concept of Job Analysis, Importance and Benefits of Job Analysis, Job Analysis Process, Job Description, Job Specification and other Job-related concepts.

Unit-4 Teaching Hours:8**Employee Resourcing: Recruitment, selection and induction**

Concept of Recruitment, Factors affecting Recruitments, Sources of Recruitment; Alternative to Recruitment, 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-5 Teaching Hours:7**Learning & Development**

Definitions, overview of learning principles, levels of learning, Kolb's learning cycle, transfer of learning, learning and development methods, informal learning, management development

Unit-6 Teaching Hours:7**Performance management**

Contribution and components of performance management, Purpose of Performance Appraisal, Trait, Behavioral and Result Methods of Performance Appraisals, Process of Performance Appraisal.

Unit-7 Teaching Hours:7**Reward management**

Definition of concepts, Objectives of Compensation Planning, Factors Influencing Compensation, Pay systems, types, non-pay benefits, cafeteria approach, job evaluation

Unit-8	Teaching Hours:4
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Internal mobility

Career Planning & Development, Stages in Career Planning, Internal and External Mobility of Employees.

Unit-9	Teaching Hours:5
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Employee relations

Dealing with conflict, negotiating and bargaining, collective bargaining, dispute resolution, industrial action, employee engagement

Unit-10	Teaching Hours:10
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Role of HR in changing times

Introduction, development of HR function as a specialist function, analysing the role of HR function, new forms of delivery-outsourcing, shared service centres, E-HRM, High involvement or high-performance work practices, HR analytics, ICT in HRM, careers for HR specialists, trends in HRM

HRM: A new paradigm: Work life balance, quality of work life, employee engagement, gamification of HRM, ergonomics, forging psychological contract, social media leverage, diversity management, returnship management, flexi work management.

Text Books And Reference Books:

Mick Marchington, Adrian Wilkinson, Rory Donnelly, Anastasia Kynighou (2016). *Human Resource Management at Work*. Kogan page

Essential Reading / Recommended Reading

- Armstrong, M. (2010). *Handook of HRM Practice*. USA: Kogan Page.
 - Basak, S. P. (2012). *Human Resource Management: Text & Cases*. New Delhi: Pearson
 - Dessler, G. (2010). *Human Resource Management*. New Delhi: Prentice Hall.
 - Rao, S. (2010). *Essentials of Human Resource Management & Industrial Management: Text & Cases*. New Delhi: Himalaya Publication.
 - Robbins, D. A. (2010). *Fundamentals of Human Resource Management*. New Delhi: Wiley.
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Course Description

The course aims at developing the fundamental knowledge of the analysis and interpretation of financial statements of the business organizations. It enables the learners to understand how functional budgets are prepared and used as a managerial tool for financial control and decision making in the business units. It also imports the learners the knowledge of management reporting and management audit.

Course objective

To impart the knowledge of analysis of financial statements of business organization for decision making
To familiarize students with various tools and techniques of financial statements including Ratios fund flow statement and Cash flow analysis

To make known the learners concept and preparation of budget and budgetary control

To equip the learners to prepare management reporting and understand management audit

Learning Outcome

- ❖ Capability to analyze and interpret financial statements of business
- ❖ Ability to interpret financial performance and position of business
- ❖ Competent to prepare functional budgets of a business unit
- ❖ Aptitude to make a managerial decision in a business organization
- ❖ Capacity to prepare management report and conduct management audit

Level of Knowledge: Conceptual and analytical

UNIT: I Introduction to Management Accounting**4 hrs**

Level of Knowledge: Conceptual

Introduction, meaning, definition, importance and scope of management accounting - Role of Management Accountant - Differences between financial, cost and management accounting

UNIT: II Analysis of Financial Statements**6 hrs**

Level of Knowledge: Conceptual and Analytical

Meaning, definition, need and scope of financial statement analysis - Steps involved in financial statement analysis, Tools for financial statement analysis – Comparative Statements, Common size statements and Trend Analysis, practical problems

UNIT: III Ratio Analysis**10 hrs**

Level of Knowledge: Analytical

Meaning, definition, objectives of ratio analysis, Classification of ratios – Liquidity ratios, Solvency ratios, Profitability ratios, Turnover ratios, Practical problems DuPont analysis - Z score – M score, Practical Problems

UNIT: IV Fund Flow Statement**10 hrs**

Level of Knowledge: Analytical

Introduction, Concept of fund, Statement of changes in Working Capital, Funds from Operations, Sources and Application of Funds

UNIT: V Cash Flow Statement**10 hrs**

Level of Knowledge: Analytical

Meaning of cash flow statement - Distinction between funds flow and cash flow statement - Uses of cash flow statement, Limitations of cash flow statement - Concept of cash and cash equivalents, Cash from

operating activities, Cash flows from investing activities and cash flows from financing activities – Preparation of cash flow statement - Practical Problems as per Accounting Standard 3

UNIT: VI Budgetary Control

8 hrs

Level of Knowledge: Analytical

Introduction to budget - Meaning, objectives and advantages of budgetary control – Limitations of budgetary control – Types of budgets, Functional budgets & Fixed and Flexible budgets – Cash budget – Practical problems

UNIT: VII Marginal Costing

8 hrs

Level of Knowledge: Analytical

Meaning of marginal costing and marginal cost – Absorption costing and managerial costing, objectives – advantages - contribution, profit volume ratio, break even analysis, Practical Problems including make or buy decision

UNIT: VIII Management Reporting and Management Audit

4 hrs

Level of Knowledge: Conceptual

Meaning of management reports - Essentials of effective reporting - Reports to different levels of management - Forms of reporting - Kinds of reports - Specimen form of a management report - Review of reports

Management Audit - Definition of management audit - Objectives of management audit - Scope of management audit – Areas of management audit

Essential Reading:

- M.N.Arora., (2017), Management Accounting, Himalaya Publications, New Delhi.
- Shashi K Gupta & R K Sharma, (2016), Management Accounting, Kalyani Publishers.

Recommended Reading:

- Arora, M.N. (2017), Advanced Management Accounting, Himalaya Publishing House, New Delhi.
- Gupta, S.K, R K Sharma and Neeti Gupta (2017). Management Accounting. New Delhi: Kalyani Publishers.
- Gordon, E., & Jeyram, N., (2017), Management Accounting, Himalaya Publishing House, New Delhi.
- Khan, M. Y., & Jain, P.K. (2017), Management Accounting, Tata Mcgraw Hill Education, New Delhi.

Course Objectives/Course Description

To familiarize the students about the Banking operations and the keen competition in the banking systems and to make students understand the importance of insurance and the basic concepts of insurance. The Course covers important rules and regulations, principles & techniques of Banking & Insurance discipline.

Learning Outcome

Students will be able to have a thorough understanding about Banking & Insurance business.

Unit-1 Teaching Hours:6**Introduction to Banking**

Meaning Features and Mechanism of E-Banking & Internet Banking, Mobile Banking & Telephone Banking, ATM & Electronic Money (Credit Cards), Electronic Funds Transfer System & INFINET Modern Banking Services. ITES and the worldwide banking sector

Unit-2 Teaching Hours:7**Relationship between Banker & Customer**

General relationship, –Special relationship –Statutory Obligation to honor Cheque, Bankers lien Bankers duty to maintain secrecy of Customer Accounts .Exemption from law of limitation, legal framework – corporate banking, loan documentation

Unit-3 Teaching Hours:7**Paying Banker**

Rules & Regulations, Payments of cheques, Negotiable Instruments Crossing of cheques& Endorsements, Protection to Paying Banker.

Unit-4 Teaching Hours:6**Principles & Procedures of Bank Lending**

Introduction of Funds, Principles of good lending, Types of advances, Security, Types& charges Lien – Pledge –Hypothecation –Mortgage Appraisal procedure and Documentation for corporate credit.

Unit-5 Teaching Hours:7**Introduction to Insurance**

Meaning and Importance of Insurance, Definition of risk and uncertainty; classification of risk; Sources of risk - external and Internal. Brief History of Insurance, Indian Contract Act, Special Feature of Insurance Contract Act, Insurance Laws.

Unit-6 Teaching Hours:7**Life Insurance**

Principles of life insurance. Contracts of Life Insurance: proposals and policy, assignment and nomination, title and claims, Life insurance products, pensions & Annuities

Unit-7 Teaching Hours:8**General insurance**

Principles of general Insurance Personal general insurance products (Fire, personal liability, home owners, personal motors, miscellaneous insurance) Terminology, persists, clauses & covers .Risk assessment, Underwriting & ratemaking, product design, Development & evaluation

Unit-8 Teaching Hours:7**Various Branches of General Insurance**

Brief History –Fire –House owners' insurance, Marine Engineering –personal Motor Insurance aviation – Personal liability, agriculture miscellaneous insurance

Text Books And Reference Books:

Maheshwari, S.K. & Maheshwari, S N. (2010). Law & Practice of Banking. New Delhi Kalyani Publishers.

Srinivasan, T.M.N. (2010). Principles of Insurance Law. Nagpur: Lexis Nexis Butterworths Wadhwa.

Essential Reading / Recommended Reading**Banking**

- 1) Gupta, S.N. (2010). Banking Law in Theory & Practice (5th edition). New Delhi: Universal Law Publishers
- 2) Guruswamy, S. (2010). Banking theory, law & practice (2nd edition). New Delhi: McGraw hill-higher publication
- 3) Srinivasan, T.M.N. (2010). Principles of Insurance Law. Nagpur: Lexis Nexis Butterworth Wadhwa
- 4) Tannan, M.L. (2010). Banking Law & Practice in India. Nagpur: Lexis Nexis Butterworth Wadhwa.

Insurance

- 1) Kumar, G. (2013). Hand Book of Insurance Laws. Allahabad: Law publishers
 - 2) Narayanan, H. (2008). Indian Insurance – A Profile (2nd edi). Mumbai: Jaico Publishing House.
 - 3) Singh, B.N. (2014). New Insurance Law. Allahabad: Universal Law Agency.
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Semes ter	Code	Name of the Course	Categor y	Cred its	Type	Hrs/ Week	Tota l hour s
V	BBH531	INTERNATIONAL BUSINESS	Theory	3	Core	4	60
	BBH532	TAXATION LAW- 1	Theory	3	Core	4	60
	BBH533	STRATEGIC MANAGEMENT	Theory	3	Core	4	60
	BBH534	MANAGEMENT INFORMATION SYSTEM AND COMPUTING	Theory	3	Core	4	60
	FINANCE ELECTIVE						
	BBHT541 A	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Theory	4	DSE	4	60
	BBHT542 A	GLOBAL BUSINESS FINANCE	Theory	4	DSE	4	60
	BBHT543 A	FINANCIAL MODELLING AND DERIVATIVES	Theory	4	DSE	4	60
	MARKETING ELECTIVE						
	BBHM541 B	CONSUMER BEHAVIOUR	Theory	4	DSE	4	60
	BBHM542 B	BRAND MANAGEMENT	Theory	4	DSE	4	60
	BBHM543 B	RETAIL MANAGEMENT AND ANALYTICS	Theory	4	DSE	4	60
	HR ELECTIVE						
	BBHH541 C	INDUSTRIAL RELATIONS LAW	Theory	4	DSE	4	60
	BBHH542 C	PERFORMANCE AND COMPENSATION MANAGEMENT	Theory	4	DSE	4	60
	BBHH543 C	PEOPLE ANALYTICS	Theory	4	DSE	4	60
	ENTREPRENEURSHIP ELECTIVE						
	BBHE541 D	DESIGN THINKING AND INNOVATION MANAGEMENT	Theory	4	DSE	4	60
	BBHE542 D	FAMILY BUSINESS MANAGEMENT	Theory	4	DSE	4	60
	BBHE543 D	CLIENTELE DEVELOPMENT	Theory	4	DSE	4	60
	BBHT581	INTERNSHIP	Practical	2	SEC	3	
	FOC 512	SELF ENHANCEMENT SKILLS 1	Theory	1	SEC	2	
	Total			27		33	
Semes ter	Code	Name of the Course	Categor y	Cred its	Type	Hrs/ Week	Tota l hour s
VI	BBH631	GOODS AND SERVICES TAX	Theory	3	Core	4	60
	BBH632	PRODUCTION MANAGEMENT	Theory	3	Core	4	60
	BBH633	BUSINESS LAW	Theory	3	Core	4	60
	FINANCE ELECTIVE						
	BBHT641 A	STRATEGIC COST MANAGEMENT	Theory	4	DSE	4	60
	BBHT642 A	MERGERS AND ACQUISITIONS	Theory	4	DSE	4	60
	BBHT643 A	PROJECT APPRAISAL	Theory	4	DSE	4	60
	MARKETING ELECTIVE						

BBHM641 B	ADVERTISING AND DIGITAL MARKETING	Theory	4	DSE	4	60
BBHM642 B	SALES MANAGEMENT AND ANALYTICS	Theory	4	DSE	4	60
BBHM643 B	RURAL MARKETING	Theory	4	DSE	4	60
HR ELECTIVE						
BBHH641 C	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Theory	4	DSE	4	60
BBHH642 C	ORGANIZATION DEVELOPMENT	Theory	4	DSE	4	60
BBHH643 C	LEARNING AND DEVELOPMENT	Theory	4	DSE	4	60
ENTREPRENEURSHIP ELECTIVE						
BBHE641 D	INTELLECTUAL PROPERTY RIGHTS	Theory	4	DSE	4	60
BBHE642 D	PROJECT FINANCING AND INSTITUTIONAL MECHANISM FOR START UPS	Theory	4	DSE	4	60
BBHE643 D	PROJECT ASSESSMENT AND BUSINESS PLAN	Theory	4	DSE	4	60
BBHT681	PROJECT	Practical	3	Core	3	
FOC 612	SELF ENHANCEMENT SKILLS 2	Theory	1	SEC	2	
Total			25		29	

BBH531 INTERNATIONAL BUSINESS

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 3

Course Description:

The course focuses on: a) history, evolution, growth & development of International Business. b) reasons for existence of MNCs and their strategies c) Government policies & Procedures applicable for International Business. This course is designed to impart sound knowledge about International Business operations through lectures, seminars, case studies & Group Discussions etc. to make learning challenging.

Course Objectives: Growing importance of globalization makes it mandatory for every budding manager to be well versed with the dynamics of International business. This course intends to familiarize the students of management with the advanced knowledge of global business scenario from an Indian perspective.

Course Learning Outcome: After completion of the Course students will be able to have an awareness about the foundations of basis of trade and gains from trade, opportunities and challenges involved , and support and strategy parameters of International Business from an Indian perspective.

UNIT 1 - INTRODUCTION TO INTERNATIONAL BUSINESS: 8 Hrs

Evolution of international business, nature of international business, need & importance of International Business, stages of internationalization, (EPRG) approaches to international business, theories of international business – Mercantilism , Absolute Advantage, Comparative Advantage, Factor Endowment, Competitive Advantage, Tariff and non tariff and barriers, Introduction to Political, Economic, Social-Cultural & technological environment of international business.

UNIT 2 - MODES OF ENTERING INTERNATIONAL BUSINESS 8 Hrs

International business analysis- modes of entry- exporting (direct and indirect) licensing, franchising, contract manufacturing, management contracts, turnkey projects, Joint ventures- Mergers and Acquisitions- Foreign direct investment -Comparison of different modes of entry

UNIT 3 - GLOBALIZATION 7 Hrs

Meaning- Definition and Features, Globalization-Advantages and Disadvantages, Socio-Cultural, Political & Legal and Economic Implications, Globalization and India, GATT and WTO

UNIT 4 - MNCs AND INTERNATIONAL BUSINESS 8 Hrs

Definitions & Distinction among Domestic Companies, International company, MNC, Global Company and TNC, Merits and Demerits, MNC s and India, OECD Guidelines for Multinational Enterprises. a) Concepts and Principles b) General Policies c) Disclosure, d) Employment and Industrial Relations, e) Environment, f) Combating Bribery, g) Consumer Interests h) Science and Technology, i) Competition., j) Taxation.

UNIT 5 - INTERNATIONAL MARKETING INTELLIGENCE 4 Hrs

Information required, Sources of information, International marketing information System, International marketing Research.

UNIT 6 - INTRODUCTION TO INTERNATIONAL FINANCE 7 Hrs

Trade and Balance of payment, Current items, Capital Items, Disequilibrium of balance of payments and rectification, components of International financial systems, FOREX market, Euro currency market, IMF and International Monetary system, Exchange Rate determination (Concept only), Capital account convertibility.

UNIT 7 - EXPORT FINANCING AND DOCUMENTATION **11 Hrs**

Export credits, Method and sources of credit, Methods of payments in International Business, Financing techniques, RBI and EXIM bank – Roles, functions in exports.

Important Trade Terms in International Trade: [Introduction: CIF, F.O.B, F.O.B Contract with additional services, F.O.B Contract (Buyer contracting with carrier), FAS, EX SHIP & Arrival Contracts,, C& F, EX WORKS & EX STORE CONTRACTS, FOR CONTRACTS, SALE OF A CARGO & EX-QUAY Contracts. Export and import procedure, document required their relevance

UNIT 8 - EXPORT PROMOTION **7 Hrs**

Assistance and Incentives to Indian Exporters, Export Promotion measures/Schemes: Market development assistance, Cash compensatory scheme, duty drawback scheme, Replenishment licensing scheme, Duty exemption scheme.

Role and functions of DGFT, IIFT, RBI, ECGC & EPCs in promoting international trade, FDI Trends, Rules and regulations.

Recommended Book :

- Rakesh, M. J. (2013). International Business, New Delhi, Oxford University Press

Reference Books:

- Laura, H. & Werhane, P. H. (2013). The Global Corporation, Routledge Taylor & Francis Group, New Delhi
- John, B. C., & Parboteeah, K. P. (2011). International Business: Strategy and the Multinational Company, Routledge Taylor & Francis Group, New Delhi
- Varma, S. (2013). International Business, New Delhi, Pearson Publication
- Charles, H. (2011). International Business: Text & Cases, New Delhi, Tata McGraw Hill
- Warren, J. K. (2013). Global Marketing Management, New Delhi, Prentice Hall

Course Objectives/Course Description

An overall study about the theoretical and practical aspects of various Direct Taxes in India, Legal frame work and administrative set up of Direct taxes. Computation of taxable income under various heads, permissible deductions and total income subject to Income tax and ascertainment of income tax liability of individuals. Basic understanding about Wealth Tax in India.

Learning Outcome

Basic concepts in Income Tax and their meaning
Significance of residential status of various entities
How to compute taxable income under five different heads of Income
Various deductions from taxable income as per the provisions of section 80C to 80U
to calculate income tax liability of Individual assesseees

Unit-1**Teaching Hours:9****Introduction To Taxation**

Direct And Indirect Tax, Income Tax Act 1961, Income Tax Rules 1962, Finance Act, Scheme of IT An Over-View Basic Concepts- Assessee, Person, Assessment Year, Previous Year, Agricultural Income, Income, GTI, Total Income, Average Rate Of Tax *Capital And Revenue*.

Unit-2**Teaching Hours:12****Residential Status And Incidence Of Tax**

Residential Status And Incidence Of Tax, Determination of residential status, Kinds of income, incidence of tax, Tax free income

Unit-3**Teaching Hours:17****Income from Salary**

Chargeability, Various Allowances, Perquisites, And Their Valuation, Treatment of Provident Fund, profit the Lieu of salary, Deductions From Gross Salary, Retirement Benefits (Practical Problems).

Unit-4**Teaching Hours:12**

Income from house property:

Chargeability, annual value and its determination, deductions from annual value, (practical problems)

Unit-5

Teaching Hours:10

Profits and Gains of Business and Profession:

Meaning Of Business and Profession, Incomes Chargeable Computation Of Taxable Income, Treatment fringe benefit tax, Deemed Profit And Incomes Treatment Of Depreciation.

Text Books And Reference Books

1. Gaur, V.P.& Narang, B.K. (nd). *Income Tax Law and practice*. (Latest edition). New Delhi :Kalyani Publishers

Essential Reading / Recommended Reading

1. Mehrothra, H.C., & Goyal, S.P. (nd). *Income Tax Law and practice*, (Latest edition). Sahitya Bhavan Publishers.
2. Prasad, B. (nd). *Income Tax Law and practice* (Latest edition). New Age Publications.

BBH533 STRATEGIC MANAGEMENT

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 3

Course Objectives/Course Description

To learn the fundamentals of strategic management using the case method.
To understand the fundamental principles & interrelationships among business functions such as: R & D, Production, Marketing, Customer Service, finance, human resources and Information Technology
To understand the interrelationships of business to individuals, other organizations, government and society.

Learning Outcome

To explain the strategy adopted by the companies in response to environmental changes
To understand the manner in which strategic and competitive advantage is developed.
To study various methods and techniques for internal analysis.
To observe how positioning of the firm in the industry help to determine the competitive advantage.
To explore the tools and technique for strategic analysis o understand different business strategies
To study the interrelationship of formulation and implementation.
To examine how strategic management contributes to effective corporate governance of an organization
To study the importance of values and ethics in Business

Unit-1

Teaching Hours:5

Strategic Planning And Strategic Management

Defining strategy- levels at which strategy operates- approaches to strategic decision making, the strategic management process- Strategic intent: Vision, mission and objectives

Unit-2

Teaching Hours:7

Environmental Analysis

The organizations environment- External and internal environment, components of external and internal environment- Environment scanning- Organizations responses to the environment

Unit-3

Teaching Hours:8

Industry and Resource Analysis

A framework for industry analysis, Michael porter's analysis- usefulness of Industry analysis- Competitive analysis: Forces shaping competition in an industry- interpreting the Five force models- Strategic group, and competitor analysis- Internal analysis.

Unit-4**Teaching Hours:5****Strategy Formulation And Choice**

Corporate level strategy: Introduction- The balanced score card- Grand strategies- Growth/Expansion strategy- Diversification Strategy- Stability strategy- Retrenchment strategy- combination strategy, BCG matrix.

Unit-5**Teaching Hours:5****Corporate Restructuring**

The concept of corporate restructuring- the process of restructuring- mergers and acquisition- takeovers- cooperative strategies- Reasons for strategic alliances- risks and costs of strategic alliances

Unit-6**Teaching Hours:6****Global Strategies**

Globalization-risks- global expansion strategies- the MNC mission statement- deciding which market to enter- market entry strategy international strategy - Business level strategy - Strategic analysis and choice

Unit-7**Teaching Hours:5****Strategy Implementation and Functional Strategies**

Issues in strategy implementation- Activating strategy and resource allocation- strategy-structure relationship- the functional structure- divisionalisation- Functional level strategies:
Operational strategy, financial strategy, marketing strategy and Human resource strategy

Unit-8**Teaching Hours:5****Behavioural Implementation**

Corporate Governance and strategic management- Strategic Leadership- Corporate culture and Strategic management- Corporate Politics and Power- Personal values and Business Ethics

Unit-9**Teaching Hours:5****Strategic Evaluation and Control**

Importance, barriers- evaluation criteria- strategic control- operational control- evaluation techniques for

operational control- characteristics of an effective control system

Unit-10

Teaching Hours:5

Strategy And Technology Management

Designing a technology strategy- Technology forecasting and R & D Strategies- Strategies for acquisition and absorption of technology- Social audit.

Text Books And Reference Books

1. Amason, A.C. (2014). *Strategic Management :From theory to Practice(1st ed.)*. New York: Routledge.
2. Barney, J.B. &Hesterly, W.S.(2013).*Strategic Management & Competitive Advantage: Concepts & Cases(4th ed.)*. Prentice Hall.
3. Dess, G., Eisner, A., Lumpkin, G .T., &Namara, G.M. (2014).*Strategic Management: creating competitive advantages (6th ed.)*.McGraw Hill Education.
4. Hill, C.W.L., & Jones, G.R. (2015). *Strategic Management-An Integrated Approach (10th ed.)*.South Western: Cengage Learning.

Essential Reading / Recommended Reading

Rao, V.S.P., & Krishna, V.H., (2015). *Strategic Management: Text and Cases*. New Delhi: Excel Books.

Course Description:

The purpose of this course is to provide the fundamentals associated with the management of information technology in a business enterprise. These fundamentals are business concepts in which the influence of information technology has caused change or brought about new concepts. Special emphasis will be placed on understanding the managerial issues that are relevant to usage of computers. The student will be given assignments isolating these issues and will be asked to propose solutions with alternatives.

Course Objectives:

- To provide students with basic concepts in information system and the benefits with these systems in modern society
- To differentiate between data, information, and knowledge
- To understand systems definition, systems requirements, and information needed for decision maker
- To understand several requirement and operations that the analyst needed to analyze, design, and implement the systems in what is called system development life cycle (SDLC)
- To identify several methods to enhance and develop information systems and to manage the information system recourses
- To understand several ethical issues in information system

Course Learning Outcome

This course helps students to understand how an integrated information system functions and how to utilize appropriate IT applications for success. Students will learn the terminology used in the field of IT and how IT principles can apply to various businesses. The course focuses on the basic principles of Information Technology: hardware and software components, database technology, telecommunications and networking, e-commerce and e-business, Enterprise Resource Planning (ERP), Decision Support Systems (DSS), Artificial Intelligence (AI) and Expert Systems (ES), systems development and implementation, and the ethical and societal issues involved in IT.

UNIT 1 - INTRODUCTION TO INFORMATION SYSTEMS**7 hours**

Concept of Management Information system- management, information, system, Functions and characteristics of MIS, Types of information system-operation support system, management support system, Components of MIS-hardware, software, data resources, network, people, Pyramid Structure of MIS, Data Processing-Data Processing Cycle, MIS vs Data Processing, Digital eco-system in global perspective (security issues, competition in digital ecosystem to be discussed)

UNIT 2 - DATA RESOURCES**8 hours**

Database Management System (DBMS) concepts, Models, Intelligence Data systems- Business Intelligence System (BIS), Background to BIS, Business Marketing Intelligence System-Latest Trends in DBMS- Data Warehousing, Data Mining, Web Mining, and OLAP

UNIT 3 - MIS and INTERNET**8 hours**

Internet Revolution-Digital Firm-Internet, intranet, extranet, ERP, SaaS, PaaS, IaaS SCM, e-CRM,SFA, RFID, Internet Induced digital innovation-key characteristics of digital innovation, Digital Transformation, Importance of digital transformation in today's business scenario, Importance of digitization for organization and it's stakeholders

UNIT 4 - IMPLEMENTING INFORMATION SYSTEM**8 hours**

Planning of implementation, Challenges of implementation, stages of implementation, Implementation process, Approaches to implementation roll out-causes of success and failure of implementation, management support and commitment, level of complexity and risks.

UNIT 5 - E-BUSINESS APPLICATION**8 hours**

E-business enterprise and applications, Functional Business systems-Marketing, HR, Finance, Operations, Production, E-commerce-categories, E-payment systems, Challenges and trends in e-commerce, E-commerce and its impact on international business.

UNIT 6 - M-COMMERCE**7 hours**

Emerging mobile digital platform- Evolution of M-commerce, M-commerce applications, Challenges of M-commerce, Components of mobile commerce, Growth of M-commerce and its effect on business

UNIT 7 - EMERGING TECHNOLOGIES IN BUSINESS**7 hours**

Overview of Emerging technologies- Data to Analytics to Machine Learning to Artificial Intelligence, Connected Clouds (public, private and Hybrid), Augmented Reality, Internet of Things (IoT), Big Data, Industry 4.0

UNIT 8 - ETHICAL and SOCIETAL CHALLENGES OF IT**7 hours**

Ethical and social issues connected with systems-legal issues, privacy issues, ethical issues, Accountability and liability issues, Internet challenges to privacy, IPR, Copy rights and Patents.

Text book:

- Joshi, G. (2013). Management Information Systems. New Delhi: Oxford University Press.

Recommended books:

- Kamat, N. C., & Zaveri, J. (2011). Management Information System. Mumbai: Himalaya Publishing House.
- Murthy, C.S.V. (2013). Management Information System: Text and Applications. Mumbai: Himalaya Publishing House.
- Murthy, C.S.V. (2013). Management Information System (7 ed.). Mumbai: Himalaya Publishing House.
- O'Brien, J. (2011). Management Information System. New Delhi: Golgotha Publications.
- Raj, S. (2013). Management Information System. New Delhi: Dorling Kindersley (India) Pvt. Ltd (Pearson).

FINANCE ELECTIVES

BBHT541 A SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Total teaching hours : 60

No. of lecture hours/week : 4

Max marks : 100

Credits : 4

Course Objectives/Course Description

To understand this course students should be familiar with the Indian and global financial systems, market mechanisms and instruments of investment from individual and corporate perspective, and aims at providing the students a comprehensive introduction to the areas of security analysis and portfolio management and equipping them with advanced tools and techniques for making profitable investment decisions

Learning Outcome

To understand the security valuation of models and decision making process
To comprehend the portfolio construction, revision and risk return trade off.
To equip students with the trading knowledge in cash and future market in India.
To understand the importance of portfolio management.

Unit-1

Teaching Hours:5

Financial Meaning of investment

significance of savings and investment - understanding of security, portfolio, speculation, gambling, and arbitrage mechanisms. 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.

Unit-2

Teaching Hours:8

Investment Avenues and Attributes

Investment 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, Gold, ETFs, Mutual Funds, Real estate, and Insurance schemes. Investment attributes - risk, return, security, marketability, liquidity and convenience

Unit-3

Teaching Hours:8

Risk and Return

Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and unsystematic risk, Capital allocation between risky & risk free assets, Risk measurement - Standard deviation – Meaning of Beta – Computation and interpretation – Use of beta in estimating returns, Covariance, Correlation Coefficient (Including simple problems)

Unit-4

Teaching Hours:12

Security analysis: Fundamental and Technical

Fundamental analysis – company, industry and economy analysis - Technical Analysis of stock -points and figures chart, bar chart, Indicators and Oscillators- ROC, RSI, Volume of Trade, Support and Resistance Level, Exponential Moving Average Analysis, MACD, Japanese Candlesticks

Unit-5

Teaching Hours:5

Share Valuation

Factors influencing valuation - methods of equity valuation - Earning Valuation model, DCF methodology, P/E ratio, Dividend model, Zero and constant growth models. Intrinsic value method. Calculation of present and forecasted price of the stock, Efficient Market theory

Unit-6

Teaching Hours:5

Introduction to Bond Analysis

Types of bonds– Major factors in bond rating process – Bond returns – Holding period return – Concept of yield – Current yield – Yield-to-Maturity – Price-yield relationship

Unit-7

Teaching Hours:10

Portfolio management

Introduction- Meaning, return on portfolio, risk on portfolio, portfolio managers, SEBI guidelines for portfolio managers, portfolio management services. Portfolio Construction- Approaches, Determination of Objectives, Selection of Portfolio and Markowitz Efficient Frontier.

Unit-8

Teaching Hours:7

Portfolio Evaluation and Revision

Portfolio theory - contribution of William Sharpe, Jensen and Harry Markowitz, Single index model, Capital Asset Pricing model, Arbitrage Pricing Theory, Capital Market Line and Security Market Line.

Text Books And Reference Books

- Madhumati, R.M. (2012). *Investment Analysis and Portfolio Management*. New Delhi: Pearson Education.
- Avadhani, V.A. (2013). *Security Analysis and Portfolio Management*. New Delhi: Himalaya Publications.

Bhalla, V.K. (2013). *Investment Management*. New Delhi: S. Chand.

Fischer, D. (2010). *Security Analysis and Portfolio Management*. New Delhi: Pearson Education.

Fischer D.E. (2012). *Security Analysis and Portfolio Management*. Pearson Education

Essential Reading / Recommended Reading

Punitavathi Pandian(2013). *Security Analysis and Portfolio Management*. New Delhi: Vikas Publications

BBHT542 A GLOBAL BUSINESS FINANCE

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 4

Course Objectives/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.

Learning Outcome

To get an overview of foreign exchange regulations and appreciate the relation between foreign trade and foreign exchange.

To trace the evolution of exchange rate systems and appreciated the role of IMF in global exchange rate systems.

To understand the features and working of foreign exchange markets, quotations and transactions in foreign exchange markets.

To be aware of the different types of exchange exposures and appreciate the implications on business enterprises.

To trace the various international financial crisis and to understand its impact

To understand the Corporate Strategy in diversified volatile International financial markets

Unit-1

Teaching Hours:4

Introduction

Meaning, Features, Need, Internationalization of Financial Markets. The evolution of Multinational Corporation, Role and Functions of multinational financial manager, Issues and Challenges of Global Business Finance.

Unit-2

Teaching Hours:8

International Monetary System

Evolution- Bimetallism, Classical Gold standard (1821-1914), Interwar period, Bretton woods system (1946-1971), the post Bretton woods (1971 – Present), IMF, The current exchange rate agreements, Fixed Versus Flexible Exchange Rate regime, European Monetary system, Emerging Market Currency Crisis- Mexican Peso Crisis (1994-1995), Asian Crisis (1997), Russian Crisis (1998), Brazilian Crisis (1998-1999) The currency Crisis of September 1992.

Unit-3

Teaching Hours:12

Foreign Exchange Markets

The structure of the FOREX markets, Functions of Foreign exchange markets, The foreign exchange rates, Quotations, Bid-ask spreads, Arbitrage, Covered Interest Rate Arbitrage, The Spot Rate, Cross Rates – Spot Market, Forward Market- Currency Derivatives. Parity Conditions- Purchasing Power Parity, Interest Parity Theory, international Fisher Effect

Unit-4**Teaching Hours:12****Foreign Exchange Risk Management**

Concepts- Measuring Foreign Exchange Exposure- Transaction Exposure, Translation Exposure and Economic Exposure in accordance with IAS 21. Managing Foreign Exchange Exposure- Forward Market Hedge, Money Market Edge, Exposure Netting, Exposure Matching, Lead and Lag Payments, Risk Shifting, Currency Risk Sharing, Currency Collars, Cross Hedging.

Unit-5**Teaching Hours:12****International Corporation and Capital Budgeting**

Introduction, International Capital Budgeting, Incremental Cash flows, Issues in Foreign Investment Analysis- Estimation of cash flows – Adjustment of Repatriation of Revenues withholding Tax (Including Problems)

Unit-6**Teaching Hours:6****Foreign Direct Investment and Corporate Strategy**

Foreign Direct Investment- Meaning, Importance, Theory of Multinational Corporation, strategy of multinationals, Designing a global expansion strategy.

Unit-7**Teaching Hours:6****International Financial Institutions and Instruments**

Basic Concepts: Meaning, Importance and Development. World Bank, International Monetary Fund, Asian Development Bank. Global Depository Receipts, American Depository Receipts, External Commercial Borrowings, Foreign Currency Convertible Bonds.

Text Books And Reference Books

Shapiro Alan. C., *Multinational Financial Management*, Prentice Hall, New Delhi.

Essential Reading / Recommended Reading

Jeevanandam. C. *Foreign Exchange and Risk Management*. New Delhi: Sultan Chand & sons.

Apte P.G, *International Financial Management*, Tata McGraw Hill, New Delhi.
Merae T.N and D.P Walkar, *Foreign Exchange Management*, Prentice Hall.
Evilt H.E, *Manual of Foreign Exchange*.
Holgate H.C.F, *Exchange Arithmetic*.
Rajwade A.V., *Foreign Exchange Risk Management*, Prentice Hall of India.
Vij, M. *International Financial Management*. New Delhi: Excel Books.

BBHT543 A FINANCIAL MODELLING AND DERIVATIVES

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 4

Course Description

This course aims to familiarize the students with the different aspects of financial modelling using computer applications. It also introduces students to the basics of derivatives, instruments and application of derivatives in risk management aspects relating stock trading.

Course Objectives

After the completion of this course, the students should be able to have understanding of the

- Understand difference risk management tools
- Valuation of Futures and Options
- Commodity market operations and trading platform
- Use of derivatives tools for corporate risk management

Learning Outcome

By the end of this course, students are able to understand and apply basic and advanced models for the financial aspects like Scenario Building, Goal seek, building integrated financial statements, Merger and acquisition, project finance and equity market research. In addition students are able to demonstrate, critical thinking, analytical and problem solving skills for constructing financial models. They also gain knowledge on derivatives markets, instruments, pricing and trading strategies that are relevant for an individual who is willing to work as a trader or analyst in the area aforesaid.

UNIT 1

12 Hrs

Excel Proficiency

Level of Knowledge: Application

Formatting of Excel Sheets, Data Filter and Sort, Charts and Graphs, Table formula and Scenario building, Goal seek, lookups, pivot tables, Macros, Recording of Macros, understanding Visual Basic Environment (VBE)

UNIT 2

6 Hrs

Valuation Modeling

Level of Knowledge: Application

Understanding Integrated Financial Models - Excel Efficiency Shortcuts and formulae - Cash and Interest Revolver - Building Historical Financial Statements - Ratio Analysis - Projecting Financial Statements.

UNIT 3

12 Hrs

Merger & Acquisition (M&A) Analysis

Level of Knowledge: Application

Building Merger Inputs - Stock and Cash Mix Deal - Contribution Analysis - Accretion and Dilution -

Project Finance Modeling

Why Project evaluation; stage of project; construction & development phase; funding during investment phase; costs during investment phase; life of project; decision making, cash flow waterfall & resolve circular reference problem in interest during construction; Understanding Date functions, Modeling Cash flow waterfall, Delays in Projects

Equity Research Modelling

Prepare an Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment Revenue Sheet, Cost Statement, Debt Sheet, Analyze Revenue Drivers

Forecast Geographic Revenues, Segment Revenues, Geographic Revenues, Cost Statement, Debt, Income Statement, Balance Sheet, Cash Flow Statement.

Performa Adjustments, Income Statement - Compute Margins, Balance Sheet -Compute Ratios

Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart)

Valuation – Assumptions for Valuation Model, Prepare Valuation Model, Prepare Presentation Sheet.

UNIT 4

8 Hrs

Introduction to Derivatives

Level of Knowledge: Conceptual

Derivatives defined - factors driving the growth of derivatives - derivative products -participants in the derivatives markets - economic function of the derivative market - exchange-traded vs. OTC derivatives markets - NSE'S derivatives market - participants and functions - trading mechanism - turnover

UNIT 5

8 Hrs

Futures and Options

Level of Knowledge: Complex

Meaning - types of Futures – Index and stock futures - Forward contracts -Limitations of forward markets - Distinction between futures and forwards contracts - Options – Meaning – Types – European and American Options - Put and Call Options - Option terminology - Distinction between Futures and options.

UNIT 6

14 Hrs

Application of futures and options

Level of Knowledge: Complex

Applications of futures and options - trading underlying versus trading single stock futures - futures payoffs - payoff for buyer of futures: long futures - payoff for seller of futures: short futures - pricing futures - pricing equity index futures - pricing index futures given expected dividend amount - pricing index futures given expected dividend yield - pricing stock futures - pricing stock futures when no dividend expected - pricing stock futures when dividends are expected - application of futures - hedging: long security, sell futures - speculation: bullish security, buy futures - speculation: bearish security, sell futures - arbitrage: overpriced futures: buy spot, sell futures - arbitrage: underpriced futures: buy futures, sell spot - options payoffs - payoff profile of buyer of asset: long asset - payoff profile for seller of asset: short asset - payoff profile for buyer of call options: long call - payoff profile for writer of call options: short call - payoff profile for buyer of put options: long put. Payoff profile for writer of put options: Short put.

ESSENTIAL READINGS

1. Alstair L Day, *Mastering Financial Modeling in Excel* – (Pearson Publications)
2. Robert A. Jarrow and Arkadev Chatterjea (2016, Indian Edition), *An Introduction to Derivative Securities, Financial Markets, and Risk Management*, Viva Books.

RECOMMENDED READINGS

1. Simon Benninga , *Financial Modelling*
2. Jayanth Rama Varma (2011). Derivatives and Risk management. New Delhi. Tata Mc Graw Hill
3. Hull, John C., “Options, Futures and Other Derivatives”, 6th edition, Prentice Hall India.
4. S.L.Gupta (2011) Financial Derivatives – Theory, Concepts and Problems. New Delhi. Prentice hall publications.
5. “Futures and Options” Mumbai, BSE Book's Publication.
6. Avadhani, V.K., “Security Analysis and Portfolio Management” 7th edition, Himalaya Publication.
7. Mahajan R., (2011), “Futures & Options - Introduction to Equity Derivatives”, Vision Books

MARKETING ELECTIVES
BBH541 B CONSUMER BEHAVIOUR

Total teaching hours : 60

No. of lecture hours/week : 4

Max marks : 100

Credits : 4

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.

Course Objectives:

1. To provide good insight on consumer behavior through individual determinants of consumers.
2. To understand the behavior pattern in Business to Business situation.
3. To provide introduction to consumerism and benefits of consumerism.

Learning Outcomes:

- To allow the students learn the basics of consumer behavior and understand the relevance of the subject in the realm of contemporary business and marketing.
- To explain the buying patterns in both the consumer and the organizational markets and analyze their applicability in the diverse real world buying situations.
- To equip the students to be better decision makers in the field of marketing management as well as to become better customers themselves.

Level of Knowledge: Intermediary levels as the students have already studied the basic concept of consumer behaviour in their marketing management subject in their second semester.

UNIT –I

6 Hrs

Level of Knowledge: Basic

Introduction to Consumer Behavior:

Meaning, Types of consumers, Interdisciplinary nature of CB, Scope and Application of CB, Market segmentation and CB, Consumer Research.

UNIT -II

7 Hrs

Level of Knowledge: Basic

Consumer Decision making Process

Problem recognition, Pre purchase search, purchasing process, Post purchase behavior, Models of Consumer decision making, Customer Loyalty

UNIT –III

12 Hrs

Level of Knowledge: Conceptual

Individual determinants of Consumer behavior

Personality, Motivation, Perception, Learning, Attitudes – concepts only

UNIT – IV

5 Hrs

Level of Knowledge: Conceptual

External Determinants of CB: Family, Age and Gender

Functions, FLC stages, Family decision making, Dynamics of husband wife decision making. Role of child in decision making, women's buying behavior

UNIT – V

5 Hrs

Level of Knowledge: Conceptual

Influence of Social Class

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

UNIT – VI

5 Hrs

Level of Knowledge: Conceptual

Influence of Culture and Subculture on Consumer Behavior

Characteristics, Measurement of Culture – Content analysis, Consumer Fieldwork

Subculture – religious, regional, racial, age and gender, culture – religious, regional, racial, age and gender

UNIT –VII

5 Hrs

Level of Knowledge: Conceptual

Diffusion of Innovation

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

UNIT – VIII

5 Hrs

Level of Knowledge: Analytical

Organizational Buying Behavior

Nature, Purpose, Factors, Organizational buying decisions: Types, Process,

Criteria for Segmenting Organizational Markets

UNIT – IV

Level of Knowledge: Conceptual

4 Hrs

Consumerism

Introduction to consumerism, Consumerism in India, Benefits of consumerism, Government measures, Consumer protection Acts.

Essential Reading

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

Recommended Reading (Books)

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

BBH542 B BRAND MANAGEMENT AND LUXURY MARKETING

Total teaching hours : 60

No. of lecture hours/week : 4

Max marks : 100

Credits : 4

Course Objectives/Course Description

The course builds on existing communications and consumer behaviour models in order to explore many of the issues facing a modern day brand manager. Topics: evaluation of brands, brands and their relationships with consumers, how to create brand equity and the tools required to manage equity over time.

The course builds on existing communications and consumer behaviour models in order to explore many of the issues facing a modern day brand manager. Topics: evaluation of brands, brands and their relationships with consumers, how to create brand equity and the tools required to manage equity over time.

Learning Outcome

By the end of this course students should be able to:

- Understand key principles of branding
- Explain branding concepts and ideas in their own words
- Understand and conduct the measurement of brand equity and brand performance
- Practically develop a brand, including positioning and communication
- Prepare a professional, logical and coherent report in the form of a brand audit
- Deliver an oral presentation in a professional, engaging manner
- Develop an argument and express themselves clearly in both written and oral communication

Unit-1**Teaching Hours:6****Concept of Brand or understanding the Brand****Concept of 'Brand':**

Brand Vs Product, Why Brand? Can everything be branded? Identification of branding challenges and opportunities; Strategic brand Management Process

Unit-2**Teaching Hours:6****Customer based brand equity**

Customer based brand equity; sources of brand equity, CRM, Brand equity VS Customer equity

Unit-3**Teaching Hours:6**

Brand Positioning**Brand Positioning**

Points of parity & points of difference, positioning guidelines, brand mantras, internal branding.

Unit-4**Teaching Hours:6****Brand elements**

Brand elements

Criteria for choosing it, integrated marketing communication.

Unit-5**Teaching Hours:6****Leveraging Secondary Brand Associations**

Leveraging Secondary Brand Associations

Co-branding, licensing, celebrity endorsement, event sponsoring.

Unit-6**Teaching Hours:6****Managing Brand Equity**

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, Brand audit-Brand inventory, brand exploratory, Qualitative & Quantitative Research techniques.

Unit-7**Teaching Hours:6****Managing Brand Extensions ?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-8**Teaching Hours:6****Managing brands Over Time**

Special branding categories and Legal Aspects in Branding

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.

Legal Aspects in Branding

IPR, Patents, Copyrights, Ethical vs Legal Issues in Branding, CSR in Branding, Corporate reputation and Corporate Branding

Text Books And Reference Books

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

Essential Reading / Recommended Reading

- Keller, K.L. (2015). *Strategic Brand Management*(3rd edi). Prentice Hall of India.

Additional Information

**JOURNALS- Journal of Marketing, Journal of Marketing Research, Journal of Consumer Research, Journal of Product & Brand Management, Journal of Brand Management

ARTICLES FOR REVIEW

- Berthon. P et al (2011). Brand worlds: from articulation to integration, *Journal of Advertising Research*, 182-194.
 Farquhar, P.H. (1990). Managing brand equity, *Journal of Advertising Research* 30(4), 7-12.
 McAlexander, J.H, Schouten, H.W, & Koenig, H.F.(2002).Building brand community, *Journal of Marketing*, Vol. 66, No.1
 Keller, K. & Lehmann, D.R. (2006). Brands and branding research: research findings and future priorities, *Marketing Science*, 25(6), 740–59.

BBHM543 B RETAIL MANAGEMENT AND ANALYTICS

Total teaching hours : 60

No. of lecture hours/week : 4

Course Description

This course introduces students to the latest trends 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 course. Further the use of analytics in the retail scenario is also detailed in the course.

Course Objectives

- To introduce the current trends in the field of retailing
- To provide the basics about the functioning of retailing and help students strategize ideas for the betterment of the retail industry
- To understand the importance and usage of analytics in retailing

Learning Outcomes

The course is designed to provide an in-depth understanding of retail marketing, building sustainable relationships, buyer's behavior, pricing strategies and delivery channels to the end users, and providing cutting edge coverage on the latest topics and developments in retailing.

Unit 1 - Introduction to Retailing**Teaching hours : 7**

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 different tiers in India.

Unit 2 - Retail market strategy**Teaching hours : 7**

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 3 – Retail site location**Teaching hours : 6**

Retail locations, factors affecting retail site location, retail location theories, factors affecting the demand for a region under consideration, attractiveness and evaluation of a retail site.

Unit 4 – Store Management**Teaching hours : 6**

Store layout, types & features, store design – merchandise presentation techniques, atmospherics, customer service GAPS model for improving retail service quality.

Unit 5 – Merchandise Management and Pricing**Teaching hours : 7**

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 6 – Retail Communication Mix and CRM**Teaching hours : 9**

Communication programs to develop brands & build customer loyalty, methods of communicating with customers, planning retail communication process, retail branding.

Overview of retail CRM, collecting customer database, identifying target customers, developing and implementing CRM programs, use of technology in CRM.

Unit 7 – Retail Supply Chain Management**Teaching hours : 8**

Advantages of supply chain management, flow of information, logistics – distribution centre, quick response delivery systems, e-retailing, outsourcing, reverse logistics, case study in the Indian context

Unit 8 – Introduction to Retail Analytics**Teaching hours : 11**

Introduction to big data, Retail and Data Analytics, Perceptual mapping in retail branding, Market Basket Analysis, Trade Area Modeling, Retail Site Selection Modeling, Competitor Threat Analytics, Merchandise Mix Modeling.

Text Books

- Levy, M., & Weitz, B. (nd). Retail Management (5th edi). Irwin/McGraw Hill.
- Gilbert, D. (2008). Retail Marketing Management (2nd edi), Pearson Education.

Essential Reading / Recommended Readings

- Cox, E. (2011). Retail analytics: the secret weapon (Vol. 45). John Wiley & Sons.
- Dion, J., & Topping, T. (2007). Start & Run a Retail Business, Jaico Publishers.
- Nair, S. (2011). Retail Management (4th edi), Himalaya Publishing House.
- Pradhan, S. (2007). Retail Management Text & Cases (2nd edi), McGraw Hill Co.
- Vedamani, G.G. (2003). Retail Management, Jaico Publishing House.

HUMAN RESOURCES ELECTIVES
BBHH541 C INDUSTRIAL RELATIONS LAW

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 4

Course Objectives/Course Description

Trace the necessity and evolution of approaches to the study of industrial relation and system of industrial relation in India

Identify the factors that shape the environment for Industrial and describe the changing characteristics of Indian Labour Force over a period of time

Learning Outcome

Describe the objectives, scope and coverage of the major employment related legislations
Understand and explain the issues and process of negotiation, also the steps involved in it

Unit-1

Teaching Hours:6

Industrial Relation: Evolution and Growth

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

Unit-2

Teaching Hours:8

Industrial Relations in India

Role of State- The Labour Policy – International Labour Organisation - Impact of ILO on Indian Labour Relations – Historical Perspectives - Trends in Industrial Relations Management - Changing Characteristics of Industrial Workforce – Demand for Labour – The Challenges to IR

Unit-3

Teaching Hours:10

Trade Unionism and Trade Unions

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

Unit-4

Teaching Hours:8

The contract of Employment

The Industrial Employment Act 1948; 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

Unit-5**Teaching Hours:5****Collective Bargaining**

Meaning- Definition – Features of Collective Bargaining - Types of Collective bargaining - Pre requisites of Collective Bargaining – Process of collective bargaining – Conflict and Negotiations - Approaches to Resolve Conflicts – Negotiation Strategies

Unit-6**Teaching Hours:5****Industrial Conflicts**

Industrial Dispute; Concept – Industrial Dispute under ID Act 1947 – Industrial Dispute and Individual Disputes - Causes of Industrial Conflicts - Managing Discipline: Misconduct and Approaches to Handle Misconduct - Conducting Domestic Enquiry – Grievance Procedure

Unit-7**Teaching Hours:6****Industrial Dispute Act 1947**

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 Labor Practices

Unit-8**Teaching Hours:5****Industrial Conflict: Settlement Machinery**

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 – Recommendations of National Commission on Labor Settlement Machinery

Unit-9**Teaching Hours:7**

Labor Legislations

Factories Act 1948, Minimum wage act 1948, Payment of Wage act 1936, Equal remuneration Act 1976, Payment of Gratuity Act 1972, Maternity benefit Act 1961

Text Books And Reference Books

1. Venkata Ratnam, C.S. (2010). Industrial Relations (5th edi), Oxford University Press.
2. Mamoria, C.B., Mamoria, S., & Gankar, S.V. (2010). *Dynamics of Industrial Relations (13th edi)*, Himalaya Publications.
3. Srivastava, S.C. (2009). *Industrial Relations and Labour Laws (5th edi)*, Vikas Publishing House Pvt. Ltd.
4. Singh, B.D. (2009). Industrial Relations- Emerging Paradigm (2nd edi). Excel Books
5. Kaur, A., & Agarwal, P. (2010). *Industrial Relations (4th edi)*, Kalyani Publications.
6. Kumar, N. (2011). *Human Resource Management & Industrial Relations (1st edi)*. Himalaya Publications.

Essential Reading / Recommended Reading

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

BBHH542 C PERFORMANCE AND COMPENSATION MANAGEMENT

Total teaching hours : 60

No. of lecture hours/week : 4

Max marks : 100

Credits : 4

Course Objectives/Course Description

Performance management examines the importance of an effective performance management system in helping organizations define and achieve 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.

Compensation Management provides the knowledge base for understanding the relevance of rewarding people working in various organizations. Students will be exposed to broad areas in Compensation Management concepts and applications and research through this course. The subject equips students with tools to effectively manage individuals and groups reward within organizations and offer a better understanding of reward management.

Learning Outcome

Design an organization's performance and compensation management process that is compliant with law and supports organizational mission and strategy
Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.

To familiarize students with importance of financial and non-financial benefits offered by different categories of industries for motivating and keeping the potential employees satisfied.
Enable students to design compensation structure.

Unit-1

Teaching Hours:6

Performance management

Concept and Reality, Performance management defined, A short history of performance management, Features of performance management, Performance management in the dock, How well is performance management working, Lessons from research, Why does performance management fail?

Unit-2

Teaching Hours:6

Effective performance management-a changing

Guidelines on effective practice in performance management, What's happening to performance management, Examples of changes to performance management system

Unit-3

Teaching Hours:7

Performance management issues-Improving objective setting

The issues, The role of HR, Improve objective setting, The conceptual background, Criteria for an effective performance objective, Setting performance objectives, Objective-setting issues, Developing objective-setting skills, An alternative to objectives

Unit-4

Teaching Hours:7

Replacing annual reviews-Abolish rating

Introduction: performance reviews under attack, the traditional approach to performance reviews, how are organizations responding to the challenge and the problems? Reinventing the performance review, abolish rating, Introduction, Rating, forced ranking, Performance pay decisions without ranking, Identifying potential

Unit-5

Teaching Hours:4

Reinventing performance management

Introduction, Areas for reinvention, future methods of performance review.

Unit-6

Teaching Hours:6

Fundamentals of reward management

Reward management defined, Aims of reward management, Reward philosophy, Guiding principles, Reward systems, Reward systems defined, Description of the main elements of a formal reward system, Reward systems in action, Developing formal reward systems, The development and implementation program

Unit-7

Teaching Hours:6

Financial, non-financial and total rewards

Introduction, Incentives and rewards, The theoretical framework, The role of money, Research on the effectiveness of financial rewards, Opponents of financial rewards, Arguments for and against financial rewards, Criteria for effectiveness, non-financial rewards, The significance of non-financial rewards, Types of non-financial rewards, concept of total rewards, The approach to total rewards, Bridging the gap, Total rewards in practice

Unit-8

Teaching Hours:6

Rewarding and recognizing performance and merit

Merit pay, bonus schemes, team pay, rewarding for business performance, recognition

Unit-9

Teaching Hours:6

Rewarding special groups

Executive reward, rewarding sales and customer service staff, rewarding knowledge workers and manual workers

Unit-10

Teaching Hours:6

Employee benefits

Provision of employee benefits, flexible benefits

Text Books And Reference Books

Rober Bacal, Performance Management, Tata McGraw Hill, New Delhi
B D Singh, "Performance Management System – A Holistic Approach", Excel books
S Kohli and T Deb, "Performance Management", Oxford Higher Education
Bhatia, K. (2014). *Compensation Management (2nd edi)*, Himalaya Publications.
Michael Armstrong & Helen Murlis, *Reward Management- Remuneration Strategy and Practice*, Crest Publishing House, 4TH Edition, 2014

Essential Reading / Recommended Reading

[Michael Armstrong](#), Armstrong on Reinventing Performance Management-

BBHH543 C PEOPLE ANALYTICS

Total teaching hours : 60

No. of lecture hours/week : 4

Max marks : 100

Credits : 4

Course Objectives/Course Description

People analytics is a data driven approach to managing human resources in the workplace. HR managers can take decisions which are based on deep analysis of data rather than the traditional methods. An introduction to research methods for human resource management offers students an insight to the nuances that guide quality research in HR related issues. The course offers valuable insight into using tools and techniques which enables students, not only appreciate the role of number game in HR decision but also equips them with knowledge to do so. This course is an introduction to the theory of people analytics, and is not intended to prepare learners to perform complex talent management data analysis.

Course Objective

To learn the fundamentals of Human resource research methods

To understand the fundamental principles of data driven decision making

To introduce technicalities of metrics used for decision making

Learning Outcome

To initiate students to the field of HRM research

To understand how and when hard data is used to make soft-skill decisions about hiring and talent development.

To position HRM as a strategic partner in a company's talent management decisions.

Unit-1

Teaching Hours:8

HR DECISION MAKING AND HR ANALYTICS

HR decision making, concept and definitions of analytics, importance and significance of HR analytics, benefits, steps to implement HR analytics, predictive HR analytics, changing role of HR manager

Unit-2

Teaching Hours:9

INTRODUCTION TO HR ANALYTICS

Concepts and definitions, aligning HR to business through HR analytics, steps for alignment of HR analytics with business goals and strategies, history of HR analytics, importance, framework and models

Unit-3

Teaching Hours:9

HR BUSINESS PROCESS & HR ANALYTICS

Statistics and statistical modelling for HR research and HR decision making, HR research tools and

techniques, data analysis for human resources, parametric and non-parametric tests, HRIS for HR decision making, HR metrics, recruitment metrics, metrics for training and development function, HR scorecard, HR dashboards

Unit-4

Teaching Hours:8

FORECASTING & MEASURING HR VALUE PROPOSITIONS WITH HR ANALYTICS

Value propositions & HR decisions, sustainability in HR decisions, HR analytics and HR value propositions, HR optimization through HR analytics, HR forecasting, HR plan and HR analytics, predictive HR analytics

Unit-5

Teaching Hours:9

HR ANALYTICS AND DATA

HR data and data quality, HR data collection, big data for HR, transforming HR data into HR information, process of data collection for HR analytics, HR reporting, datafication of human resources

Unit-6

Teaching Hours:8

HR ANALYTICS & PREDICTIVE MODELLING

Different phases of HR analytics or HR predictive modelling, data and information for HR predictive analysis, software solutions, predictive analytics tools and techniques

Unit-7

Teaching Hours:9

HR ANALYTICS FOR FUTURE

Introduction, understanding future human resources, generic future HR skill sets and knowledge, ethical issues in HR analytics

Text Books And Reference Books

1. Soundararajan, Ramesh, Kuldeep Singh (2017). *Winning on HR analytics: Leveraging data for competitive advantage*. SAGE.
2. Mattox, John R (2016). *Learning analytics: measurement innovations to support employee development*. Kogan page
3. Morrison & Rupert (2015). *Data-driven organization design sustaining the competitive edge through organizational analytics*. Kogan Page

Essential Reading / Recommended Reading

1. Bhattacharya D K (2017). *HR Analytics Understanding theories and applications*. SAGE

ENTREPRENEURSHIP ELECTIVES

BBHE541 D DESIGN THINKING AND INNOVATION

Total teaching hours : 60

No. of lecture hours/week : 4

Max marks : 100

Credits : 4

COURSE DESCRIPTION:

Innovation is no longer a strategic choice. It is necessary for business continuity in almost every industry. The course is designed to impart skills of innovation and introduce the concept of Design thinking which enables systematic approach to finding unique solutions to common problems.

COURSE OBJECTIVE:

- To engage students in lateral thinking process
- To enable them conduct in depth interviews to understand customer perspective
- To enable them synthesize ideas into a practical product/solution
- To be able to empathize with customer requirements
- To equip them to use simple prototyping tools.

COURSE LEARNING OUTCOME:

To enable students to visualize and provide end to end solutions through Ideation, Innovation, Iteration and implementation

Unit 1 - INTRODUCTION TO CREATIVITY AND INNOVATION 10 Hours

Level of Knowledge: Basic / Conceptual

Mindset, Convergent thinking vs. Divergent thinking, Right brain thinking lateral thinking, out of box approach, creativity, risks and overcoming failures, need-based innovations, highly innovative companies and strategies, radical thinkers, Disruptive innovation

Unit 2 - INNOVATION TECHNIQUES 10 Hours

Level of Knowledge: Basic / Conceptual

Organizational culture and innovation, Methods and techniques of innovation management, Creative approaches, Systemic and analytical methods and techniques of innovation management, Financing innovation

Unit 3 - MARKETING INNOVATION PRODUCTS 10 Hours

Level of Knowledge: Analytical

Strategic considerations on innovations, innovation platforms that incorporate new product development, process innovations, service innovation, service design innovation, multiple product options, portfolios and standards

Unit 4 - INTRODUCTION TO DESIGN THINKING 6 Hours

Design thinking, Phases, Importance, Tools of Design thinking

Unit 5 - PHASES OF DESIGN THINKING – I 12 Hours

Phase1 – Explore- tools of phase 1- Steep analysis, Stake holder mapping, opportunity framing, Phase 2 – empathize – tools of phase 2- observation, user interviews, need finding, Persona development.

Unit 6 - PHASES OF DESIGN THINKING – II 12 Hours

Experiment – Phase 3 – Tools –Ideation, prototyping and experience design Engage Phase 4 –tools - Story telling – co-creation, evolve – Phase 5 – Strategic requirements – Evolved activity systems, Change management .

Essential Readings

1. Prahalad C.K, Krishnan M.K (2008).The new age of innovation, McGraw Hill

2. Paul Traut(2008). Innovation Management and New product Development , Pearson
 3. Khandwalla(2003). Corporate Creativity, McGraw hill
- Gavin Ambrose & Paul Harris, Design Thinking, AVA Publishing SA.2010
- Design Thinking the Guide book - <http://www.rcsc.gov.bt/wp-content/uploads/2017/07/dt-guide-book-master-copy.pdf>

Recommended readings

1. Mauborgne, Rene(2005).Blue Ocean Strategy,Harvard Business School Press.
2. Snyder, Duarte(2008). Unleashing Innovation, How Whirlpool Transformed an Industry, Jossey-Bass
4. Fraser(2012). Healthier, Design Works; Toronto: University of Toronto Press.
5. Govindarajan,Vijay Trimble,Chris(2005). 10 Rules for Strategic Innovators, Harvard Business School Press

BBHE542 D FAMILY BUSINESS MANAGEMENT

Total teaching hours : 60

No. of lecture hours/week : 4

Max marks : 100

Credits : 4

COURSE DESCRIPTION:

Small business management provide the largest share of employment after agriculture. All ventures in the initial stages face many challenges. This course is aimed to impart the knowledge and skills to address the challenges of small businesses. This will ensure success in not only establishment but also in management and growth of small business.

COURSE OBJECTIVE:

- To make the students understand the managerial dimensions of small business.
- To help the students get equipped with necessary managerial skills for managing their enterprises in case of potentiality.

COURSE LEARNING OUTCOMES:

- Conceptual and application clarity on small business management.

UNIT I: INTRODUCTION

8 Hours

Level of Knowledge: Basic

Characteristics of the small business – Differences with Large Business, Management of Small business Vis-a-Vis large business, Managing Business Environment for SMEs.

UNIT II: MANAGERIAL ASPECTS OF SMALL BUSINESS

10Hours

Level of Knowledge: Basic

Managerial traits, Nature of managerial qualities, Pros and cons of managerial qualities, Gap analysis, Bridging the gaps, Honing the skills, Tools and techniques of enhancing managerial skills, Long range perspective, Best models.

UNIT III: MARKETING ASPECTS OF SMALL BUSINESS

8 Hours

Level of Knowledge: Analytical

Approaches to marketing, Core concept of marketing, Assessment of needs & wants of customers, Understanding buyer behavior, Competitor analysis , Marketing strategy, Market segment analysis, Marketing opportunities, Pricing strategies, Marketing channels, advertising & sales promotion

UNIT IV: TECHNICAL ASPECTS OF SMALL BUSINESS

8 Hours

Level of Knowledge: Basic

Productivity improvement, Material and machines, Alternate modes of operation, Importance of selection process and technologies, Balancing the resources to optimize costs, Maintaining quality for customers acceptability

UNIT V: MANAGING FINANCES

10 Hours

Level of Knowledge: Analytical

Challenges of Managing Finance, Taxation and Costing. Sources of Finance, Traditional costing vs Activity based costing, Handling petty cash, Business and checks, computerised accounting – advantages, Merchant accounts, accounting software.

UNIT VI: MANAGING HUMAN RESOURCE**8 Hours****Level of Knowledge:** Analytical

Identifying the human resources who can work for small business, strategies for Human Resource policies for small business, Strategies for building human resources team for small business.

UNIT VII: SOCIO ECONOMIC ASPECTS OF SMALL BUSINESS**8 Hours****Level of Knowledge:** Basic

Socio-economic aspects of business, Models in adoption, Networks, Image building mechanism, Roping in other agencies

Essential Readings

Desai ,V.(2014).Dynamics of entrepreneurial development and management, Himalaya Publishing House
Hodgetts, R.M. , Kuratko,D.F. , Burlingame,M.(2007).Small Business Management (1ed.), Wiley Publishing

Saboo, J.C, Biyani,M. Management of small scale industries, Himalaya Publishing House

Kelley,P.C.(1985).How to organize and operate a small business (7ed.), :Prentice Hall Publication.

Recommended Readings

Blick, D.(2011). The ultimate small business marketing book: Filament Publishing.

Steingold, F. S. (2008).Hiring your first employee: A step-by-step guide, NOLO

BBHE543 D CLIENTELE DEVELOPMENT

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 4

Course Description: This is an elective course offered in the sixth semester to students of ED specialization. As competition in the market place has become fiercer, clientele development has become a core sales function within mid-size and large companies. This course is about how to build clientele and successfully organize sales, marketing and business development, with special reference to B2B markets. This is useful for a new venture or an existing business entering a new market.

Course Objectives: The course aims to cover client discovery - understanding their problems and needs, developing sales models that can be replicated and client creation, creating and driving end user demand.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Identify the market types- creating a new market, bringing a new product to an existing market, and resegmenting an existing market.

CLO2 Explain how companies find new markets for their specified products.

CLO3 Interpret the various phases of company's growth- client discovery, client validation, client creation and company building.

CLO4 Assess how companies learn and iterate before they launch their products.

CLO5 Examine the traditional sales, marketing and business development roles, and try to view and organize these roles, so as to increase the odds of a successful 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 1 Introduction to Clientele Development 5 Hours

The "startup process", Vertical markets- The "three types of startups", market risk, start-up goals, Customer needs versus product features, The startup team, Client Development process, product development, Sales, Marketing & Business Development Execution

UNIT II Types of Industrial Products

10 Hours

Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub-Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services

UNIT III Organisational Buying

10 Hours

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

UNIT IV Client Discovery 10 Hours

The team, client needs vs. product features, understanding the client, market selection, B2B vs. B2C markets, Strategic Industrial Marketing - Marketing Information Systems and Marketing Research – B2B Commerce.

UNIT V Client creation 10 Hours

Classification of B2B Products and Services - New Product Development and Introduction - Industrial Product Management - Pricing Decisions in Industrial Markets.

Industrial Product Decisions: Industrial Product Life Cycle –Industrial Product Mix determinants viz. technology – competition – operating capacity – shift in location of customers – government controls – changes in level of business activity

UNIT VI

10 Hours

Formulating Channel Strategies and Physical Distribution decisions – Channel Management -Promotional Strategies for Industrial Goods/ Services.

UNIT VII

5 Hours

Developing Marketing Strategies and Programs for Industrial Goods / Services. – Formulating channel strategy – Pricing strategy, Promotional strategy – Sales force automation.

Purchasing systems – Auctions-Documentation – bids – order placement – follow up – receipt and inspection, Promotion for Industrial products – Supporting salesman – Motivating distributors – Stimulating primary demand – Sales appeal – Publicity & sponsorships – Trade shows – exhibits – Catalogs – Samples – promotional letters – Promotional novelties

Core Text:

1. Hawaldar, K. Krishna, INDUSTRIAL MARKETING, TATA McGraw-Hill Publishing Company Limited, New Delhi. 2008

Reference Books:

2. Milind T. Phadtare, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New delhi,2008
3. Michael D Haultt and Thomas W Speh, INDUSTRIAL MARKETING MANAGEMENT, TheDyden 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

ASSESSMENT OUTLINE

Components of CIA-I	10 Marks
<ol style="list-style-type: none"> 1. A write-upon the contemporary issues of a select FTA to be submitted and a summary presentation of the same to be done. It is suggested to select one of the FTA mentioned in Unit – II. <p>Specifications:</p> <ul style="list-style-type: none"> • Group Submission • Write-up of Max 6 pages(A4) • Handwritten 	
Components of CIA-II	25 Marks
<p>Mid Term Exam Syllabus: Unit I, II, III Pattern</p> <ul style="list-style-type: none"> • Section A – Answer any four out of six (4X10=40 marks) • Section B- Case Study Compulsory Question (1X10= 10 marks) 	
Components of CIA-III	30 Marks
<ol style="list-style-type: none"> 1. MCQ 15Marks 2. Video Presentation on Export procedure Interview with an Exporter/ Importer Supported by a Schematic diagram 15 marks <p>Objective: to have more insights on operational and regulatory concerns of an exporter/importer.</p> <p>Expectations from the students:</p> <ol style="list-style-type: none"> 1. Students are expected to prepare a video on the interview conducted with a selected exporter/importer, covering aspects related to export/import procedures, issues and concerns. 2. This is a group assignment. Suggested size of the group is not more than five. 3. The group needs to update the faculty about progress of CIAs on regular basis. 	

BBH631 GOODS AND SERVICES TAX

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 4

Course Description:

The paper is intended to provide students the knowledge of the largest paradigm shift in Indirect Tax regime- the “Goods and Services Act”- which came into force with effect from 1 July 2017 under the principle of One Nation- One Tax and One Market. The course includes the structure of GST Act- procedure for registration- chargeability of GST on supply of Good and Services - procedure to claim ITC- reverse charge mechanism- payment of GST- returns and assessment and GST network. It also covers an overview of Customs Act provisions with Baggage Rules

Course Objectives:

This Objectives are:

- To understand the basic concepts of Indirect Taxation system and its transformation from old system to Goods and Services Tax
- To know the administration of indirect taxation system, functions and power of GST Council
- To understand the chargeability of GST on event of supply of goods and services
- To identify the steps and documents essential for Voluntary or Compulsory registration under GST
- To find out the time and place of supply of goods and services as per GST provisions
- To determine the value of supply of goods and services
- To know the eligibility and procedure to avail input tax credit
- To understand the importance and procedure to file GST returns
- To know the Customs Act regulations along with Baggage rules

Course Learning Outcomes:

After completion of this course student should be able to:

- Distinguish and identify the importance of GST with Old Indirect Taxation System in India
- Clearly identifies the administration of indirect system under the principle of One Nation – One Tax
- Identify the event of chargeability, date and time of supply of goods and services
- Compute taxable value of supply of good and service under various scenarios
- Match tax paid on inwards supply and tax collected on outward supply and computation of GST payable
- File GST returns as per the provisions and time line under GST
- Compute Assessable value and Customs payable as per Customs act
- Distinguishes General Free allowance and Prohibited goods with the help of Baggage Rules

UNIT I Introduction and Concept of GST

8 Hours

Indirect Tax – Pre GST and Post GST – Meaning – Features – Advantages of GST- Administration of GST- GST Council – Formations, Powers and Functions – GST Rates – Concept: Supply- Goods and Service- Various Types of Supply- Levy of GST-Exemptions- Taxable Person- Threshold limit- Aggregate Turnover- Consideration-Casual Taxable Person-Small Tax Person-Forward Charge Mechanism-Reverse Charge Mechanism-Composition Scheme- Input Tax Credit- Related Person – Distinct Person

UNIT II Registration Under GST

5 Hours

Significance of GST Registration – Liable for Registration – Compulsory Registration – Procedure-Registration Certificate – GSTIN

UNIT III Supply of Goods and Services: Place and Time

12 Hours

Taxable Under GST –Goods-Services-Significance of Consideration-Schedule I (Activities to be treated as supply even if made without consideration), Schedule II (Activities to be treated as supply of Goods or services) and Schedule III (Negative list)- Place of Supply to a Register and Unregistered Person – Time of Supply – Issue of Invoice- Composition Scheme – Advance Receipt - Reverse Charge Mechanism

UNIT IV Value of Taxable Supply

8 Hours

Importance – Transaction Value- Consideration not in Money – Related Party or distinct party- Agent-Valuation Based on Cost-Residual Method-Supply of Foreign Currency-Second Hand goods-Lottery, Betting, Gambling and Horse Racing

UNIT V Input Tax Credit and GST Liability

10 Hours

Provisions-Conditions-Utilization of CGST, SGST, UTGST and IGST-Capital Goods - Matching and Reversal of input tax credit. Computation of GST liability

UNIT VI Tax Invoice and GST Returns

5 Hours

Meaning- Importance- Time of Issue – Contents –HSN-Bill of Supply- Receipt and Payment Voucher-Transportation of Goods without Invoice- Credit and Debit Notes- Different GST Returns – Calendar for GST Returns-Electronic Liability Ledger-Electronic Credit Ledger-Electronic Cash Ledger-Interest and Penalty – Chargeable- E Way Bill – GSP

UNIT VII Customs Duty and Baggage

12 Hours

Introduction – Definitions-Statutory Provisions- Dutiable Goods-Home Consumption- Warehouse Goods-Abatement- Types: Basic Custom Duty, IGST, Protective Duties, Safeguard Duties, Anti Dumping Duties – Valuation Under Custom – Transaction Value – Identical Goods – Similar Goods – Deductive Value – Computed Value – Assessable Value as per under section 14 of the Customs Act, 1962- Baggage – meaning – Prohibitions- Rules – Jewellery, Unaccompanied Baggage –General Free Allowance (GFA)

Essential Reading

- 1) Singhanian and Singhanian “Students guide to Income tax including GST”, Taxmann Publication

Recommended Reading:

- 1) Mehrotra H.C and Agarwal V.P “Good and Services Tax”, Sahitya Bhawan Publications
- 2) Harshad.C.Chowdhry. (2019). Central Excise & Customs. Ashoda Publications.
- 3) V.Balachandran. (2019). Indirect Taxes. New Delhi: Sultan Chand Sons

BBH632**PRODUCTION MANAGEMENT**

Total teaching hours : 60

No. of lecture hours/week : 4

Max marks : 100

Credits : 3

Course Description:

World class performance in the delivery of high quality, cost competitive products and services is essential to survive in today's global economy. In view of the increasing importance of production and

operations management it is essential that budding managers are introduced to strategic decision making, design, planning and control in the production of goods and services. This course aims to acquaint students with sound conceptual knowledge of the subject by adopting a practical approach to address various topics related to production management.

Course Objectives:

- To give students an overview of various functions of Production management.
- To provide insights on how these theoretical concepts are applied in the business.
- To help budding entrepreneurs in the field of manufacturing by highlighting various issues they have to tackle for effective and smooth operations.

Course Learning Outcomes:

- Students will get to know about the basic activities which a production department will take care.
- Students will get to know the latest trends in production management.
- Irrespective of the specialization they choose, students will be able to appreciate the role Production management plays for a manufacturing organization's success.
- Entrepreneurs in the field of manufacturing will get to know about the production issues they will have to tackle.

UNIT 1 - INTRODUCTION TO PRODUCTION AND OPERATIONS 6 Hrs

Historical evolution of production and operations management, 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, interlink between production, operations and other departments.

UNIT 2 – PLANT LOCATION AND LAYOUT 8 Hrs

Need for selecting a suitable location, factors influencing plant location/facility location, location theories, methods of location evaluation, plant layout - objectives and principles, classification of layout, design of layouts, service layout, organization of physical facilities.

UNIT 3 – MATERIALS MANAGEMENT AND HANDLING 8 Hrs

Scope and functions of materials management, material planning and control, purchasing, stores management, inventory control or management, standardization, simplification, just-in-time (JIT) manufacturing.

Objectives of Material Handling, Principles of Material Handling, Selection of Material Handling Equipments, Automated Guided Vehicles, Evaluation of Material Handling System, Material Handling Equipments, Guidelines for Effective Utilization of Material Handling Equipments, Relationship between Plant Layout and Material Handling.

UNIT 4 – PRODUCTION PLANNING AND CONTROL 12 Hrs

Need for production planning and control, objectives of production planning and control, components and 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 1 and 2), lot-sizing techniques, capacity planning, routing, scheduling, bill of materials.

UNIT 5 – QUALITY CONTROL TECHNIQUES 7 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 and quality control, control charts, quality circles, process capability, OC curves, total quality management, ISO 9000 series.

UNIT 6 – WORK, TIME AND MOTION STUDY**5 Hrs**

Introduction, productivity, work study, method study - objectives, scope, steps, motion study, time study, work measurement, tools used, benefits of work study.

UNIT 7 – MAINTENANCE AND WASTE MANAGEMENT**7 Hrs**

Introduction, objectives, types, maintenance planning and scheduling, Modern Scientific Maintenance Methods - Six Sigma Maintenance, Enterprise Asset Management (EAM), Computer Aided Maintenance, Total Productive Maintenance (TPM), Lean Maintenance.

Introduction to waste management, regulations related to waste management, types of waste in production houses, reasons for generation and accumulation of obsolete, surplus and scrap items, identification and control of waste, disposal of scrap.

UNIT 8 – AUTOMATION AND MODERN MANUFACTURING**7 Hrs**

Introduction, Types of Automation, Computer Integrated Manufacturing, Reasons for Automation, Advantages of Automation, and Disadvantages of Automation, Automation Strategies, Automated Flow Lines, Assembly line balancing, Virtual Manufacturing, Additive manufacturing, 3D printing, managing technology and cost in modern production.

Text Books :

- Kumar, S. A., & Suresh, N. (2006). Production and operations management. New Age International.
- Aswathappa, Sudarsana Reddy, Krishna Reddy, (2009) Production and Operations Management, Himalaya Publishers

Reference Books:

- Buffa Elwood S. and Sarin Rakesh K, (1987), Modern Production/Operations Management, John Wiley & Sons Publications.
- Gaither, N & Frazier, (2002), Production & Operations Management, Thomson Learning Publications.
- Stevenson WJ, (1998), Production and Operations Management, Irwin McGraw Hill Publications.

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 3

Course Objectives/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

Learning Outcome

To provide an exposure and understanding of important business laws in India to manage the businesses efficiently and to contribute effectively to the industry in particular and to the society in general. To familiarize the students with the legal scenario of doing business in India and to create an awareness and develop an understanding about the best business practices. To orient the students with the knowledge and skills required to take up challenges and exploit opportunities

Unit-1**Teaching Hours:2****Introduction**

Meaning and Scope of Business Law – Sources of Indian Business Law.

Unit-2**Teaching Hours:16****Law of Contracts**

[Indian Contracts Act of 1872]: Definition – types of contracts- Government Contracts: Art. 299 Requirements Under Constitution, Scope and Extent of Art. 299, 'Equity, Fairness and reasonableness, Doctrine of Promissory Estoppel V/s. Executive Necessity, No person liability. E-Contracts: Meaning & need for Digital Goods, Unfair terms in E-contract, Information technology Act and E-Contract. Indian Evidence Act– essentials – offer, acceptance, consideration, capacity of parties, free consent, legality of object and consideration, various modes of discharge of a contract, remedies for breach of contract

Unit-3**Teaching Hours:5****Contract of Guarantee**

Distinction between Indemnity and Guarantee, Kinds of Guarantee, Rights of Surety, Liability of Surety, and Discharge of Surety

Unit-4**Teaching Hours:10****Intellectual Property Laws**

Meaning and scope of intellectual properties – 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 Copy Rights Act, Meaning – Its uses and rights. The Trade Marks Act, its meaning, registration, procedures – infringement – Authorities concerned –Remedies.

Unit-5

Teaching Hours:7

Competition Law

Concept of Competition, Development of Competition Law, overview of MRTP Act 2002, Anticompetitive Agreements, Abuse of dominant position, combination, regulation of combinations, Competition Commission of India; Appearance before Commission, Compliance of Competition Law. Competition Law 2003: Meaning and scope, salient features, offences and penalties under the Act

Unit-6

Teaching Hours:7

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

Unit-7

Teaching Hours:7

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-8

Teaching Hours:6

Cyber Laws

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

Text Books And Reference Books

Anson, W. R. (2009). Law of contract (29th edition), Oxford University Press, Oxford, New Delhi.

Avtar, S. (2011). Principles of Mercantile Law (9th Edition), Eastern Book Company, New Delhi.

Kapoor, N.D (2012.). *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi.

Padmanabhan, A. (2012). *Intellectual property rights: Infringement and remedies*, LexisNexis Butterworth's, Nagpur.

Tulsian, P.C. (2013). *Business Laws, 5th Edition*, Tata-McGraw Hill Education Limited, New Delhi

Essential Reading / Recommended Reading

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

FINANCE ELECTIVES

BBHT641 A STRATEGIC COST MANAGEMENT

Total teaching hours : 60

Max marks : 100

No. of lecture hours/week : 4

Credits : 4

Course Objectives/Course Description

COURSE DESCRIPTION:

This course provides students with the knowledge and analytical skills necessary to use accounting cost information as a basis for formulating and evaluating corporate strategies. A central theme of the course is that one of the primary functions of accounting information is to facilitate the development of corporate strategies. A superior accounting system provides an important tool for developing a sustainable competitive advantage by enabling a deep understanding of a company's cost structure. Further, the course focuses on strategic cost management issues. Emphasis is placed on aligning cost system functions with strategy.

COURSE OBJECTIVE:

This unit provides students with the skills and expertise to contribute to the strategic decision-making and management of organisations through advanced management accounting and cost management analysis. It locates management accounting techniques within a broader strategic framework that examines the various decisions that organisations need to make in configuring themselves to generate superior financial returns as well as broader notions of environmental and social value. Students learn how to structure information search and management accounting analysis processes to support strategic decision-making, design appropriate decision-criteria and select from feasible decision-making options that are supported by rigorous analysis.

Learning Outcome

By the end of this course, students are able to;

1. Apply advanced knowledge of strategic cost management to organisational contexts which differ in terms of strategy, industry, stage of development and focus.
2. Apply problem solving to provide innovative solutions into integrated and multi-dimensional and predictive models of business performance.
3. Critically analyse an organisation's performance in creating economic financial returns as well as in terms of a broader notion of value, comprising environmental and social value.
4. Apply problem solving methodology to generate innovative solutions to organizational effectiveness, efficiency and key short-term and long-term drivers of these performance dimensions.

Unit-1

Teaching Hours:4

INTRODUCTION

Cost – Ascertainment, Control, Reduction, Avoidance and Management; Cost Management System; Cost Leadership Strategy; Strategic Cost Management (SCM); SCM Programme; and Importance of SCM.

Unit-2

Teaching Hours:12

DECISION MAKING THROUGH APPLICATIONS OF MARGINAL COSTING

Impact Of Key Factors Including Sales Mix, Mergers Of Two Plants / Factories, Make Vs. Buy Decisions, Sell or Process Further, Replace or Retain, Decisions Relating to Acceptance And Rejection of a Special Offer / Order, Selling Price Decisions, Add or Drop Products, Product Line Decisions, Operate Or Shut Down Decisions.

Unit-3

Teaching Hours:10

ACTIVITY BASED COSTING

Inadequacies of Traditional Methods of Overhead Absorption, Concept of ABC, Kaplan and Cooper's approach to ABC, Cost Drivers and Cost Pools, Main Activities and their Cost Drivers, Allocation of Overheads under ABC – Characteristics, Steps, Implementation; Benefits and Limitations of ABC System.

Unit-4

Teaching Hours:8

LEARNING CURVE MODEL

Concept and Phases of Learning Curve, Graphical representation, Learning Curve Applications and Factors affecting Learning Curve, and Experience Curve.

Unit-5

Teaching Hours:7

LIFE CYCLE COSTING

Concept and Characteristics activities and Phases in Product Life Cycle, Short Product and Extension of Product Life Cycle, Turning Point Indices in Product Life Cycle; and Project Life Cycle Costing.

Unit-6

Teaching Hours:5

JUST-IN-TIME APPROACH

Concept, Philosophy of JIT, Sources of Waste, Objectives of JIT, Features and Methodology of Implementation of JIT, Planning for adoption and Limitations of JIT Costing.

Unit-7

Teaching Hours:7

TARGET COSTING

Meaning and Definitions, Basic Concepts, Unique Features, and Cost determination procedure under Target Costing.

Unit-8

Teaching Hours:7

BALANCED SCORE CARD (BSC) AND OTHER TECHNIQUES

Concept, Objectives, Four Basic Business Perspectives of BSC - Components and Measures of Performance; Kaizen Costing; Theory of Constraints; and Value Analysis and Value Engineering.

Text Books And Reference Books

1. J. Madegowda, *Cost Management*, Himalaya Publishing House, Mumbai.
2. Horngren et al., *Introduction to Management Accounting*, PHI, New Delhi.

Essential Reading / Recommended Reading

1. Don R Hansen and Maryarne M Mowen, *Cost Management, Accounting and Control*, Thomson.
2. Don T Decoster and Anthony A Atkinson, *Advanced Management Accounting*, John Wiley & Sons.
3. Edward Blocher, *Cost Management, A strategic Emphasis*, TMH, New Delhi.
4. Hilton, *Cost Management*, TMH, New Delhi.
5. Horngren, Foster and Datar, *Cost Accounting, A Managerial Emphasis*, PHI, New Delhi.
6. John K Shank and Vijay Govindarajan, *Strategic Cost Management*, Free Press, Calcutta.
7. Kaplan and Atkinson, *Advanced Management Accounting*, PHI Publications, New Delhi.
8. Leslie G Eldenburg and Sussan K Wolcott, *Cost Management*, John Wiley & Sons.
9. Ravi. M. Kishore, *Cost Management*, Taxman Publications, New Delhi.
10. Roman L Weil and Michael W Maher, *Handbook of Cost Management*, John Wiley & Sons.

BBHT642 A MERGERS AND ACQUISITIONS

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 4

Course Objectives/Course Description

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 M&As 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 Mergers and acquisitions.

Course Objectives

- To understand Mergers and acquisitions happening in corporate world
- To make the participants understand the M&A process
- Understand different business valuation approaches
- To make the participants understand the legal aspects involved in M&A
- Understand need for and performance of cross border mergers and acquisitions.

It is to enable students to understand how businesses capitalize on organisational synergies and thereby reap significant financial advantages.

Learning Outcome

This course will enable students to acquire the basics of Mergers and acquisitions. They would have understood the process involved in M&A and Business valuation, takeover and its consequences and how mergers and acquisitions in businesses capitalize on organizational synergies and thereby reap significant financial benefits to survive and grow in a dynamic business environment.

Unit-1

Teaching Hours:12

Mergers and Acquisitions

Introduction – Forms of corporate restructuring –M&A, Joint Ventures, sell-off and spin-off, divestitures, LBO, MBO,MLP, ESOP- 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

Unit-2

Teaching Hours:10

Merger Process

Identification of target – Negotiation – closing the deal – due diligence – M&A integration – organisational and human aspects – Managerial challenges of M&A

Unit-3

Teaching Hours:11

Valuation

Different approaches to valuation – discounted cash flow valuation – relative valuation – Valuation of operating and financial synergy – Other methods of valuation MVA, EVA and Enterprise value- Valuation of LBO – Methods of financing- cash offer, share exchange ratio – M&A as a capital budgeting decision.

Unit-4

Teaching Hours:8

Takeover

Types of takeover – Hostile takeover approaches – Takeover defences – Anti-takeover amendments- SEBI takeover code

Unit-5

Teaching Hours:7

Legal and Accounting aspects of M&A

Legal and Accounting aspects of M&A – accounting for amalgamation- Pooling of interest method, Purchase method – Provisions of companies Act of 1956, Income Tax Act 1961, Provisions of competition Act.

Unit-6

Teaching Hours:5

Doctrine of due diligence

Doctrine of due diligence – Introduction, ethical policies, Buyers due diligence, Sellers due diligence, Corporate governance issues in M&A and M&A integration, M&A and shareholder value, How M&A can lead to governance failure.

Unit-7

Teaching Hours:7

Cross Border Mergers and Acquisitions

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

Text Books And Reference Books

Essential Reading

- 1) Godbole, P. (2012). *Mergers Acquisitions and Corporate Restructuring*. Noida: Vikas Publishing House.

Recommended Reading

- 1) Kale, R. S. (2011). *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.

Essential Reading / Recommended Reading

Essential Reading

- 1) Godbole, P. (2012). *Mergers Acquisitions and Corporate Restructuring*. Noida: Vikas Publishing House.

Recommended Reading

- 1) Kale, R. S. (2011). *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.

BBHT 643 A – PROJECT APPRAISAL

Total Teaching Hours For Semester:60

No of Lecture Hours/Week:4

Max Marks:100

Credits:4

Course Description:

This course intends to introduce the student to the various aspects of project planning, financing, appraisal and control with particular emphasis on the appraisal practices of financial institutions and on the various avenues of financing available to promoters today.

Course Objectives:

- The objective of this course is to familiarize the student with both capital budgeting aspect and the contents of a bankable feasibility report.
- The course content will be supplemented by case studies of capital investments undertaken by corporate.
- The students will prepare a preliminary feasibility report covering all the elements of the course.

Course Learning Outcomes:

On having completed this course student should be able :

- To do capital budgeting for the organization
- To generate and screen project ideas.
- To estimate cash flows
- To make project planning in financial decision making.
- To make feasibility report

UNIT 1 Introduction:

04 Hours

Project appraisal and evaluation, Project cycle, Project cycle management, Private and Public sector Projects; Identification of investment opportunities – industry analysis review of project profiles, feasibility study, Project identification and formulation, Basic Principles of Project Analysis to conglomerate diversification - interface between strategic planning and capital budgeting

UNIT II Generation and screening of project ideas:

08 Hours

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.

UNIT III Financial Analysis

12 Hours

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. Appraisal criteria: Net Present Value - benefit cost ratio - internal rate of returns urgency - payback period - accounting rate of returns – investment appraisal in practice. Analysis of Risk.

UNIT IV Measurement of risk and Uncertainties

12 Hours

Simple estimation of risk - sensitivity analysis -scenario analysis – Monte Carlo simulation - 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. Analysis of firm and market risk: Portfolio theory and capital budgeting -capital asset pricing model - estimation of key factors

UNIT V Cost Benefit Analysis(SCBA)

04 Hours

Rationale for SCBA – UNIDO approach to SCBA - Little and Mirle approach to SCBA

UNIT VI Multiple projects and constraints

07 Hours

Constraints - methods of ranking -mathematical programming approach - linear programming model - Qualitative Analysis: Qualitative factors in capital budgeting – strategic aspects - strategic planning and financial analysis – asymmetry information and capital budgeting - organizational considerations. Environmental appraisal of projects: types and dimensions of a project -meaning and scope of environment - Environment – Environmental resources values - environmental impact assessment and environmental impact statement

UNIT VII Project financing in India

05 Hours

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 VIII Project Management

08 Hours

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 limited - 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 Text:

- 1) Prasanna Chandra (2018). Project Preparation Appraisal Budgeting and Implementation (8th ed.). New Delhi. Tata Mc Graw Hill.

Recommended Books:

- 1) Nicholas - Project Management for Business and Technology: Principles and Practice - Pearson / PHI.
- 2) Gray & Larson - Project Management: The Managerial Process -TMH, 3/e , 2015. Vasant Desai - Project Management – HPH
- 3) Bhavesh M Patel - Project Management – Vikas
- 4) Chitkara - Construction Project Management, Planning, Scheduling and Control - TMH, 1/e
- 5) Choudhury - Project Management - TMH, 1/e
- 6) Project Management - K Nagarajan - New Age International, 2014
- 7) Project Management - Merdith & Gopalan - Wiley India (P) Ltd.

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 4

Course Objectives/Course Description

Advertising Management intends to inculcate in students a passion for advertising and digital Marketing as an effective tool of marketing communications.

Learning Outcome

Students would be equipped to create and analyze advertisements alongside taking up all activities integrated into the process of advertising and communications. Also help them build in themselves an approach to manage advertising with relevance to real-world advertising planning, decision making, and control.

Unit-1

Teaching Hours:5

Introduction to Advertising Management

Description: Definition and Key Concepts; The roles and functions of advertising; Functions; The Key Players-Five Key Players; Classification –Types of Advertising; Evolution of Advertising; Pyramid(AIDAS)

Unit-2

Teaching Hours:5

Ethics and regulation in Advertising

Advertising and social responsibility; Impact of advertisements on children; Women and Advertising; Ethics in Advertising, Review of Regulatory Environment; Codes of ethics and regulatory bodies

Unit-3

Teaching Hours:5

Relationship between advertising and marketing

Marketing Concepts; Marketing Process; Marketing Tools; Advertising Agencies ; Synergy between Marketing and Advertising

Unit-4

Teaching Hours:4

Advertising Planning and Research

Advertising Research and account planning; Strategic Research; Evaluative Research; Challenges in research; How communication works; Message development research; The advertising plan.

Unit-5

Teaching Hours:8

Advertising Media

Setting media objectives-DAGMAR; developing strategies; Media selection procedures; Media buying functions; Print Media-Newspapers, Magazines, Out-of-home advertising, Directories, Broadcast and Television advertising, Radio advertising, Internet Media

Unit-6

Teaching Hours:7

Creating Advertising

Creative roles; Creative process; Creative strategy and execution; The Creative Brief; Effective creativity; Copywriting-for radio, TV, print Design and production-Visual Communication Print Art Direction, Print Production Television Art Direction, Broadcast production

Unit-7

Teaching Hours:7

Integrated Campaigning

Advertising and IMC; Elements of Integrated Marketing Communications; Direct Marketing; Sales Promotion; Publicity Structure of a campaigning plan; Evaluating the campaign plan; Evaluating the campaign plan;Advertising and Public relations; The practice of public relations; Types of PR programs; PR Planning; PR Tools; Institutional Advertising; Press Conference; Non-Profit PR Effectiveness and Excellence.

Unit-8

Teaching Hours:7

Co-creation

Introductory Definition Co-Creation is under-defined!Description, Non-market Co-creation Examples, Characteristics The Types of Value in Co-creation, Stages in Co-Creation, History, Some Issues with Co-Creation, The Five Guiding Principles of a Co-creation strategy, Towards Customer-Centric Strategies value and Co-Creation

Unit-9

Teaching Hours:7

Affiliate Marketing

Introduction, Key terms and concepts, The building blocks of affiliate Marketing Setting up a campaign, Tools of the trade Advantages and challenges, The bigger picture

Unit-10

Teaching Hours:5

Social media

Introduction, History,Key terms and concepts,how it works,Tools of the trade, Pros and conThe bigger pictureSearch Engine Optimization,Keyword Research, How Google WorksSearch Engine Factors, On Page & Off Page Optimization, Meta Tags, Images, Content, Video Links and How to Get Them.

Text Books And Reference Books

Wells, W.D., Burnett, J., & Moriarty, S. (2007). *Advertising Principles and Practice (7th edi)*. Pearson Education Inc.

Recommended Reading

Steel, J. (1998). *Truth , Lies and Advertising: The Art of Account Planning*, Wiley.

Ogilvy, D. (1963). *Confessions of an Advertising Man, Creative Advertising*, Southbank Publishing.

Pricken, M. (2008). *Ideas and Techniques from the World's Best Campaigns*. Thames and Hudson.

Underhill, P. (2000). *Why we buy: The Science of Buying*. Simon & Schuster

Halve, A. (nd). *Planning for power Advertising*. Sage publication

Robert, B. C. (1996). *Influence: The Psychology of Persuasion*, Talman Company.

Jethwaney, J., & Jain, S. (2006). *Advertising Management (1st edi)*, Oxford University Press.

Essential Reading / Recommended Reading

Wells, W.D., Burnett, J., & Moriarty, S. (2007). *Advertising Principles and Practice (7th edi)*. Pearson Education Inc.

Recommended Reading

Steel, J. (1998). *Truth , Lies and Advertising: The Art of Account Planning*, Wiley.

Ogilvy, D. (1963). *Confessions of an Advertising Man, Creative Advertising*, Southbank Publishing.

Pricken, M. (2008). *Ideas and Techniques from the World's Best Campaigns*. Thames and Hudson.

Underhill, P. (2000). *Why we buy: The Science of Buying*. Simon & Schuster

Halve, A. (nd). *Planning for power Advertising*. Sage publication

Robert, B. C. (1996). *Influence: The Psychology of Persuasion*, Talman Company.

Jethwaney, J., & Jain, S. (2006). *Advertising Management (1st edi)*, Oxford University Press.

BBHM642 B SALES MANAGEMENT AND ANALYTICS

Total teaching hours : 60

No. of lecture hours/week : 4

Max marks : 100

Credits : 4

Course Objectives/Course Description

The course examines managerial issues surrounding sales force management. These include motivation and training issues, sales force recruitment issues, and evaluation and analysis of the sales force. It involve students in specific learning exercises that simulate 'real world' activities that sales managers partake in on a regular basis

Learning Outcome

After completing the course the students will be familiar with the activities involved in managing a sales force.

Unit-1

Teaching Hours:5

Introduction to Sales Management

Meaning and objectives of sales management-responsibilities of the sales manager-role of sales manager as leader of sales force-sales management and marketing management relationships-Sales departments external relations-organisation of sales department-types of sales organisation structure-Centralisation and decentralisation of sales force management

Unit-2

Teaching Hours:5

Salesmanship

Introduction- Selling & Buying styles- Selling Situations- Selling Skills- Pre sale preparation- Prospecting- Approach to the customer- Sales presentation- Handling customer objections- Closing the sales- Follow up actions

Unit-3

Teaching Hours:5

Managing sales Information

Introduction – Forecasting Market Demand- Trend projections-Factors affecting Selection of a Forecasting Method through practical application using Regression

Unit-4

Teaching Hours:5

Recruitment and Selection

The pre recruiting reservoir-Sources of sales force recruits-The recruiting effort-Pre interview screening-The interview-references-credit checks-Psychological tests-Physical tests

Unit-5**Teaching Hours:7****Training the sales force**

Defining training aims-Deciding training contents-selecting training methods-Organisation of sales training and evaluating sales training program

Unit-6**Teaching Hours:7****Motivation sales personnel**

Motivational help from management-Need gratification-Motivation and leadership-Motivation and communication-Unionization of sales personnel

Unit-7**Teaching Hours:7****Compensation and managing the expenses**

Devising the sales compensation plan-Types of compensation plan-Fringe benefits-Re imbursement of sales expenses-Methods of controlling and re imbursement expenses of the sales personnel

Unit-8**Teaching Hours:7****Sales Meetings ,Evaluation of the Sales Force**

Sales meetings-Different level of meetings-Objectives duration promotion and prizes of sales contest-Performance Appraisal process

Unit-9**Teaching Hours:7****Sales Quotas and Territories**

Types of quotas and quota setting procedure-Administering the quota system-reasons for not using sales quota-Reasons for establishing and reforming sales territories-Procedures for setting up territories-Routing and scheduling sales personnel

Unit-10**Teaching Hours:5****Sales budget and Cost analysis**

Purpose of budget-sales budget form and content-budgetary procedure-sales audit-sales analysis-marketing cost analysis

Text Books And Reference Books

Still, R. R., & Cundiff, E. W. (2011). *Sales Management* (6th Edi). Pearson Education.

Essential Reading / Recommended Reading

- 1) Bhatt, A. & Kumar, A. (2011). *Sales Management (3rd edi)*. Oxford Higher education.
- 2) Futrell, C. (2010). *Sales Management (5th edi)*. Thomson South Western.

BBHM643 B RURAL MARKETING

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 4

Course Objectives/Course Description

To understand the importance of Rural Markets, Sensitize to the needs and behavior of consumers and channels, Utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making

Learning Outcome

Students will be able to understand issues in Rural Marketing and characteristics of Rural Markets, Non Conventional methods of Reaching Rural Markets and Developing Marketing Strategy for Rural Markets

Unit-1

Introduction to Rural Markets

Teaching Hours:8

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,

Unit-2

Rural Market & STP

Teaching Hours: 8

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

Unit-3

Marketing Mix and New Product Development for Rural Market

Teaching Hours:7

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-4

Pricing Strategy & Rural Distribution

Teaching Hours:7

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-5

Rural Distribution Models

Teaching Hours:7

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

Unit-6

Rural Communication

Teaching Hours: 7

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-7

FMCG Innovations in Rural Market

Teaching Hours:4

Tata Motors "Project Neev". Tata KisanSansar. HPCL RasoiGhar- Community Kitchen.Dabur "Project Buniyad".ICT in Rural Distribution.Project i - Shakti – HUL. Project e-Choupal - ITC

Unit-8

Rural Financial Services

Teaching Hours:4

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

Unit-9

Rural Development administration

Teaching Hours: 4

New Panchayati Raj System – NGOs in rural development – Information technology and village development –Village Resource Centres, e-governance – people's participation in rural development – participatory planning / micro level planning.

Unit-10

Rural Development Issues

Teaching Hours:4

Growth of population – Poverty –feminization of poverty – gender and development – HDI – HPI poverty alleviation measures strategies and programmes of rural development under Five Year Plans, new economic reforms and rural development, social safety nets for poor – Land related issues, water related issues Infrastructure Centred issues; Health, education, sanitation, drinking water, rural connectivity, housing – depletion of natural resources – ground water management. Case study- Evolution of *Paani Foundation* in Maharashtra villages.

Text Books And Reference Books

Kashyap, P.(2012). *Rural Marketing* (2nd edi), Pearson Education
Krishnamoorthy, R (2011). *Rural Marketing* (3rd Edi), Himalaya Publishing House

Essential Reading / Recommended Reading

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 edi). 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.

HUMAN RESOURCES ELECTIVES

BBHH641 C INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Total teaching hours : 60

No. of lecture hours/week : 4

Max marks : 100

Credits : 4

Course Objectives/Course Description

The subject International Human Resource Management is an elective paper which contains basic theoretical knowledge about the enduring concepts in IHRM, Internationalization of HRM, sustaining international operations through assignments and managing recruitment, staffing, training and development, compensation management. It also focuses on the expatriate's entry and reentry problems. IHRM focuses on the ethical practices of a business enterprise across the world.

Learning Outcome

Students will be equipped with the basic theoretical knowledge about IHRM

Students will be able to liaison with HR departments for roles that demand international HRM knowledge

Will be change leaders in IHRM operations

Unit-1

Teaching Hours:4

Comparative Human Resource Management

Culture and Cross-Cultural Management, globalization and HRM, differences in HRM practices, studies on culture in management.

Unit-2

Teaching Hours:5

Approaches to IHRM

Introduction, the four influences framework, The Transfer of Employment Practices across Borders in Multinational Companies, review of IHRM approaches, IHRM models, factors affecting HRM internationally, implications of change for IHRM.

Unit-3

Teaching Hours:4

International Assignment

Introduction, staffing policies, motives for international transfer, alternative forms of international transfers, process and dimensions

Unit-4

Teaching Hours:5

Multinational Companies and the Host Country Environment

Introduction, varieties of host country environments, sustainability of divergent employment arrangements, host country effects on IHRM practices of MNC subsidiaries

Unit-5**Teaching Hours:8****Human Resource Management in Cross-Border Mergers and Acquisitions**

Introduction, cultural differences and cross border M&A performance, managing cross border integration

Unit-6**Teaching Hours:8****Global and Local Resourcing**

Introduction, review of HR competencies approach, external labor market changes and strategic choices, capitalist and socialist economies.

Unit-7**Teaching Hours:8****Training and Development: Developing Global Leaders and Expatriates**

Training and development in the global world, global leaders, the development of global leaders, expatriate development

Unit-8**Teaching Hours:8****Global Performance Management**

Introduction, key components of PMS, factors affecting PMS, culture and PMS, PMS for expatriates

Unit-9**Teaching Hours:8****Total Rewards in the International Context**

Differentiating PCN, TCN AND HCN, current state of total rewards, complexities, forms components and approaches to total rewards

Unit-10**Teaching Hours:2****Equal Opportunity and Diversity Management in the Global Context**

Introduction, equal opportunities, diversity management, work life balance of international assignees.

Text Books And Reference Books

- 1.Hilary, & Harris. (2012). *Interantional HRM*. VMP Publications.

2. [Daniel Wintersberger](#). (2017) *International Human Resource Management*. Kogan page
3. Jane, B., & Punnet. (2010). *International Perspective on Organization Behaviour and HRM*. New Delhi: Excell Books.
4. Monir, & Tayeb, H. *International Human Resource Management*. Oxford Publication.
5. Senguta, N., & Bhattacharya, M. S. (2009). *International HRM*. Delhi: Excell Books

Essential Reading / Recommended Reading

[Anne-Wil Harzing](#) & [Ashly Pinnington](#) (2016) *International Human Resource Management*. SAGE

BBHH642 C ORGANIZATION DEVELOPMENT

Total teaching hours : 60

Max marks : 100

No. of lecture hours/week : 4

Credits : 4

Course Objectives/Course Description

Organization Development as an area of study has been going through multitude of changes with respect to environmental changes and socio-cultural norms of the environment. 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. The subject aims at providing the conceptual frame work on the relevant issues related to OD. The subject also focuses on developing the critical interpersonal skills needed to manage in a changing world, where the individuals will be actively participating in individual and team based exercises. This subject provides both conceptual and experiential approaches to the study of OD.

Learning Outcome

- To enable the student to understand that there are many multiple views of organizations that influence organizational change
- To learn various group processes and intervention
- To gain knowledge about the history of organizational development.
- To understand the career options available related to OD
- To understand the various approaches and interventions adopted by the organization
- To enable the students to understand how diagnostic process works.
- To undertake various experiential exercises related to OD interventions.

Unit-1

Teaching Hours:8

Introduction to OD

Concept- Characteristics- Evolution of OD - OD and Organization Culture A model for OD - **Organization Renewal:** Adapting to change - The System Approach - Planned change process - **Changing the Culture:** Corporate - Culture Cultural Resistance to change - Tools for change - The goals and values of Change

Unit-2

Teaching Hours:5

Understanding the OD process

Role of OD Practitioner: OD Practitioner styles and The Intervention Process - **The Diagnostic Process:** Meaning of Diagnosis - Data Collection Process - Diagnostic Models - **Overcoming Resistance to Change:** Leading Change - A change Model - Strategies to Lessen Resistance

Unit-3

Teaching Hours:5

Developing Excellence in Individuals

Process Intervention Skills Group Process - Types of Process Interventions - **OD Intervention Strategies:** Basic strategies to Change - The major OD intervention Techniques - **Employee Empowerment and Interpersonal Interventions:** Laboratory Learning - Johari Window Model - Transactional analysis - Career Life Planning Interventions - Stress Management, Managing Workforce Diversity, Employee Wellness

Unit-4

Teaching Hours:5

Structural Interventions

Socio-Technical Systems, Techno-Structural Interventions, Physical Settings and OD, Types of Techno-Structural Interventions

Unit-5

Teaching Hours:7

Strategic Intervention

Integrated Strategic Change, Trans-organization Development, Merger and Acquisition Integration, Culture Change, Self-Designing Organizations, Organization Learning and Knowledge Management, Confrontation Meetings, System 4 Management, Learning Organizations

Unit-6

Teaching Hours:10

Developing High Performance in Teams

Team Development Interventions: Team approach - The team development process - Role Negotiation and Analysis - **Intergroup Development Interventions:** Collaboration and Conflict - Intergroup Operating Problems - Managing Conflict - **Goal Setting for Effective Organizations:** Goal Setting Theory - Model for Goal setting – MBO - **Work Team Development:** Total Quality Management - Self Managed Work Teams

Unit-7

Teaching Hours:6

Developing Success in Organizations

High-Performing Systems and the Learning Organizations: Survey Research and Feedback - Learning Organizations - The Grid OD program - Third-Wave Organization - **Organization Transformation and Strategic Change:** Strategy and Transformation - Strategic Change Management

Unit-8

Teaching Hours:5

Research on Employee motivation, Organizational culture and development

Motivational research in organizations, employee motivation research techniques, developing

questionnaires for employee motivation, organizational commitment questionnaire, organizational health survey, attitude survey, HRD and attitudinal change

Unit-9

Teaching Hours:5

Six sigma practices in HR research

Introduction, six sigma and TQM, how to calculate sigma, relating six sigma to HR strategy.

Unit-10

Teaching Hours:3

OD-The challenge and the Future

Emerging Issues and Values - Future Trends in OD, Expanding the use of OD, combining traditional “hard” business competencies and OD, creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning

Text Books And Reference Books

French, L.W., & Cecil, B.H. (1999). *Organization Development (6th ed.)*. New Delhi: Pearson Prentice Hall.

Essential Reading / Recommended Reading

1. Harvey, D.R., & Brown, R. D. (2012). *An Experiential approach to organization development (5th ed.)*. New Delhi: Pearson Prentice Hall.
2. Jones, R, G.(2006). *Organizational Design and Change (5th ed.)*.Canada: Pearson Education Prentice Hall.
3. Daft, R.L. (2004). *Organization Theory & Design (8th ed.)*.Southwestern: Cengage Learning.
4. Cummings, T.G., & Worley, C.G. (2008).*Organization Development and Change (9th ed.)*.Southwestern: Cengage Learning.

BBHH643 C LEARNING AND DEVELOPMENT

Total teaching hours : 60
Max marks : 100

No. of lecture hours/week : 4
Credits : 4

Course Objectives/Course Description

This course provides students with an overview of the role of Training and Development in Human Resource Management. It covers a variety of approaches to instruction and learning and contrasts these with their practical application. It also includes the study of core functions of human resource development and the development of an understanding of workplace competency standards. The key elements covered include: needs analysis, program design, development, administration, delivery and program evaluation. Other topics include learning theory, transfer of training, training techniques, and trends in training.

Learning Outcome

1. Analyze the training needs of an organization.
2. Assess, design, access and implement various methods, techniques and sources of training.
3. Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

Unit-1

Teaching Hours:5

Introduction

Introduction to Employee Training and Development –forces influencing learning, Types of Training practices

Unit-2

Teaching Hours:6

Strategic Training

Evolution of Training Role, Strategic Training Process ,Models of Organizing the Training Department : Faculty model, Matrix Model, Corporate University Model, Business Embedded Model

Unit-3

Teaching Hours:7

Need Assessment

Concept ,The need assessment process, Competency models, Scope of Need Assessment ,Learning Theories –Reinforcement theories, Social learning theory, Goal theory, Need theory, Expectancy theory ,Adult Learning theory, Learning Process ,Learning cycle

Unit-4

Teaching Hours:6

Transfer of Training

Introduction, Training Design, Work environment: Climate for transfer, Manager Support, Peer Support, Organizational Environment, Knowledge management

Unit-5

Teaching Hours:8

Training and Development Methods

Introduction, Traditional training methods – Training methods training requirements, business, game lab training, Training for Personnel and OD, Incidents Cases, Seminars and Lectures, Sampling Real Life, Role Playing Sensitivity Training, In Basket, Designing the Programme-Building Training Groups.

Unit-6

Teaching Hours:8

E-Learning and use of Technology

Introduction, Technology Influence, Developing Effective Online learning, Blended learning, Mobile technology learning, Simulations, Technologies for training Support

Unit-7

Teaching Hours:7

Evaluation of Training Methods

Introduction, Reasons for evaluation, Evaluation Process, Outcomes used in Evaluation, Evaluation Practices, Evaluation Design

Unit-8

Teaching Hours:8

Research in Training and Development

Introduction, Training and Development Research ,Training Evaluation models ,Research in Training Method Selection

Unit-9

Teaching Hours:5

Special issues and Future of Training and Development

Training Issues resulting from external environment, Training Issues related to internal need of the company, Training for sustainability, Implications of future trends for trainers Skill and competencies

Text Books And Reference Books

1. Dipak Kumar Bhattacharya “Human Resource Research Methods “Oxford Higher Education 2009
2. Dr. Ratan Reddy, “Effective HR Training Development Strategy”, HPH, 2005.
3. S. Mathews, “Designing and Managing a Training and Development

Essential Reading / Recommended Reading

Raymond Noe, Employee Training & Development, Tata McGraw Hill, 2011.

BBHE641 D INTELLECTUAL PROPERTY RIGHTS

Total teaching hours : 60

No. of lecture hours/week : 4

Max marks : 100

Credits : 4

Course Name: Intellectual Property Rights	Course Code:
Total number of hours: 60 Hrs	Credits: 4
Course Description: This is a cross-functional elective course offered in the Six thsemester to students across all specialisations. Students learn various aspects of Intellectual Property Rights in terms of concepts, types, relevance, applications, opportunities and challenges.	
Course Objectives: This course attempts to enable students to apply relevant theories and concepts to various aspects of Intellectual Property Rights and to help the students be comfortable in application of IPR in various Entrepreneurial initiative.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Identify the role and importance of IPRs. CLO2 Demonstrate the meaning and provisions of Product and Process Patents. CLO3 Interpret the role and nature of Copyrights. CLO4 Examine the importance of Trademarks Registration for a Entrepreneurial Initiative. CLO5 Assess the reasons for the success or/and failure of Plant varieties as IP protection. CLO6. Explore the evolution of Industrial Designs for Innovation Management of MNEs. CLO7. Delve into role of GIs in understanding inclusive economic growth.	
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

10 Hours

Overview of Intellectual Property

Introduction and the need for intellectual property right (IPR) - Kinds of Intellectual Property Rights: Patent, Copyright, Trade Mark, Design, Geographical Indication, Plant Varieties and Layout Design – Genetic Resources and Traditional Knowledge – Trade Secret - IPR in India : Genesis and development – IPR in abroad –

UNIT II

8 Hours

Patents

Patents - Elements of Patentability: Novelty , Non Obviousness (Inventive Steps), Industrial Application - Non - Patentable Subject Matter - Registration Procedure, Rights and Duties of Patentee, Assignment and licence , Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties - Patent office and Appellate Board

UNIT III

8 Hours

Copyrights

Nature of Copyright - Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings - Registration Procedure, Term of protection, Ownership of copyright, Assignment and licence of copyright - Infringement, Remedies & Penalties – Related Rights - Distinction between related rights and copyrights

UNIT IV 9 Hours

Trademarks

Concept of Trademarks - Different kinds of marks (brand names, logos, signatures, symbols, well known marks, certification marks and service marks) - Non Registrable Trademarks - Registration of Trademarks - Rights of holder and assignment and licensing of marks - Infringement, Remedies & Penalties - Trademarks registry and appellate board

UNIT V

9 Hours

Plant varieties

Plant breeders' rights (PBR), also known as plant variety rights (PVR), are rights granted to the breeder of

a new variety of plant that give the breeder exclusive control over the propagating material (including seed, cuttings, divisions, tissue culture) and harvested material (cut flowers, fruit, foliage) of a new variety for a number of years.

UNIT VI

8 Hours

Designs

Industrial Designs – Subject matter of Design – Exclusion of Designs – Novelty and originality – Rights in Industrial Designs: Nature, Acquisition and duration of rights.

UNIT VII

8 Hours

Geographical Indication (GI) Geographical indication: meaning, and difference between GI and trademarks - Procedure for registration, effect of registration and term of protection

Core Text:

Nithyananda, K V. (2019). Intellectual Property Rights: Protection and Management. India, IN: Cengage Learning India Private Limited.

Reference Books:

Cornish, William Intellectual Property: Patents, Copyright, Trademarks and allied rights, (2010) 7 th ed., Neeraj, P., & Khusdeep, D. (2014). Intellectual Property Rights. India, IN: PHI learning Private Limited. Loganathan, E.T. “IPR” (IPRS), TPIPS Agreement and Indian Laws.

**BBHE642 D PROJECT FINANCING AND INSTITUTIONAL MECHANISM FOR START
UPS**

Total teaching hours : 60

No. of lecture hours/week : 4

Max marks : 100

Credits : 4

COURSE DESCRIPTION:

Entrepreneurial Finance provides the know-how for building a foundation for a business. It further deals with sourcing and Govt. initiatives in India. Entrepreneurial Finance explores opportunities for keeping firm financial control of your enterprise and mechanisms to avail funding.

COURSE OBJECTIVE

- To give students information of funding sources
- To enable them understand proper channels for funding
- To create an understanding on opportunities for women and minorities under Govt. Schemes

COURSE OUTCOME

Conceptual and application clarity on raising funds and managing the venture lifecycle

UNIT I: INTRODUCTION

10 hours

Level of Knowledge: Conceptual

Introduction, Entrepreneurial Finance- Meaning, Importance, Challenges, Principles. Venture life cycle- Financing in Venture life cycle-Seed Financing, Startup financing, First-round financing, Liquidity stage financing, Seasoned Financing. Sources of Entrepreneurial Finance

UNIT II: VENTURE CAPITAL

15 hours

Level of Knowledge: Conceptual /Analytical

Introduction, The VC industry, Funding criteria, rounds, The business of funding, Due diligence, Finding a VC, Funding stages. Angel funding. Venture capital Vs. Angel investor

UNIT III: MICRO FINANCE

10 hours

Level of Knowledge: Conceptual /Analytical

Micro finance: Introduction, History, Meaning, Importance -Sustainable community Banking -role of Micro finance in Poverty Reduction. Meaning & Definition of Micro Credit –Micro Finance --Features – Models ,Channels ,Micro Finance Institution pros & cons of MFI's, Types of Rural Credit, Short term and long term credit ,Terms and Conditions of finance Repayment conditions, Rural Credit Institutional Linkages , Sustainable Rural Development

UNIT IV: CROWD FUNDING

10 hours

Level of Knowledge: Conceptual /Analytical

Introduction, Meaning- Features, Benefits, Challenges and Scope-Types of crowd funding- Equity-based, Donation-based, Lending-based and Reward-based. Indian Scenario- SEBI Regulations- Case Studies

MODULE V: INSTITUTIONAL FINANCING

15 hours

Level of Knowledge: Conceptual /Analytical

Financial institutions and establishments ,objectives & functions NABARD, IFCI, SIDBI, ICICI, SFC & GRAMEEN BANKS, Role of Commercial Banks and Rural Credit, Objectives and functions of commercial Banks, Govt. policy for MSME, legal framework, Documentation, Cluster development, Financing for minorities and women

Essential Readings

Rogers,S. (2014). Entrepreneurial Finance and Business Strategies for the Serious Entrepreneur, McGraw-Hill Professional

Metrik, A.&Yesuda, A.(2007).Venture capital and the finance of innovation(2ed.) ,Wiley.

Mistra, S.K.& Puri, V.K. (2008). Indian Economy, Himalaya Publishing House.

Dingra, I.C. (1997). Rural Banking in India, S.Chand & Co. Limited.

Karmakar, K.G. (2008).Microfinance in India, Sage Publishers.

<http://msme.gov.in/>

BBHE643 D PROJECT APPRAISAL AND BUSINESS PLAN FOR STARTUPS

Total teaching hours : 60

No. of lecture hours/week : 4

Max marks : 100

Credits : 4

COURSE DESCRIPTION:

Entrepreneurship is about managing risk than taking risk, Project analysis is process of evaluating the opportunities on multiple aspects so as to ensure optimum success of the venture. The idea is tested to assess market risks, operational risks, perceived value and benefit and financial risks and then a detailed plan is developed. The course covers topics Opportunity assessment, Strategic choices, Legal aspects, Business Plan formulation and pitching the idea for funding

COURSE OBJECTIVE:

- To impart an understanding on modalities for assessing an idea/opportunity
- To understand the process of reducing failure risks in ventures
- To enable an understanding on developing sustainable and profitable ways of managing a venture
- To develop skills for raising funds.

COURSE LEARNING OUTCOME:

- Entrepreneurship has emerged and is being recognized as a profession. Hence the need to equip the students with skills in venture creation is an important aspect of capacity building.
- To break the myth of startup failures by providing the tools to minimize and manage risks.
- To gain factual knowledge to execute a business plan
- Demonstrate the understanding of how to develop a business plan and create real time business pitch

UNIT I – OPPORTUNITY ASSESSMENT

10 hours

Level of Knowledge: Conceptual

Opportunity Identification and Selection, Environmental dynamics and changes, Business Opportunities in emerging environment, challenges of new venture start ups, Pitfalls in selecting new ventures, Critical factors for new venture development

UNIT II –STRATEGIC FRAME WORK

14 hours

Level of Knowledge: Analytical

Strategic Vision, Mission, Objective and Goal, Mullin's 7 domain model, PEST analysis, Porter's 5 Forces Model, SWOT Analysis, Competitive Strategies, Value Chain Analysis, Selection Process and Technologies

UNIT III - LEGAL FRAME WORK AND OWNERSHIP

10 hours

Level of Knowledge: Analytical

Ownership patterns, Selection of an appropriate legal ownership pattern - Sole Proprietorships, Partnerships, Limited Liability Partnership, Franchising, Companies, Companies under section 25-NPOs, Trust, SHGs. legal compliance

UNIT IV – BUSINESS PLAN

16 hours

Level of Knowledge: Practical

Business plan - Meaning, Significance, Contents – Executive summary-General information about the company- Opportunity - industry and Market description, Strategy-Business model, Team-Marketing plan, Operational plan, financial plan-Appendix. Business plan-formulation and presentation of Business Plan

UNIT V-MAKING THE BUSINESS PITCH

10 hours

Level of Knowledge: Practical

Business Pitch – meaning, objectives, Difference between a business pitch and presentation, Types essentials of startup pitch – oral, written.

Essential Reading

- Raichaudhuri, A. (2010). Managing New Ventures – Concepts and Cases on Entrepreneurship, PHI Learning Pvt Ltd
- Zimmerer, Norman, T.W., Scarborough, M. (2008). Essentials of Entrepreneurship and Small Business Management, PHI
- Jeffry, A., Timmons & Spinelli, S. (2009). New Venture Creation, Entrepreneurship for the 21st Century, Tata McGraw Hill.
- Mullin J. (2009), The New Business Road test, Pearson education, 2ed

Recommended Reading

- Bansal, R. (2010). Stay Hungry, Stay Foolish, Westland ltd.