

# Curriculum & Syllabi



(Program Credit Framework, Courses Credit Structure Semester wise for 4 Year Under Graduate Program in Business Administration in Alignment with National Education Policy-2020)

## **BACHELOR OF BUSINESS ADMINISTRATION [BBA (HONS.) & BBA (HONS. WITH RESEARCH)] (4 YEAR UNDERGRADUATE DEGREE PROGRAM)**

[W. e. f. 2025-26]

**DEPARTMENT OF MANAGEMENT STUDIES  
FACULTY OF MANAGEMENT & COMMERCE  
SRM UNIVERSITY DELHI-NCR, SONEPAT**

**39, Rajiv Gandhi Education City,  
Sonepat Haryana-131029**

## MANAGEMENT GRADUATES EMPLOYABILITY ATTRIBUTES

S. No.	EMPLOYABILITY ATTRIBUTES	DESCRIPTION
1	<b>Sound knowledge, Skills &amp; Understanding of the domain area</b>	Students should have the fundamental knowledge of basic subjects and skills to apply in the domain area.
2	<b>Instilling pragmatic skills</b>	An understanding of management concepts and how management knowledge are used in real-world business settings.
3	<b>Developing communication and deliverable skills</b>	Ability to write and speak well - oral and written communication
4	<b>Inquisitiveness</b>	Eager to learn new things.
5	<b>Leadership Skills</b>	Ability to work as a member as well as leader in teams.
6	<b>Engagement Skills</b>	To have a strong sense of Commitment and involvement.
7	<b>Practical solution building capacity</b>	The ability to analyze a problem to develop workable solutions
8	<b>Universality skills</b>	Ability to work with diverse group of people and handle the pressure of work.
9	<b>Social responsibility</b>	A strong sense of ethics and integrity with the society

**DEPARTMENT OF MANAGEMENT STUDIES**  
**PROGRAM EDUCATIONAL OBJECTIVES (PEOs)**

BBA is a four-year professional undergraduate course in Business Management. The course offers knowledge and training in management and leadership skills to prepare them for managerial roles and entrepreneurship. The course follows CBCS (Choice-Based Credit System) and is evaluated with a continuous grading system. The grading system provides uniformity in the evaluation and computation of cumulative grade points (CGPA) based on student's performance in examinations which enables them to move in a better way toward higher education. The curriculum is dispensed using a combination of classroom teaching, project-based learning, practical, group discussions, presentations, home assignments, industry interactions and exposure, internships and fieldwork. The program has a unique and innovative course structure.

The objectives of the course are:

**PEO 1:** To make students understand the basic principles of business management education.

**PEO 2:** To impart knowledge of functional areas of management like HR, finance and marketing.

**PEO 3:** To learn various aspects, tools and techniques with reference to use and apply in business problems.

**PEO 4:** To learn to solve problems from various industries such as banking and finance, healthcare, insurance, retail, services, software etc.

**PEO 5:** To make students do projects, internship and other soft skill-based activity which prepares them for placement/employment.

**PEO 6:** To develop strengthening skills in research-based problem-solving and providing innovative solutions.

## **DEPARTMENT OF MANAGEMENT STUDIES – PROGRAM LEARNING OUTCOMES**

### **(PLOs)**

The BBA course provides an extreme and rigorous base for teaching, research and allied business administration. It serves the needs of academics and prepares students for research and teaching. The course is well received in the industry and for years they have been serving the needs of the managerial cadre in business and industry. BBA Course offers research in diverse areas of management discipline and has a large base of research contribution. Teaching pedagogy is adopted to ensure all-round learning for the students. On the completion of this course, students will have the ability to:

**PLO 1:** To articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues.

**PLO 2:** To identify, formulate and provide innovative solution frameworks to real-world complex business and social problems across all functional areas of business.

**PLO 3:** To apply reasoning informed by the contextual knowledge to assess societal, HR health, safety, legal, economic and cultural issues and the consequent responsibilities relevant to professional management practices.

**PLO 4:** To identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing industries.

**PLO 5:** To comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions.

**PLO 6:** To pursue higher education and advance research in the field of management with a clear understanding for presenting innovative solutions.

**PLO 7:** To participate in wider societal concerns through engagement in the professional knowledge of project-based learning.

**MAPPING MATRIX OF PROGRAM EDUCATIONAL OBJECTIVES (PEOs) AND PROGRAM LEARNING OUTCOMES (PLOs)**

<b>PLOs/PEOs</b>	<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>
<b>01</b>	■		■				
<b>02</b>		■					
<b>03</b>		■	■				■
<b>04</b>				■			
<b>05</b>					■		■
<b>06</b>						■	

## **PROGRAM STRUCTURE- BBA (Hons.)**

The curriculum of BBA will help students to get an insight into the tricks & acumen necessary for competent handling of business and segments constituting it. The BBA program also helps the students in sharpening the managerial skills & soft skills necessary for conducting routinized and specialized tasks in the real work-life scenario. In order to earn a Bachelor's degree, a student should earn a minimum of 182 credits in the course of their study. The credit requirements for their program of study are comprised of the following program Structure:

- **Major Courses:**

The core courses are aimed at providing the student with a solid foundation in their chosen field of study as per Industry 5.0 skills and knowledge that includes effective collaborations of human and machine. The purpose of core courses is to lay a strong foundation of basic principles of various disciplines such as Human Resource, Marketing, Finance and International Business in the mind of the learners so that they proceed to the rest of their years of study with up-to-date knowledge. Some core courses are interdisciplinary due to their requirements in the management program.

- **Minor stream courses:**

Discipline-specific elective courses may be offered by the main discipline/subject of study is referred to as Functional Elective and minor courses. The functional electives, on the other hand, provide the student with an option to gain exposure to different specializations within the discipline, or an opportunity to study two of the subfields in some depth. A student may opt for any two electives belonging to any two specializations and increase the probability of employment in the coming years. Once a group has been selected, no change in selected groups will be allowed later. Both of the papers of the selected specialization will be taught from the V semester to the VII semester. These courses are interdisciplinary due to their requirements in the management program.

- **Multidisciplinary Courses (MDC):**

Multidisciplinary courses are offered in the I, II, III and IV semesters. The aim of introducing these courses is to broaden the intellectual knowledge of students in the fields related to management, computers, law and other fields.

- **Ability Enhancement courses (AEC):**

Mandated by the University Grant Commission, Ability Enhancement Courses aim to hone the social and leadership skills that are crucial for students to succeed in their personal and professional life. Ability enhancement courses are offered in I and II semesters.

- **Skill Enhancement Courses (SEC)- Technical & Soft Skills:**

Under Skill Enhancement Courses five (SEC) with defined nomenclature and course content for BBA graduates from the I Semester to the V semester are offered. By gaining new skills and knowledge, students can make more valuable to potential employers and broaden the origin of learners. This will include Digital Literacy and IT Skills, Advanced Excel/Power BI, SPSS, Essentials of Block Chain, Effective Communication Skills, Teamwork & Interpersonal Skills, Presentation & Speaking Skills and Professional Writing and Interpersonal skill: strategies.

- **Value Added Courses (VAC):**

These courses help to develop students' interpersonal skills, technical skills, life skills and employability skills to meet industry demands as well as their own interest and aptitude. These courses are offered from I, II and IV semesters. These are intended to impart knowledge regarding our constitution, Environment, Technology and Physical Fitness through Sports Yoga etc.

- **Research Project & Dissertation:**

A student pursuing a four-year undergraduate program shall be awarded the Honors degree with research. Students pursuing Honors would complete 12 Credits of Research/Dissertation. Students pursuing Honors will do 2 Courses of 8 Credits in lieu of the Research Project in the VII Semester and a Summer Internship of 6 to 8 weeks in lieu of the Research Project in the VIII Semester.

- **Live Projects/Fieldwork/Vocational Courses/Summer Internship (LP/VC/SIP)**

Fieldwork and Live projects will be taken during the II and IV and VI semesters. Students will work on one more project pertaining to their chosen domain. After semester IV, students are directed to prepare one summer internship project on the basis

of internship which is scheduled for 6-8 weeks and evaluation will be done in the sixth semester and students has to do Research Project-I and II in VII and VIII semester to complete the BBA honors with research. Each student undertakes a project to be pursued by him/her under the supervision of internal faculty to be appointed by the Head of Department. The project should be based on Primary data and in the case of secondary data quality of the project should be justified by the supervisor. The title of the project and the name of the supervisor should be approved by the Head of the department.

**Four Year Under Graduate BBA(Hons.) Program Structure in  
Alignment with NEP-2020 in SRMUH  
w.e.f. Academic Year 2025-26**

<b>S.No.</b>	<b>Broad Category of Courses</b>	<b>Abbreviation</b>
1	Major Courses	DSC/Interdisciplinary Courses (IDC)
2	Minor Stream Courses	Interdisciplinary Courses (IDC)/DSE
3	Multidisciplinary Courses	MDC
4	Ability Enhancement Courses	AEC
5	Skill Enhancement Courses	SEC
6	Value Added Courses	VAC
7	Summer Internship	SIP*
8	Research Project/Dissertation	RP/Dissertation**

\* Students would require to complete SIP during the summer term of 6 to 8 weeks.

\*\*Students pursuing Hons. will do 3 courses for 12 Credits in lieu of a Research Project/Dissertation.

\*\*Students pursuing Hons. with Research would complete 12 Credits of Research/Dissertation.

**Four Year Under Graduate BBA(Hons.) Program Credit Structure in  
Alignment with NEP-2020 in SRMUH  
w.e.f. Academic Year 2025-26**

Sl. No.	Course Category	Abbreviation	Credit Requirements		
			3 Year UG	4 Year UG	
				BBA (Hons.)	BBA (Hons. with Research)
1	Major Courses	DSC/Interdisciplinary Courses (IDC)	72	96	96
2	Minor Stream Courses	Interdisciplinary Courses (IDC)/DSE	24	32	24
3	Multidisciplinary Courses	MDC	12	12	12
4	Ability Enhancement Courses	AEC	8	8	8
5	Skill Enhancement Courses	SEC	10	10	10
6	Value Added Courses	VAC	6	6	6
7	Live Projects/Vocational Courses/Summer Internship	LP/VC/SIP*	14	14	14
8	Research Project/Dissertation	RP/Dissertation**	0	4	12
	<b>TOTAL</b>		<b>146</b>	<b>182</b>	<b>182</b>

\* Students would require to complete SIP during the summer term of 6 to 8 weeks.

\*\*Students pursuing Hons. will do 3 courses for 12 Credits in lieu of a Research Project/Dissertation.

\*\*Students pursuing Hons. will do 2 courses of 4 credits each and one dissertation of 4 credits in lieu of a Research project.

## Four Year Under Graduate BBA(Hons.) Program Credit Structure Semester wise in Alignment with NEP-2020 in SRMUH

**w.e.f. Academic Year 2025-26**

Four Year Under Graduate BBA Program Credit Structure semester wise in alignment with NEP-2020 in SRMUH w.e.f. Academic Year 2025-26										
Faculty of Management Studies										
Semester	Broad Category of Courses								Total Credits	Remarks
	Major	Minor	MDC	AEC	SEC	VAC	RP /Dissertation	Live Projects/ Vocational Courses/ Summer Internship		
<b>I</b>	12		3	4	2	2			23	<b>Certificate: 46 Credits</b>
<b>II</b>	12		3	4	2			2	23	
<b>III</b>	12	4	3		2	2			23	<b>Diploma: 94 Credits</b>
<b>IV</b>	12	4	3		2	2		2	25	
<b>V</b>	12	8			2			4	26	<b>Degree: 146 Credits</b>
<b>VI</b>	12	8						2+4	26	
<b>VII</b>	12	8*					6**		20*/18**	<b>Hons./Hons. with Research: 182 Credits</b>
<b>VIII</b>	12						4*/6**	4*	16*/18**	
<b>3 Years</b>	72	24	12	8	10	6	0	14	146	
<b>4 Years</b>	96	24**/32*	12	8	10	6	4*/12* *	14*/14**	182*/182**	

\*Students pursuing Hons. will do 2 courses of 4 credits each and one dissertation of 4 credits in lieu of a Research project.

\*\*Students pursuing Hons. will do 3 courses for 12 Credits in lieu of a Research Project/Dissertation.

**Four Year Under Graduate BBA(Hons.) Program Courses Credit Structure Semester wise in  
Alignment with NEP-2020 in SRMUH  
w.e.f. Academic Year 2025-26**

First Semester								
Sl. No.	Course Code	Course Title	L	T	P	Hour	Credits	Course Category
1	23BBA101	Principles and Practices of Management	4	0	0	4	4	Major Course
2	23BBA102	Financial Accounting	4	0	0	4	4	Major Course
3	23BBA103	Principles of Marketing	4	0	0	4	4	Major Course
4		MDC-I	3	0	0	3	3	Multidisciplinary Course
5	23AEC101	Functional English-I	2	0	0	2	2	Ability Enhancement Course
6	23FLFR /23FLGR/23HIN 101-I	French/German/ Hindi-I	2	0	0	2	2	Ability Enhancement Course
7	23SS151	Effective Communication Skills	0	0	2	2	1	Skill Enhancement Course
8	23TS101	Digital Literacy & IT Skills	0	0	2	2	1	Skill Enhancement Course
9	23VAC103	Sports, Yoga & Fitness	0	0	4	4	2	Value Added Course
<b>TOTAL</b>						<b>26</b>	<b>23</b>	
Second Semester								
Sl. No.	Course Code	Course Title	L	T	P	Hour	Credits	Course Category
1	23BBA201	Fundamentals of Organizational Behavior	4	0	0	4	4	Major Course
2	23BBA202	Cost and Management Accounting	4	0	0	4	4	Major Course
3	23BBA203	Business Law	4	0	0	4	4	Major Course
4		MDC-II	3	0	0	3	3	Multidisciplinary Course
5	23AEC201	Functional English-II	2	0	0	2	2	Ability Enhancement Course
6	23FLFR /23FLGR/23HIN 101-II	French/German/Hindi-II	2	0	0	2	2	Ability Enhancement Course
7	23SS252	Teamwork and Interpersonal skills	0	0	2	2	1	Skill Enhancement Course
8	24TS201	Advanced Excel	0	0	2	2	1	Skill Enhancement Course
9	23BBA204P	*Community Engagement and Service	0	0	0	0	2	Fieldwork
<b>TOTAL</b>						<b>23</b>	<b>23</b>	
<p><b>*Students would require to go to nearby villages for Community Engagement and Service</b>  <b>**On exit, students shall be awarded a UG Certificate (in the field of study/discipline) on securing the requisite 46 Credits on completion of II-Semester.</b></p>								

Third Semester								
Sl. No.	Course Code	Course Title	L	T	P	Hours	Credits	Course Category
1.	23BBA301	Creating an Entrepreneurial Mindset	4	0	0	4	4	Major Course
2.	23BBA302	Quantitative Techniques for Managers	4	0	0	4	4	Major Course
3.	23BBA303	Digital Marketing	4	0	0	4	4	Major Course
4.	23BBA304	Micro Economics	4	0	0	4	4	Minor Stream Course
5.		MDC-III	3	0	0	3	3	Multidisciplinary Course
6.	23SS353	Presentation Skills	0	0	2	2	1	Skill Enhancement Courses
7.	23TS301	Spreadsheet Tools for Financial Predictions	0	0	2	2	1	Skill Enhancement Courses
8.	23VAC102	Indian Constitution & Polity	2	0	0	2	2	Value Added Courses
<b>TOTAL</b>						<b>25</b>	<b>23</b>	

Fourth Semester								
Sl. No.	Course Code	Course Title	L	T	P	Hours	Credits	Course Category
1.	24BBA401	Business Research Methods	4	0	0	4	4	Major Course
2.	23BBA402	Human Resource Management	4	0	0	4	4	Major Course
3.	23BBA403	Corporate law	4	0	0	4	4	Major Course
4.	23BBA404	Macro Economics	4	0	0	4	4	Minor Stream Course
5.		MDC-IV	3	0	0	3	3	Multidisciplinary Course
6.	23SS454	Professional Skills	0	0	2	2	1	Skill Enhancement Courses
7.	24TS401	Statistical Analysis with SPSS	0	0	2	2	1	Skill Enhancement Courses
8.	23VAC101	Environment Protection & Sustainable Development	2	0	0	2	2	Value Added Course
9.	23BBA405P	Live Project-I	0	0	0		2	Live Project
<b>TOTAL</b>						<b>25</b>	<b>25</b>	

\*Students would require to complete Live Project during the semester

\*\*On exit, students shall be awarded a UG Diploma (in the field of study/discipline) on securing the requisite 94 Credits on completion of IV-Semester.

Fifth Semester								
SL.N o.	Course Code	Course Title	L	T	P	Hours	Credits	Course Category
1	23BBA501	Production and Operations Management	4	0	0	4	4	Major Course
2	24BBA502	E-Commerce	4	0	0	4	4	Major Course
3	23BBA503	Fundamentals of Financial Management	4	0	0	4	4	Major Course
4	23BBA504H R/F/M	DSE-I HR/Mkt/Finance/IB	4	0	0	4	4	Minor Stream Course
5	23BBA505H R/F/M	DSE-II HR/Mkt/Finance/IB	4	0	0	4	4	Minor Stream Course
6	24AR555	Aptitude and Reasoning	0	0	2	2	1	Skill Enhancement Course
7	23TS501	Essentials of Block chain and IoT	0	0	2	2	1	Skill Enhancement Course
8	23BBA506P	Summer Internship Project*	0	0	0	0	4	Summer Internship
<b>TOTAL</b>						<b>24</b>	<b>26</b>	

Sixth Semester								
SL.N o.	Course Code	Course Title	L	T	P	Hours	Credits	Course Category
1	23BBA601	Introduction to Business Strategy	4	0	0	4	4	Major Course
2	23BBA602	Income tax law and Practice	4	0	0	4	4	Major Course
3	23BBA603	Business Ethics and CSR	4	0	0	4	4	Major Course
4	23BBA604H R/F/M	DSE-III HR/Mkt/Finance/IB	4	0	0	4	4	Minor Stream Course
5	23BBA605H R/F/M	DSE-IV HR/Mkt/Finance/IB	4	0	0	4	4	Minor Stream Course
6	23VOC607	Project Management	4	0	0	4	4	Vocational Course
7	23BBA606P	Live Project-II	0	0	0	0	2	Live Project
<b>TOTAL</b>						<b>24</b>	<b>26</b>	

**Note**

**\*Students would require to complete a summer internship program during the summer term of 6-8 weeks after completion of the IV semester and present the report for evaluation in the V semester.**

**\*\*Students would require to complete Live Project during the VI semester**

**\*\*\*On exit, students shall be awarded a Bachelor of Business Administration (BBA) degree on securing the requisite 146 Credits on completion of VI-Semester.**

Seventh Semester								
Sl. No.	Course Code	Course Title	L	T	P	Hours	Credits	Course Category
1	23BBA701	Business Environment	4	0	0	4	4	Major Course
2	23BBA702	Goods and Service Tax	4	0	0	4	4	Major Course
3	23BBA703	International Business Management	4	0	0	4	4	Major Course
4	23BBA704H R/F/M	DSE-V* HR/Mkt/Finance/IB	4	0	0	4	4	Major/Minor Course* (DSE) (Students pursuing Hons. degree)
5	23BBA 705HR/F/M	DSE-VI* HR/Mkt/Finance/IB	4	0	0	4	4	Major/Minor Course* (DSE) (Students pursuing Hons. degree)
6	23BBA706P	Research Project-I**	0	0	0	0	6	Research Project** (Students pursuing Hons. with Research degree)
<b>TOTAL</b>						<b>20/12</b>	<b>20*/18**</b>	

Eight Semester								
Sl. No.	Course Code	Course Title	L	T	P	Hours	Credits	Course Category
1	23BBA801	Corporate Governance	4	0	0	4	4	Major Course
2	23BBA802	Supply Chain Management	4	0	0	4	4	Major Course
3	23BBA803	India Diversity and Business	4	0	0	4	4	Major Course
4	23BBA804P	Dissertation*	0	0	0	0	4	Summer Internship*(Students pursuing Hons. degree)
5	23BBA805P	Research Project-II**	0	0	0	0	6	Research Project (Students pursuing Hons. with Research degree)
<b>TOTAL</b>						<b>12</b>	<b>16*/18**</b>	

**\* Students pursuing Hons. Would require to do 2 Courses of 4 Credits each in lieu of Research Project in VII Semester and one Dissertation in VIII Semester.**

**\*\*Students pursuing BBA Hons. with research would complete 12 Credits of Research project.**

**On completion of VIII Semester, students shall be awarded Bachelor of Commerce degree (BBA Hons. or BBA Hons. with Research) after securing the requisite 182 Credits.**

**MULTIDISCIPLINARY COURSES (MDC)**

**Total : 12 (3\*4) Credits**

<b>Sl. No.</b>		<b>Credits</b>
1	MDC-I	3
2	MDC-II	3
3	MDC-III	3
4	MDC-IV	3

**NOTE**

**1. These Courses will be of Introductory Level and shall be of 3 Credits.**

**2. Students will not be allowed to choose or repeat the Course already gone through in XII class and present Major & Minor Streams**

**\* Course shall be based on applications, tools & techniques**

**Table-2**  
**Ability Enhancement Courses (AEC)**

<b>ABILITY ENHANCEMENT COURSES</b>		
<b>Total: 8 (2*4) Credits</b>		
<b>Sl. No.</b>	<b>Course Name</b>	<b>Credits</b>
1	Functional English-I	2
2	Functional English-II	2
3	French-I/German-I/Hindi-I	2
4	French-II/German-II/Hindi-II	2
<b>NOTE:</b>		
<b>1. All Courses are compulsory in this category and there is a choice among language courses</b>		

**Table-3**  
**Skill Enhancement Courses (SEC)**

<b>Soft Skills Courses</b>					
<b>Total: 5 (1*5) Credits</b>					
<b>Sl. No.</b>	<b>Name of the Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1	Effective Communication Skills	0	0	2	1
2	Team Work & Interpersonal Skills	0	0	2	1
3	Presentation & Speaking Skills	0	0	2	1
4	Professional Writing Skills & Interpersonal Skills: Strategies	0	0	2	1
5	Aptitude & Reasoning	0	0	2	1
<b>Technical Skills Courses</b>					
<b>Total: 5 (1*5) Credits</b>					
1	Digital Literacy & IT Skills	0	0	2	1
2	Advanced Excel/Power BI	0	0	2	1
3	Spreadsheet tools for Financial Predictions	0	0	2	1
4	Statistical analysis with SPSS & R	0	0	2	1
5	Essentials of Block Chain & IoT	0	0	2	1

**NOTE: Students will be offered all the Ten Skill enhancement courses**

**Table-4**  
**Value Added Courses (VAC)**

<b>Sl. No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1	Sports, Yoga & Fitness	0	0	4	2
2	Indian Constitution & Polity	2	0	0	2
3	Environment Protection, Sustainable Development	2	0	0	2

**Table-5**  
**Vocational Courses**  
**Total: 4 (4\*1) Credits**

<b>Sl. No.</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1	Project Management	4	0	0	4

**Table-6**  
**List of Core Courses**

<b>S. No</b>	<b>Course Type</b>	<b>Course code</b>	<b>Subject</b>	<b>Credits</b>
1	Major course	23BBA101	Principles and Practices of Management	4
2	Major course	23BBA102	Financial Accounting	4
3	Major course	23BBA103	Principles of Marketing	4
4	Major course	23BBA201	Fundamentals of O.B	4
5	Major course	23BBA202	Cost and Management Accounting	4
6	Major course	23BBA 203	Business Law	4
7	Major course	23BBA301	Creating an Entrepreneurial Mindset	4
8	Major course	23BBA302	Quantitative Techniques for Managers	4
9	Major Course	23BBA303	Digital Marketing	4
10	Major Course	24BBA401	Business Research Methods	4
11	Major Course	23BBA402	Human Resource Management	4
12	Major Course	23BBA403	Corporate Law	4
13	Major Course	23BBA501	Production and Operations management	4
14	Major Course	24BBA502	E-Commerce	4
15	Major Course	23BBA503	Fundamentals of Financial Management	4

16	Major Course	23BBA601	Introduction to Business Strategy	4
17	Major Course	23BBA602	Income tax, law and Practice	4
18	Major course	23BBA603	Business Ethics and CSR	4
19	Major course	23BBA701	Business Environment	4
20	Major course	23BBA702	Goods and Service Tax	4
21	Major course	23BBA703	International Business Management	4
22	Major Course	23BBA801	Corporate Governance	4
23	Major Course	23BBA802	Supply Chain Management	4
24	Major Course	23BBA803	India Diversity and Business	4

**Table-7**  
**Minor courses/Discipline Specific Electives**

1	23BBA304	Micro Economics	4
2	23BBA404	Macro Economics	4
3	23BBA504F	Principles of Banking and Insurance	4
4	25BBA505F	Investment Management	4
5	24BBA604F	Financial Institutions and Markets	4
6	23BBA605F	Corporate Valuation	4
7	24BBA704F	Stock Market Operations	4
8	23BBA705F	Merchant Banking and Financial Services	4
9	23BBA504M	Consumer Behavior	4
10	23BBA505M	Marketing of Services	4
11	23BBA604M	Industrial Marketing	4
12	23BBA605M	Fundamentals of Sales and Distribution	4
13	23BBA704M	Foundations of Branding	4
14	23BBA705M	International Marketing	4
15	23BBA504HR	HRD system and strategies	4
16	24BBA505HR	Introduction to Performance Management	4
17	23BBA604HR	Introduction to Human Resource Planning	4
18	23BBA605HR	Industrial Relations and Labour Laws	4
19	24BBA704HR	HR Metric and Analytics	4
20	23BBA705HR	Compensation Management	4
21	23BBA504IB	International Business	4
22	23BBA505IB	Fundamentals of International Trade	4
23	23BBA604IB	Global Strategic Management	4
24	24BBA605IB	Transnational and Cross-Cultural Marketing	4
25	23BBA704IB	Global Logistics Management	4
26	23BBA705IB	Foreign Trade Policy	4

## **Four Year Under Graduate Program (BBA Hons. & BBA Hons. with Research): Examination, Assessment & Evaluation System in SRMUH w.e.f. Academic Year 2025-26**

- An Academic Year is divided into Two Semesters and a minimum of 90 working days in each Semester.
- A Summer Term is for 6 to 8 Weeks during the Summer Vacation.
- Assessment would be conducted in Semester wise. It would be Formative and Summative.
- Assessment would be Learning Outcome Based and more focus would be on formative Assessment
- Formative Assessment includes various parameters such as Assignments, Assignment based Presentation/Project Based Presentation/Presentation, Class Test /Quizzes/ Surprise Tests /Class Participation etc.

**Table-8**

<b>Four Year Under Graduate BBA(Hons.) Program: Examination, Assessment &amp; Evaluation System in SRMUH w.e.f. Academic Year 2025-26</b>			
<b>Course Category</b>	<b>Examination</b>	<b>Assessment &amp; Evaluation Details</b>	
		<b>Continuous</b>	<b>End Semester</b>
Major Courses	Theory	40	60
	Practical	60	40
Minor Courses	Theory	40	60
	Practical	60	40
Multidisciplinary Courses	Theory	40	60
	Practical	60	40
SEC		70	30
VAC * (Sports, Yoga & Fitness)		70	30
Live Projects/Vocational Courses /Summer Internship		60	40
Research Project / Dissertation		70	30

## Summer Internships in alignment with NEP-2020 in SRMUH

w.e.f. Academic Year 2025-26

The Summer Internship would be conducted in the summer term of 6 to 8 Weeks:

- a). 2 Credits comprising of Fieldwork and **Live Projects** during II, IV and VI Semester.
- b). 4 Credits comprising of **Vocational Course** in VI semester.
- c). 4 Credits comprising of **Summer Internship** during the summer term of 6 to 8 weeks after the IV semester
- d). 12 Credit comprising of **Research Project I and II** during VII and VIII Semester for those who opted for honors with research.

**Table-9**

### List of Live Project/ Summer Internship Project Dissertation

Sr. No.	Course Code	Subject	P	C
1	23BBA204P	Community Engagement and Service		2
2	23BBA405P	Live Project-I		2
3	23BBA506P	Summer Internship Project		4
4	23BBA606 P	Live Project-II		2
5	23BBA706P	Research Project-I		6
6	23BBA804P	Dissertation		4
7	23BBA805P	Research Project-II		6

# **CURRICULUM**

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

**COURSE CONTENT OF ALL  
SEMESTERS WITH SPECIALISATIONS**

# **SEMESTER I**

<b>Principles &amp; Practices of Management</b>	
Course Code: 23BBA101	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Major Course

### **COURSE OBJECTIVES (COs)**

1. To provide students with a foundational understanding of the principles and theories of management, including classical, neoclassical, and modern approaches.
2. To familiarize students with the functions of management, including planning, organizing, leading, and controlling, and their significance in organizational success.
3. To explore various management practices and techniques used in contemporary organizations, such as decision-making, communication and motivation.
4. To analyze the role of managers in different organizational contexts, including for-profit, nonprofit, and public sector organizations, and across various industries and sectors.
5. To develop understanding of ethics in business along with leadership tactics

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Identify and explain key management principles and theories, including their historical development and relevance in contemporary management practice.
2. Apply management functions and techniques to analyze and solve complex organizational problems, both individually and in teams.
3. Demonstrate effective communication and interpersonal skills in diverse organizational settings, including the ability to articulate ideas, listen actively, and negotiate effectively.
4. Evaluate the effectiveness of management practices and strategies in achieving organizational objectives, considering factors such as efficiency, effectiveness, and sustainability.
5. Demonstrate ethical awareness and decision-making skills by analyzing ethical dilemmas and applying ethical frameworks to managerial decision-making processes.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>		<b>CLO 5</b>
<b>CO 1</b>					
<b>CO 2</b>					
<b>CO 3</b>					
<b>CO 4</b>					
<b>CO 5</b>					

## **COURSE CONTENT**

### **Unit-I Introduction**

Management: Concept, Management: Art and Science, Management as a Profession, Management Vs. Administration, Management process, Managerial roles & skills, Levels of management, Ethical and best practices in management.

### **Evolution of Management**

Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Contingency approach.

### **Unit-II**

#### **Planning & Organizing**

**Planning:** Nature, Objectives, Types and Levels, Process of Planning, Planning Premises and Forecasting, MBO, Decision Making.

**Organizing:** Concept, Forms of Organizational Structure, Combining Jobs: Departmentalization, Span of Control, Delegation of Authority, Authority & Responsibility

### **Unit-III**

#### **Staffing and Motivation**

**Staffing:** Concept; Overview of - Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal.

**Motivation:** Concept of Motivation, Motivation theories- Maslow's Need Hierarchy theory, Motivation Hygiene theory, MacGregor theory.

### **Unit-IV**

#### **Directing and Controlling**

**Directing:** Concept, Direction and Supervision, **controlling:** Concept, Types of Control, Controlling Techniques.

### **Unit-V**

#### **Business Ethics and Leadership**

Definition of Business ethics - Types of Ethical issues -Role and importance of Business Ethics and Values in Business Ethics internal - Ethics External - Environment Protection - Responsibilities of Business.

**Introduction to leadership-** Concept, Role of a leader, characteristics of leadership and theories of leadership.

## **TEXTBOOKS**

1. Koontz, H, & Weinrich, H, Essentials of Management: An International Perspective, 9th ed. (2020), Tata McGraw Hills, New Delhi.
2. Ghuman, K & Aswathapa, K, Management concepts and cases, 10th ed. (2017), Tata McGraw Hills, New Delhi
3. Telsan, M.T., Industrial and Business Management, 4th ed. (2016), S. Chand, New Delhi.

## **SUGGESTED READINGS**

1. Robbins S. P., &Coulter, M. (2020). Management (15th ed.). Pearson
2. Ramaswamy, I., Principles of Business Management, 8th ed. (2015), Himalaya Publishing House, New Delhi.

## Financial Accounting

Course Code: 23BBA102	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Major Course

### COURSE OBJECTIVES (COs)

1. To introduce students to the fundamental principles and concepts of financial accounting.
2. To develop students' understanding of the accounting equation and the double-entry system.
3. To familiarize students with the preparation, presentation, and interpretation of financial statements.
4. To enable students to analyze and interpret financial information for decision-making purposes.
5. To provide students with an understanding of the regulatory framework and ethical considerations in financial accounting.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic principles and concepts of financial accounting and apply them to real-world scenarios.
2. Demonstrate proficiency in the use of the accounting equation and the double-entry system to record transactions accurately.
3. Prepare and analyze financial statements, including the balance sheet, income statement, and cash flow statement.
4. Interpret financial statements to assess the financial performance and position of an entity.
5. Identify and evaluate ethical issues and apply relevant accounting standards and regulations in financial reporting.

### MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO1	CLO2	CLO3	CLO4	CLO5
CO1					
CO2					
CO3					
CO4					
CO5					

## **COURSE CONTENT**

### **Unit 1: Introduction to Financial Accounting**

Definition, objectives, and functions of financial accounting, accounting principles, concepts, and conventions, accounting equation and the double-entry system. Journalizing transactions and posting to ledgers.

### **Unit 2: Preparation of Final Accounts**

Preparation of trial balance, Adjusting entries and the accrual basis of accounting, Preparation and presentation of the income statement, Preparation and presentation of the balance sheet.

### **Unit 3: Analysis of Financial Statements**

Vertical and horizontal analysis, Common-size financial statements, Trend analysis, Use of financial ratios in decision-making, Ratio analysis and its significance, Liquidity, profitability, Activity and solvency ratios, interpreting financial statements using ratio analysis, Limitations of ratio analysis.

### **Unit 4: Cash Flow Statement and Fund Flow Statement**

Statement of cash flows and its components

### **Unit 5: Recent Trends in Accounting**

Overview of accounting standards (e.g., IFRS, GAAP), Ethics in financial reporting, Inflation Accounting, Social Responsibility Accounting, Human Resource Accounting.

## **TEXTBOOKS**

1. "Financial Accounting: Concepts, Analysis, and Applications" by S. N. Maheshwari and S. K. Maheshwari
2. "Financial Reporting and Analysis: Using Financial Accounting Information" by Charles H. Gibson
3. "Financial Accounting: Tools for Business Decision-Making" by Paul D. Kimmel, Jerry J. Weygandt, and Donald E. Kieso

## **SUGGESTED READINGS**

1. "Intermediate Accounting" by Donald E. Kieso, Jerry J. Weygandt, and Terry D. Warfield
2. "Financial Accounting: A Managerial Perspective" by R. Narayanaswamy
3. "Financial Statement Analysis and Security Valuation" by Stephen Penman

## Principles of Marketing

Course Code: 23BBA103	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Core

### COURSE OBJECTIVES (COs)

1. To expose students to the functions and importance of Marketing.
2. To develop student's knowledge about marketing concepts.
3. To equip students with knowledge of marketing mix and its environment.
4. To enlighten students about branding.
5. To develop student's knowledge about consumer behavior.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the fundamentals of marketing to take better marketing decisions.
2. Get understanding about the nuances and complexities involved in marketing concepts.
3. Understand various factors of marketing environment and marketing mix.
4. Develop skills through peer learning that will enable them do branding.
5. Understand the fundamentals of consumer behavior.

### MAPPING BETWEEN COURSE OBJECTIVES (COS) AND COURSE LEARNING OUTCOMES

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

### COURSE CONTENT

#### Unit-I

#### Marketing – An Overview

Introduction, Types of Markets, Evolution of Marketing, Scope of Marketing, Importance of Marketing, Functions of Marketing,, Market Myopia, Marketing Environment, Difference between Marketing and Selling.

## **Unit-II**

### **Marketing Mix: Product and Price Decision**

Product Decision: concept and importance, Product classifications; Product Life Cycle, New Product Development stages, Product mix, Price Decision: Concept of pricing, Pricing Methods and strategies, Factors affecting price of a product.

## **Unit-III**

### **Marketing Mix: Distribution and Promotion Decision**

Distribution Decisions: Delivering Value: Channels of distribution- types and functions; Wholesaling and retailing; Factors affecting choice of distribution channel. Promotion Decision: Nature and importance of promotion; Communication process; Types of promotion, Promotion mix and factors affecting promotion mix decisions.

## **Unit-IV**

### **Market Selection**

Choosing market value through STP. Market Segmentation- bases of segmenting consumer markets. Market Targeting, Product Positioning, Brand Concept and Brand Equity.

## **Unit-V**

### **Contemporary Issues in Marketing**

Sustainable Marketing- concept and issues, Social Marketing, online marketing, Green marketing, Rural marketing, Socially Responsible Marketing, Services marketing and Extension of 4 P's to 7 P's.

## **TEXT BOOKS**

1. Philip Kotler, "Marketing Management – A South Asian Perspective", 17th Edition (2018), Pearson Publication.
2. Philip Kotler, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, 17th Edition (2018), Pearson Publication.
3. Philip Kotler, "Marketing Management", 16th Edition (2022), Pearson Publication.
4. Etzel, Michael J, Marketing Concepts and cases, Special Indian edition (2008), TMH Publication house.

## **SUGGESTED READINGS**

1. Zikmund, William G, Marketing, 9<sup>th</sup> edition (2016), Cengage Learning, New Delhi.
2. Panda, Tapan K, Marketing Management, 8<sup>th</sup> edition (2012), Excel Books, New Delhi.

<b>ADVANCE EXCEL</b>	
<b>Course Code:24TS101</b>	<b>Continuous Evaluation: 70 Marks</b>
<b>Credits: 1</b>	<b>End Semester Examination: 30 Marks</b>
<b>L T P : 0-0-2</b>	<b>Course Type: Skill Enhancement Course</b>
<b>Pre-requisite: Student must have basic knowledge of excel.</b>	

### **COURSE OBJECTIVES (COs)**

1. To provide students with a deep understanding of Excel's advanced tools and functionalities, which can be used for complex data analysis and reporting.
2. To empower students to effectively manage and analyze large datasets, optimizing decision-making processes in a business or research environment.
3. To introduce students to advanced data visualization techniques for more effective data presentation.
4. To equip students with the necessary skills to automate repetitive tasks using macros and VBA scripting.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Use a wide range of advanced functions and formulas to perform intricate calculations and data lookups.
2. Develop proficiency at manipulating large datasets, using tools such as PivotTables, advanced filtering, and data validation, thereby facilitating in-depth data analysis and decision-making.
3. Capable of creating insightful and interactive visualizations, allowing for clearer communication of data findings and business insights.
4. Attain foundational skills in macro recording and VBA scripting, enabling them to automate repetitive tasks, thereby increasing their efficiency in data management and analysis.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES.**

<b>Course Objectives (COs)</b>	<b>Course Learning Outcomes (CLOs)</b>			
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>
<b>CO 1</b>				
<b>CO 2</b>				
<b>CO 3</b>				
<b>CO 4</b>				

## **COURSE CONTENTS**

### **UNIT I: FORMULAS AND FUNCTIONS**

Excel Basics (An overview of the screen, navigation and basic spreadsheet concepts, Various selection techniques, searching Shortcut Keys and Customizing the Ribbon); Understanding formulas; operators in formula; named ranges; calculations; functions in formulas; relative and absolute addressing; referencing cells outside the worksheet and workbook; functions - logical, summarizing, text, lookup, reference, data and time, math functions; error handling, formula auditing.

### **Unit II: DATA MANAGEMENT AND ANALYSIS**

Data Validation and Conditional Formatting, Advanced Filtering and Sorting, PivotTables and Pivot Charts: Creation, Customization, and Slicers. What-If Analysis Tools: Goal Seek, Data Tables, and Scenario Manager.

### **UNIT III: ADVANCE DATA VISUALISATION**

Custom Chart Types and Templates, Interactive Dashboards, Advanced Conditional Formatting for Data Visualization, Sparklines; Printing Workbooks, Securing & Protecting Spreadsheets

### **UNIT IV: AUTOMATION AND CUSTOMISATION**

Introduction to Macros and the Excel VBA Editor, Recording and Editing Macros, Introduction to VBA Scripting, User-Defined Functions and Automating Tasks with VBA.

## **TEXT BOOKS**

1. Data Analysis with Excel by Manisha Nigam
2. Excel 2019 Pivot Table Data Crunching by Bill Jelen and Michael Alexander
3. Excel Dashboards and Reports for Dummies by Michael Alexander
4. Mastering VBA for Microsoft Office 2019 by Richard Mansfield
5. Microsoft Excel 2016 Bible by Walkenbach John

## **SUGGESTED READINGS**

1. Excel 2019 Formulas" by Michael Alexander and Dick Kusleika
2. Excel 2019 Data Analysis and Business Modeling" by Wayne Winston
3. Excel 2019 Power Programming with VBA" by Michael Alexander

<b>DIGITAL LITERACY &amp; IT SKILLS</b>	
<b>Course Code:23TS101</b>	<b>Continuous Evaluation: 70 Marks</b>
<b>Credits: 1</b>	<b>End Semester Examination: 30 Marks</b>
<b>L T P : 0-0-2</b>	<b>Course Type: Skill Enhancement Course</b>
<b>Pre-requisite: Student must have basic knowledge of computers.</b>	

**COURSE OBJECTIVES (COs)** - The Course is designed with the following objectives:

1. To know a comprehensive understanding of digital literacy and essential IT skills
2. To discuss and develop critical thinking abilities
3. To understand practical skills required to navigate the digital world effectively
4. To grasp the significance of aspects of our personal and professional lives
5. To construct and utilize technology to enhance productivity and creativity

**COURSE LEARNING OUTCOMES (CLOs)** –

The Syllabus has been prepared in accordance with the NEP-2020. Upon completion of this course, learners will be able to:

1. Explain and understand the concept of digital literacy and its importance in contemporary society.
2. To apply and develop proficiency in using computer hardware, operating systems, and software applications.
3. To analyse foster critical thinking and problem-solving skills when working with digital tools and information.
4. Promote responsible and ethical use of digital technologies
5. Enhance communication and collaboration skills using digital platforms and explore emerging trends and technologies in the digital landscape.

**MAPPING MATRIX BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES:**

<b>CO</b>	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO 5</b>
<b>CO 1</b>					
<b>CO 2</b>					
<b>CO 3</b>					
<b>CO 4</b>					
<b>CO 5</b>					

**COURSE CONTENTS**

**UNIT-1**

Introduction to Digital Literacy, Definition and importance of digital literacy, Understanding the digital divide, Ethical considerations and digital citizenship, Computer Basics, Computer hardware components and their functions, Operating systems and their features, File management and organization.

## **UNIT-2**

Productivity Tools, Word processing applications, Spreadsheet applications, Presentation software Note-taking and organization tools, Internet and Web Literacy, Internet fundamentals and terminology Web browsing and search strategies, Evaluating online information, Online safety and privacy

## **UNIT-3**

Communication and Collaboration, Email communication and etiquette, Instant messaging and video conferencing tools, Social media platforms and their uses, Online collaboration and project management tools, Digital Media and Information Literacy, Understanding digital media formats, Digital media creation and editing tools, Copyright and intellectual property considerations, Information evaluation and critical thinking

## **UNIT-4**

Data Management and Security, Basics of data management and storage, Backup and recovery strategies, Online security best practices, Introduction to cybersecurity awareness, Emerging Technologies, Cloud computing and storage, Internet of Things (IoT), Artificial intelligence and machine learning, Virtual reality and augmented reality

## **TEXT BOOKS**

1. Thomas H. Cormen, Charles E. Leiserson, Ronald L. Rivest, Clifford Stein, "Introduction to Algorithms", Edition: 3rd Edition, the MIT Press, and ISBN: 978-0262033848
2. Stuart Russell, Peter Norvig , "Artificial Intelligence: A Modern Approach", 3rd Edition, Pearson Publisher, ISBN: 978-0136042594

## **SUGGESTED READINGS**

1. Abraham Silberschatz, Henry F. Korth, S. Sudarshan, "Database System Concepts", 7th Edition, McGraw-Hill Education, ISBN: 978-0078022159
2. Abraham Silberschatz, Greg Gagne, Peter B. Galvin, "Operating System Concepts", 10th Edition, John Wiley & Sons Publication, ISBN: 978-1119320913.
3. Larry L. Peterson, Bruce S. Davie, "Computer Networks: A Systems Approach", 5th Edition, Morgan Kaufmann publication, ISBN: 978-0123850591

# **SEMESTER II**

## Fundamentals of Organization Behavior

Course Code: 23BBA201	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Major Course

### COURSE OBJECTIVES (COs)

1. To describe the key role of managing human capital in creating a sustainable competitive advantage for organizations.
2. To identify the major behavioral science disciplines that contribute to OB.
3. To demonstrate the value of critical thinking in the context of organizational behavior
4. To identify the major challenges and opportunities in the field of OB.
5. To differentiate the three basic levels of analysis at which OB may be examined.

### COURSE LEARNING OUTCOMES (CLOs)

On completion of this course, students will be able to:

1. Explain the determinants of behavior and the emerging concepts in Organizational behavior.
2. Understand the importance of OB in managerial functions.
3. Understand the definition and concepts of behavior, group and teams, organizational structure, employee motivation, organizational communication, leadership, conflict and stress, organizational change and development.
4. Form an appreciation of the complexities and uncertainties of OB by examining managerial roles.
5. Demonstrate a clear understanding of the concepts and established theories relating to OB.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

### COURSE CONTENT

#### Unit-I-

#### Introduction to Organizational Behavior

Concept and significance, OB system; basic assumptions, levels of OB analysis, contributing discipline, emerging trends and challenges in OB, determinants of behavior- beliefs, attitudes, values, emotions and behavior.

## **Unit-II**

### **Perceptions, Personality and Learning**

Perceptual process, factors influencing perception, perception and individual decision making; Learning –concept and significance of learning, factors influencing learning, major models of learning- classical conditioning, concept, operant conditioning, cognitive learning and social learning; Behavior modification; Personality- concept, types, determinants, individual differences, personality attributes influencing behavior.

## **Unit-III**

### **Organization Structure, Group Dynamics and Team Development**

Organization- Foundations of Organization structure, job design; Human factors in organizing; Organizational Culture- meaning, importance and characteristics of organization culture. Group dynamics- definition and importance, types of groups, group formation, group development, group composition; Work teams-types, team performance factors, building effective work teams, group decision making issues in managing work teams.

## **Unit-IV**

Motivation; process of motivation, theories of motivation-need hierarchy theory, two factor theory, ERG theory, expectancy theory, equity theory; Leadership- concept; Leadership styles; Leadership theories-trait theory, behavioral theory, Fielder's contingency theories, Managerial Grid, Path-Goal theory; Emerging issues in motivation and leadership.

## **Unit-V**

### **Interpersonal and Organizational Communication**

Concept of two-way communication, communication process, barriers to effective communication, types of organizational communication, improving communication, transactional analysis in communication.

## **TEXTBOOKS**

1. Adhikari, D.R. Organizational behavior, Buddha Publications, Kathmandu.
2. Acharya, B.S. Organizational Behavior, Asmita, Kathmandu
3. Arnold, H.J. and D.C. Feldman, Organizational Behavior, Tata McGraw Hill, New Delhi

## **SUGGESTED READINGS**

1. Adhikari, D.R. Organizational behavior, Buddha Publications, Kathmandu.
2. Acharya, B.S. Organizational Behavior, Asmita, Kathmandu
3. Arnold, H.J. and D.C. Feldman, Organizational Behavior, Tata McGraw Hill, New Delhi
4. Newstorm, John W and Davis, Organizational Behavior: Human Behavior at Work, Tata McGraw Hill, New Delhi.
5. Luthans, Freed. Organizational Behavior, Tata McGraw Hill, New Delhi.

<b>Cost and Management Accounting</b>	
Course Code: 23BBA202	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Major Course

### **COURSE OBJECTIVES (COs)**

1. To develop a comprehensive understanding of the principles and concepts of cost and management accounting.
2. To apply costing methods and techniques for product costing and decision-making.
3. To understand the budgeting process and its role in planning and control.
4. To analyze and interpret cost data for decision-making and performance evaluation.
5. To apply performance measurement and control techniques to improve organizational performance.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Demonstrate a solid understanding of the theories and methodologies used in cost and management accounting.
2. Apply costing methods and techniques to calculate product costs and analyze cost behavior.
3. Prepare budgets and perform variance analysis for effective planning and control.
4. Apply cost and management accounting techniques to support decision-making processes.
5. Evaluate and interpret performance measurement systems and control mechanisms for organizational improvement.

### **MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO1	CLO2	CLO3	CLO4	CLO5
CO1					
CO2					
CO3					
CO4					
CO5					

### **COURSE CONTENT**

#### **Unit 1**

Introduction to Cost and Management Accounting. Meaning, nature, and scope of cost and management accounting, Difference between financial accounting and cost accounting, Cost concepts and classification Cost Sheet.

#### **Unit 2**

**Material:** Job costing and process costing, Activity-based costing (ABC), Standard costing and variance analysis, Marginal costing and decision-making, Relevant costing and pricing

decisions.

### **Unit 3**

#### **Budgeting and Budgetary Control**

Introduction to budgeting and its importance, Types of budgets: sales budget, production budget, cash budget, etc., Preparation of master budget, Budgetary control and variance analysis, Flexible budgeting, and performance measurement

### **Unit 4**

#### **Cost and Management Accounting for Decision Making**

Cost-volume-profit (CVP) analysis and break-even analysis, Pricing decisions and strategies, Make or buy decisions, Relevant costs for decision-making, Capital budgeting and investment appraisal.

### **Unit 5**

Performance Measurement and Control, Responsibility accounting and segment reporting, Performance measurement systems and key performance indicators (KPIs), Balanced scorecard approach, Transfer pricing and performance evaluation, Cost of quality and environmental accounting.

### **TEXTBOOKS**

1. "Cost Accounting: A Managerial Emphasis" by Charles T. Horngren, Srikant M. Datar, and Madhav V. Rajan
2. "Cost Accounting: Principles and Practice" by M.N. Arora
3. "Budgeting: Profit Planning and Control" by Glenn A. Welsch and Ronald W. Hilton

### **SUGGESTED READINGS**

1. "Management Accounting: Principles and Applications" by M.N. Arora
2. "Management Control Systems: Performance Measurement, Evaluation and Incentives" by Kenneth A. Merchant and Wim A. Van der Stede

<b>Business Law</b>	
Course Code: 23BBA203	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Major Course

### **COURSE OBJECTIVES (COs)**

1. To help the students in understanding the functions and responsibilities of managers.
2. To provide them tools and techniques to be used in the performance of the managerial job.
3. To enable them to analyze and understand the environment of the organization.
4. To help the students to develop cognizance of the importance of management principles.
5. To familiarize students with the significance of ethics in business and its implications

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Demonstrate the roles, skills and functions of management.
2. Analyze the effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
3. Understand the complexities associated with the management of human resources in organizations.
4. Recognize the principles related to management and their applicability in business.
5. Understand the ethical issues and complexities in business.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

### **COURSE CONTENT**

#### **Unit-I Indian Contract Act, 1872**

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

### **Unit-II Sale of Goods Act, 1930**

Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.

### **Unit-III Companies Act, 1956**

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

### **Unit IV Consumer Protection Act, 1986 and Right to Information Act**

Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. Cases (at least 2). Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO. Cases (at least 2).

### **Unit V Indian Trust Act and Environmental Laws**

Meaning of Trust, Creation of Trust, Purpose of a Trust, who can be a Trustee, Basic understanding and applicability, registration process, Indian Trust Act, Format 2020, Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offenses & Penalties.

### **TEXT BOOKS**

1. K. R. Bulchandani, Business Law for Management, 2014, 7<sup>th</sup> Edition, Oxford University Press, New Delhi.
2. Ravinder Kumar, Legal Aspects of Business, 2016, 4<sup>th</sup> Edition, Cengage Learning India Pvt. Ltd.

### **SUGGESTED READINGS**

1. S.K. Kapoor, law of Contract and Specific Relief Act, 2019, 15<sup>th</sup> Edition, Central Law Agency, Allahabad-2, India.
2. N.V. Paranjape, New Company Law, Central Law Agency, 2021, 1<sup>st</sup> Edition, Allahabad, India

## Community Engagement & Service

Course Code: 23BBA204P	Continuous Evaluation:60
Credits: 04	End Semester Examination:40
Prerequisite: Nil	Course Type: Field Work

### COURSE OBJECTIVE

This course aims to an array of opportunities to engage in an immersive community service learning-experience. Students understand about to social issues, awareness of social problems and help them participate in community service through trips and events.

1. To expose the students towards identify community issues, needs, problems, strengths and resources.
2. To recognize the value of community service and social responsibility.
3. To demonstrate the ability to communicate effectively and collaborate with others.
4. To demonstrate the ability to take initiative, follow direction, lead and solve problems.
5. To develop behaviors and attitudes that help students contribute to the community in a positive manner.

### COURSE LEARNING OUTCOMES

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Students will be able to know the community needs and understand their role to contribute meaningfully towards community development.
2. Students will be able to understand the value of service and social responsibility.
3. Students will be able to demonstrate the ability to communicate effectively and collaborate with others.
4. Students will be able to demonstrate the ability to take initiative, follow direction, lead and solve problems.
5. Students will be able to develop a sense of empathy and bonds of mutuality with local community.

CLO CO	01	02	03	04	05
01					
02					
03					
04					
05					

### COURSE CONTENT

#### UNIT-I

Community Engagement in India, Key Principles for Community Engagement, Forms of Community Engagement, Functions, Role and Process of community work. Professional and voluntary community work, Attitudes, Roles and Skills of a Community Worker.

#### UNIT-II

**Social concerns in India:** poverty, unemployment, population, problems faced by women – Dowry, Domestic Violence, etc.

**Social problems:** Terrorism, Corruption, Caste Conflict, Drug abuse, AIDS, etc.

### **UNIT III**

Types of community work. Caring for needy, helping the poor, fundraising drives- organizing.

### **UNIT IV**

Rural Development Programs: History of rural development in India, current national programs: Sarva Shiksha Abhiyan, Beti Bachao, Beti Padhao, Ayushman Bharat, Swatchh Bharat, PM Awaas Yojana, Skill India, Gram Panchayat Decentralised Planning, NRLM, MNREGA, etc.

#### **Execution:**

**(Describe the benefits received and challenges faced in the delivery of one of these programs in the rural community; give suggestions about improving implementation of the program for the rural poor. Each student selects one program for field visit, written project.**

#### **Teaching & Learning Methods:**

Participate in community service trips/events organized at institute, state level etc , Volunteer at events like fundraising activities, fairs, festivals, slums, non-profit organization etc.

Submit a report on a particular type of community involvement undertaken. A large variety of methods of teaching must be deployed.

Interactions with elected Panchayat leaders and government functionaries, Observation of Gram Sabha, Field visits to various villages/Blocks.

#### **Recommended Readings:**

1. Singh, Katar, Rural Development : Principles, Policies and Management, Sage Publications, New Delhi, 2015.
2. A Hand book on Village Panchayat Administration, Rajiv Gandhi Chair for Panchayati Raj Studies, 2002.
3. United Nations, Sustainable Development Goals, 2015 un.org/sdgs/
4. M.P.Boraian, Best Practices in Rural Development, Shanlax Publishers, 2016.

#### **Journals:**

1. Journals of Rural development, (published by NIRD & PR Hyderabad)
2. Indian Journal of Social Work, (by TISS, Bombay)
3. Indian Journal of Extension Education (by Indian Society of Extension Education)
4. Journal of Extension Education (by Extension Education Society) 14 Fostering Social Responsibility & Community Engagement in Higher Education Institutions in India
5. Kurukshetra (Ministry of Rural Development, GoI)
6. Yojana (Ministry of Information and Broadcasting, GoI)

# **SEMESTER-III**

## Creating an Entrepreneurial Mindset

Course Code: 23BBA301	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Basic knowledge of financial and marketing terms	Course Category: Major Course

### COURSE OBJECTIVES (COs)

1. To disseminate knowledge about the basics of entrepreneurship and forms of ownership.
2. To enlighten students regarding the relevance of creativity and innovation from an entrepreneurship point of view.
3. To give clarity to students regarding the formulation of the business plan.
4. To explain various sources of finance for an entrepreneurial venture.
5. To familiarize students with the upcoming trends in the entrepreneurship field.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Understand the basics of entrepreneurship and different types of ownership.
2. Grasp the relevance of creativity and innovation and its application in a business.
3. Acknowledge components of a business plan and ways to launch it.
4. Explore various sources of raising finance for entrepreneurial ventures.
5. Utilize conceptual building skills in interpreting trends for entrepreneurs.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	Course Learning Outcomes (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

### COURSE CONTENT

#### Unit I: Basics of Entrepreneurship

Entrepreneur: Definition, characteristics, functions, types of an entrepreneur; Concept of Entrepreneurship, types, role of entrepreneurship in economic development, Factors affecting Entrepreneurship, Introduction to Unicorn companies.

#### Unit II: Initial preparation

Opportunity Identification and selection, Formulation of business plan, External Environmental Analysis - Economic, Social, financial, technological, competitive, and legal. Financing: Sources, venture capital, export finance.

### **Unit III: Institutional support to entrepreneurs**

Concept of institutional finance; Role of Commercial Banks and other Financial Institutions like IDBI, IFCI, ICICI, IRBI. Institutional support to Entrepreneurs: central government, state government, non-government support system, district industries centers.

### **Unit IV: Entrepreneurial Development Programs**

Entrepreneurial Development Programs (EDP): meaning & concept; The Role and Relevance of Entrepreneurial Development Program in India; Role of Government in Organizing EDP's Critical Evaluation.

### **UNIT-V: Entrepreneurship and Economic Development**

Role of Entrepreneur in economic growth, Strategic approaches in the changing Economic scenario for small scale Entrepreneurs – Networking, Niche play, Geographic Concentration, Franchising/Dealership. Women Entrepreneurship- Meaning, Reasons for Slow Growth, Problems faced by Women Entrepreneurs, Development of women Entrepreneurship.

### **TEXT BOOKS**

1. Burns, Entrepreneurship and small business, 4<sup>th</sup> edition (2016), Palgrave.
2. Norman M. Scarborough, Essentials of entrepreneurship and small business management, 9<sup>th</sup> edition (2018), Pearson.
3. Hisrich, R., & Peters, M., Entrepreneurship, 11<sup>th</sup> edition (2020), Tata McGraw Hill.
4. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid, eradicating poverty through profits. Wharton school Publishing.

### **SUGGESTED READINGS**

1. Khandwalla, P., Corporate creativity, 7<sup>th</sup> edition (2017), Tata Mc. Graw Hill.
2. Mullins, J., New business road test, 4<sup>th</sup> edition (2013), Prentice Hall.
3. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
4. Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.

## Quantitative Techniques for Managers

Course Code: 23BBA302	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Major Course

### COURSE OBJECTIVES (COs)

1. To make students understand the concept of quantitative techniques and linear programming.
2. To illustrate an application of transportation and assignment models.
3. To make students comprehend the application of network techniques.
4. To familiarize students with the decision-making environments prevailing in business and industry.
5. To make students understand the concepts of theories needed in the competitive environment.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Formulate linear programming equations, derive solutions, and extract its economic significance.
2. Derive solutions to transportation and assignment problems by applying different methods
3. Construct the network diagram and interpret its economic significance.
4. Take effective decisions under different decision-making situations.
5. Solve and derive the value of the game by employing multiple strategies.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

### COURSE CONTENT

#### Unit 1

#### Quantitative Techniques and Linear Programming

Meaning, Need and Importance, Role of Quantitative Techniques in Business and Industry, Quantitative Techniques in Decision Making, Limitations. Linear Programming: Meaning -

Requirements for application - Assumptions - Advantages - Application of LP - Formulation of LP problems. Solving LPP using graphical method, simplex method.

## **Unit 2**

### **Transportation and Assignment Model**

Elementary Transportation: Concept, Formulation of Transport Problem, Solution by N. W Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. Elementary Assignment: Concept, assignment problems using Hungarian Method, (Special cases: Multiple Solutions, Maximization case)

## **Unit 3**

### **Network Analysis**

Network Techniques- Concept, application in industry, Importance and Limitations. PERT/CPM – Concept, Objectives, Advantages and Limitations, Similarities and dissimilarities Construction of Network Diagram.

## **Unit 4**

### **Decision Theory**

Decision Theory- Concept, Steps in Decision Making, Nature of Decision, Types of Decision Situation. Decision Making under risk- Pay off Tables - Expected Pay off - Expected Opportunity Loss – Value of Perfect Information, Decision Making under Uncertainties- Optimistic Criterion, Pessimistic Criterion, Regret Criterion, Rationality Criterion. Decision Tree Analysis.

## **Unit 5: Introduction to Game Theory**

Game Theory- Concept, Characteristics, Assumptions, Application, Importance and Limitations. Pure Strategies, Saddle Point, Mixed Strategies, Value of the game. Rules of Dominance – Two Persons Game – 3 x 3 persons game – Graphical Solutions of 2 x M and N x 2 game (excluding LPP).

## **TEXTBOOKS**

1. Taha, Natrajan, Balasubramanian and Tamilarasi, Operations Research, 8th Edition (2009), Pearson Prentice Hall.
2. F.S. Hillier and Lieberman, Introduction to Operations Research, 10th Edition (2010), Tata McGraw·Hill.
3. N.D. Vohra – Quantitative Techniques, 5th Edition (2015), Tata Mcgraw Hill House.

## **SUGGESTED READINGS**

1. H.M. Wagner, Principles of Operations Research, 4th Edition (2011), PHI Publishing House.
2. Ravindran, Phillips and Solberg, Operations Research Principles and Practice, 5th Edition (2014), John Wiley and Sons.
3. J.K Sharma, Operations Research Theory and Applications, 4th Edition (2009), Macmillan.

## Digital Marketing

Course Code: 23BBA 303	Continuous Evaluation:40 Marks
Credits:4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Major Course

### COURSE OBJECTIVES (COs)

1. To explain the conceptual foundations of Digital Marketing Management as a functional area of business.
2. To study the application of digital and social media marketing concepts in making strategic decisions
3. To revise and update the latest technological intervention in marketing.
4. To be familiar with the system to enhance the steadfastness to computerized clients.
5. To be familiar with current scenario of digital era

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Illustrate the various types of digital & social marketing formats by experiential learning modules.
2. Depict The Social media industry in India –a complete region-wise analysis.
3. Recognize The Significance of social promoting brands.
4. Enumerate the importance of store maintenance of digital marketing.
5. To apply digital tools for social media marketing.

### MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

### COURSE CONTENT

#### Unit-I

##### Introduction

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Application of Digital Marketing in Business, Creating the Webstore, Search Engine Optimization(SEO), Functions of Search Engine, Types of Optimization, Keyword Management, Keyword Matching, Creating Backlinks, Types of Bidding.

## **Unit-II**

### **Understanding Digital Channels**

Channels of Digital Marketing: Website Marketing, Search Engine Marketing, Online Social Media Marketing types, Creating LinkedIn Company Pages, Pinterest Marketing, Types of Pins, Tumblr Marketing, Microblogging, Digital Display Advertisements, Creating Digital Banners, Creating Videos for YouTube Marketing, Creating Content for Digital Marketing, Writing Blogs, Remarketing.

## **Unit-III**

### **Digital Marketing strategy**

E-Mail Marketing Strategy, Types of Email Marketing Campaigns, Mobile Marketing, SMS Marketing – Long Code, Short Code, Mobile App Marketing, Different types of Mobile App Ads, Missed Call Marketing, Web Analytics, Google Analytics, Different types of Google Analytics Reports, Type of Metrics used in Web Analytics

## **Unit-IV**

### **Digital Marketing Plan**

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

## **Unit-V**

### **Marketing in the Digital Era and Social Media Marketing**

Marketing in the Digital Era: Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Importance of ethics in Digital Marketing.

## **TEXTBOOKS**

1. Ryan, Damian., Jones, Calvin., Understanding Digital Marketing, Kogan Page,
2. Michael Miller, B2B Digital Marketing, 1st edition (2012), Pearson Education.

## **SUGGESTED READINGS**

1. Judy Strauss & Raymond Frost, E-Marketing, 7th edition (2013), Pearson Education.
2. Richard Gay, Alan Charlesworth and Rita Esen, Online marketing – A customer led approach, 1st edition (2007), Oxford University Press.

## **Micro Economics**

Course Code: 23BBA304	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category :Minor Course

### **COURSE OBJECTIVES (COs)**

1. To introduce basic economic concepts in a way that provides students with a deep understanding of key economic relationships and terms and gives students the confidence to continue BBA studies related to economics
2. To Enable students to develop a solid understanding of microeconomic concepts such as supply and demand, market equilibrium, consumer behavior, production and cost analysis, and market structures
3. To engage students through problems, applications, and examples that connect economics to everyday life.
4. Analyze how individuals and households make economic decisions regarding consumption, savings, labor supply, and investment, taking into account factors such as utility maximization, budget constraints, and intertemporal choices.
5. Examine the interactions between buyers and sellers in different market structures, studying how prices and quantities are determined and the effects of market interventions

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Articulate, illustrate, analyze, synthesize, and apply the knowledge of principles and frameworks of microeconomic foundation and allied domains to solve real-world complex business issues.
2. Apply microeconomic concepts and tools to analyze and understand real-world economic issues and phenomena.
3. Develop the ability to critically evaluate policy options and assess their potential impact on individuals, markets, and society.
4. Interpret and analyze economic data, such as graphs, charts, and statistical information, to effectively understand and communicate microeconomic concepts and relationships. Use data to support arguments and make informed economic decisions.
5. Develop critical thinking skills and problem-solving abilities by applying microeconomic principles to real-world scenarios. Analyze complex economic issues, identify relevant factors, and propose logical and evidence-based solutions.

## MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

### COURSE CONTENT

#### Unit I

##### Introduction

Scope and Method of Economics: Wants, Scarcity, Competing Ends and Choice - Defining Economics, thinking like an Economist: Basic Economics Questions, Microeconomics and Macroeconomics, Normative Economics and Positive Economics, Interdependence and the Gains from Trade- production possibilities frontier and increasing costs, absolute and comparative advantage, comparative advantage and gains from trade.

#### Unit II Theory of Demand and Supply

Elementary theory of Demand: Determinants of household demand and market demand, movement along and shift of the demand curve, Elementary theory of Supply: factors influencing supply, the supply curve, movement along and shift of the supply curve, Elasticity: price elasticity of demand, calculating elasticity- percentage formula, the midpoint formula, elasticity along a straight-line demand curve, elasticity and total revenue determinants of price elasticity, other elasticities.

#### Unit III Consumer Theory

Budget constraint, the concept of utility, diminishing marginal utility, Diamond-water paradox, income and substitution effects, consumer choice: indifference curves, derivation of the demand curve from indifference curve, and budget constraint.

#### Unit IV Production and Costs

Production: Behavior of profit-maximizing firms, production process, production functions, the law of variable proportions, choice of technology, isoquant, and isocost lines, cost-minimizing equilibrium condition. Costs: costs in the short run, costs in the long run, revenue, and profit maximizations, minimizing losses, short-run industry supply curve, economies and diseconomies of scale, long run adjustments.

#### Unit V Market Structures

Perfect Competition Assumptions, demand and revenue, equilibrium of the firm in the short run and long run, long run industry supply curve: increasing, decreasing and constant cost industries, allocative efficiency under perfect competition, Theory of a Monopoly Firm Concept of imperfect competition: short run and long-run price and output decisions of a monopoly firm, the concept of a supply curve under monopoly, comparison of perfect competition and monopoly, the social cost of monopoly, price discrimination; natural monopoly.

## **TEXT BOOKS**

1. G.Mankiw. 2007, Economics: Principles and Applications, India edition by South Western, Cengage Learning
2. R.G. Lipsey. An Introduction to Positive Economics, ELBS (6th edition)
3. Lipsey, R. and Chrystal, A. 2007 Economics, OUP
4. Pindyck, Rubinfeld and Mehta, Microeconomics, Pearson
5. G.S.Maddala and E. Miller, 1989, Microeconomics, Prentice Hall, McGraw Hill International Editions

## **SUGGESTED READINGS**

1. Karl e Case and Ray C Fair, Principles of Economics, Pearson Education, 8th Edition, 2007.
2. P Samuelson and W. Nordhaus, Economics, McGraw hill International Edition (14th edition or later
3. edition).
4. J.E.Stiglitz and C.E.Walsh, Principles of Economics, WW Norton and Company, NY, (3rd edition
5. or later edition).
6. Hal. R Varian , Intermediate Microeconomics, A modern Approach, WW Norton and Company,
7. 8th edition, 2010 (T).
8. Gravelle, H. and Rees,R. , Microeconomics, Prentice Hall.
9. Ryan, W.J.L. and Pearce : Price Theory and Applications , Macmillan Education, UK.

<b>SPREADSHEET TOOLS FOR FINANCIAL PREDICTIONS</b>	
<b>Course Code:23TS301</b>	<b>Continuous Evaluation: 70 Marks</b>
<b>Credits: 1</b>	<b>End Semester Examination: 30 Marks</b>
<b>L T P : 0-0-2</b>	<b>Course Type: Skill Enhancement Course</b>
<b>Pre-requisite: Student must have basic knowledge of computers.</b>	

### **COURSE OBJECTIVES (COs)**

1. To understand the powerful spreadsheet tools.
2. To utilize spreadsheet tools in order to handle and manipulate huge amounts of data generated through business transactions,
3. To use spreadsheet utilities to take business decisions, automate repetitive tasks and present complex information in a professional manner.
4. To analyze and evaluate various spreadsheet tools.
5. To make the learner industry ready.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Examine large data generated through business transactions using advanced spreadsheet tools.
2. Analyze and present data using tables, pivot tables, pivot charts and dashboards.
3. Examine complex business problems using various functions.
4. Evaluate excel add-ins for constraint optimization, summarization and forecasting.
5. Use advanced spreadsheets in various real life problems.

### **MAPPING MATRIX BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES:**

<b>CO</b>	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO 5</b>
<b>CO 1</b>					
<b>CO 2</b>					
<b>CO 3</b>					
<b>CO 4</b>					
<b>CO 5</b>					

## **COURSE CONTENTS**

### **UNIT I**

Spreadsheet Basics Spreadsheet concepts, Managing worksheets; Formatting cells, Conditional formatting, Entering data; Editing, Printing and Protecting worksheets; Handling operators in formula, Project involving multiple spreadsheets; Working with Multiple worksheets; controlling worksheet views; Cell Referencing and Naming of cells and cell ranges.

### **UNIT II**

Data Handling Sorting, multilayer sorting; data validation; find and replace; paste special; identifying missing values, Filter and advanced filter; Conditional Formatting; Tabulation; flash-fill; Graphical Representation using charts, Organizing Charts and graphs, advanced Charting Tools; identifying outliers; Formatting as table; pivot tables, pivot charts and dynamic dashboards.

### **UNIT III**

Spreadsheet Functions, Data Analysis and Constraint Optimization Formulae vs functions; Cell formulae vs Array formulae; mathematical functions; Statistical functions; Financial functions; Logical functions; Date and Time functions; Lookup and reference: Hlookup, and Vlookup, Index and Match functions; Text functions and Error functions. What-if-analysis: Goal-seek, Data tables and Scenario manager; Data analysis ToolPak: Descriptive Statistics, Moving averages, Histogram, Covariance, correlation and Regression analysis (only for projection); solver add-in.

### **UNIT IV**

Interactivity and Automation Recording Macros, Absolute and relative macros, Editing macros, Use of spinner buttons and command buttons; Sub Procedure, Function Procedure (creating New Functions); Working with Loops: Do while loop, For Next loop; Creating User Forms: Message Box, Input Box; If, Then, Else.

### **UNIT V**

Business Projects EMI calculation and Loan repayment schedule; Ratio Analysis; Payroll statements; Capital Budgeting; Constraint optimization problems, Assignment Problems, Depreciation Accounting; Graphical representation of stock price and return data; Frequency distribution and its statistical parameters; forecasting: stock prices, costs & revenues.

## **TEXT BOOKS**

- Jain, H. C. & Tiwari, H. N. —Computer Applications in Business| Taxmann, Delhi.
- Mathur, S. & Jain, P. —Computer Applications in Business| Galgotia Publishing Company.
- Madan, S. —Computer Applications in Business| Scholar Tech Press, Delhi.
- Sharma, S.K. & Bansal, M. —Computer Applications in Business| Taxmann, Delhi.

## **SUGGESTED READINGS**

- Walkenbach, J. —MS Excel 2016, Bible|. John Wiley & Sons, USA.
- Winston, W. L. —MS Excel 2013, Data Analysis & Business Modeling| Microsoft Press, USA.
- Winston, W.L. Microsoft Excel 2019—Data Analysis and Business Modeling, 6th ed.PHI Learning
- Benninga, S. —Financial Modelling The MIT Press, USA.

# **SEMESTER-IV**

## Business Research Methods

Course Code: 24BBA401	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Basic knowledge of research	Course Category: Major Course

### COURSE OBJECTIVES (COs)

1. To expose students to the concepts of business research methodology.
2. To make students learn the tools and techniques of social research.
3. To train students to execute research in social sciences.
4. To learn data interpretation tools and techniques.
5. To make students understand how to write a report.

### COURSE LEARNING OUTCOME (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Get an overview of business research, its scope and approaches.
2. Learn by formulating the research problems and understanding the major research designs.
3. Determine data sources and develop an understanding for data collection for business research by experiential learning.
4. Learning of data interpretation tools and techniques.
5. Learn report writing methods.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO5
CO 1					
CO 2					
CO 3					
CO 4					
CO5					

### COURSE CONTENT

#### Unit-I

##### Introduction to BRM and Research Process

Nature and Scope of Business Research – Role of Business Research in decision making. Applications of Business Research. The Research Process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Business Research problem.

#### Unit-II

##### Research Design and Data

Research Design: Exploratory, Descriptive, and Causal. Secondary Data Research: Advantages

& Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data, Primary Data Research: Advantages & Disadvantages of Primary Data, types and sources of Primary data.

**Unit-III**  
**Sampling**

Sampling: Sampling design and procedure, Probability and Non-Probability sampling. Sample selection criteria.

**Unit-IV**  
**Data Interpretation and Presentation**

Frequency distribution, cross-tabulation, data interpretation tools and techniques, Preparation of graphs and charts.

**Unit-V**  
**Report Writing**

Report Writing, Report writing methods, Bibliography, references and appendix.

**TEXTBOOKS**

1. Zikmund, Babin & Carr, Business Research Methods, 9<sup>th</sup> edition (2015), South-Western Publications House.
2. Naresh Malhotra, Marketing Research, 7<sup>th</sup> edition (2016), Pearson Publications.
3. Churchill, Marketing Research: Methodological Foundations, 8<sup>th</sup> edition (2016), Cengage Learning Publisher.

**SUGGESTED READINGS**

1. Cooper & Schindler, Business Research Methods, 12<sup>th</sup> edition (2015), McGraw-Hill Education.
2. Aaker, Kumar, Day - Marketing Research, 11<sup>th</sup> edition (2017), Wiley Publication.
3. Deepak Chawla and Neena Sondhi, Research Methodology, 3<sup>rd</sup> edition (2016), Vikas Publishing House.

<b>Human Resource Management</b>	
Course Code: 23BBA402	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Basic knowledge of management	Course Category: Major Course

### **COURSE OBJECTIVES (COs)**

1. To help students to develop an understanding of the concepts and functions of human resource management.
2. To equip the students to learn about HR planning and related requirements.
3. To communicate with the students about compensation and performance management.
4. To make students get an understanding of development and career planning.
5. To impart knowledge on dimensions of recent developments in human resources.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Demonstrate a comprehensive understanding of key HRM concepts, theories, and frameworks, and apply them to analyze and solve HRM-related problems.
2. Apply the methods and techniques of human resources planning, job design, recruitment, and selection
3. Develop performance management systems integrating performance appraisal, training and development, reward and recognition, and other initiatives to create an organization's high-performance culture.
4. Evaluate career ladder and anchors that regulate one's productive career movements.
5. Identify contemporary issues and challenges in performing HRM procedures.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO 5</b>
<b>CO 1</b>					
<b>CO 2</b>					
<b>CO 3</b>					
<b>CO 4</b>					
<b>CO 5</b>					

### **COURSE CONTENT**

#### **Unit-I**

#### **Introduction to HRM**

Introduction to Human Resource Management: Concept of Human Resource Management, Nature, Scope, Functions and challenges of HRM, Roles of Human Resource Managers; Responsibilities of Human Resource Managers

## **Unit-II**

### **Human Resource Planning and HR Processes**

Human Resource Planning: Process, forecasting demand & supply; Designing Jobs- Job analysis – Uses, methods, Job description & Job specifications. HR Processes-Recruitment, Selection, orientation process.

## **Unit-III**

### **Development and Career Planning**

Training: Concept, Needs, Scope, Importance, Types, and Methods of Training. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview. Career planning: career anchors, career life stages.

## **Unit-IV**

### **Compensation and Incentives**

Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, and employees' stock option plans.

## **Unit V**

### **Employee Empowerment and Recent Developments in HR**

Employee empowerment, levels of empowerment, modes of empowerment; Emerging Trends in HR, Use of Digital Tools by HR managers, Competency-based selection. Green HRM; E-HRM,

## **TEXTBOOKS**

1. Garry Dessler and Biju Varkkey, Fundamentals of Human Resource Management, 14th edition (2019), Pearson Publications.
2. K. Ashwathapa, Human Resource Management, 8th edition (2015), Himalaya Publications.
3. Jeffrey A Mello, Strategic HRM, 5th edition (2018), Cengage Learning Publishing House.

## **SUGGESTED READINGS**

1. Uday Kumar Halder & Juthika Sarkar, Human Resource Management, 1st edition (2012), Oxford Publications.
2. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). Human Resource Management: Gaining a Competitive Advantage. McGraw-Hill Education.
3. Snell, S., Morris, S., & Bohlander, G. (2020). Managing Human Resources. Cengage Learning.
4. Bratton, J., & Gold, J. (2017). Human Resource Management: Theory and Practice. Palgrave Macmillan.

## Corporate Law

<b>Course Code: 23BBA403</b>	<b>Continuous Evaluation:40</b>
<b>Credits: 04</b>	<b>End Semester Examination:60</b>
<b>L T P: 4-0-0</b>	<b>Course Type: Major Course</b>
<b>Prerequisite:</b> Student must have basic knowledge of concept of law	

### COURSE OBJECTIVES (COs)

1. To make students understand various legal provisions related to corporate law
2. To understand the importance of various legal documents to be maintained in a company.
3. To understand and apply the legalities related to management like the classification of directors, legal positions, their powers and duties.
4. To understand and apply the provisions relating to payment of dividend, auditing, winding up, and insider trading.
5. To develop an understanding of Depositors Law and its role in companies.

### COURSE LEARNING OUTCOMES (CLOs)

After completing the course, the student shall be able to:

1. Understand and apply the regulatory aspects and the broader procedural aspects involved in different types of companies covering the Companies Act 2013 and the Rules there under.
2. Follow the basic legal documents and their usage essential for the operations and management of the company.
3. Enable the students to analyze company processes, meetings and decisions.
4. Equip the students with a framework of dividend distribution and the role of auditors in a company.
5. Comprehend and evaluate the working of depositories and their functions in stock markets.

### MAPPING MATRIX COURSE OBJECTIVES (COs) & COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

### COURSE CONTENT

#### UNIT I

##### Introduction:

Administration of Company Law- National Company Law Tribunal (NCLT), National Company Law Appellate Tribunal (NCLAT), Special Courts]; Company: Concept and Characteristics of a company; lifting of corporate veil; Types of companies.

## **UNIT II**

### **Formation and Incorporation documents:**

Formation of company- Process, Online registration of a company and Online filing of documents. Promoters- Concept, Functions and Duties, their legal position, pre-contracts, Memorandum of association, Articles of association, Doctrine of constructive notice and indoor management.

## **UNIT III**

### **Share Capital:**

Prospectus-shelf and red herring prospectus, misstatement in the prospectus. Shares: IPO, Allotment and Forfeiture of share, Sweat Equity, ESOPs, Bonus issue, and Further issue of shares, buyback, split of shares and provisions regarding buyback; Transfer and transmission of shares; GDR; book-building; Demat system.

## **UNIT IV**

### **Management and Meetings:**

Directors: Legal position; Qualifications & Disqualifications; Classification of directors- Additional, Alternate and Casual directors, Women directors, Independent directors, small shareholder 's director; Director Identification Number (DIN); Appointment; Powers and Duties; Removal of Directors.

Meetings: Meetings of shareholders and board of directors; Convening and conducting meetings, Requisites of a valid meeting

## **UNIT V**

### **Dividends, Audit and Winding up:**

Provisions relating to the payment of Dividend, Provisions relating to Books of Account, Provisions relating to Audits, Auditors' Appointment, Rotation & Removal of Auditors, Auditors' Reports and Secretarial Audits. Winding Up: Concept, Modes of Winding Up.

## **TEXT BOOKS**

1. MC Kuchhal, Modern Indian Company Law, Shri Mahavir Book Depot (Publishers), Delhi.
2. GK Kapoor and Sanjay Dhamija, Company Law, Bharat Law House, Delhi.
3. Gogna P.P.S., A Textbook of Company Law, S. Chand & Co. Pvt. Ltd., delhi
4. Reena Chadha and Sumant Chadha, Corporate Laws, Scholar Tech Press, Delhi.

## **SUGGESTED READINGS**

1. Ramaiya, A Guide to Companies Act, LexisNexis, Wadhwa and Butterworth.
2. Manual of Companies Act, Corporate Laws and SEBI Guideline, Bharat Law House, New Delhi.
3. A Compendium of Companies Act 2013, along with Rules, by Taxmann Publications.
4. Gower and Davies, Principles of Modern Company Law, Sweet & Maxwell
5. Sharma, J.P., An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., New

## Macro Economics

Course Code: 23BBA 404	Continuous Evaluation: 40 Marks
Credits: 04	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Minor Course

### COURSE OBJECTIVES (COs)

1. To introduce basic economic concepts and institutions in a way that provides students with a deep understanding of key economic relationships and terms and gives students the confidence to continue BBA studies related to economics
2. To give students exposure to economic thinking and an understanding of some fundamental processes used in decision-making that can be applied to their own decision making as well as an evaluation of opinions, news reports, and other sources of economic information
3. To engage students through problems, applications, and examples that connect economics to everyday life
4. The purpose is to provide the students with a fundamental knowledge of the macro economy based on which policy decisions can be analyzed and business decisions can be made.
5. To engage students in data interpretation, quantitative analysis, and critical thinking to evaluate economic trends, formulate policy recommendations, and understand the implications of macroeconomic events.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP).

After completion of the course, students would be able to:

1. Students will develop a strong understanding of key macroeconomic concepts such as GDP, inflation, unemployment, aggregate demand, and supply.
2. Show active participation in discussions related to Macroeconomic issues related to fiscal and monetary policies of the economy.
3. Students will gain the ability to interpret and understand macroeconomic events and trends.
4. Address specific problems like inflation, growth and the control of business cycles.
5. Critically analyze and link the subject of macro-economic with the major strategic decisions of a proactive firm.

### MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

## **COURSE CONTENT**

### **Unit 1**

#### **Introduction-Overview of Macro Economics**

Macroeconomics: Meaning, Scope and Importance; Circular flow of aggregate income and expenditure and its Importance- closed and open economy models; The Measurement of National Product: Meaning and Importance of National Income Accounting- conventional and Green GNP and NNP concepts -National Income and Economic Welfare; Trade Cycles: Features and Phases

### **Unit 2**

#### **Classical and Keynesian Economics**

Classical Macroeconomics: Say's law of Markets - Features, Implications and Criticism; The Principle of Effective Demand: Aggregate Demand and Aggregate Supply; Consumption Function: Properties, Assumptions and Implications; Investment function and Marginal Efficiency of capital; Investment Multiplier effect on Income and Output: Assumptions, Working; Leakages; Criticism and Importance - paradox of thrift

### **Unit 3**

#### **Theories of Employment**

Classical theory of employment and output; Summary of the classical model (including Say's law and Quantity theory of money); Principle of Effective Demand: Aggregate demand price, Aggregate supply price, Determination of effective demand; Importance of effective demand; Repudiation of Say's law and Full Employment Theory.

### **Unit 4**

#### **Post Keynesian Developments in Macro Economics**

IS and LM Function: General Equilibrium of Product and Money Markets; The product (goods) market: Deriving the IS Curve; The money market: Deriving the LM Curve; Shift in the IS and LM functions; Changes in general equilibrium; Simultaneous shift in the IS and LM function; Derivation of the aggregate demand curve (AD); Derivation of aggregate supply curve (AS); Equilibrium with AD-AS; change in macroeconomic equilibrium with shift in AD and AS.

### **Unit 5**

#### **Inflation and Unemployment**

Inflation: Meaning and measures of inflation, inflationary gap, causes of inflation, Effects of Inflation; The Phillips curve: The short-run relationship between unemployment and inflation; Business Cycles: Meaning of business cycles (economic fluctuations), Phases of a typical business cycle: Recovery; prosperity; recession, and depression; Counter cyclical measures; Fiscal and Monetary Policies: Objectives, tools and policy measures in developing countries.

## **TEXT BOOKS**

1. Rudiger Dornbusch, Stanley Fisher and Richard Startz, Macroeconomics, 10th edition (2016), Tata McGraw Hill, New Delhi.
2. Edward Shapiro, Macroeconomic Analysis, 10th edition (2010), Galgotia Publications, New Delhi.

3. Eric J. Pentecost, *Macroeconomics – An Open Economy Approach*, 2002, MacMillan, New Delhi
4. Mankiw, N. G. *Macroeconomics*. Dryden Press, Harcourt Brace College Publishers. (Indian Edition)
5. Samuelson, P. A. *Macroeconomics*. New Delhi: Tata McGraw Hill.

#### **SUGGESTED READINGS**

1. Michael R. Baye and Dennis W. Jansen, *Money, Banking and Financial Markets: An Economics approach*, 2000, AITBS, New Delhi.
2. Dernburg, T.F. and J.D. Dernburg, *Macroeconomic Analysis: An Introduction to Comparative Statistics and Dynamics*, 2016, Addison-Wesley.
3. Donbush, R., Fisher, S. & Startz, R. *Macroeconomics*, New Delhi: Tata McGraw Hill.
4. Salvatore, D. *Macroeconomics*. New Delhi: Oxford University Press.
5. Jhingan, M. L. *Macroeconomics*. New Delhi: Vrinda Publications.
6. Dwivedi, D. N. *Macroeconomics: Theory and Policy* . New Delhi: Tata McGraw Hill

<b>STATISTICAL ANALYSIS WITH SPSS</b>	
<b>Course Code:24TS401</b>	<b>Continuous Evaluation: 70 Marks</b>
<b>Credits: 1</b>	<b>End Semester Examination: 30 Marks</b>
<b>L T P : 0-0-2</b>	<b>Course Type: Skill Enhancement Course</b>
<b>Pre-requisite: Student must have basic knowledge of computers.</b>	

### **COURSE OBJECTIVES (COs)**

1. To understand the basics of Statistical Analysis.
2. To understand the basic concepts of SPSS.
3. To be able to use different menus of SPSS software.
4. To apply univariate data analysis.
5. To apply multivariate data analysis.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Explain the concepts of Statistical Analysis
2. Understand the basics of SPSS.
2. Perform univariate data analysis.
3. Perform multivariate data analysis.

### **MAPPING MATRIX BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES:**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO 5</b>
<b>CO 1</b>					
<b>CO 2</b>					
<b>CO 3</b>					
<b>CO 4</b>					
<b>CO 5</b>					

#### **UNIT I**

Data, types of data, Variable, types of variables. Computing Variables - Recoding (Transforming) Variables; Data inputs: Entering data in Excel. Creating new variables, recoding variable, renaming variables.

#### **UNIT II**

SPSS Environment, entering data in SPSS, Data Preparation, Data Transformation of representation of data. Descriptive Statistics (measures of central tendency, variability, skewness and kurtosis; Data creation – Importing data from excel– Variable types in SPSS

### **UNIT III**

Inferential Statistics for Association: Pearson Correlation, Chi-square Test of Independence; Inferential Statistics-Parametric test: Test for Normality, t-test for single mean, t-test for difference between means, paired t-test.

### **UNIT IV**

Analysis of Variance (One-way & Two-way), correlation coefficient, Linear Regression No.

### **TEXT BOOKS**

1. Morgan G A: SPSS for Introductory Statistics; Uses and Interpretation.
2. Robert H. Carver: Data Analysis with SPSS.
3. Kiran Pandya, Smruti Bulsari and Sanjay Sinha: SPSS in Simple Steps

# **SEMESTER-V**

## **Production and Operations Management**

Course Code: 23BBA501	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Major Course

### **COURSE OBJECTIVES (COs)**

1. To understand the fundamental concepts and principles of production and operations management.
2. To apply various techniques and tools for effective production planning and control.
3. To evaluate and optimize theories and practices to improve location and layout related decision.
4. To apply quantitative methods and tools for decision making in production and operations management.
5. To analyze and improve processes to enhance efficiency and productivity.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Explain and apply the key concepts and principles of production and operations management.
2. Utilize various techniques and tools for effective production planning and control.
3. Evaluate and optimize the factors to improve decision making.
4. Apply quantitative methods and tools to make informed decisions related to production and operations management.
5. Analyze and improve processes to enhance the quality of goods and services produced.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

### **COURSE CONTENT**

#### **Unit 1**

#### **Introduction to Production and Operations Management**

Introduction to productions and operations management: Nature of production, productions and system, production as an organizational function, decision making in production, production management and operations management, Characteristics of modern production and operation management, organization of production function, recent trends in production/operations management.

## **Unit 2**

### **Product Design and Process Selection**

Design of production system: Product, process and production design, factors influencing product design Process Selection: Concept, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).

## **Unit 3**

### **Plant location and Plant layout**

Plant location & Plant layout – Location theories, freedom of locations, errors in the selection, steps in location selection, the relative importance of location factors, location models, Meaning, scope and of facility layout, factors influencing layout, types of layout, the importance of layout, layout planning, layout tools and techniques, criteria for selection and design of the layout, layout design procedure.

## **Unit 4**

### **Demand Forecasting and Scheduling**

Forecasting-Definition, types, qualitative (grassroots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD. Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

## **Unit 5**

### **Quality Management and Capacity Planning**

Quality- concept, components of quality, principles of quality management, Total Quality Management Approaches, Statistical Process Control Techniques, Statistical Quality control techniques. Capacity Planning- Concept, measures of capacity (input and output), types of planning over time horizon.

## **TEXTBOOKS**

1. B.Mahadevan, Operations Management, Theory and Practical, 3<sup>rd</sup> edition (2018), Pearson Education.
2. Muhleman, Production and Operations Management, 12th edition (2017), Pearson Education.
3. Gaither, Norman and Frazier, G., Operations Management, 9th Edition (2015), Cengage Learning.

## **SUGGESTED READINGS**

1. Kachru, Upender, Production and Operation Management, 1<sup>st</sup> edition (2006), Excel Books.
2. Chary, S.N and Paneerselvam R., Production and Operations Management, 6<sup>th</sup> edition (2019), McGraw Hill Education.

## E-Commerce

Course Code: 24BBA502	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Major Course

### COURSE OBJECTIVES (COs)

1. To understand the concept and various types of E-Commerce business.
2. To learn the different types of technology and its security in E-Commerce Business.
3. To learn the strategies for making web presence for Products and Brands.
4. To learn the basic evolution of Internet technology and its development in India.
5. To learn electronic payment methods and procedures.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Understand the fundamental concept and competitive advantage of E-Commerce business types.
2. Learn the various technology and security implementation and maintenance in E-Commerce Business.
3. Understand the product and brand presence strategies of e-commerce on websites worldwide.
4. Learn the Induction of Internet technology and electronic payment system in Indian context.
5. Learn electronic payment media and procedures.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO5
CO 1					
CO 2					
CO 3					
CO 4					
CO5					

### COURSE CONTENT

#### Unit-I

#### Introduction of E-Commerce

Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e- business, advantages and disadvantages of ecommerce, value chain in e-commerce, Porter's value chain model, competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B, G2C, Transaction cost and role of E-Commerce.

## **Unit-II**

### **Technology in E-Commerce**

Technology in ecommerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, Client – Server – Emerging Client Server – World Wide Web as the architect – Web background Hypertext publishing – Technology behind web – security threats – network security – data and message security and the web.

## **Unit-III**

### **E-Commerce Development Strategies**

Building and launching an e-commerce website, Strategies for Making – sales and promotion – creating an effective web presence – identifying and reaching customers – creating and maintaining brands on the web – Business models for selling on the web.

## **Unit IV**

### **Evolution of Internet Technology**

Internet technology: concept, history and development in India, Internet payment systems: Features of payment methods, electronic money, ACID and ICES test.

## **Unit V**

### **Electronic Payment Methods**

Electronic payment methods: e-cash and e-wallet, e-check, credit card, debit card, smart card, EFT and ACH. payment gateway, SET protocol for credit card payment.

## **TEXT BOOKS**

1. Laudon, K. C., E-Commerce: business, technology, society, 15th edition (2020), Pearson Publication.
2. Dave Chaffey, E- commerce & E- business management, 4th edition (2015), Pearson Publication.
3. Murthy, CSV, E-Commerce, 6th edition (2015), Himalaya Publications .

## **SUGGESTED READINGS**

1. P.T. Joseph, E-commerce an Indian perspective, 6th edition (2019), PHI Learning Pvt. Ltd.
2. David whitely, E- commerce, 5th edition (2017), McGraw Hill Education.

## Fundamentals of Financial Management

Course Code: 23BBA503	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Basics of accounts	Course Category: Major Course

### COURSE OBJECTIVES (COs)

1. To acquaint students with complexities and issues pertaining to financial management & concepts of time value of money.
2. To familiarize students with respect to various sources of finance and develop the ability to compute the cost of capital.
3. To develop student's ability to take decisions with respect to capital structure and leverage
4. To equip students with analytical tools and techniques for sound capital budgeting decisions.
5. To develop the managerial skills among the students to take decisions in basic aspects of investing, financing and dividend and to manage day to day routine operations of business.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Get the fundamentals of subjects with practical aspects as well.
2. Explore issues relating to various source of finance and cost of capital
3. Analyse and take decisions on capital structure and leverage aspects of business
4. Think critically about the capital budgeting decisions in a real business scenario.
5. Manage day to day routine operations of business and scrutinize dividend policy decisions

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

### COURSE CONTENT

#### Unit1

#### Introduction

**Financial Management:** Finance and related disciplines; objectives of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of

finance managers, agency problems

**Time value of money:** Concepts & importance, computation of present values & future values, single cash flow, multiple cash flow stream, annuities, perpetuities, effective interest rate, excel applications.

## **Unit II**

### **Sources of finance**

Shares, debentures and term loans, New Financial instruments: Factoring, Venture Capital, Credit Rating, Commercial Paper, Certificate of Deposit, Global Depository Receipts

**Cost of Capital:** Concept, Importance Measurement of cost of capital, Computation of The overall cost of capital.

## **Unit-III**

**Capital Structure:** Meaning, Capital Structure and Financial Structure, Patterns of Capital Structure, Optimum Capital Structure, Capital Structure Theories: Net Income approach, Net Operating Income approach, Modigliani-(MM) approach, Traditional approach, Factors Determining Capital Structure

**Leverage:** Types of leverage: Operating Leverage, Financial Leverage & combined leverage, financial break-even level, EBIT -EPS Analysis

## **Unit –IV**

### **Capital Budgeting Decision**

Meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Payback period, Discounted payback period, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitability Index.

## **Unit-V**

### **Working Capital Management**

Fundamentals of working capital management, nature of working capital, Determinants of working capital- Planning for working capital, temporary and permanent working capital, computation of working capital.

### **Dividend Decision**

Dividend policy, determinants of dividend policy, types of dividend policies, forms of dividend, Walter's model, Gordons's dividend growth model, M.M irrelevance doctrine, practice in industry.

## **TEXT BOOKS**

1. M.Y. Khan & P.K. Jain, Financial Management: Text, Problems and Cases, McGraw-Hill Education.
2. Pandey I. M., Financial Management, Vikas Publishing House
3. Goel, S., Financial Management Practices in India, 1st edition (2017), United Kingdom: Taylor & Francis.
4. Chandra, P., Financial Management. India, 9th edition (2017), McGraw-Hill Education.

## **SUGGESTED READINGS**

1. Eun, Cheol, S. & Resnick, Bruce, G., International Financial Management, 7th Edition (2014), Tata McGraw Hill Education.
2. Pathak Bharti, Financial Management, 5th Edition. (2018). India, S. Chand & Company Limited.

<b>Aptitude and Reasoning</b>	
Course Code: 24AR555	Continuous Evaluation: 40 Marks
Credits: 1	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Skill Enhancement Course

### **COURSE OBJECTIVES :**

1. To understand the concept of problems related to simple equation, ratio, proportion and variation.
2. To understand the concept of problems related to percentage, profit and loss, partnership, simple and compound interest.
3. To understand the concept of problems related to deductions and connectives.
4. To understand the concept of problems related to puzzles, linear and circular arrangement.
5. To understand the concept of problems related to clock, calendars and blood relations

### **COURSE LEARNING OUTCOMES**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Synthesize the different types of problems related to simple equation, ratio, proportion and variation.
2. Put the theory/formulae learnt in daily-life situations.
3. Analyze and apply the formulae learnt in solving different types of problems.
4. Ability to answer and solve questions related to different sets of problems.
5. Develop analytical skills in solving questions.

### **MAPPING BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES**

Course Objectives (COs)	Course Learning Outcomes (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

## **COURSE CONTENT**

### **UNIT-I**

Simple equations; Ratio & Proportion; Variation

### **UNIT-II**

Percentages; Profit and loss; Partnership; Simple interest and Compound interest

### **UNIT-III**

Deductions, Connectives

### **UNIT-IV**

Analytical Reasoning puzzles; Problems on Linear arrangement; Problems on Circular arrangement

### **UNIT-V**

Clocks; Calendars; Blood relations

## **TEXT BOOKS**

1. R S Agarwal, Quantitative Aptitude, S.Chand Publishers,2013
2. R S Agarwal, A modern approach to Logical reasoning, S.Chand Publishers

## **SUGGESTED READINGS**

1. Barron's Guide for GMAT, Galgotia Publications, New Delhi, 2006.
2. Abhijit Guha, Quantitative Aptitude - Mc Graw Hills Publishers

## ESSENTIALS OF BLOCKCHAIN & IoT

<b>Course Code:23TS501</b>	Continuous Evaluation: 70 Marks
Credits: 1	End Semester Examination: 30 Marks
L T P : 0 0 2	
Pre-Requisite : NIL	

### COURSE OBJECTIVES (COs)

1. To familiarize the students with functional/operational aspects of crypto currency ECOSYSTEM.
2. To understand emerging abstract models for Block chain Technology.
3. To learn various protocols of IoT.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand how bitcoin and other coins work in real world.
2. Analyze the properties of Block Chain models.
3. Understand the vision of IoT and communication protocols from a global context.
4. Design portable IoT using appropriate boards.

### MAPPING MATRIX BETWEEN COURSE OBJECTIVES AND COURSE LEARNING OUTCOMES:

CLO	CLO 1	CLO 2	CLO 3	CLO 4
CO				
CO 1				
CO 2				
CO 3				

## TRAINING CONTENTS

MODULE	COURSE CONTENT	STUDENTS ENGAGEMENT ACTIVITY
I	<p><b>CONSENSUS</b></p> <p>The consensus problem, Abstract Models for BLOCKCHAIN : GARAY model, RLA Model, liveness and fairness, Proof of Stake ( PoS) based Chains, Hybrid models ( PoW + PoS)</p>	Perform Mapping of coins and Blockchain Models
II	<p><b>BITCOIN</b></p> <p>Bitcoin Introduction, Wallet - Blocks - Merkle Tree - hardness of mining - transaction verifiability - anonymity - forks - double spending - mathematical analysis of properties of Bitcoin.</p>	To identify the type of wallet used in a specific application.
III	<p><b>Introduction to IoT:</b> Definition, Characteristics, Applications, Connectivity Layers, Addressing, Networking, Sensing: Sensors and Transducers, Sensor Classes, Sensor Types, Actuation: Actuator Basics, Actuator Types.</p> <p><b>Connectivity Technologies:</b> ZigBee, 6LoWPAN, RFID, HART, NFC, Bluetooth, ISA100.11a.</p>	To identify the types and characteristics of Sensors
IV	<p><b>Introduction to Arduino:</b> Basic Concepts of Arduino Platform, Examples of Arduino Programming, Integration of Sensors and Actuators with Arduino,</p> <p><b>Introduction to Raspberry Pi,</b> Implementation of IoT with Raspberry, Software Defined Networking, Software Defined IoT Networking</p>	To design a simple application of LED lighting using Arduino and Raspberry Pi.
V	<p><b>HANDS ON ACTIVITY</b></p> <p>The students will design an application for smart irrigation system, smart healthcare system.</p> <p>In this activity students will identify the major components required for building a smart application and design the architecture and application accordingly.</p>	Complete the Assigned Activity

## LEARNING RESOURCES

1. Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, and Steven Goldfeder. Bitcoin and cryptocurrency technologies: a comprehensive introduction. Princeton University Press, 2016.
2. Honbo Zhou, "The Internet of Things in the Cloud:A Middleware Perspective" — CRC Press-2012
3. ArshdeepBahga, Vijay Madiseti, "Internet of Things (A Hands-On-Approach)", VPT, 2014.
4. <https://eprint.iacr.org/2014/349.pdf>
5. <https://eprint.iacr.org/2012/718.pdf>
6. <https://github.com/ElementsProject/lightning/blob/master/doc/deployable-lightning.pdf>
7. <https://www.hyperledger.org/use/tutorials>
8. <https://docs.soliditylang.org/en/latest>
9. Raspberry Pi Cookbook, Software and Hardware Problems and solutions, Simon Monk, O'Reilly(SPD), 2016, ISBN 7989352133895
10. Getting Started with Raspberry Pi, Matt Richardson & Shawn Wallace, O'Reilly (SPD), 2014,ISBN: 9789350239759.

# **SEMESTER-VI**

<b>Introduction to Business Strategy</b>	
Course Code: 23BBA601	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Major Course

### **COURSE OBJECTIVE (COs)**

1. To introduce the concepts of strategy and understand its nature in the competitive and institutional landscape.
2. To develop a holistic approach to see business issues comprehensively and use other core and functional subject knowledge for decision-making.
3. To make them aware of the strategic management practices in the industry
4. To acquaint the students to handle critical situations in the business world through the practical application of knowledge and skills of the subject.
5. To make them learn about the business practices and procedures to meet business objectives

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

- 1) Describe major theories, background work, concepts and research output in the field of strategic management.
- 2) Develop a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature
- 3) Demonstrate application of previous knowledge testing of SM in solving business problems
- 4) Demonstrate and apply effective application of concepts, tools & techniques to practical situations for diagnosing and solving organizational problems.
- 5) Determine capability of making their own decisions in dynamic business environment.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO 5</b>
<b>CO 1</b>					
<b>CO 2</b>					
<b>CO 3</b>					
<b>CO 4</b>					
<b>CO 5</b>					

### **COURSE CONTENT**

#### **Unit-I**

#### **Introduction to Business Strategy**

Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria

for evaluating a mission statement- Goal, Process & Input formulation of the mission statement- Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement.

## **Unit-II**

### **Environmental Analysis and Strategic orientation**

Environmental Analysis & Diagnosis: Analysis of company's external environment  
Environmental impact on organizations policy and strategy, organizations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organization's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

## **Unit-III**

### **Types of Business Strategies**

Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround.

## **Unit IV**

### **Strategic Framework and Considerations**

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE Nine Cell Matrix , product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy.

## **Unit V**

### **Culture and Strategic Leadership**

Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Introduction to Strategic control & evaluation.

## **TEXTBOOKS**

1. Thomas L. Wheelan, J. David Hunger, Strategic Management and Business Policy, 14<sup>th</sup> edition (2016) Pearson/Prentice Hall
2. Arthur, A. Thomson and Strickland, A. J., Strategic Management – Concept and Cases. 19<sup>th</sup> edition (2014) Tata McGraw Hill, New Delhi.

## **SUGGESTED READINGS**

1. Kark Rajneesh (2008). Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena Penguin Books
2. Azhar Kazmi and Adela Kazmi, Strategic Management, 4<sup>th</sup> edition(2017) McGraw

## Income Tax Law & Practice

Course Code:23BBA602	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Basic knowledge of taxation	Course Category: Major Course

### COURSE OBJECTIVES (COs)

1. To provide students in-depth knowledge of basic concepts of taxation laws and residential status.
2. To make students understand and able to compute taxable income from Salary & House Property
3. To make students understand and able to compute taxable income from Profits and Gains of business or Profession, Capital gain, Income from other sources.
4. To develop students' ability for tax planning and tax computation of an individual
5. To familiarize students with provisions relating to filing of returns, TDS & Advance payment of tax

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic concepts in the field of taxation laws.
2. Efficiently use the taxation laws in computing taxable income from Salary & House property.
3. Efficiently use the taxation laws in computing taxable income from Profits and Gains of business or Profession, Capital gain, Income from other sources.
4. Implement taxation laws in terms of tax planning.
5. Prepare and file the tax returns.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) & COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

### COURSE CONTENT

#### UNIT-I

##### Basic concepts

Income, Agricultural income, person, assess, assessment year, previous year, gross total income, total income, maximum marginal rate of tax, Permanent Registration Number, Residential status of an

individual, scope of total income on the basis of residential status, Exempted income under section 10.

#### **UNIT-II**

##### **Computation of income under different heads**

Salaries, Income from house property

#### **UNIT-III**

##### **Computation of income under different heads**

Profits and gains of business or profession, Capital gain, Income from other sources.

#### **UNIT-IV**

##### **Deduction U/S 80C to 80U**

Clubbing of income, set-off and carry forward of losses, Deductions under section 80 computation of total income and tax liability of individuals.

#### **UNIT-V**

##### **Filing of return**

Tax deducted at source, Advance payment of tax, Preparation of return of income manually, through software.

#### **TEXTBOOKS**

1. H C Mehrotra & S P Goyal: Income Tax Law and Accounts, Sahitya Bhawan Publication
2. Vinod Singhanian and Monica Singhanian; Students guide to Income tax, Taxmann Publication
3. Girish Ahuja and Ravi Gupta; Systematic Approach to Income Tax: Bharat Law House.

#### **SUGGESTED READINGS**

1. Vinod k.Singhanian and Kapil Singhanian; Tax computation on CD: Taxmann Publications
2. Mahesh Chandra, S.P Goyal and D.C Shukla; Income Tax and Law practice:, Pragati Prakash
3. DinkerPagare: Income Tax Law and Practice; Sultan Chand & Sons, New Delhi.

## **Business Ethics and CSR**

Course Code: 23BBA603	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Major Course

### **COURSE OBJECTIVES (COs)**

1. To sensitize the students and also help them appreciate the overall legal framework within which legal framework aspects relating to business activities are carried out.
2. To create awareness in respect of rules and regulations affecting various managerial functions.
3. To make students understand the business law in terms of various acts that influence business in India.
4. To acquaint the students to handle critical situations in the business world through practical application by understanding legal aspects of business.
5. To make the students aware about the corporate social responsibility and governance system to operation business organization.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. understand the legal perspective of this course and how it is critical for the success of business organizations.
2. apply knowledge to understand the legal byelaws in business.
3. from learning to understanding industry competition at different levels so as to enable them appreciate associated opportunities, risk and challenges and their relevance in business decisions.
4. demonstrate capability of making their own decisions by understanding legal intricacies in a dynamic business environment.
5. Apply knowledge CSR and corporate governance in companies and society as well.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO 5</b>
<b>CO 1</b>					
<b>CO 2</b>					
<b>CO 3</b>					
<b>CO 4</b>					
<b>CO 5</b>					

### **COURSE CONTENT**

#### **Unit-I**

#### **Introduction to Business Ethics and Values**

Introduction: Values-Concept, types and formation of values, ethics, values and behavior, values of Indian Managers, Ethics, development of ethics, ethical decision making and decision-making process, relevance of ethics and values in business, Personal & Professional

Ethics, Ethical Dilemmas, Life Skills, Emotional Intelligence, Thoughts of Ethics, Dimensions of Ethics.

### **Unit-II Progress, Success and professional practices by Business Gurus**

Understanding Progress, Results & Managing Transforming: Progress and Results definition, functions of progress, transformation, need for transformation, process & challenges of transformation. Understanding Success: Definitions of success, Principles for competitive success, prerequisites to create blueprint for success. Success stories of business Gurus.

### **Unit-III**

#### **Duties and responsibilities, Knowledge and Wisdom**

Ethics in changing domains of Research, workplace politics, the emerging emphasis on understanding and fostering responsible conduct, responsible authorship, reviewing & editing, meaning of Data, Information, knowledge and wisdom, difference between knowledge and wisdom, knowledge worker versus wisdom worker, concept of knowledge management and wisdom management, wisdom-based management

### **Unit IV**

#### **Stress Management and karma Yoga**

Stress Management: Meaning, sources and consequences of stress, stress management and detached involvement, Concept of Karam yoga, types of krama, Nishkaam Karma and Sakam Karma

### **Unit V**

#### **CSR**

Corporate Social Responsibility & Consumer Protection: Corporate responsibility of business: employees, consumers and community, Corporate Governance, Code of Corporate Governance, Consumerism, unethical issues, in sales, marketing and technology

### **TEXT BOOKS**

1. Tanu Shukla, Anupam Yadav & Gajendra Singh Chauhan (2017) 'Human Values and Professional Ethics' Cengage India Private Limited, New Delhi
2. Subramanian, R. (2015). Professional Ethics, Oxford University Press, 2015
3. Chakraborty, S.K., (2004), Ethics in Management: A Vedantic Perspective, Oxford University Press.

### **SUGGESTED READINGS**

1. C.S.V Murthy, "Business Ethics- Text and Cases", 6th Edition, 2012, Himalayan Publishing
2. Sanjiv Agarwal, Corporate Governance: Concept & Dimensions; 2014, 7th Edition, Snow white Publications P. Ltd.

## Project Management

Course Code:23VOC607	Continuous Evaluation: 60 Marks
Credits: 4	End Semester Examination: 40 Marks
Prerequisite: Nil	Course Category: Vocational Course

Objective: This course aims to provide comprehensive knowledge, skills, and tools for efficient project execution, ensuring successful delivery within budget and schedule. After the course, students will be equipped to strategize, plan effectively, design project schedules, and create the overall framework.

### COURSE OBJECTIVES (COs)

1. To introduce the students to the of basic Project Management Principles
2. To enable the student to Develop Project Planning and Scheduling Skills
3. To enhance leadership and communication skills to effectively manage project teams, stakeholders, and handle conflicts to ensure project success.
4. To enable Students to effectively evaluate projects, conduct project audits, and prepare closure reports.
5. To enable Students to effectively evaluate projects, conduct project audits, and prepare closure reports.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Build Understanding of basic Project Management Principles
2. Develop Project Planning and Scheduling Skills.
3. Enhance leadership and communication abilities for successful project management.
4. Master Project Evaluation, Audit, and Closure.
5. Master Project Evaluation, Audit, and Closure.

### MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

### COURSE CONTENT

#### UNIT I

#### INTRODUCTION TO PROJECT MANAGEMENT AND PROJECT SELECTION

Objectives of Project Management- Importance of Project Management- Types of Projects  
Project Management Life Cycle- Project Selection – Feasibility study: Types of feasibility  
Steps in the feasibility study.

### **UNIT II PROJECT PLANNING AND IMPLEMENTATION**

Project Scope- Estimation of Project cost – Cost of Capital – Project Representation and  
Preliminary Manipulations - Basic Scheduling Concepts - Resource Levelling – Resource  
Allocation- Critical Chain Project Management-Plan Analysis and Risk Management.

### **UNIT III PROJECT MONITORING AND CONTROL**

Setting a base line- Project management Information System – Indices to monitor progress.  
Importance of Contracts in projects- Teamwork in Project Management - Attributes of a good  
project team – Formation of effective teams – stages of team formation.

### **UNIT IV PROJECT CLOSURE**

Project evaluation- Project Auditing – Phases of project Audit- Project closure reports  
Guidelines for closeout reports - Improving Project Performance- Computers, e-market, and  
their role in Project management- Risk management- Environmental Impact Assessment - Case  
studies in Project management

### **TEXT BOOKS**

1. Project Management, Harvey Maylor, Pearson Education, 3rd edition.
2. Projects, Prasanna Chandra, Tata McGraw Hill
3. Project Management, Pinto, Pearson

### **SUGGESTED READINGS**

1. “Project Management- A Managerial Approach”, Jack Meredith, Samuel J. Mantel Jr., John Wiley and Sons
2. Project Management – The Managerial Process, Clifford F. Gray & Erik W. Larson, Tata McGraw Hill

# **SEMESTER-VII**

<b>BUSINESS ECOSYSTEM AND ENVIRONMENT</b>	
CourseCode:24BBA701	ContinuousEvaluation:40Marks
Credits:4	End Semester Examination: 60Marks
Prerequisite: NIL	Course Category: Major Course

### **COURSE OBJECTIVES (COs)**

1. To introduce students to the preliminary concepts of Business Environment.
2. To diagnose the economic environment for a business and ways to manage it.
3. To understand the socio-cultural environment that is impacting the business unit.
4. To provide insights of the political, natural and technological environment which is impacting a business unit.
5. To make students understand the global business environment.

### **COURSE LEARNING OUTCOMES (CLOs)**

This syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Demonstrate an understanding of the all types of environments impacting business.
2. Understand economic policies so impacting a business unit and understanding all sphere so fan economic environment.
3. Gain knowledge on culture and globalization while making the students learn demographic environment.
4. Explore the dynamics of legal environment and impact of technology on a business.
5. To gain knowledge about the global business environment.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO 5</b>
<b>CO 1</b>					
<b>CO 2</b>					
<b>CO 3</b>					
<b>CO 4</b>					
<b>CO 5</b>					

### **COURSE CONTENTS**

#### **Unit- I**

#### **An Overview of the Business Environment**

Type of Environment-internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and strategic management. Managing diversity. Scope of business, characteristics of business. Objectives and the Uses of the Study. Process and limitation of environmental analysis.

## **Unit- II**

### **Economic environment**

Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, Economic policies-new industrial policy, FEMA, Monetary and fiscal policies. Consumer Protection Act and Competition Law. Liberalization, Privatization and Globalization of Indian Economy, Trends, and Issues.

## **Unit- III**

### **Socio-Cultural Environment**

Nature and impact of culture on business, culture and globalization, social responsibilities of business, social audit, business ethics and corporate governance, Demographic environment population size, migration and ethnic aspects, birthrate, death rate and at the age structure.

## **Unit- IV**

### **Political, Natural and Technological Environment**

Functions of state, economic Roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention, Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, Management of technology; Features and Impact of technology.

## **Unit-V**

### **Global Environment**

Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; Foreign Direct Investment (FDI), WTO- Its Role and Functions MNCs, International Institutions(World Bank and IMF ),

## **TEXTBOOKS**

1. Francis Cherunilam, Business Environment, 25th edition (2017), Himalaya PublishingHouse.
2. K. Aswathappa, Essentials of Business environment, 15th edition (2015), HimalayaPublishingHouse.
3. ShaikhSaleem,Business environment,4thedition(2020), PearsonEducation.

## **SUGGESTED READINGS**

1. AndrewHarrison,Businessenvironment,2nd edition(2013),Oxford UniversityPress
2. PaulWetherly&Dorronotter,Thebusinessenvironment,3rdedition(2018),OxfordUniversity Press.

<b>Goods &amp; Services Tax</b>	
Course Code: 23BBA702	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Basic knowledge of Taxation	Course Category: Major Course

### **COURSE OBJECTIVES (COs)**

1. To make students understand the rationale of Goods and Services Tax (GST), constitutional amendments for implementation of GST in India and comprehend the composition and working of GST council and also the procedure of registration of GST.
2. To make students understand about the meaning of supply, types of supply, provisions related to the place of supply and time of supply and composition levy.
3. To acquaint students regarding provisions of claiming and utilization of input tax credit and reverse charge mechanism.
4. To develop students' ability to prepare various documents and computation of taxable value of supply.
5. To familiarize students with provisions relating to filing of returns, accounts, audit and assessment.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the rationale of Goods and Services Tax (GST), constitutional amendments functioning of GST council and registration process.
2. Interpret the meaning of supply under GST law, composite and mixed supply, provisions related to taxability of GST with regard to place and time of supply and composition levy.
3. Understand the utilization of input tax credit and the provisions of reverse charge mechanism.
4. Prepare various documents and compute the taxable value of supply.
5. File various returns under GST and payment of taxes.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

### **COURSE CONTENT**

## **Unit I**

### **Introduction to Goods and Services Tax: Structure, Registration and Exemptions**

The constitutional framework of indirect taxes before GST; Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council; GST Network; State compensation mechanism; Registration; Exemptions from GST.

## **Unit II**

### **Levy and Collection of GST**

Scope of Supply, Nature of supply: Inter-State, Intra-State, Classification of goods and Services; Composite and Mixed supplies; Composition levy scheme, Place of supply, Time of supply.

## **Unit III**

### **Value of Supply, Input Tax Credit and Reverse Charge Mechanism**

Value of supply, Eligible and ineligible input tax credit; Apportionments of credit and blocked credits, Availability of tax credit in special circumstances; Reverse Charge Mechanism.

## **Unit IV**

### **Value of Supply, Tax Invoice and Payment of Tax**

Value of supply, Tax Invoice, Credit and debit notes, and e-Way bills; Payment of taxes: Electronic Cash Ledger - Electronic Credit Ledger - Electronic liability ledger.

## **Unit V**

### **Returns, Accounts and Assessment**

Furnishing Details of Supplies - Returns - Accounts and Records, Assessment- An overview of various types of assessment, Audit, Demand & Recovery

## **TEXT BOOKS**

1. Ahuja, Girish and Gupta, Ravi, GST & Customs Law. Flair Publications Pvt. Ltd., Delhi.
2. Babbar, Sonal, Kaur, Rasleen and Khurana, Kritika. Goods and Service Tax (GST) and Customs Law. Scholar Tech Press, New Delhi.
3. Bansal, K. M., GST & Customs Law. Taxmann Publication, Delhi.
4. Gupta, S.S. GST- How to meet your obligations, Taxmann Publications.
5. Mittal, Naveen, Goods & Services Tax and Customs Law. Cengage Learning India Pvt. Ltd., Delhi.
6. Sahi, Shilpi. Concept Building Approach to Goods & Service Tax, & Customs Laws.
7. Cengage. Singhania, V. K, GST & Customs Law. Taxmann Publication, Delhi.

## **SUGGESTED READINGS**

1. Gupta, S.S., Vastu and Sevakar, Taxmann Publications, 2017.
2. Sisodia Pushpendra, GST Law, Bharat Law Hous
3. The Constitution (One hundred and First Amendment) Act, 2016
4. The Central Goods and Services Tax Act, 2017
5. The Integrated Goods and Services Tax Act, 2017
6. The Union Territory Goods and Services Tax Act, 2017

## **International Business Management**

Course Code:23BBA703	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Major Course

### **COURSE OBJECTIVE (COs)**

1. To acquaint students with the basic understanding of the concepts and theories of international business.
2. To explain how the economic, political/legal, and financial environments affect international business operations.
3. To discuss the ethical issues confronting the international business community.
4. To understand the structure and strategies required for doing business globally.
5. To develop an understanding of managing exposure while doing international business.

### **COURSE LEARNING OUTCOME (COs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Explain the internationalization process.
2. Recognize the dynamic environment affecting doing international business.
3. Understand the importance of ethics and governance in doing business with different countries.
4. Analyse the types of strategies that can be formulated for gaining exposure internationally.
5. Assess the different types of exposure and its significance.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO 5</b>
<b>CO1</b>					
<b>CO2</b>					
<b>CO3</b>					
<b>CO4</b>					
<b>CO5</b>					

### **COURSE CONTENT**

#### **Unit-I**

#### **An Overview of International Business:**

Framework of International Business, Types of International Business, International Business

Approaches, Global Marketing Theory of Competitive Advantages, Neo-Classical, Modern Approach to International Business, Problems of Trade and Aid to Developing Countries.

## **Unit-II**

### **International Business Decision:**

Mode of Entry, Marketing Mix, Factors Affecting decision For International Business, Economic, political, cultural, legal, technological and competitive environments in International Business.

## **Unit-III**

### **Role of International Institutions:**

GATT, WTO, ECM, IMF, IBRD, IDA, IFC, UNCTAD, In International Business. Recent Trends in World trade, Multi-National Corporations and the Trade, Corporate Governance, Code of conduct for MNCs.

## **Unit-IV**

### **International Capital Movement:**

Risk in International Operations, International Investment, Financing of Foreign trade, Factor Mobility and Direct Foreign Investment. Export Finance, Pre and post Shipment credit, Introduction to FEMA, Insurance. Role of ECGC and export Promotion Councils, Eurocurrency Market.

## **Unit-V**

### **Recent Trends in India's Foreign Trade:**

Export and Import Policy, Trade Policy, Balance of Payment, Custom and Tariff Rationalization. Identifying Foreign Markets and Overseas markets, Product Development in international markets, Transfer Logistics and Distribution Channels, Role of Documentation in International Trade, Export Pricing, Methods of International Payments.

## **TEXTBOOKS**

1. Charles, E. Hill: International Business: Competing in the Global Marketplace, 12th edition (2018), McGrawHill/Irwin Publishing House.
2. Bhalla, V.K. and S. Shivaramu. International Business Environment and Business, 13th edition (2016), Chand Publications.
3. Daniels, J.D., Lee, H.R., Daniel, P. S. & Salwan, P. International Business- Environment and operations. 11th edition (2016), Pearson education.

## **SUGGESTED READINGS**

1. Alworth, Julian S. The Finance Investment and Taxation Decisions of Multinationals, London, 5th edition (2018), Basil Blackwell Publications.
2. Daniel, John D and Radebangh, Lee H International Business, 5th edition (2016), New York, Addison Weley Publications.

# **SEMESTER-VIII**

## Corporate Governance

Course Code: 23BBA801	Continuous Evaluation:40Marks
Credits:4	End Semester Examination:60Marks
Prerequisite: NIL	Course Category: Major course

### COURSE OBJECTIVES (COs)

1. To provide basic knowledge of business ethics and values and its relevance in modern context.
2. To enable the students know the importance of ethics in management and decision making process.
3. To give an insight on corporate governance practices in Indi
4. To provide about necessary knowledge and skills for building professional boards, stakeholder engagement and shareholder activism.
5. To build and monitor systems that has strong internal control to prevent corporate frauds

### COURSE LEARNING OUTCOMES (CLOs)

1. It enables the students to know the importance of following ethics in business organizations.
2. It helps the students to inculcate work values in their professional life.
3. It helps the students to understand the importance of corporate governance to the stakeholder
4. Students will understand the rights and responsibilities of shareholders.
5. Appropriately address ethical issues such as conflicts of interest and insider trading

### MAPPING BETWEEN COURSE OBJECTIVES (COS) AND COURSE LEARNING OUTCOMES (CLOS)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

### COURSE CONTENT

#### UNIT 1:

Introduction to business ethics and values: 10 HRS Meaning, Nature of business ethics, Importance of business ethics, Factors influencing business ethics, Arguments for and against business ethics, Types of ethical dilemmas. Values: Meaning, Types of values.

**UNIT 2:**

Ethics in management: 12 HRS Ethics in HRM- Importance, Managing ethical issues in HRM; Marketing ethics- Importance, Ethical issues in marketing, Ethical behaviour in relation to suppliers, competitors; Ethics in Finance and Accounts.

**UNIT 3**

Ethical decision making: 16 HRS Meaning, Nature of ethical decision making, Process- Problem identification, clarifying goals, identifying the desired facts, developing options based on objectives, analysis of various options, test the options, make decisions and implementation phase. Factors influencing ethical decision making- Individual influences (Age & Gender, National and cultural characteristics, Education & employment, Psychological factors, Personal values, Personal integrity and moral imagination)

**UNIT 4:**

Corporate Governance & CSR: 08 HRS Meaning, Features of good corporate governance, Factors influencing corporate governance, Corporate governance in India, Amendments to Corporate Governance.. CSR- Concept and initiatives in India.

**UNIT 5:**

Corporate Governance & Ethics: 14 HRS Ethical issues of Corporate Governance, Factors influencing Corporate Governance, Models of Corporate Governance( Anglo American, Japanese, German& Indian), Theories of Corporate Governance.

**TEXT BOOKS**

1. Business Ethics: K Aswathappa, J Usha Rani, Sunanda GundaVajhala; Himalayala Publishing house; First edition 2017.
2. Business Ethics and Corporate Governance: Dr. S S Khanka; S Chand and Company Pvt Ltd; First edition 2014.
3. Business Management: R K Sharma and Shashi K Gupta; Kalyani publishers; 2007 edition.
4. New Companies Act: Taxman's publication

<b>Supply Chain Management</b>	
Course Code: 23BBA802	Continuous Evaluation:40Marks
Credits:4	End Semester Examination:60Marks
Prerequisite: NIL	Course Category: Major course

### **COURSE OBJECTIVES (COs)**

1. To expose the students to the role of integrated service providers and identify types of supply chain integration agreements
2. To equip students to Discuss the role of customer service in supply chain management.
3. Students are introduced to different jobs in the various sectors of the supply chain management industry.
4. To make students Identify the components of a supply chain, and their sources and planning involved in managing a supply chain.
5. Explain the role of supply chain and customer services.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP).  
After completion of the course, students would be able to:

1. Describe the importance of forecasting, planning, and scheduling
2. Explain procurement planning, inventory control and planning, and safe and efficient storage methods.
3. Describe the different modes of transportation and the functions of transportation management.
4. Describe the role of manufacturing and the types of production systems.
5. Apply the knowledge of supply chain and customer services.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO 5</b>
<b>CO1</b>					
<b>CO2</b>					
<b>CO3</b>					
<b>CO4</b>					
<b>CO5</b>					

### **COURSE CONTENT**

#### **Unit I**

Introduction to supply chain management: concept, objectives and functions of SCM, the conceptual framework of SCM, supply chain strategy, operating model for the supply chain. Managing the external and internal supply chain.

## **Unit II**

Global supply chain management: EDI, problems of complexity confronting supply chain management, reverse supply chain. Value chain and value delivery systems for SCM. Organization design and management of supply chain.

## **Unit III**

Sourcing: sourcing of material, global sourcing- issues, problems, group purchasing, inventory management in supply chain: Role and importance of inventory in the supply chain, inventory policies, JIT, VMI, inventory methods. Role of store management in the supply chain, inventory as an element of customer services.

## **Unit IV**

Strategic issues in supply chain: lean manufacturing, strategic partnerships, alliances and collaborative advantage. Strategic relationships in logistics , handling systems and equipment, stores management. Best practice and benchmarking, re-engineering of supply chain.

## **Unit V**

Retailing and supply chain interface:- retail supply chain management, transportation and inventory in retail supply chain and logistics, channel design and management, role of packaging and repackaging in retail business, customer led business, customer focus in supply chain complaint handling, developing customer service strategy, RFID and barcoding.

## **TEXTBOOKS**

1. Sahay B.S., Supply Chain Management: For Global Competitiveness,2ndEd. (2015), McMillan India Pvt. Ltd., New Delhi.
2. Bowonkim, Supply chain management, 3rd edition (2018), Cambridge university press.
3. Sunil Chopraand Virkalra, Supply Chain Management: Strategy, Planning, andOperation,7thedition (2018), Pearson.

## **SUGGESTED READINGS**

1. S.Chopra and P.Meindl, Supply Chain Management,6th edition (2016),Pearson
2. Nicoleta Tipi, Supply chain analytics and modelling,1<sup>st</sup> edition (2021),Kogan page

<b>DIVERSITY &amp; BUSINESS SUSTAINABILITY</b>	
Course Code: 24BBA803	Continuous Evaluation:40Marks
Credits:4	End Semester Examination:60Marks
Prerequisite: NIL	Course Category: Major course

### **COURSE OBJECTIVE (COs)**

1. To understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges
2. To understand diversity and its implications for the business.
3. To make the understanding of livelihood and occupational diversity.
4. To acquaint with trends in Diversity.
5. To explore the relationship between diversity and another area of business

### **COURSE LEARNING OUTCOME (CLOs)**

1. Understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges.
2. Understanding diversity and its implications for the business.
3. To make students understand and get practical knowledge of livelihood and diversity
4. Students will be able to understand the role of diversity in real-life situations.
5. Students would be able to grasp the knowledge of diversity and apply in the corporate sector.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO 5</b>
<b>CO1</b>					
<b>CO2</b>					
<b>CO3</b>					
<b>CO4</b>					
<b>CO5</b>					

#### **Unit-I**

##### **Introduction**

Recognizing, Accommodating and valuing diversity, Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources.

#### **Unit -2**

Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlement. Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions.

**Unit-3**

People, Livelihood and Occupational Diversity, Traditional livelihoods and their nature - agriculture, crafts, industry and service, Region, occupation and employment.

**Unit-4**

Linkages between Diversity and India's Socio-economic challenges, Regional variations in terms of geographic and socio-economic factors- trends and emerging options, Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development.

**Unit -5**

Diversity and Business, Indian Consumers and marketing; Rural and Urban context, Diversity, manufacturing, industry and services, Diversity and Innovation, Workforce diversity and management

**TEXTBOOKS**

1. Bhatt, B. L (1980)-"India and Indian Regions: A Critical Overview" in David E. Sopher 'An Exploration of India- Geographical Perspectives on Society and Culture'. Cornell. Pages- 35-61 for Socio cultural regions.
2. Bill Aitken, Seven sacred rivers, Penguin Books,1992.

**SUGGESTED READINGS**

1. Bose NK (1969) Unity in Indian Diversity in Desai AR (1969) Rural Sociology in India, reprinted 2009, Popular Prakashan, (for diversity as strength Part II chap 3 pp134-136)
2. Chakravarti AK (2004) Regional Preferences for Food: Some Aspects of Food Habit Patterns In India in Grover N and KN Singh (eds) 2004, Cultural Geography: Form and Process, Concept Publishers, Delhi ( for regional specificity of food -Chap 23 pp 355 to375)

**DISCIPLINE-SPECIFIC  
ELECTIVES  
FINANCE**

## Principles of Banking and Insurance

Course Code: 23BBA504F	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### COURSE OBJECTIVES (COs)

1. To acquaint students with the Indian Banking reforms and innovation.
2. To familiarize students with the regulatory framework of the Indian Banking Industry.
3. To enable students' to analyze bank's balance sheet and credit risk management.
4. To acquaint students with the concepts of risk and insurance.
5. To provide insights into the insurance regulations in India.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Understand the banking sector's reforms and innovations.
2. Comprehend the significance of capital adequacy norms in maintaining liquidity and financial health of the banks.
3. Assess the bank's financial position and the risk associated with the credit mechanism
4. Apply the various insurance instruments to manage the risk.
5. Apply various Insurance Regulations Acts in real life situations.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

### COURSE CONTENT

#### Unit 1: Introduction to Banking

Introduction to Banking – Meaning, Origin, Scope – Indian Banking System- Types of Banks- Role and functions of Banks – Banking Structure – Branch Banking, Unit Banking, Group Banking and Chain Banking. India's Approach to Banking Sector Reforms. Innovations in Banking: E-banking, Mobile banking, Overview of Micro Finance, New Products & Services.

#### Unit 2: Regulatory Framework of Banking Sector

RBI Act, 1934 – Role and Functions of RBI, Monetary Policy of RBI – Provisions of RBI Act 1935, Banking Regulation Act 1949 - Opening of new banks and branch licensing - Constitution of board of directors and their rights - Banks shareholders and their rights - CRR / SLR concepts.

Basel Norms.

### **Unit 3: Bank Balance Sheet Structure and Credit Management**

Bank balance sheet structure. - Record keeping - 5S concepts, Principles of Lending, Credit appraisal, Credit Risk Management, Prudential Norms- Asset Classification – Non-Performing assets – Provisioning

### **Unit 4: Risk and Insurance**

Defining risk, nature and types of risk, risk management process, Risk and its relation with insurance. Concept and significance of insurance, classification of insurance life and non-life, general principles of insurance.

### **Unit 5: Insurance Regulations in India**

Introduction to Insurance Act 1938, Insurance Regulatory Development Authority (IRDA)- Structure, Functioning, guidelines for issuance of insurance policies. IRDA- protection of policyholders interest. IRDA (2000) and amendments.

### **TEXT BOOKS**

1. Zwieter, K. v., Cranston, R., Van Sante, T., Avgouleas, E., Principles of Banking Law, 3<sup>rd</sup> Edition (2018), Oxford University Press.
2. M N Mishra, SB Mishra, Insurance Principles and Practice, 22<sup>nd</sup> Edition (2016), S Chand.
3. Sethi, J., Bhatia, N., Elements Of Banking And Insurance, 2<sup>nd</sup> Edition (2012), PHI Learning.

### **SUGGESTED READINGS**

1. Hargovind Dayal, The Fundamentals of Insurance: Theories, Principles and Practices, 1<sup>st</sup> Edition (2017), Notion Press.
2. KC Shekhar, Lekshmy Shekhar, Banking Theory and Practice, 21<sup>st</sup> Edition(2013), Vikas Publishing House.
3. Gulati, N. C, Banking and Insurance: Principles and Practices, (2011), Excel.

<b>Investment Management</b>	
Course Code: 25BBA505F	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline specific electives

### **COURSE OBJECTIVES (COs)**

1. To develop a comprehensive understanding of the principles and concepts of portfolio management.
2. To apply fundamental and technical analysis techniques to evaluate and value securities.
3. To construct and manage investment portfolios based on risk-return considerations.
4. To evaluate the performance of investment portfolios and make appropriate adjustments.
5. To gain knowledge of alternative investment options and their role in a diversified portfolio.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Demonstrate a solid understanding of the theories and methodologies used in Investment Management.
2. Apply valuation techniques to assess the value of equity and fixed income securities.
3. Construct and manage investment portfolios using appropriate asset allocation strategies.
4. Evaluate the performance of investment portfolios using relevant performance measurement metrics.
5. Understand the role and characteristics of alternative investments and their impact on portfolio diversification and risk management.

### **MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO1</b>	<b>CLO2</b>	<b>CLO3</b>	<b>CLO4</b>	<b>CLO5</b>
<b>CO1</b>					
<b>CO2</b>					
<b>CO3</b>					
<b>CO4</b>					
<b>CO5</b>					

### **COURSE CONTENT**

#### **Unit -1 Introduction to investment management**

Concept of Investment, Financial Investment Vs. Real Investment, Investment Vs Speculation, Objectives or Features of Investment, Risk Return Trade Off, Investment Environment – Overview of Securities Market and Different Types of Financial Investment. Investment Decision Process, Direct Investing Vs Indirect Investing, Approaches to Investing – Active Vs Passive. Diversification, Hedging and Arbitrage

## **Unit-2 Risk & Return Analysis**

Concepts of Return and Risk, Types of Return - their Calculation & Utility: Absolute Return, Average Return, Expected Return, Portfolio Return, Holding Period Return, Effective Annualized Return, Risk-Adjusted Return. Causes (or Sources) and Types of Risk – Systematic and Unsystematic Risk, Components of Systematic and Unsystematic Risk, Calculation of Total, Systematic and Unsystematic Risk. Impact of Taxes and Inflation on Investment – Computation of Post Tax and Real Returns.

## **Unit-3 Security Analysis**

Approaches to Security Analysis – Fundamental Analysis, Technical Analysis, Fundamental Analysis – EIC Framework, Economic Analysis, Industry Analysis, and Company Analysis.

Technical Analysis – Basic Tenets of Technical Analysis, Tool of Technical Analysis – Charts, and Technical Indicators, Limitations of Technical Analysis.

Difference between Fundamental Analysis and Technical Analysis.

## **Unit-4 Fundamentals of Valuation & Portfolio Analysis**

Efficient Market Theory (EMH) – Concept, Forms of Market Efficiency, Weak Form Hypothesis, Semi Strong Form, and Strong Form of Market Efficiency. Implications of EMH. Capital Asset Pricing Model (CAPM). Valuation of Fixed Income Securities – Bond Fundamentals, Types of Bonds, Bond Valuation.

Brief Introduction of Portfolio Analysis, Portfolio Management Process, Markowitz Model, Portfolio Risk and Portfolio Return.

## **Unit-5 Basics of Investment Avenues:**

Concept of Investment Avenues, Mutual Fund: Features, Classification, NAV Calculation, Open & Close ended Mutual fund, Basic of Insurance,

Insurance as an Investment, Personal Investment, International Investing.

Corporate securities – Shares, Bonds, ETF, Gold ETF, Reverse Mortgage,

## **TEXTBOOKS**

1. "Alternative Investments: Instruments, Performance, Benchmarks, and Strategies" by H. Kent Baker and Greg Filbeck
2. "Investments" by Zvi Bodie, Alex Kane, and Alan J. Marcus
3. "Fixed Income Securities: Tools for Today's Markets" by Bruce Tuckman and Angel Serrat

## **SUGGESTED READINGS**

1. "Investment Valuation: Tools and Techniques for Determining the Value of any Asset" by Aswath Damodaran
2. "Investment Management" by Donald E. Fischer and Ronald J. Jordan

## Financial Institutions and Markets

Course Code: 24BBA604F	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### COURSE LEARNING OBJECTIVES (COs)

1. To understand the framework of the financial system in India.
2. To examine the roles and functioning of Financial Markets.
3. To explore factors influencing stock market movements.
4. To examine the segments and participants of the money market.
5. To investigate the trading mechanisms and infrastructure of the secondary market for government and debt securities.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Describe the structure and components of the Indian financial system
2. Evaluate the integration of Indian financial markets with global counterparts and its implications for market participants.
3. Apply knowledge of stock indices to understand market performance and investor sentiment.
4. Solve problems related to the pricing and trading mechanisms of money market instruments.
5. Analyze the procedures and requirements involved in issuing corporate securities in the primary market.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)			
	CLO1	CLO2	CLO3	CLO4
CO1				
CO2				
CO3				
CO4				

### COURSE CONTENT

#### Unit I Structure of Indian Financial System:

An overview of the Indian financial system, major reforms in the last decade, Commercial Banking: Role of Banks, NPA, Risk Management in Banks, Basel Norms, Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need and importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs.

#### Unit II Introduction to Financial Markets in India:

Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Mutual Fund: types of Mutual Funds and different types of schemes, concept of NAV, Merchant Bank: role

and types, Venture Capital Funds concept, stages of investment , exit options; Private Equity. Foreign Exchange Market: Foreign Exchange Market (Introductory, only Conceptual) Foreign Capital – FDI & FII

### **Unit III Introduction to Stock Markets in India**

Introduction to Stock Markets, Comparison between NSE and BSE, Primary and Secondary market, Indian Stock Indices and their construction, maintenance, adjustment for corporate actions, Factors influencing the movement of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, Settlement mechanism at BSE & NSE. Corporate Listings: Listing and Delisting of Corporate Stocks.

### **Unit IV**

**Money Market:** Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit.

### **Unit V**

**Debt Market:** Introduction and meaning, Primary Market for Corporate Securities in India: Issue of Corporate Securities, Market for Government/Debt Securities in India, Secondary market for government/debt securities, over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, and Corporate Bonds vs. Government Bonds.

## **TEXTBOOKS**

1. Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw-Hill
2. Khan, M Y. (2010). Financial Services (5th ed.). McGraw Hill Higher Education

## **SUGGESTED READINGS**

1. Shahani, Rakesh (2011). Financial Markets in India: A Research Initiative. Anamica Publications
2. Goel, Sandeep. (2012). Financial services. PHI.
3. Gurusamy, S. (2010). Financial Services. TMH

## **Corporate Valuation**

Course Code: 23BBA605F	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline specific electives

### **COURSE OBJECTIVES (COs)**

1. To develop a comprehensive understanding of corporate valuation methodologies and techniques.
2. To apply financial statement analysis to assess the financial health and performance of a company for valuation purposes.
3. To utilize discounted cash flow (DCF) models to estimate the intrinsic value of a company.
4. To apply relative valuation methods and industry analysis to determine a company's value in comparison to its peers.
5. To analyze and interpret the valuation of special situations such as mergers and acquisitions, distressed companies, and intangible assets.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Demonstrate a solid understanding of the principles and concepts underlying corporate valuation.
2. Apply financial statement analysis techniques to evaluate a company's financial performance and identify valuation drivers.
3. Utilize discounted cash flow (DCF) models to estimate the present value of a company's future cash flows.
4. Conduct industry and peer group analysis to determine appropriate valuation multiples and benchmarks.
5. Evaluate and justify valuation conclusions through the effective communication of findings and supporting evidence.

### **MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>			
	<b>CLO1</b>	<b>CLO2</b>	<b>CLO3</b>	<b>CLO4</b>
<b>CO1</b>				
<b>CO2</b>				
<b>CO3</b>				
<b>CO4</b>				

### **COURSE CONTENT**

#### **Unit 1: Introduction to Corporate Valuation**

Meaning and importance of corporate valuation, Valuation approaches and methodologies, Overview of financial statements and their role in valuation Introduction to valuation models

and techniques

### **Unit 2: Financial Statement Analysis for Valuation**

Understanding financial statements for valuation purposes, Analysis of income statement, balance sheet, and cash flow statement, Evaluation of key financial ratios and metrics, Assessing the quality of earnings and cash flow, Identifying potential red flags and accounting manipulations

### **Unit 3: Discounted Cash Flow (DCF) Valuation**

Time value of money concepts, estimating future cash flows and growth rates, Determining appropriate discount rates (cost of capital), Discounted Cash Flow (DCF) models: Free Cash Flow to Firm (FCFF) and Free Cash Flow to Equity (FCFE), Sensitivity analysis and scenario planning in DCF valuation (All concepts using Excel)

### **Unit 4: Relative Valuation Method**

Comparative valuation using multiples (P/E, P/B, EV/EBITDA), Industry and peer group analysis, Pros and cons of relative valuation, Adjustments and considerations in relative valuation, Relative valuation in conjunction with other methods

### **Unit 5: Special Topics in Corporate Valuation**

Valuation of intangible assets (brands, patents), Valuation of distressed companies and turnaround situations, Valuation of mergers and acquisitions, Valuation in the context of private equity and venture capital, Contemporary issues and challenges in corporate valuation

### **TEXTBOOKS**

1. "Corporate Valuation: A Guide for Managers and Investors" by David Frykman and Jakob Tolleryd
2. "Valuation: Measuring and Managing the Value of Companies" by McKinsey & Company

### **SUGGESTED READINGS**

1. "Financial Statement Analysis and Security Valuation" by Stephen Penman
2. "Investment Valuation: Tools and Techniques for Determining the Value of any Asset" by Aswath Damodaran
3. "Damodaran on Valuation: Security Analysis for Investment and Corporate Finance" by Aswath Damodaran

<b>Stock Market Operations</b>	
Course Code: 24BBA704F	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### **COURSE OBJECTIVES (COs)**

1. To make students familiar with Indian securities market.
2. To provide an understanding of the functions of the stock exchanges.
3. To acquaint students with basic concepts of Listing of Securities
4. To create awareness about the various Stock Market Indices.
5. To invoke the knowledge of forex market dealings among students.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic concepts of Indian securities market.
2. Recognize the functions of the stock exchanges.
3. Appreciate the basic concepts of Listing of Securities.
4. Gain learning of the stock market indices.
5. Develop understanding in students of transaction process in Foreign Exchange Market

### **MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO5</b>
<b>CO 1</b>					
<b>CO 2</b>					
<b>CO 3</b>					
<b>CO 4</b>					
<b>CO 5</b>					

### **COURSE CONTENT**

#### **Unit-I**

##### **An overview of Indian Securities Market**

Brief Overview of Indian Financial Markets, Types of Capital Market (Primary & Secondary Markets) Meaning, Functions, Intermediaries, Role of Primary Market – Methods of floatation of capital – Problems of New Issues Market – IPO's – Investor protection in primary market – Recent trends in primary market – SEBI measures for primary market. Meaning, Nature, Functions of Secondary Market – Organization and Regulatory framework for stock exchanges in India – Defects in working of Indian stock exchanges – SEBI measures for secondary market – Overview of major stock exchanges in India.

## **Unit-II**

### **Indian Stock Exchanges**

BSE – Different trading systems – Share groups on BSE – BOLT System – Different types of settlements - Pay-in and Pay-out – Bad Delivery – Short delivery – Auction – NSE – Market segments – NEAT system options – Market types, Order types and books – De-mat settlement – Physical settlement – Institutional segment – Funds settlement – Valuation debit – Valuation price– Bad and short delivery – Auction.

## **Unit-III**

### **Listing of Securities**

Meaning – Merits and Demerits – Listing requirements, procedure, fee – Listing of rights issue, bonus issue, further issue – Listing conditions of BSE and NSE – Delisting.

## **Unit-IV**

### **Stock Market Indices**

Meaning, Purpose, and Consideration in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free-Float method) – Stock market indices in India – BSE Sensex - Scrip selection criteria – Construction – Other BSE indices (briefly) – NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction – Stock market indices in foreign countries (Overview).

## **Unit- V**

### **Forex Management and Currency derivatives**

The Foreign Exchange Market: Organization, Spot Vs Forward Markets, Bid and Ask rates, Interbank Quotations, International Market Quotations; Currency market/ forex: Foreign Exchange Transactions, Ready and Forward Exchange Rates, Currency Derivatives, Cross Rates, Merchant Rates , FEDAI Regulations , Role of RBI

## **TEXT BOOKS**

1. Punithavathy Pandian, Investment Management, 2<sup>nd</sup> edition (2012), Vikas publishing house pvt. Ltd.
2. Fischer, Donald e. & Jordan, Ronald j., Investment Management, 6<sup>th</sup> edition, prentice hall of India.
3. Prasanna Chandra, Investment Management, 3<sup>rd</sup> edition (2008) Tata McGraw-Hill
4. C Jeevanandam, foreign exchange: practice, concepts, Sultan Chand & Sons, New Delhi

## **SUGGESTED READINGS**

1. Ravi puliani and Mahesh puliani, manual of Sebi, 22<sup>nd</sup> edition (2015), Bharat publication
2. Sanjeev Agarwal, a guide to Indian capital market, 1<sup>st</sup> edition (2000), Bharat publishers
3. Alan c Shapiro, multinational financial management, prentice hall, New Delhi
4. Francis cherunilam, international economics, tata mc Graw hill pub ltd, new Delhi

## Merchant Banking and Financial Services

Course Code: 23BBA705F	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### COURSE OBJECTIVES (COs)

1. To develop a comprehensive understanding of the functions and operations of merchant banking and financial services.
2. To familiarize students with the role of merchant bankers in issue management activities.
3. To understand the various financial services offered to retail and corporate clients.
4. To comprehend the importance of securitization and Mortgages.
5. To familiarize with depository and security brokerage mechanisms in India.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Demonstrate the understanding of the role and functions of merchant banking in the financial industry.
2. Outline and analyze the merchant banking principles in managing initial public offerings and underwriting processes.
3. Analyze and evaluate financial services offered by banks, insurance companies, and mutual funds.
4. Assess and analyse the types of mortgages available to the individuals and corporates.
5. Understand the nature and application structured products in risk management and investment strategies.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO5
CO1					
CO2					
CO3					
CO4					
CO5					

### COURSE CONTENT

#### Unit 1: Merchant Banking

Merchant Banking: Nature and scope of Merchant Banking, Regulation of Merchant Banking Activity, overview of current Indian Merchant Banking, Structure of Merchant Banking industry, Role of merchant bankers in primary Markets in India and abroad. Professional Ethics

and code of conduct laid down by SEBI, Recent Developments and Challenges ahead.

### **Unit 2: Issue Management**

Role of Merchant Banker in Appraisal of Projects, Designing of Financial Instruments, Issue Pricing; Book Building, Preparation of Prospectus, Selection of Bankers, Advertising Consultants. Role of Registrars, Underwriters, and Brokers. Offer for Sale, Green Shoe Option, E-IPO, Private Placement, Bought out Deals, Placement with FIs, MFs, FIIs. Off - Shore Issues; Issue Marketing, Advertising Strategies, NRI Marketing, Post Issue Activities.

### **Unit 3: Financial Services**

Financial Services: Meaning and Definition, Role of Financial Services in a financial system. Leasing: Meaning and features. Types of Leases, advantages and limitations of leasing. Legal Aspects of Leasing: present Legislative Framework. Hire purchase: concept and characteristics of Hire purchase. Difference between hire purchase and leasing. Factoring: concept, nature, process and scope of Factoring ,Forms of Factoring ,Factoring vis-à-vis Bills Discounting ,Factoring vis-à-vis credit Insurance, Factoring vis-à-vis Forfeiting

### **Unit 4: Securitization / Mortgages**

Securitization / Mortgages: Meaning, nature and scope of securitization, securitization as a Funding Mechanism, securitization of Residential Real Estate ; whole Loans ,Mortgages , Traditional and non- traditional mortgages, Graduated-payment mortgages (GPMs).

### **Unit 5: Depository and Security Brokerage**

Depository: Meaning, Evolution, Merits and Demerits of Depository. Process of Dematerialization and Rematerialisation. Brief description of NSDL and CDSL.

Security Brokerage: Meaning of Brokerage, types of brokers. Difference between broker and jobber. SEBI Regulations relating to brokerage business in India.

### **TEXT BOOKS**

1. Bharti V Pathak, Indian Financial System, Pearson Publication.
2. E.Gordon, K.Natarajan, Emerging Scenario of Financial Services, 2012, 6th Edition, Himalaya Publishing House, Mumbai.
3. Khan M.Y, Financial Services , 2012, 7th Edition, Tata McGraw-Hill Education

### **SUGGESTED READINGS**

1. Goel.S, Financial Services, 2011, 13th Edition, PHI Learning Pvt. Ltd.
2. Merchant Banking: Principles and Practice by H.R.Machiraju, 2013, 8th Edition, New Age

**DISCIPLINE-  
SPECIFIC  
ELECTIVES  
MARKETING**

## Consumer Behaviour

Course Code: 23BBA504M	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### COURSE OBJECTIVES (COs)

1. To introduce students to consumers, consumer behavior in the market place and their impact on marketing strategy
2. To understand the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.
3. To address the importance of subculture and global consumer culture as marketing opportunities.
4. To make students understand the theoretical perspectives associated with consumer decision making, including recognizing cognitive biases and heuristics.
5. To make students understand the theoretical perspectives of the family life cycle, decision-making and Social Class.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Identify the dynamics of human behavior and the basic factors that influence the consumers decision process.
2. Explore and compare the core theories of consumer behavior in both consumer and organizational markets.
3. Apply and demonstrate theories to real-world marketing situations by profiling and identifying marketing segments.
4. Appraise models of Consumer Behaviour and determine their relevance to particular marketing situations.
5. Understanding the theoretical perspectives of the family life cycle, decision-making, and Social Class

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

## **COURSE CONTENT**

### **Unit-I**

#### **An Overview of Consumer Behavior**

Introduction to Consumer Behaviour; Consumer Behaviour and marketing Strategy, Methods of consumer research, Applications of consumer behaviour knowledge in marketing. Contributing disciplines and area like psychology, social psychology, economics, anthropology etc. Consumer Decision-making process and decision-making roles, Information Search Process; Evaluative criteria and decision rules. Are consumers Rational or emotional.

### **Unit-II**

#### **Motivation and Perception**

Consumer needs, theories of Motivation and their applications. Process theories and content theories. Personality and self-concept. Theories of personality. Trait theory and measurement. Motivational Research. Perception. Thresholds of perception, Subliminal perception, Perceptual process dynamics. Positioning methods and measurement. Perceptual mapping methods.

### **Unit-III**

#### **Consumer decision making and buyer attitude**

Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour. Attitude and consumer behavior: Meaning of attitude, nature and characteristics of attitude, types of attitudes, learning of attitude, sources of influence on attitude formation

### **Unit-IV**

#### **Models of consumer behavior**

Modeling Behavior Traditional Models, Contemporary Models. Generic Model Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao- Lilien model. Consumerism

### **Unit-V**

#### **Family Decision Making**

Family, family life cycle, and decision-making. Social Class. The concept and measurement. Mobility among social classes. Prestige products and status. Diffusion of Innovation and Opinion Leadership. Marketing, consumer behavior and society.

## **TEXT BOOKS**

1. Schiffman and Kanuk, Consumer Behaviour, 12th edition (2018), Prentice Hall of India.
2. H. Assael, Consumer Behaviour and Marketing Action, 7th Edition (2009), Ohio, South Western.
3. Engle, J F etc. Consumer Behaviour, 8th Edition (2009), Dryden Press.

## **SUGGESTED READINGS**

1. D I Hawkins, Consumer Behaviour Implications for Marketing Strategy, 5th Edition (2008), Texas, Business.
2. Howard, John A etc. Consumer Behaviour in marketing Englewood Cliffs, 3rd Edition (2008), Prentice Hall Publications.

## **Marketing of Services**

Course Code: 23BBA505M	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### **COURSE OBJECTIVES (COs)**

1. To develop students' understanding of those aspects of marketing that are of particular relevance to service producing organizations.
2. To present strategies and approaches for addressing these challenges, and
3. To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions
4. To understand challenges in managing services across industries.
5. To understand the role of CRM practices and the Gap model of service quality.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to the marketing of services
2. Understand problems commonly encountered in marketing services such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality
3. Illustrated concepts using cases, examples, and exercises in service industries such as banking, health care, financial planning, consulting, the professions, and communication as well as manufacturing and high-tech industries
4. Recognize the process and challenges of service universals rather than any particular industry.
5. Understanding the role of CRM practices and the Gap model of service quality.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO5</b>
<b>CO 1</b>					
<b>CO 2</b>					
<b>CO 3</b>					
<b>CO 4</b>					
<b>CO5</b>					

### **COURSE CONTENT**

#### **UNIT I**

#### **Introduction to services marketing**

Introduction: Characteristics and Classification of Services, Difference between Product and

Services marketing, Paradigms in Services Marketing, Present Marketing Environment, services Marketing Mix: Understanding the 7 P's of service marketing & upcoming concepts, Difficulties & Challenges in Service Marketing

## **UNIT-II**

### **Managing service promise**

Service Development Design & Standards: New Service Development Process Service Standards, Demand and Capacity Management in Delivering Services: Role of Employees and Customers in Service delivery; Quality in Service Marketing.

## **UNIT III**

### **Service Process**

Service process – Blueprinting – Physical evidence. Pricing of Services: Pricing Considerations and Strategies, Revenue Management, Managing Service Promise: Role of Advertising, Personal Selling, Sales Promotion, Publicity, and Public Relations in Service marketing

## **UNIT IV**

### **Service Performance**

Evaluating Success of Service Offering: Service quality and measurement, Customer Satisfaction, Servqual, E-SERVQUAL, Complaint handling, Recovery Management, and Service Guarantees.

## **UNIT V**

### **CRM and Service Quality**

Role of CRM, The Gaps Model of Service Quality, and Latest issues in service marketing with reference to Uber, Ola, OYO, Swiggy, Zomato etc.

## **TEXT BOOKS**

1. Zeithmal, v. A., Bitner, M. J., Gremler, D. D., & Pandit, A, Service Marketing: Integrating Customer Focus Across the Firm, 7TH Edition (2017), McGraw Hill Education.
2. Chistopher lovelock, Services Marketing, 8th Edition (2016), Pearson Education.
3. Shankar, R. Services Marketing: The Indian Perspective, (2012),Excel.

## **SUGGESTED READINGS**

1. Joachen Wirtz, Patricia Chew and Christopler Lovelock, Essentials of Services Marketing, 2nd Edition (2013), Pearson Education.
2. Nargundkar, Rajendra, Services Marketing, 2nd Edition (2006), Tata McGraw Hill

<b>Industrial Marketing</b>	
CourseCode:23BBA604M	ContinuousEvaluation:40 Marks
Credits:4	End Semester Examination: 60 Marks
Prerequisite: Basic Knowledge of marketing	Course Category: Functional Elective

### **COURSE OBJECTIVES (COs)**

1. To help the learner distinguish between consumer marketing and industrial marketing
2. To understand the nuances of industrial marketing.
3. To learn to formulate industrial marketing strategies and also design industrial marketing mix elements
4. To develop an understanding among the students about the various concepts of Industrial Marketing, which are helpful in developing sound marketing policies for industrial goods.
5. To develop marketing strategies for Industrial products

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Defining industrial marketing
2. Differentiate between consumer markets and industrial markets.
3. Analyze the industrial market environment components of strategy in industrial marketing.
4. Identify the planning process in industrial marketing
5. Applying marketing inputs to create new markets for Industrial products.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

COURSE OBJECTIVES (COS)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO1	CLO2	CLO3	CLO4	CLO5
CO1					
CO2					
CO3					
CO4					
CO5					

### **COURSE CONTENT**

#### **Unit - I**

#### **Introduction to Industrial Marketing-**

Nature of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer. Introduction to different types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub- Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial service

## **Unit – II**

### **Organization decision process**

Organizational Buying: BUYGRID MODEL, phases in purchasing decision process & their marketing implications, Buying centers, value analysis & vendor analysis. Factors influencing Organizational Buying: Buying Roles; Organizational Buying Decision Process; Environmental & organizational Influences Organizational Influences on Buying Behavior: Buying Roles; The Buy Grid Model; The Organizational Buying Decision Process.

## **Unit – III**

### **Industrial Marketing**

Industrial market segmentation, bases for segmenting industrial market-macro and micro variables. Targeting the industrial product, positioning the industrial product. Industrial product life cycle, product mix, Service component 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 – IV**

### **Channels of distribution**

The distribution channel component—Industrial distributors, Formulation of channel strategy-conditions influencing channel structure. Brief introduction to Marketing Logistics. Channel Structure for Industrial Products – Geographical, size, operating characteristics – manufacturers and sales agents – Brokers - Channel Logistics Promotion for Industrial products – Supporting salesman – Motivating distributors – Stimulating primary demand – Sales appeal – Publicity & sponsorships – Trade shows – exhibits – Catalogs – Samples – promotional letters – Promotional novelties

## **UNIT – V**

### **Developing Marketing strategies-**

Developing Marketing Strategies and Programs for Industrial Goods / Services. – Formulating channel strategy – Pricing strategy- Promotional strategy – Sales force automation. Formulating Channel Strategies and Physical Distribution decisions – Channel Management -Promotional Strategies for Industrial Goods/ Services.

## **TEXT BOOKS**

1. Hawaldar, K. Krishna, Industrial Marketing, TATA McGraw-Hill Publishing Company Limited, New Delhi. 2008
2. Milind T. Phadtare, Industrial Marketing, Prentice Hall of India Pvt. Ltd, New delhi,2008  
Michael D Hautt and Thomas W Speh,
3. INDUSTRIAL MARKETING MANAGEMENT, The Dyden Press.

## **SUGGESTED READINGS**

1. Judy Strauss & Raymond Frost, E-Marketing, 7th edition (2013), Pearson Education.
2. Cox. F. (Jr.) : Industrial Marketing Research, John-Wiley & Sons, New York, 1971

## Fundamentals of Sales and Distribution

Course Code: 23BBA605M	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### COURSE OBJECTIVES (COs)

1. To acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy.
2. To equip students to organize and manage the sales force.
3. To introduce different marketing channels and understand how to manage these channels.
4. To make them aware about distribution management.
5. To sharpen decision making skills of future sales and distribution managers.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand & appreciate the diverse variables affecting the sales & distribution function.
2. Develop sales and distribution plans.
3. Link distribution with other marketing variables.
4. Analyse distribution channels and select appropriate ones.
5. Describe the Designing and Administering Various Compensation Plans.

### MAPPING BETWEEN COURSE OBJECTIVES (COS) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

### COURSE CONTENT

#### Unit 1 Introduction to Sales Management

Evolution, nature and role of sales management - importance of sales management - personal selling - difference between sales and distribution - selling skills- sales management process - Managing Sales Information - emerging trends in sales management.

#### Unit 2 Sales Organization and Sales Quota

Introduction - organizational principles - organizational design - Managing of sales territory - size and allocation of sales territories - allocation of sales territories - designing a sales territory - sales quota.

### **Unit 3 Recruitment of Sales Force**

Recruitment of sales force - selection of sales person - sales training – motivation factors influencing motivation of salesperson - compensation plan - steps in designing a compensation plan, Evaluating and Controlling Sales Force.

### **Unit 4 Distribution Management**

Distribution system - Evolution of distribution channels - role and functions of channels of distribution - logistics for customer satisfaction - physical distribution management - transportation and warehousing, Managing Wholesale Performance, Franchising.

### **Unit 5 Techniques of Managing Distribution**

Retail management - retail industry - characteristics of retailer - strategic retail planning - distribution of services - location and accessibility - major intermediaries for service delivery - Channel Design and planning Procedure, Channel Information System- IT, Logistics and SCM.

### **TEXTBOOKS**

1. Still, R. R., Cundiff, E. W., & Govoni, N. A. P. Sales Management: Decisions, Strategies and Cases, 6th Edition (2017), Prentice-Hall of India.
2. Kapoor, R., Fundamentals of Sales Management, (2015), Macmillan India.
3. Panda, T. K. & Sahadev, S. S., Sales and Distribution Management, 2nd Edition (2011), Oxford University Press.

### **SUGGESTED READINGS**

1. Pingali Venugopal - Sales and Distribution Management- An Indian Perspective, Response Books
2. U. C. Mathur - Sales and Distribution Management - New Age International Publishers

<b>Foundations of Branding</b>	
Course Code: 23BBA704M	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### **COURSE OBJECTIVES (COs)**

1. To make students aware of branding and its concepts.
2. To provide knowledge to students about brand extensions.
3. To make students understand the relevance of brand equity.
4. To make students understand buyer behavior and the decision-making process.
5. To make students understand brand management.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand branding and implications of branding.
2. Appreciate brand extensions and apply it in organisations.
3. Utilize brand equity knowledge to establish equity in organisations.
4. Understand buyer behaviour and establish a brand accordingly.
5. Understand brand management and apply it in organizations.

### **MAPPING BETWEEN COURSE OBJECTIVES (COS) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO 5</b>
<b>CO1</b>					
<b>CO2</b>					
<b>CO3</b>					
<b>CO4</b>					
<b>CO5</b>					

### **COURSE CONTENT**

#### **Unit-I**

##### **Introduction**

Brand:- Concept of Brand, Significance of Brand, Brand – Types, Difference between Products and Brand; Branding Challenges; Overcoming Branding Challenges; E- Branding

#### **Unit II**

##### **Brand extensions**

Concept of Brand Extensions, Types of Brand Extensions, Need for Brand Extensions, Pros and Cons of Brand Extensions, Category – related Extensions, Image –related Extensions, Unrelated Extensions.

### **Unit III**

Brand Identity, Brand Image, Brand Personality, Brand Equity; Creating brands in a competitive market; Brand Positioning & Repositioning, Brand Associations, Using Brand Elements to create brand equity.

### **Unit-IV**

#### **Brand Knowledge and Strategies**

Brand Knowledge: The concept of Brand Awareness, Leveraging brand association, social media and the branded customer experience, The role and working of an Ad Agency. Measurement of Advertisement Effectiveness - DAGMAR Approach. Pre-Testing, Post-Testing Techniques of measuring Ad. Effectiveness.

### **Unit V**

#### **Brand Management and Brand communication**

Measuring brand performance; Introducing the brand audit; Understanding the role of emotion and affect in brand building, Brand Communication: Importance of Brand Communication, Developing marketing and communication programs for Brands.

### **TEXT BOOKS**

1. Kevin lane Keller, Strategic brand management, 4th Edition (2012), Pearson education.
2. Building measuring and managing Brand equity, Kevin lane Keller, 5th Edition (2019), Prentice hall of India.
3. W.Mathur, Brand Management text and cases, (2006), Macmillan India.

### **SUGGESTED READINGS**

1. Aakar, D. A, Managaing Brand Equity: Capitalizing on the Value of a Brand Name, (2009), The Free Press New York.
2. Moorthi, Y. L, Brand Management: The Indian Context, (2009), Vikas Publishing House Pvt Limited.

## **International Marketing**

Course Code: 23BBA705M	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### **COURSE OBJECTIVES (COs)**

1. To provide students with the knowledge, skills, and foundations of international marketing.
2. To develop an understanding of numerous aspects presented in marketing in an international context.
3. To synthesize functional aptitude of marketing variables.
4. To have hands-on experience with strategy formulating and comparing for choosing the best option among others.
5. To develop an understanding of brand building in the international market.

### **COURSE LEARNING OUTCOME (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Introduce the students to the concept of international markets, international marketing and the management of international business.
2. Describe the manifestations of international markets and analyze the various aspects in international marketing.
3. Explain and analyze the management functions of international marketing
4. Apply and compare the strategy issues and choices available for managers in international marketing.
5. Understanding of brand building, selection, and strategies in the international market.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COS)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO1</b>	<b>CLO2</b>	<b>CLO3</b>	<b>CLO4</b>	<b>CLO5</b>
<b>CO1</b>					
<b>CO2</b>					
<b>CO3</b>					
<b>CO4</b>					
<b>CO5</b>					

### **COURSE CONTENT**

#### **UNIT- I**

#### **Concept of international marketing**

Introduction: Globalization, Concepts of international marketing, Theory of international trade, Internationalization of Indian forms, Process of international marketing

## **UNIT-II**

### **Emerging opportunities in the international market**

Introduction: Background of international trade, Composition of world trade, Direction of world trade, an overview of Indian foreign trade, India's growth of exports in international markets

## **UNIT- III**

### **Entering international market**

Introduction: Concepts of international market, the modes of international market entry, Factors affecting the selection of entry mode, choosing the right international market entry mix

## **UNIT- IV**

### **Pricing decision for international market**

Pricing decisions, pricing approaches for international markets, factors influencing pricing decision in international markets

## **UNIT- V**

### **Building brand in International Markets**

Introduction: Types of brands, Benefits of brandings, selecting brand name for international market, brand – image, equity, identity, essence, positing, revitalization, strategies for building global brand.

## **TEXT BOOKS**

1. Philip R. Cateora, Mary C. Gilly, John L. Graham, International Marketing, 2012, 10th Edition, McGraw Hill publication.
2. Rakesh Mohan Joshi, International Marketing, 2013, Oxford University Press; Pap/Cdr, edition.
3. Sak Onkvisit and John Shaw, International Marketing, 2013, 5th Edition, Books Era publication, India.

## **SUGGESTED READINGS**

1. Cateora, P.R., Gilly, M.C. & Graham, J.L., International Marketing, 15 Ed., Tata McGraw Hill Publication.
2. Paul, International Marketing- Text and cases, Tata McGraw Hill publication.
3. R. Srinivasan, International Marketing, 4th Edition, PHI learning publication.

**DISCIPLINE-SPECIFIC  
ELECTIVES  
HR**

<b>HRD System and Strategies</b>	
CourseCode:23BBA504HR	ContinuousEvaluation:40 Marks
Credits:4	End Semester Examination: 60 Marks
Prerequisite: Basic Knowledge of HR	Course Category: Functional Elective

### **COURSE OBJECTIVES (COs)**

1. To understand the concept of HRD systems and strategies
2. To develop and improve an organization's systems and strategies leading to an optimal HRD climate.
3. To acquaint the students with the HRD applications
4. To make them aware of the HRD systems and HRD experience in Indian organizations.
5. To make them understand strategies for different scenarios.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Demonstrate a basic understanding of the need for HRD and HRD practices that can develop and improve an organization's systems and strategies leading to an optimal HRD climate.
2. Demonstrate a basic understanding of the fundamentals of the outcome of HRD in the Indian context
3. Identify the right metrics to apply HR knowledge in organizational settings.
4. Analyze the case and be capable of determining the right technology in the area of HRD.
5. Evaluate the Industrial Relations and Future of HR in the 21<sup>st</sup> Century.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO 5</b>
<b>CO 1</b>					
<b>CO 2</b>					
<b>CO 3</b>					
<b>CO 4</b>					
<b>CO 5</b>					

### **COURSE CONTENT**

#### **Unit- I**

#### **Introduction to Human Resource Development**

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

#### **Unit- II**

#### **HRD Process**

Assessing need for HRD; Designing and developing effective HRD programs; Implementing

HRD programs; Evaluating HRD programs.

### **Unit- III**

#### **HRD Interventions**

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

### **Unit- IV**

#### **HRD Applications and Industrial Relations**

Coaching and mentoring, Career management and development; Employee counselling; Competency mapping

### **Unit- V**

#### **HRD Applications and Future of HRD**

High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology. Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

### **TEXT BOOKS**

1. Werner, J. M., & DeSimone, R. L. (2019). Human resource development: Talent development. Cengage Learning.
2. Scannell, E. E., & Donaldson, L. (2010). Human resource development: The new trainer's guide. AMACOM.

### **SUGGESTED READINGS**

1. Scannell, E. E., & Donaldson, L. (2010). Human resource development: The new trainer's guide. AMACOM.
2. Carbery, R., & Cross, C. (2013). Human resource development: Learning & training for individuals & organizations. Chartered Institute of Personnel and Development.
3. Durai, P., & Gunasekaran, S. (2018). Human resource development: Practices and perspectives. Springer.

<b>Introduction to Performance Management</b>	
Course Code: 24BBA505HR	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Nil	Course Category: Functional Elective

### **COURSE OBJECTIVES (COs)**

1. To expose the students to a basic understanding of performance management.
2. To understand the applications of performance in organizations.
3. To equip the students with comprehensive knowledge to improve their ability in understanding performance appraisal in organizations.
4. To understand the strategies that need to manage a workforce.
5. To make them aware of high performance culture in the organizations.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Link learning to developing and implementing a performance management system in the organization.
2. Develop a linkage between individual goals and organizational goals.
3. Develop a plan for the students as future managers and supervisors who will conduct the performance appraisal in their organizations.
4. Comprehend the benefits of reward systems for team performance management.
5. Students will be able to implement high performance practices to satisfy the employees.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	<b>CLO 1</b>	<b>CLO 2</b>	<b>CLO 3</b>	<b>CLO 4</b>	<b>CLO 5</b>
<b>CO 1</b>					
<b>CO 2</b>					
<b>CO 3</b>					
<b>CO 4</b>					
<b>CO 5</b>					

### **COURSE CONTENT**

#### **Unit-I**

#### **Introduction to Performance Management**

Basics of Performance Management – Concept, essence, scope, need for performance management as a system, principles, PM vs. PA, linkage of performance management with other HR subsystems

#### **Unit-II**

#### **Performance Management Process**

Performance management process, Performance planning, performance management and strategic planning linkages, performance and potential management

### **Unit-III**

#### **Designing and Implementation of Performance Management**

Designing and Implementing Performance Management Process – Performance Planning, defining objectives and performance standards, defining capability requirements, performance management system implementation, automation of performance management process, legal requirement

### **Unit IV**

#### **Performance Management and Development Issues**

Employee Development, Role of HR Professionals in Performance Management, Strategies to implement performance Management systems, Ethical and Legal issues in Performance Management, Management and Appraisal Practices in Indian Organizations.

### **Unit IV**

#### **Motivation for High Performance**

Defining High Performance, motivating yourself and others for High performance, reaching the top and guaranteeing high performance.

### **TEXT BOOKS**

1. Armstrong, M. & Baron, A., Performance management and development. 2012, 4th Edition, Mumbai: Jaico Publishing House.
2. Armstrong, M., Performance management: Key strategies and practical guidelines, 2016, London: Kogan Page.

### **SUGGESTED READINGS**

1. Bhattacharyya, D. K., Performance management systems and strategies, 2011, 6th Edition, India: Pearson Education.
2. Rao, T.V., Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, 2012, 11th Edition, Response Books: A division of Sage Publications.
3. Soumendra, Narain Bagchi, Performance Management. 11th Edition, 2013, Delhi: Cengage Learning India Pvt. Ltd.

## Introduction to Human Resource Planning

Course Code: 23BBA604HR	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: Knowledge of basic terms related to human resource management	Course Category: Functional Elective

### COURSE OBJECTIVES (COs)

1. Understand the concept and importance of human resource planning in organizational success.
2. Develop skills to forecast human resource needs using appropriate methods and techniques.
3. Learn to assess and analyze the human resource supply from internal and external sources.
4. Develop strategies to bridge the gap between demand and supply of human resources.
5. Gain knowledge of implementing and monitoring HR plans, including evaluating their effectiveness.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Demonstrate a clear understanding of the principles and concepts of human resource planning.
2. Apply forecasting methods and techniques to estimate future human resource needs.
3. Evaluate and analyze the internal and external sources of human resource supply.
4. Develop effective HR planning strategies to address gaps and optimize workforce management.
5. Implement and monitor HR plans, and assess their impact on organizational performance.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO5
CO 1					
CO 2					
CO 3					
CO 4					
CO5					

### COURSE CONTENT

#### Unit I: Introduction to Human Resource Planning

Meaning, significance, and objectives of human resource planning; Role of human resource planning in organizational success; Process and steps involved in human resource planning; Factors influencing human resource planning decisions

#### Unit II: Forecasting Human Resource Needs

Methods and techniques for forecasting human resource needs; Quantitative and qualitative approaches to demand forecasting; Internal and external factors affecting human resource demand; Analysis of workforce trends and future labor market conditions

**Unit III: Assessing and Analysing Human Resource Supply**

Internal and external sources of human resource supply; Assessing the internal supply through skills inventory and succession planning; Analysing external supply through labour market analysis and recruitment strategies; Assessing the availability and quality of talent pool

**Unit IV: Gap Analysis and HR Planning Strategies**

Conducting a gap analysis between demand and supply of human resources; Identifying areas of surplus or shortage in the workforce; Developing HR planning strategies to address gaps; Workforce restructuring, training and development, recruitment and retention strategies

**Unit V: Implementing and Monitoring HR Plans**

Implementation of HR plans and policies; Monitoring and evaluating the effectiveness of HR planning strategies; Flexibility and adaptability in HR planning.

**TEXT BOOKS**

1. Robert L. Mathis and John H. Jackson (2019). Human Resource Planning: A Comprehensive Framework.
2. Leopold, J.W., Harris, L., Watson, T.J.: The strategic management of human resources. Financial Times Prentice Hall, Harlow (2005).

**SUGGESTED READINGS**

1. Boxall, P.F., Purcell, J., ProQuest (Firm): Strategy and human resource management. Palgrave, London, [England] (2016).
2. Wilkinson, A., Redman, T., Dawson Books: Contemporary human resource management: text and cases. Pearson, Harlow, Essex (2013).
3. Sisson, K., Storey, J.: The realities of human resource management: managing the employment relationship. Open University Press, Buckingham (2000).

## Industrial Relations and Labour Laws

Course Code: 23BBA605 HR	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: basic knowledge of human resource working	Course Category: Discipline Specific Elective

### COURSE OBJECTIVES (COs)

1. To enable the students to learn the concepts of industrial relations including trade unions, collective bargaining, discipline and various labour enactments.
2. Students should able to elaborate the concept of Industrial Relations.
3. The students should able to illustrate the role of trade union in the industrial setup.
4. Students should able to outline the important causes & impact of industrial disputes.
5. Students should able to elaborate Industrial Dispute settlement procedures.
6. To appraise the various legal enactments related to Industrial relations

### COURSE LEARNING OUTCOMES (CLOs)

After completing the course, the student shall be able to:

1. understand evolution of industrial relations and its significance in managerial world.
2. imbibe how to interact, negotiate and transact with trade unions.
3. acquaint with the basic framework of collective bargaining and workers' participation.
4. design and understand the discipline measures and address grievance mechanisms.
5. Appraise the various legal enactments related to Industrial relations

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO1	CLO2	CLO3	CLO4	CLO5
CO1					
CO2					
CO3					
CO4					
CO5					

### COURSE CONTENT

#### Unit I: Industrial Relations (IR)

Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Factors affecting IR in changing Environment, Evolution of IR in India; Role of State; Trade Union; Employers' Organization; Human Resource Management and IR Role of ILO in Industrial Relations, International Dimensions of IR. Concept of GIG Economy and Ramifications for industrial relations.

#### Unit II: Trade Union Trade Union:

Origin and growth, unions after Independence, unions in the era of liberalization; Factors Affecting Growth of Trade Unions in India, Multiplicity & Recognition of Trade Unions; Major Provisions of Trade Union Act1926

### **Unit III: Collective Bargaining and Workers' Participation in Management**

Collective Bargaining: Meaning, Nature, Types, Process and Importance of Collective Bargaining, pre-requisites, issues involved; Status of Collective Bargaining in India, Functions and role of Trade Unions in collective bargaining Workers' Participation in Management: Concept, practices in India, Works Committees, Joint management councils; Participative Management and co-ownership; Productive Bargaining and Gain Sharing

### **Unit IV: Discipline and Grievance Redressal Discipline:**

Causes of indiscipline, Maintenance of discipline. Misconduct; Highlights of domestic inquiries; Principle of Natural Justice; Labour turnover; Absenteeism; Grievance: Meaning of Grievance, Grievance redressal machinery in India, Grievance handling procedure; salient features of Industrial Employment (Standing orders) Act 1946

### **Unit V: Labour Laws**

The Industrial Disputes Act, 1947: Definitions of Industry, workman, and Industrial Dispute; Authorities under the Act: Procedure, Powers and Duties of Authorities; Strikes and Lockouts: Lay-off and Retrenchment: Provisions relating to Layoff, Retrenchment, and Closure The Factories Act, 1948: Origin, Growth and Objectives, Provisions relating to Health, Safety, Welfare facilities, working hours, Employment of young persons, Annual Leave with wages.

### **TEXTBOOKS**

1. Bhushan, Bharat., Kapoor, N.D., Abbi, Rajni, "Elements of Industrial Law". Sultan Chand & Sons Pvt. Ltd.
2. Katz, Harry., Kochan, Thomas A., & Colvin, A. J.S.(2007) An Introduction to Collective Bargaining and Industrial Relations, McGraw Hill Companies.
3. Padhi, P K, (2017), Industrial Relations, Prentice Hall India
4. Sharma, J.P. (2018), Simplified Approach to Labour Laws. Bharat Law House (P) Ltd.
5. Venkat Ratnam, (2018) C.S. Industrial Relations: Text and Cases, Oxford University Press, Delhi.

### **SUGGESTED READINGS**

1. Farnham., and Limlott, J. (1993) Understanding Industrial Relations Cassell.
2. Salamon, M. (2001), Industrial Relations: Theory & practice. Pearson higher Education.

## HR Metric and Analytics

Course Code: 24BBA704HR	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: knowledge of basic terms related to human resource management	Course Category: Functional Elective

### COURSE OBJECTIVES (COs)

1. To provide an understanding of various people analytics aspects and how it is been used in organizations
2. To provide an understanding of the fundamentals of analyzing HR data using data visualization and data analyzing techniques.
3. To identify and examine various metrics used for HR functions and decision making
4. To analyze the use of technology in the area of human resource information systems (HRIS), data visualization, and data analysis for managing employees
5. To evaluate and infer the results produced by various data analysis tools for understanding the behavior patterns of employee data for making evidence-based HR decisions.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Demonstrate a basic understanding of various people analytics aspects and how it is been used in organizations
2. Demonstrate a basic understanding of the fundamentals of analyzing HR data analyzing techniques.
3. Identify the right metrics that can be used for HR functions and decision making.
4. Analyse the case and capable of determining the right technology in the area of HRIS.
5. Evaluation and inference of the results produced by various data analysis tools for understanding the behavior patterns.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

### COURSE CONTENT

#### Unit 1: Introduction to HR Analytics

Introduction to HR Analytics-Meaning, Need-Importance-Changing nature of workforce; Introduction to drivers-From business analytics to people analytics, Big data and HR

Analytics, Competence in PA-Kinds-Types-Process-List of competencies-Branches in HR Analytics-Descriptive, predictive and prescriptive.

### **Unit 2: HRIS**

Role of AI/machine learning and deep learning- HR metrics for various pillars - Asking the right questions - New pillars - HR data - availability and where it can be fetched – HRIS - Exploring various HRIS software.

### **Unit 3: Key Metrics**

Recruitment metrics; employee engagement metrics; Compensation and benefit metrics

### **Unit 4: Data Analysis and Decision making**

Introduction to Data Analysis and Decision Making; Data Collection and Preparation; Issues and Future of HR Analytics

### **Unit 5: Data visualization**

Introduction to data visualization; types of data visualization; Principles of Effective Data Visualization;  
Data Visualization Tools

### **TEXT BOOKS**

1. Isson, J. P. and Harriott, J. S. (2015), People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent, Wiley Publications.
2. Phillips, J. J., & Gully, S. M. (2020). Human Resource Management: People, Data, and Analytics. Cengage Learning.

### **SUGGESTED READINGS**

1. Edwards, M.R., & Edwards, K. (2016 & 2019), Predictive HR Analytics: Mastering the HR
2. Fitz-enz, J. (2016). Predictive Analytics for Human Resources. Society for Human Resource Management.
3. Boudreau, J. W., & Cascio, W. F. (2018). Investing in People: Financial Impact of Human Resource Initiatives. Pearson Education.

## Compensation Management

Course Code: 23BBA705HR	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: basic knowledge of human resource working	Course Category: Discipline Specific Elective

### COURSE OBJECTIVES (COs)

1. To understand the concept of compensation and reward system in the organization.
2. To illustrate how compensation management can be applied to organizational settings.
3. To emphasize on how compensation and reward management work.
4. To make students comprehend about the legal requirement in designing global compensation structure.
5. To familiarize students with the upcoming trends in the compensation practices.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Gain insights of various conceptual aspects of compensation and benefits to achieve organizational goals.
2. Determine the performance-based compensation system for business excellence and solve various cases.
3. Design the compensation strategies for attraction, motivation and retaining high quality workforce.
4. Understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.
5. Utilize the conceptual building skills in interpreting trends in the compensation world.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO 1					
CO 2					
CO 3					
CO 4					
CO 5					

### COURSE CONTENT

#### Unit-I: Conceptual aspects of Compensation

Introduction of Compensation, Basic concepts of Compensation: Meaning, objectives; compensation dimensions; Components of compensation; compensation system; Economic and behavioural theories of compensation.

## **Unit-II: Compensation at Micro and Macro Level**

Wage policy; wage determination and pay fixation; market theory of wage determination; principles of pay fixation; Norms for pay fixation in industry in India; role of pay commissions in India, Job evaluation: meaning and methods.

## **Unit-III: Incentive Schemes**

Methods of payment; competency based compensation; Incentive schemes; strategic perspective on benefits; classifications of benefits (COBRA, HIPPA, FMLA, ADEA, OWBPA)

## **Unit-IV: Acts and Reforms & International Compensation**

Minimum wages act, 1948; Payment of wages act, 1936; Equal remuneration act, 1976; International compensation: meaning & objectives; components of international compensation, Challenges with International Compensation; Recent Changes in Compensation Strategy.

## **Unit V: Legal & Administrative Issues in Compensation Global Compensation:**

Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration and Strategic Choices in Global Compensation, Comparing Systems, Expatriate Pay.

## **TEXT BOOKS**

1. Milkovich & Newman, Compensation, 9th Edition, (2017), Irwin/McGraw-Hill.
2. BD Singh, Compensation & Reward Management, 2nd Edition (2012), Excel books.
3. Bashker D. Biswas, Compensation and Benefit Design, (2012), FT Press.

## **SUGGESTED READINGS**

1. Joseph J. Martocchio, Strategic Compensation, 9th Edition (2016), Pearson.
2. Richard I. Anderson, Compensation Management in Knowledge based world, 10th Edition (2006), Pearson Education.
3. Er. Sonia Shyam Singh, Compensation Management, 1st Edition (2012), Excel Books.
4. T.J. Bergman, Compensation Decision Making, 3rd Edition (2016) Harcourt, Fort Worth, TX.
5. Richard Henderson: Compensation management in a knowledge based world, 4th Edition (2018) Prentice Hall.
6. T.N. Chhabra & Savitha Rastogi Compensation management, 6th Edition (2018) Sun India Publications.
7. Gary Dessler, Human Resource Management, 2nd Edition (2014) Prentice Hall.

**Discipline Specific Electives-**  
**International Business**

## International Business

Course Code:23BBA504IB	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Discipline Specific Elective

### COURSE OBJECTIVES (COs)

1. To acquaint students with the basic understanding of the concepts and theories of international business.
2. To explain how the economic, political/legal, and financial environments affect international business operations.
3. To discuss the ethical issues confronting the international business community.
4. To understand the structure and strategies required for doing business globally.
5. To develop understanding of managing exposure while doing international business.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of the course, students would be able to:

1. Explain the internationalization process.
2. Recognize the dynamic environment affecting international business.
3. Understand the importance of ethics and governance in doing business with different countries.
4. Analyse the types of strategies that can be formulated for gaining exposure internationally.
5. Assess the different types of exposure and their significance

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

### COURSE CONTENT

#### Unit-I

#### **An Overview of International Business:**

Framework of International Business, Types of International Business, International Business Approaches, Global Marketing Theory of Competitive Advantages, Neo-Classical,

Modern Approach to International Business, Problems of Trade and Aid to Developing Countries.

#### **Unit-II**

##### **International Business Decision:**

Mode of Entry, Marketing Mix, Factors Affecting decision For International Business, Economic, political, cultural, legal, technological and competitive environments in International Business.

#### **Unit-III**

##### **Role of International Institutions:**

GATT, WTO, ECM, IMF, IBRD, IDA, IFC, UNCTAD, In International Business. Recent Trends in World trade, Multi-National Corporations and the Trade, Corporate Governance, Code of conduct for MNCs.

#### **Unit-IV**

##### **International Capital Movement:**

Risk in International Operations, International Investment, Financing of Foreign trade, Factor Mobility and Direct Foreign Investment. Export Finance, Pre and post Shipment credit, Introduction to FEMA, Insurance. Role of ECGC and export Promotion Councils, Eurocurrency Market.

#### **Unit-V**

##### **Recent Trends in India's Foreign Trade:**

Export and Import Policy, Trade Policy, Balance of Payment, Custom and Tariff Rationalization. Identifying Foreign Markets and Overseas markets, Product Development in international markets, Transfer Logistics and Distribution Channels, Role of Documentation in International Trade, Export Pricing, Methods of International Payments.

#### **TEXTBOOKS**

1. Charles, E. Hill: International Business: Competing in the Global Marketplace, 12th edition (2018), McGrawHill/Irwin Publishing House.
2. Bhalla, V.K. and S. Shivaramu. International Business Environment and Business, 13th edition (2016), Chand Publications.
3. Daniels, J.D., Lee, H.R., Daniel, P. S. & Salwan, P. International Business- Environment and operations. 11<sup>th</sup> edition (2016), Pearson education.

#### **SUGGESTED READINGS**

1. Alworth, Julian S. The Finance Investment and Taxation Decisions of Multinationals, London, 5<sup>th</sup> edition (2018), Basil Blackwell Publications.
2. Daniel, John D and Radebangh, Lee H International Business, 5<sup>th</sup> edition (2016), New York, Addison Weley Publications.

## Fundamentals of International Trade

Course Code: 23BBA5051B	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Electives

### COURSE OBJECTIVES (COs)

1. To provide an understanding of the broad principles of international trade.
2. To acknowledge the theories to facilitate the free flow of trade in goods, services and capital.
3. To examine the impact of the trade policies followed at the national and international levels as also their welfare implications for the economies
4. To help students understand and apply the various trade mechanisms across geographical boundaries.
5. To help understand the importance of WTO & GATT.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Develop a deeper understanding of the different theories of international trade.
2. Understand the economies of scale, tariff and non-tariff barriers in international trade.
3. Possess knowledge of the concepts and components of balance of payments and process of adjustment.
4. Learn about foreign exchange markets and their operations.
5. Understand why WTO & GATT are important.

### MAPPING MATRIX OF COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

### COURSE CONTENT

#### Unit-I

##### Introduction

Theories of International Trade: Introduction to International Trade, Theories of Absolute Advantage, Comparative Advantage and Opportunity Costs; Heckscher Ohlin Theory of Trade, Factor Price Equalization; Empirical Testing of Heckscher Ohlin Theory; New Approaches to Trade Theory: The Product Cycle theory; Technology Gap Theory

#### Unit-II

##### Barriers to Trade

Imperfect Competition and International Trade: Economies of Scale, Intra-industry Trade; Terms of Trade: Concepts and Measurement of Terms of Trade; Theory of Tariff and Non-tariff Barriers: Partial equilibrium Analysis of Tariff; Effects of Tariff on Consumer's and

Producer's Surplus; Various Non-tariff Barriers; Regionalism: Various Forms of Economic Integration; The Theory of Customs Union.

### **Unit-III**

#### **Balance of Payments**

The Balance of Payments and Adjustments: Concepts and Components of Balance of Payments; Causes of Disequilibrium in the Balance of Payments; The Process of Adjustment Under: Gold Standard - Specie Flow Mechanism; Fixed Exchange Rate - Devaluation, Marshall Lerner's Conditions, Keynesian Absorption Approach, J-Curve Effect; Flexible Exchange Rate – Mundell Fleming model; Foreign Trade Multiplier.

### **Unit-IV**

#### **Foreign Exchange Markets**

Foreign Exchange Markets: Euro Currency Markets, International Bond Markets; Contemporary Exchange Rate Systems; Foreign Exchange Transaction Forms; Foreign Exchange Arbitrage and Market Hedging.

### **Unit V**

#### **WTO & GATT**

World Trade Organization – General Agreement on Tariffs and Trade (GATT), Establishment of World Trade Organization, The Uruguay Round Package: Organization Structure of the WTO, WTO – The Third Pillar in the Global Business.

### **TEXT BOOKS**

1. Daniel J. Sullivan, John D Daniels, and Lee H. Radebaugh, International Business: Environments and Operations, 16 th Edition (2017), Pearson.
2. Krugman, Paul R. and Obstfeld, Maurice: International Trade: Theory and Policy, 10 th Edition (2017), Prentice Hall.
3. Salvatore, Dominick, International Economics: Trade and Finance, 11 th Edition (2014), John Wiley & Sons.

### **SUGGESTED READINGS**

1. Charles W.L. Hill, International Business: Competing in the Global Marketplace, 10 th Edition (2017), McGraw-Hill College.
2. Feenstra, Robert C. and Taylor, Alan, M., International Trade, 4 th Edition (2016), Worth Publishers.

<b>Global Strategic Management</b>	
CourseCode:23BBA604IB	Continuous Evaluation:40Marks
Credits:3	End Semester Examination: 60Marks
Prerequisite: NIL	Course Category: Functional Elective

### **COURSE OBJECTIVES (COs)**

1. To develop a global vision towards business operations.
2. To evaluate and analyse the rapid changes in global environment.
3. To understand the impact of strategies adopted at various levels in an organisation.
4. To understand the process of implementing strategies effectively in a global market.
5. To understand the strategic planning process and to implement all the functional areas.

### **COURSE LEARNING OUTCOME (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Learn about Strategic Management and its dynamics.
2. Comprehend external and internal environment and its impact on business.
3. Make strategic choice for different levels of the organization.
4. Develop familiarity with some of the practical realities of running a business across the globe.
5. Make strategies to apply all the sphere of Industries.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO1	CLO2	CLO3	CLO4	CLO5
CO1					
CO2					
CO3					
CO4					
CO5					

### **COURSE CONTENT**

#### **Unit-I**

##### **Introduction**

Strategy, Levels of strategies: Corporate, Business and Operational level, Types of Strategies Functional Strategies, Human Resource Strategy, Marketing Strategy, Financial Strategy, Operational Strategy. Nature of Strategic Management, Vision Mission, Goals and Objectives.

#### **Unit- II**

##### **Environmental Analysis**

Introduction to corporate Restructuring, Need for corporate restructuring and forms of

corporate restructuring. Analyzing Companies Resource in Competitive Position, Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Evaluation of Strategic Alternatives, Types of Strategic Alternatives like Portfolio Analysis and its techniques, SWOT Analysis, Profit Impact of Market Strategy (PIMS).

### **Unit-III**

#### **Strategic Choice**

Strategic options at corporate level – Growth, stability and retrenchment strategies; Corporate Restructuring strategic options at business level- Michael Porters' competitive strategies and cooperative strategies; Degrees of competitiveness, evaluation of strategic alternatives – Product Portfolio Models (BCGmatrix, GEMatrix,etc.); Competing under strategic independence; Global competitive dynamics; Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper-competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses; Disruptive innovation as a strategy; Semi-globalization and strategy.

### **Unit- IV**

#### **Strategy Implementation and Control**

Reasons and process of firms' internationalization; International entry options; multi-country and global strategies; Outsourcing strategies, Global Value Creation, The AAA triangle. Interdependence of formulation and implementation of strategy; Issuing Global strategy implementation

### **Unit-V**

#### **Strategic Planning**

Planning and allocating resources; Organization structure and design; Budgets and support system commitment; Culture and leadership; Strategy evaluation and control, ethical and social considerations in global strategic management.

### **TEXTBOOKS**

1. Kazmi, A.&Kazmi,A.StrategicManagement.5<sup>th</sup>Edition(2020),McGraw-HillEducation.
2. Wheelen, Thomas, L.,Hunger, J. David, Hoffman, Alan N. & Charles E. Bamford. Strategic Management and Business Policy: Globalization, Innovation and Sustainability. (2018),Pearson.
3. David, R. Fred & David, R. Forest. Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16<sup>th</sup> Edition (2018), Pearson.

### **SUGGESTED READINGS**

1. Prahalad,C.K.,&Hamel,G.,TheCoreCompetenceoftheCorporation,1<sup>st</sup>Edition(2017),Macat Library.
2. Hill, Charles, W.L. & Gareth, R. Jones. Strategic Management: An Integrated Approach, 9<sup>th</sup> Edition (2012), Cengage Learning, India.
3. Hitt, Michael A., R. Ireland, Duane & Hoskisson, Robert E.Strategic Management: Concepts and Cases: Competitiveness and Globalization. Cincinnati, (2009), Cengage Learning.

## **Transnational and Cross-Cultural Marketing**

Course Code: 24BBA605IB	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### **COURSE OBJECTIVES (COs)**

1. To understand the concept and scope of international marketing.
2. To understand the social and environmental challenges on industrial and consumer product.
3. To learn the marketing research activities and process for multicultural environment.
4. To understand the methods of price decisions in international markets.
5. To understand the methods of promotion decisions in international markets.

### **COURSE LEARNING OUTCOMES (CLOs)**

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Understand the basic concepts and developments in international marketing.
2. Explore the challenges of cultural and social forces of industrial and consumer product in international market.
3. Apply and connect with the techniques and process of marketing research in multicultural environment of international market.
4. Acknowledge the price mechanism and promotional strategic decisions in international markets.
5. Explore the promotional strategic decisions in international markets.

### **MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)**

<b>COURSE OBJECTIVES (COs)</b>	<b>COURSE LEARNING OUTCOMES (CLOs)</b>				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO5
<b>CO 1</b>					
<b>CO 2</b>					
<b>CO 3</b>					
<b>CO 4</b>					
<b>CO5</b>					

### **COURSE CONTENT**

#### **Unit-I**

#### **Introduction of International Marketing**

International Marketing, the scope and challenge of international marketing, the Global Manager, importance of International Markets, development of International Marketing.

## **Unit-II**

### **Cultural Forces in International Marketing**

Cultural and social forces, cultural values, language and communication. Cultural differences. impact of social and cultural environment on marketing industrial and consumer products.

## **Unit-III**

### **International Marketing Research**

Developing a global vision through marketing research. Scope of international marketing research. Problems: Collecting primary data, Use & non-availability of secondary data. Multicultural research-Research on the internet. Estimating market demand, problems in analysing and interpreting research information. Responsibility for conducting marketing research, communicating with decision makers, Demographics and Segmentation.

## **Unit- IV**

### **Product and Pricing Decisions in International Market**

Product Development in International Market; Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – preparation of quotations.

## **Unit- V**

### **Promotion Decisions in International Market**

Promotion Decisions: Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing– personal selling – exhibition – generic promotions in international marketing, E-Commerce and Changing Marketing Paradigms.

## **TEXT BOOKS**

1. Cherunillam, Francis: International Marketing, (2021), Himalaya Publishing House.
2. Cateora, Philip R. & Graham, John L., International Marketing, 18<sup>th</sup> Edition (2020), Tata McGraw Hill.

## **SUGGESTED READINGS**

1. J. J. Shaw & Sak Onkvisit, International Marketing- Analysis and Strategies, 4<sup>th</sup> Edition (2007), Dreamtech Press.
2. Warren J. Keegan: Global Marketing Management, 8<sup>th</sup> Edition (2013), Pearson Prentice Hall.

## Global Logistics Management

Course Code: 23BBA704IB	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: Functional Elective

### COURSE OBJECTIVES (COs)

1. To identify and explain terms in the global supply chain environment and describe a logistics information system.
2. To learn the current global transportation and supply chain issues while demonstrating an understanding of the logistical operations.
3. To associate the business implications of global logistics management.
4. To Identify and explain terms in the global supply chain environment.
5. To Identify and explain various documents.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Explain logistics/global supply chain terms and describe a logistics information system.
2. Solve transportation problems utilizing knowledge of world geography, the transportation system and applying forecasting techniques to various facets of supply chain management.
3. Evaluate technical factors of logistics in international trade and its implications on global logistics management.
4. Demonstrate the multiple aspects of maritime transportation and its role in the global supply chain.
5. Explain various international documents.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO 5
CO1					
CO2					
CO3					
CO4					
CO5					

### COURSE CONTENT

#### UNIT I

##### Introduction to logistics

The Supply Chain Revolution; Logistics Drivers, customer Accommodation, Procurement, & Manufacturing, Information Technology; Inventory management and packaging.

## **UNIT-II**

### **Inventory Management**

Inventory and transport infrastructure, Transportation Operations and Warehousing, Warehouse and Material Handle, Packaging and Handling; Global Supply Chains, Logistics Service Providers.

## **UNIT III**

### **Network Integration**

Network Integration; Improving Logistics Performance, Operational, Financial and Social Performance; resolving the challenges to optimize efficiency and minimize the vulnerability of global supply

## **UNIT IV**

### **Measuring logistics**

Measuring logistics and supply chain management, logistic network design and planning, supply chain collaborations.

## **Unit V**

### **Documents**

International commercial documents -International contracts, terms of payments, international insurance, packaging for export, custom clearance and infrastructure: transportation, communication and utilities -Brokerage

## **TEXT BOOKS**

1. John J. Coyle, Supply Chain Management: A Logistics Approach, 10<sup>th</sup> Edition (2016), Cengage Learning.
2. Sunil Chopra and Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, 5<sup>th</sup> Edition (2013), Pearson.
3. Mangam, Lalwani, Butcher, & Javadpour, Global Logistics and Supply Chain Management, 2nd Edition (2011), John Wiley & Sons.

## **SUGGESTED READINGS**

1. Paul Myerson, Lean Supply Chain and Logistics Management, 1<sup>st</sup> Edition (2012), McGraw-Hill Education.
2. Frankel, R., The Definitive Guide to Supply Chain Best Practices: Comprehensive Lessons and Cases in Effective SCM. Council of Supply Chain Management Professional (CSCMP). 1<sup>st</sup> Edition (2013), Pearson FT Press.

## Foreign Trade Policy

Course Code: 23BBA705IB	Continuous Evaluation: 40 Marks
Credits: 4	End Semester Examination: 60 Marks
Prerequisite: NIL	Course Category: DSE

### COURSE OBJECTIVES (COs)

1. To acquaint the students with the structure of India's foreign trade and explore India's trade policy.
2. To create awareness about the various schemes initiated for EXIM.
3. To understand the theories of foreign trade and foreign exchange
4. To provide an understanding of role of the Indian government in promoting India's foreign trade.
5. To understand the regulatory framework of bodies handling foreign exchange facilities.

### COURSE LEARNING OUTCOMES (CLOs)

The syllabus has been prepared in accordance with National Education Policy (NEP). After completion of course, students would be able to:

1. Equip the students to critically evaluate the India's foreign trade policy and it's economic relations.
2. Analyze the importance of various measures and schemes adopted for EXIM.
3. Develop theoretical understanding of the theories of trade and foreign exchange
4. Understand the meaning importance of role of Indian government in promoting India's foreign trade.
5. Develop the skills among students to anticipate various regulatory and legal aspects related to India's foreign trade.

### MAPPING BETWEEN COURSE OBJECTIVES (COs) AND COURSE LEARNING OUTCOMES (CLOs)

COURSE OBJECTIVES (COs)	COURSE LEARNING OUTCOMES (CLOs)				
	CLO 1	CLO 2	CLO 3	CLO 4	CLO5
CO 1					
CO 3					
CO 4					
CO 5					

### COURSE CONTENT

#### Unit-I

#### Introduction to India's Foreign Trade and Policy

History and introduction to foreign trade, India's Foreign Trade Recent Trends, objective of foreign trade policy, Structure and Equilibrium of India's Balance of Payments, major exports and imports, prohibited and restricted items, Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and multilateralism in

India's trade relations; India's trade and economic relations with EU and other regional groupings.

#### **Unit-II**

##### **Theories of Trade and Foreign Exchange**

Importance of Foreign Trade: Internal and International Trade, Comparative Advantage & Competitive Advantage, Theoretical development from David Ricardo to Michel Porter, New Theories of Trade: Inter Industry, Intra Industry Trade under Imperfect Market, Strategic Trade Theory, Theories of Foreign Exchange : Bullion Based, Purchasing Power, Balance of Payment, Basket of currency, Spot Rate, Forward Rate, Real and Nominal Effective Exchange Rate, Cross Currency Rates, Hedging, Speculation, Tobin Tax.

#### **Unit- III**

##### **Export Promotion Measures and Schemes**

Terms of Trade: Determination, Types, Terms of Trade for Developing Nations; Prebisch-Singer Thesis, Merchandise Exports from India Scheme (MEIS), Service Exports from India Scheme (SEIS), export promotion capital goods (EPCG) scheme, schemes for exporters of gems and jewellery, Duty exemption / remission schemes: duty free import authorization scheme (DFIA), deemed exports.

#### **Unit- IV**

##### **Indian Government Role**

Role of State Trading Organizations, Specific Service Institutions, Quality complaints and other trade Disputes, Role of EXIM Bank of India, Export Promotion Councils, Role of central board of excise and custom, India's latest foreign trade policy Role of WTO in India's foreign trade policy.

#### **Unit- V**

##### **Foreign Exchange facilities and Regulations**

Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations.

#### **TEXTBOOKS**

1. James P. Neelankavil and Anoop Rai, International Business, 3<sup>rd</sup> Edition, 2015, Taylor and Francis.
2. V.K. Bhalla, International Business Environment and Management, 2010, Thirteen Revised Edition, Anmol Publications.
3. Bhagwati J. Srinivasan – Foreign Trade regimes and Economics development
4. Jaiswal Bimal & A.K.Singh – Foreign Trade of India
5. Plaekar – Trade of India
6. Salvi P.G. – New Directions on India's Trade policy.
7. Varshney R.L. – India's Foreign Trade

#### **SUGGESTED READINGS**

1. Vyuptakesh Sharan, International Business: concept, environment and strategy, 3<sup>rd</sup> Edition, 2010, Pearson Education, India.
2. Prashant Salwan, John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, 15<sup>th</sup> Edition, 2016, Pearson.

# Summer Internship Project Guidelines



(Established under Haryana Private University Act, 2006 as amended by Act No. 8 of 2013)

**FACULTY OF MANAGEMENT AND COMMERCE  
SUMMER INTERNSHIP PROJECT FILE**

**Program: Graduate  
Specialization: BBA (Hons.)**

**Semester & Year: 5<sup>th</sup> Semester & 3<sup>rd</sup> year**

**Course Code: 23BBA506P**

**Course Title: SUMMER INTERNSHIP PROJECT (V Semester)**

**SUMMER INTERNSHIP PROJECT  
For BBA (Hons.)**



**Faculty of Management and Commerce**

## Faculty of Management and Commerce

For BBA 5th semester

Course Title: SUMMER INTERNSHIP PROJECT

Course Code: 23BBA506P

Credit Units: 4

L	T	P	TOTAL CREDIT UNITS
0	0	0	4

### Internal Marks

Review 1	20
Review 2	20
Report & Final submission	20

External Marks: 40

**Introduction:** The Summer Internship is a mandatory Non-teaching Credit Course and is an important component of BBA programs. This is a substantial, sustained and independent exercise in research conducted with industry with respect to any problem or project and produced by an individual student involving substantial data collection in the field with the work presented as a written report, which demonstrates at an appropriate level and in an area relevant to the chosen degree of the student.

### Prerequisites:

The prerequisite for this course is basic understanding of the research methodology and quantitative techniques.

### COURSE OBJECTIVES (COs)

- To help students stimulate their minds to think coherently by working in different projects or problems across diverse industry sectors.
- To select, evaluate and apply critical management thinking to an industry/sectoral issue or problem
- To critically evaluate the techniques and processes used to investigate an important organizational issue or problem.

### STUDENT LEARNING OUTCOMES (CLOs)

The specific student learning outcomes expected of the dissertation are:

- To equip the student to apply concepts, theories, models, and tools in real life or in live projects and problems.

- To critically assess, evaluate and predict current and future metrics, research technologies, and research data output related to the problem areas, projects or the subjects.
- Learn to apply the Conceptual knowledge in real life scenarios or case situations across diverse industry sectors.
- To synthesize information to arrive at a coherent conclusion and evaluate the implications for the recommendations presented.
- To critically reflect on his or her development of knowledge, skills and techniques during the preparation of the Summer Internship Project.

### **SUPERIVISION**

- During the internship student should be under the guidance of mentor from the organization who will act as a guide and provide guidelines to the intern regarding their roles and responsibilities.
- Each student will also be guided by an allotted faculty of SRM University (Faculty of Management and Commerce).

### **GUIDELINES FOR SUMMER INTERNSHIP**

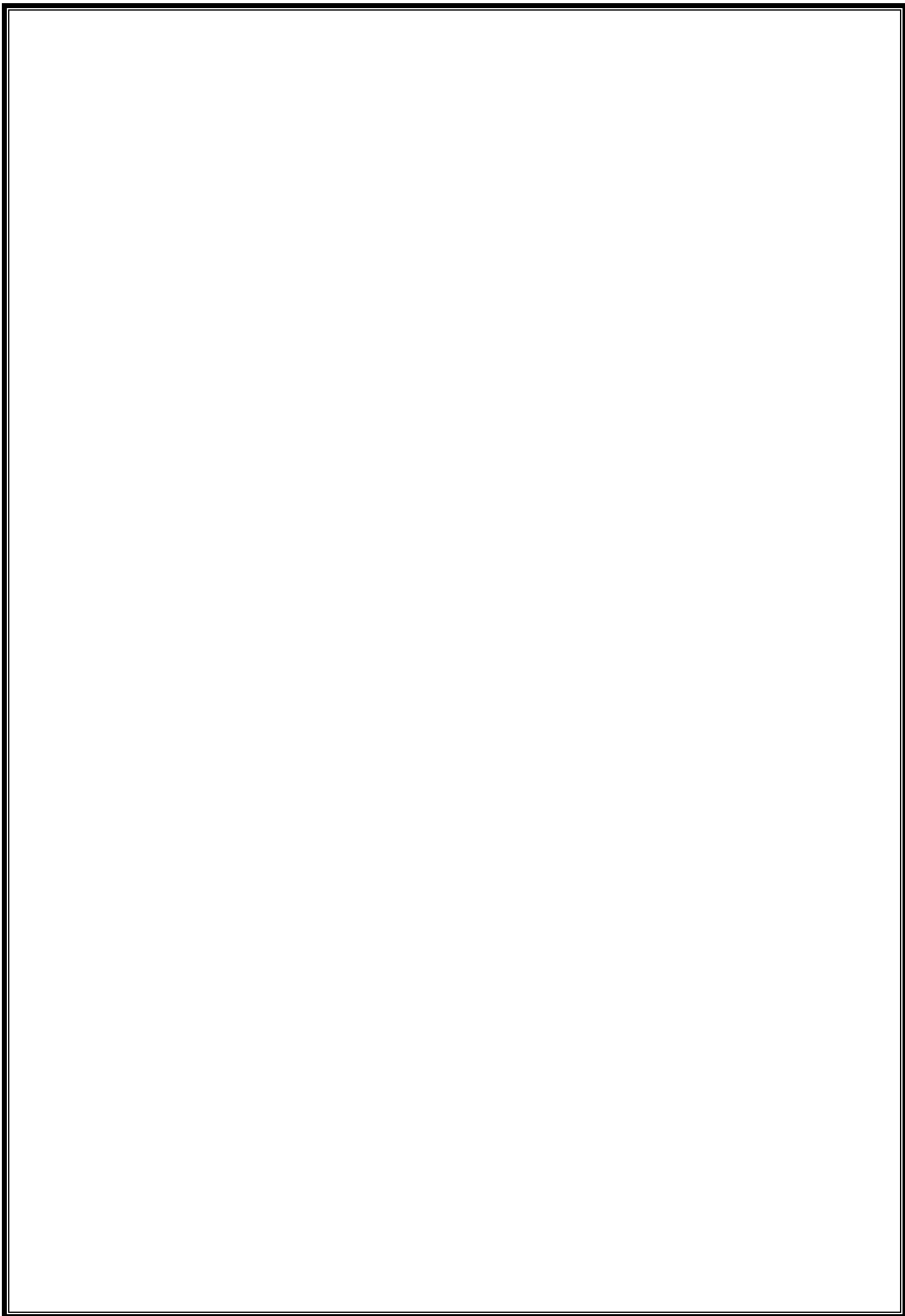
- It is mandatory for students to be engaged in a summer internship with an organization for a period of 6-8 weeks.
- Students on joining the internship at the concerned Industry / Organization, submit the details of the mentor and organization to the allotted SRM Faculty.
- The student should be in constant touch with the allotted SRM faculty mentor.
- The student after discussing with industry mentor should work on the summer internship project and intimate the same to SRM Faculty.
- On completion of the internship students will submit training report at the organization as well as Faculty of Management and Commerce (SRM University) and will give final presentation in front of Evaluation Board.
- Training Certificate to be obtained from industry.

### **MAINTAINING DAILY DIARY**

- Student should maintain a daily diary where they should record their every day's work and learnings.

### **CODE OF CONDUCT DURING INTERNSHIP PROGRAM**

- Students should abide by the rules of the organization where they are doing their internship.
- In case a student wants to take an off they should take permission from their corporate guide and faculty mentor.
- No student should copy or use confidential information of the organization. All students are required to maintain strict confidentiality of any information.
- Keep a weekly report of your progress in the organization.



## **SUMMER INTERNSHIP REPORT Basic Requirements**

- Students are required to prepare and submit a written project at the end of the internship.
- Students are required to make two hard bound copies of internship report in the recommended format.
- The report should include a certificate of completion of internship issued by the organization.
- The copies must be signed by the Head of Department and Faculty mentor.
- Detailed format and guidelines for writing the report are attached herewith for student's reference.

### **Format for Summer Internship (SIP) Project**

Each student should strictly follow the format given below for his/her SIP project.

#### **FORMAT**

i.	Front Page
ii.	Summer Internship Completion Certificate
iii.	Supervisor Feedback Report
iv.	Student's Declaration
v.	Acknowledgement
vi.	Table of Content
vii.	List of Tables
viii.	List of Figures
(Main body of report)	
1.	Introduction to the topic
1.1	Industry Overview
1.2	Company Overview
2.	Review of Literature
3.	Research methodology
3.1	Research design
3.2	Data sources (Primary and secondary sources)
3.3	Data Collection Instrument (for e.g. Questionnaire)
3.4	Sampling Design
4.	Data Analysis and Interpretation
5.	Findings & Suggestions
6.	Conclusion
7.	Bibliography
Annexure	
Annexure (a) Questionnaire	
Annexure (b) Any other supporting Document	

## Formatting Specifications

- a. The page for project should be A4 size paper.
- b. Font Type – Times New Roman.
- c. Font size
  - i. For the Main heading: 16 (Bold Font, Capitalize Each Word)
  - ii. For the Sub heading: 14 (Bold Italics Font (Capitalize Each Word)
  - iii. For the text of project: 12 (non-italics)
- d. Line spacing should be 1.5
- e. Maintain Single inch Margin on all four sides of A4 size paper.
- f. Each page should have a Page number.
- g. All tables, charts, graphs, big equations should be numbered properly
- h. Below each table the source of data must be mentioned
- i. Content on each page should be justified and left aligned
- j. Report should be hardbound with black color, with Front Page Title as per the format.
- k. The front title page should be on the cover page.
- l. The student should ensure that there are no grammatical and spelling errors in the report.
- m. Follow American Psychological Association (APA) Guidelines for preparation of manuscript references. The format of the same is as under,
  - i. For books
    1. Name of author, last name first.
    2. Title indicated italics.
- n. Place, publisher, and date of publication.

Chandra Prassana, Financial Management: Theory and Practice, New Delhi, Tata Mcgraw Hill, 8 Edition, 2018.
- o. For magazines, journals and newspapers
  1. Name of the author, last name first.
  2. Title of article, in quotation marks.
  3. Name of periodical indicated in italics.
  4. The date of the issue.
  5. The pagination (Page number)

*Example*

Robert V. Roosa, "Coping with Short-term International Money Flows", *The Banker, London*, September, 1971, p. 995.

NOTE: Total length of report 20000-24000 words (50-60 A4 Size pages)

# Live project/Research Project Guidelines

For the students of BBA



**SRM**  
UNIVERSITY  
DELHI-NCR, SONEPAT

## Live Projects & Research Projects

23BBA405P	Live Project-I
23BBA606P	Live Project-II
23BBA706P	Research Project-I* (Students pursuing Hons. with Research degree)
23BBA805P	Research Project-II**(Students pursuing Hons. with Research degree)
23BBA804P	Dissertation* (Students pursuing Hons. degree)

## **Faculty of Management & Commerce**

### **Live Project/Research Project Guidelines**

#### **INTRODUCTION**

The live project is a mandatory as non-teaching credit course and is an important component of all BBA programs. A live project consists of hands-on practical training, industry exposure with Live Projects, Assignments, Tests and Mentorships & Networking with Industry People. Live Project "bridges" the learning gap in Industry not only through practical training but also by practical exposure / experience to live projects. This is a substantial, sustained and independent exercise in conducted with industry with respect to any problem or project and produced by an individual student may involve substantial data collection in the field with the work presented as a written report, which demonstrates at an appropriate level and in an area relevant to the chosen degree of the student.

#### **COURSE OBJECTIVES (COs)**

- To help students stimulate their minds to think coherently by working in different projects or problems across diverse industry sectors.
- To select, evaluate and apply critical management thinking to an industry/sectoral issue or problem
- To critically evaluate the techniques and processes used to investigate an important organizational issue or problem.

#### **STUDENT LEARNING OUTCOMES (CLOs)**

The specific student learning outcomes expected of the dissertation are:

- To equip the student to apply concepts, theories, models, and tools in real life or in live projects and problems.
- To critically assess, evaluate and predict current and future metrics, research technologies, and research output related to the problem areas, projects or the subjects.
- Learn to apply the conceptual knowledge in real life scenarios or case situations across diverse industry sectors.
- To synthesize the information to arrive at a coherent conclusion and evaluate the implications for the suggested recommendations.

#### **SUPERIVISION**

- Each student to be guided by an allotted mentor/faculty of SRM University (Faculty of Management).

#### **GUIDELINES FOR LIVE PROJECT**

- It is mandatory for students to prepare a live project report under the guidance of a mentor from the Department itself.
- The student should be in constant touch with the allotted SRM faculty mentor.

- Students will submit live project report in the department, Faculty of Management (SRM University) and will give final presentation in front of Evaluation Board.

## Evaluation matrix for Live Project/Research Project

### Internal Evaluation

#### 1. Live Projects/ Research Projects

Live Projects and Industry Visit Continuous Assessment & Evaluation Details					
Assessment tool	Use of Technology/ Identification of Projects	Project Presentation	Viva -voce	Project Report	Total
Weightage	10	20	15	15	60

### External Evaluation

Assessment	Record File	Viva- Voce	Total
Marks	20	20	40

### Format of Live project/Research Project

Each student should strictly follow the format given below for his/her live project.

#### Content Specifications

ix. Front Page
x. Student's Declaration
xi. Acknowledgement
xii. Table of Content
xiii. List of Tables
xiv. List of Figures
(Main body of report)
2. Introduction to the topic
1.1 Industry Overview
1.2 Company Overview
2. Review of Literature
3. Research methodology
3.1 Research design
3.2 Data sources (Primary and secondary sources)
3.3 Data Collection Instrument (for e.g. Questionnaire)
3.4 Sampling Design
4. Data Analysis and Interpretation
5. Findings & Suggestions
6. Conclusion
7. Bibliography
Annexure
Annexure (a) Questionnaire
Annexure (b) Plagiarism report

## Formatting Specifications

- I. The page for project should be A4 size paper.
- II. Font Type – Times New Roman.
  - a. **Font size For the Main heading: 16 (Bold Font, Capitalize Each Word)**
  - b. **For the Sub heading: 14 (Bold Italics Font (Capitalize Each Word)**
  - c. **For the text of project: 12 (Unbolded, non-italics)**
- III. Line spacing should be 1.5
- IV. Maintain Single inch Margin on all four sides of A4 size paper.
- V. Each page should have a Page number.
- VI. All tables, charts, graphs, big equations should be numbered properly
- VII. Below each table the source of data must be mentioned
- VIII. Content on each page should be justified and left aligned
- IX. Report should be hardbound with black color, with Front Page Title as per the format.
- X. The front title page should be on the cover page.
- XI. The student should ensure that there are no grammatical and spelling errors in the report.
- XII. Follow American Psychological Association (APA) Guidelines for preparation of manuscript references. The format of the same is as under.

### *Example*

Robert V. Roosa, "Coping with Short-term International Money Flows", *The Banker, London*, September, 1971, p. 995.

**NOTE:** Total length of report

**Live Project-** 12000 - 16000 words (30 to 40 A4 Size pages)

**Research Project/Dissertation-** 32000-40000 words (80-100 A4 Size pages)

# Plagiarism Report Guidelines

## OBJECTIVES

- To develop systems to detect plagiarism and to set up mechanisms to prevent student committing the act of plagiarism.
- Zero Tolerance Policy in core area:
- The core work carried out by the student shall be based on original ideas and shall be covered by Zero Tolerance Policy on Plagiarism.
- The core work shall include abstract, summary, hypothesis, observations, results, conclusions and recommendations.
- Software permitted for plagiarism check:
  - Turnitin
  - iThenticate
  - URKUND
- Limit of Plagiarism
  - Up to 25 percent similarity index is permitted in order to submission of live project.
- Rewarding the best work
  - The best one project work report from respective courses will be rewarded. The student will also receive a certificate of appreciation.
- The parameter for selection of top live project work is based on live projects having practical use and offering solution to the chosen industry problem.

**Indicative Formats to be used**  
**(For Front Title page)**

**Live project report**  
A study on ... **(Title)**

**Prepared by**

**(Student Name)**

(Enrollment Number: **XXXXXX**)

BBA Batch ( )

**Under the guidance of**  
**(Name of the Faculty Guide)**

ACADEMIC YEAR  
( )



**Submitted To**

Faculty of Management & Commerce  
SRM University, Delhi-NCR, Sonipat, Haryana

## Student's Declaration

I undersigned \_\_\_\_\_ a student of Faculty of Management, SRM University, Delhi- NCR, Sonipat, Haryana, BBA\_\_ semester, declare that live project titled “ \_\_\_\_\_ ” is a result of my/our own work and my/our indebtedness to other work publications, references, if any, have been duly acknowledged. If I/we are found guilty of copying any other report or published information and showing as my/our original work, I understand that I/we shall be liable and punishable by University, which may include 'Fail' in examination, 'Repeat study & re-submission of the report' or any other punishment that university may decide.

(Signature)

Name of Student:

Enrollment Number:

Mentor's Signature  
(Mentor's Name)