

NOIDA INTERNATIONAL UNIVERSITY

SCHOOL OF BUSINESS MANAGEMENT

SYLLABUS OF COURSES TO BE OFFERED

Core Courses, Elective Courses & Ability Enhancement Courses

Bachelor of Commerce (Hons.)

(Three Year Full Time Programme)

Choice Based Credit System (CBCS)



(Academic Year 2020-21)

Preamble

The University Grants Commission (UGC) has initiated several measures to bring equity, efficiency and excellence in the Higher Education System of country. The important measures taken to enhance academic standards and quality in higher education include innovation and improvements in curriculum, teaching learning process, examination and evaluation systems, besides governance and other matters. The UGC has formulated various regulations and guidelines from time to time to improve the higher education system and maintain minimum standards and quality across the Higher Educational Institutions (HEIs) in India. The academic reforms recommended by the UGC in the recent past have led to overall improvement in the higher education system. However, due to lot of diversity in the system of higher education, there are multiple approaches followed by universities towards examination, evaluation and grading system. While the HEIs must have the flexibility and freedom in designing the examination and evaluation methods that best fits the curriculum, syllabi and teaching-learning methods, there is a need to devise a sensible system for awarding the grades based on the performance of students. Presently the performance of the students is reported using the conventional system of marks secured in the examinations or grades or both. The conversion from marks to letter grades and the letter grades used vary widely across the HEIs in the country. This creates difficulty for the academia and the employers to understand and infer the performance of the students graduating from different universities and colleges based on grades. The grading system is considered to be better than the conventional marks system and hence it has been followed in the top institutions in India and abroad. So it is desirable to introduce uniform grading system. This will facilitate student mobility across institutions within and across countries and also enable potential employers to assess the performance of students. To bring in the desired uniformity, in grading system and method for computing the cumulative grade point average (CGPA) based on the performance of students in the examinations, the UGC has formulated these guidelines.

CHOICE BASED CREDIT SYSTEM

The CBCS provides an opportunity for the students to choose from the prescribed courses comprising core, elective/minor or skill based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Therefore, it is necessary to introduce uniform grading system in the entire higher education in India. This will benefit the students to move across institutions within India to begin with and across countries. The uniform grading system will also enable potential employers in assessing performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations, the UGC has formulated the guidelines to be followed.

Outline of Choice Based Credit System

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a core course. The structure of course is defined under following points
 - 1.1. All the UG degree programs shall be of either six semesters or eight semesters duration unless specified otherwise.
 - 1.2. An academic year consists of two semesters: Odd Semester and Even Semester.
 - 1.3. A semester normally extends over a period of 16 weeks (6 day week) with 90 working days.
 - 1.4. Every course offered may have three components: Lecture (L), Tutorial (T) and Practicals (P). Tutorial session consists of participatory discussion / self-study/ desk work/ brief seminar presentations by students and such other novel methods.
 - 1.5. The credit pattern for a course (L:T:P) shall be decided by the respective Board of Studies (BoS).
 - 1.6. Credit means the unit by which the course work is measured. One hour session of Lecture or Tutorial per week for 16 weeks amounts to 1 credit.
 - 1.7. Two hour session of Practicals per week for 16 weeks amounts to 1 credit per semester. The total duration of a semester is 20 weeks inclusive of semester-end examination.

1.8.A course of 3 to 6 credits will be evaluated for 100 marks. A course with less than 3 credits will be evaluated for 50 marks. For any other approved course, the evaluation method shall be decided by the respective BoS.

2. Elective Course:

Elective Course is a course which can be chosen from a pool of courses. It may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the student's proficiency/skill.

2.1.Discipline Specific Elective (DSE) is a course offered under the main discipline/subject of study or a Project/Dissertation.

2.2.Project/Dissertation is an elective course designed to acquire special/ advanced knowledge, such as supplement study/ support study to a project work. A student has to study such a course on his/her own with advisory support of a faculty member.

2.3.Generic Elective (GE) is an elective course chosen from an unrelated discipline/subject with an intention to seek exposure beyond discipline/subject.

3. **Ability Enhancement Courses (AEC):** Ability Enhancement Courses may be of two types: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC). 3.1.AECC courses are mandatory courses based upon the content that leads to knowledge enhancement viz., Environmental Science, Indian Constitution and English/ Modern Indian Languages (MIL) / Communication skills.

3.2. SEC courses are aimed at providing hands-on-training, competencies, skills, etc.

Program Educational Objectives (PEOs) :

Our B.Com program will produce graduates who will be able :

PEO1: Possess wide spectrum of managerial skills along with competency building qualities in specific areas of business studies.

PEO2: Exercising Professional skills, values, team spirit, and high leadership and to accept the challenges in the Industry and Academics.

PEO3: Excel in contemporary knowledge of business and developing inclination towards lifelong learning

PEO4: To continue their professional development by obtaining advanced degrees in Management or other professional fields

PEO5: To act with global, ethical, societal, ecological and commercial awareness, as is expected of practicing management professionals

PEO6: To adapt to a rapidly changing environment with learned and applied new skills, become socially responsible and value driven citizens, committed to sustainable development

Program Outcome (Pos):

PO1: This program could provide Industries, Banking Sectors, Insurance Companies, Financing companies, Transport Agencies, Warehousing etc., well trained professionals to meet the requirements.

PO2: After completing graduation, students can get skills regarding various aspects like Marketing Manager, Selling Manager, over all Administration abilities of the Company.

PO3: Capability of the students to make decisions at personal & professional level will increase after completion of this course.

PO4: Students can independently start up their own Business.

PO5: Students can get thorough knowledge of finance and commerce.

PO6: The knowledge of different specializations in Accounting, costing, banking and finance with the practical exposure helps the students to stand in organization.

PO7: Develop broad-based business skills and knowledge, development of general and specific capabilities to meet the current and future expectation of the business, industry and economy at the national and global level

Program Specific Outcome (PSOs):

PSO1: The students can get the knowledge, skills and attitudes during the end of the B.com degree course.

PSO2: By goodness of the preparation they can turn into a Manager, Accountant , Management Accountant, cost Accountant, Bank Manager, Auditor, Company Secretary, Teacher, Professor, Stock Agents, Government employments and so on.,

PSO3: Students will prove themselves in different professional exams like C.A. , C S, CMA, MPSC, UPSC. As well as other coerces.

PSO4: The students will acquire the knowledge, skill in different areas of communication, decision making, innovations and problem solving in day to day business activities.

PSO5: Students will gain thorough systematic and subject skills within various disciplines of finance, auditing and taxation, accounting, management, communication, computer.

PSO6: Students can also get the practical skills to work as accountant, audit assistant, tax consultant, and computer operator. As well as other financial supporting services.

PSO7: Students will learn relevant Advanced accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.

PSO8: Students will be able to do their higher education and can make research in the field of finance and commerce.

B. Com (Hons.): Three-Year (6-Semester) CBCS (w.e.f. Session 2020-21)

		PERIODS			EVALUATION SCHEME					Credit
		L	T	P	Internal			ESE	Total	
					MT	TA	Total			
		Semester I								
BCHCC01	Financial Accounting	5	1	0	20	20	40	60	100	6
BCHCC02	Business Law	5	1	0	20	20	40	60	100	6
BCHAECC01	Environmental Studies	2	0	0	20	20	40	60	100	2
BCHGE01	Micro Economics	5	1	0	20	20	40	60	100	6
BCHP01	Comprehensive viva	0	0	2	0	0	0	100	100	2
TOTAL									500	22
		Semester II								
BCHCC03	Corporate Accounting	5	1	0	20	20	40	60	100	6
BCHCC04	Corporate Law	5	1	0	20	20	40	60	100	6
BCHAECC02	Business Communication	2	0	0	20	20	40	60	100	2
BCHGE02	Macro Economics	5	1	0	20	20	40	60	100	6
BCHP02	Term Paper	0	0	2	0	0	0	100	100	2
TOTAL									500	22
		Semester III								
BCHCC05	Human Resource Management	5	1	0	20	20	40	60	100	6
BCHCC06	Income Tax Law & Practice	5	1	0	20	20	40	60	100	6
BCHCC07	Management Principles & Applications	5	1	0	20	20	40	60	100	6
BCHSE01	E-Commerce	4	0	0	20	20	40	60	100	4
BCHGE03	Business Statistics	5	1	0	20	20	40	60	100	6
BCHP03	Summer Training Report & Viva Voce	0	0	2	0	0	0	100	100	2
TOTAL									600	30
		Semester IV								
BCHCC08	Cost Accounting	5	1	0	20	20	40	60	100	6
BCHCC09	Business Mathematics	5	1	0	20	20	40	60	100	6

	(d) International Business									
	(e) Industrial Relations and Labour Laws									
	(f) Business Research Methods and Project Work									
BCHP06	Comprehensive Viva	0	0	2	0	0	0	100	100	2
	TOTAL								500	26

ESE – End Semester Examination

MT – Mid Term

TA – Teacher Assessment

**B. Com (Hons.) 1st Year
SEMESTER - I**

CODE	SUBJECT				EVALUATION SCHEME					CREDIT
		Periods			INTERNAL			ESE	TOTAL	
		L	T	P	MT	TA	TOTAL			
BCHCC01	Financial Accounting	5	1	0	20	20	40	60	100	6
BCHCC02	Business Law	5	1	0	20	20	40	60	100	6
BCHAECC01	Environmental Studies	2	0	0	20	20	40	60	100	2
BCHGE01	Micro Economics	5	1	0	20	20	40	60	100	6
BCHP01	Comprehensive viva	0	0	2	0	0	0	100	100	2
	TOTAL								500	22

SEMESTER - II

CODE	SUBJECT				EVALUATION SCHEME					CREDIT
		Periods			INTERNAL			ESE	TOTAL	
		L	T	P	MT	TA	TOTAL			
BCHCC03	Corporate Accounting	5	1	0	20	20	40	60	100	6
BCHCC04	Corporate Law	5	1	0	20	20	40	60	100	6
BCHAECC02	Business Communication	2	0	0	20	20	40	60	100	2
BCHGE02	Macro Economics	5	1	0	20	20	40	60	100	6
BCHP02	Term Paper	0	0	2	0	0	0	100	100	2
	TOTAL								500	22

B. Com (Hons.) 1st Year
Semester-1
FINANCIAL ACCOUNTING (BCHCC01)

L	T	P
5	1	0

Course Name: Financial Accounting
Course Credit Hour: 6 hrs

Course Code: BCHCC01
Total Contact hour: 60hrs

Course Objective:

The objective of this paper is to help students to acquire conceptual knowledge of the financial accounting and to impart skills for recording various kinds of business transactions.

Course Description:

This course is intended to teach the fundamentals of financial accounting from the ground up. You will learn how to prepare a balance sheet, income statement, and cash flow statement, analyse financial statements, and calculate and interpret critical ratios. You will also learn the role of managerial judgment in choosing accounting estimates and methods.

Course Contents:

Unit 1: (a) Theoretical Framework

- i. Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting, information. Functions, advantages and limitations of accounting. Branches of accounting. Bases of accounting; cash basis and accrual basis.
- ii. The nature of financial accounting principles – Basic concepts and conventions: entity, money measurement, going concern, cost, realization, accruals, periodicity, consistency, prudence (conservatism), materiality and full disclosures.
- iii. Financial accounting standards: Concept, benefits, procedure for issuing accounting standards in India. Salient features of First-Time Adoption of Indian Accounting Standard (Ind-AS) 101. International Financial Reporting Standards (IFRS): - Need and procedures.

(b) Accounting Process

From recording of a business transaction to preparation of trial balance including adjustments

(c) Computerized Accounting Systems

Computerized Accounting Systems: Computerized Accounts by using any popular accounting software: Creating a Company; Configure and Features settings; Creating Accounting Ledgers and Groups; Creating Stock Items and Groups; Vouchers Entry; Generating Reports - Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Funds Flow Statement, Cash Flow Statement Selecting and shutting a Company; Backup and Restore data of a Company

Unit 2: (a) Business Income

- i. Measurement of business income-Net income: the accounting period, the continuity

- doctrine and matching concept. Objectives of measurement.
- ii. Revenue recognition: Recognition of expenses.
 - iii. The nature of depreciation. The accounting concept of depreciation. Factors in the measurement of depreciation. Methods of computing depreciation: straight line method and diminishing balance method; Disposal of depreciable assets-change of method.
 - iv. Inventories: Meaning. Significance of inventory valuation. Inventory Record Systems: periodic and perpetual. Methods: FIFO, LIFO and Weighted Average. Salient features of Indian Accounting Standard (Ind-AS): 2

(b) Final Accounts

Capital and revenue expenditures and receipts: general introduction only; Preparation of financial statements of non-corporate business entities.

Unit 3: Accounting for Hire Purchase and Installment Systems

Calculation of interest, partial and full repossession, Hire purchase trading (total cash price basis), stock and debtors system; Concepts of operating and financial lease (theory only)

Unit 4: Accounting for Inland Branches

Concept of dependent branches; accounting aspects; debtors system, stock and debtors system, branch final accounts system and whole sale basis system. Independent branches: concept accounting treatment: important adjustment entries and preparation of consolidated profit and loss account and balance sheet.

Unit 5: Accounting For Dissolution of the Partnership Firm

Accounting of Dissolution of the Partnership Firm Including Insolvency of partners, sale to a limited company and piecemeal distribution

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Understand the theoretical framework of accounting and to prepare financial statements

CLO 2: Explain and determine depreciation and value of inventory

CLO 3: Learn accounting for hire purchase transactions, leases, branches and departments

CLO 4: Understand the concepts of partnership firm and prepare accounts for dissolution of a partnership firm

CLO 5: Develop the skill of preparation of trading and profit and loss account and balance sheet using computerized accounting.

Text Books:

- Goyal, Bhushan Kumar and H.N. Tiwari, Financial Accounting , Taxmann
- Kumar, Alok. Financial Accounting, Singhal Publication.
- Lt Bhupinder. Financial Accounting – Concepts and Applications, Cengage
- Monga, J R. Financial Accounting: concept and Applications. Mayur paper Backs, New Delhi • Sehgal, Ashok & Deepak Sehgal. Fundamentals of Financial Accounting, Taxmann • Tulsian, P C. Financial Accounting, Tata McGraw Hill New Delhi
- Lal, Jawahar, Seema Srivastava & Abrol, Shivani. Financial Accounting Text and problems, Himalaya Publishing House, New Delhi

• **Reference Books:**

- Charles, T Horngren, Gart L. Sundem, John A Elliot and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
- Leonardo, A. Robinson, James R. Qanis, C. Wayne Alderman, Accounting Information Systems: A cycle Approach, Publisher Wiley.
- Marshall, B Romney and Paul, John Steinbart, Accounting Information Systems, Pearson Education Limited.
- Robert, L. Hurt, Accounting Information Systems:Basic Concepts and Current Issues, McGraw Hill.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com (Hons.) 1st Year
Semester-I
BUSINESS LAW (BCHCC02)

L	T	P
5	1	0

Course Name: Business Law
Course Credit Hour: 6 hrs

Course Code: BCHCC02
Total Contact hour: 60hrs

Course Objective:

To impart basic knowledge of the important business laws relevant for conduct of general business activities in physical and virtual spaces along with relevant case laws.

Course Description:

This course deals with the laws on the basis of which every deal between people and commercial firms are governed. Business Law has two distinct areas of functioning which are- Regulation of commercial entities that is done through laws of company, partnership, bankruptcy and agency; and regulation of commercial transactions that are done through the laws of contract.

Course Contents:

Unit 1: The Indian Contract Act, 1872: General Principle of Law of Contract

- a) Contract – meaning, characteristics and kinds
- b) Essentials of a valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects.
- c) Void agreements
- d) Discharge of a contract – modes of discharge, breach and remedies against breach of contract. e) Contingent contracts
- f) Quasi- contracts

Unit 2: The Indian Contract Act, 1872: Specific Contract

- a) Contract of Indemnity and Guarantee
- b) Contract of Bailment
- c) Contract of Agency

Unit 3: The Sale of Goods Act, 1930

- a) Contract of sale, meaning and difference between sale and agreement to sell.
- b) Conditions and warranties
- c) Transfer of ownership in goods including sale by a non-owner
- d) Performance of contract of sale
- e) Unpaid seller – meaning, rights of an unpaid seller against the goods and the

buyer. **Unit 4: Partnership Laws**

A) The Partnership Act, 1932

- a. Nature and Characteristics of Partnership
- b. Registration of a Partnership Firms
- c. Types of Partners
- d. Rights and Duties of Partners
- e. Implied Authority of a Partner
- f. Incoming and outgoing Partners
- g. Mode of Dissolution of Partnership

B) The Limited Liability Partnership Act, 2008

- a) Salient Features of LLP
- b) Differences between LLP and Partnership, LLP and Company
- c) LLP Agreement,
- d) Partners and Designated Partners
- e) Incorporation Document
- f) Incorporation by Registration
- g) Partners and their Relationship

Unit 5: The Negotiable Instruments Act 1881

- a) Meaning, Characteristics, and Types of Negotiable Instruments : Promissory Note, Bill of Exchange, Cheque
- b) Holder and Holder in Due Course, Privileges of Holder in Due Course.
- c) Negotiation: Types of Endorsements
- d) Crossing of Cheque
- e) Bouncing of Cheque

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Understand basic aspects of contracts for making the agreements, contracts and subsequently enter valid business propositions.

CLO 2: Recognize and differentiate the special contracts and identify their appropriate usage at varied business scenarios.

CLO 3: Equip the students about the legitimate rights and obligations under The Sale of Goods Act

CLO 4: Enable with skills to initiate entrepreneurial ventures as LLP

CLO 5: Understand the fundamentals of Internet based activities under The Information and Technology Act.

Text Books:

- Bhushan, Bharat., Kapoor, N.D., Abbi, Rajni, “*Elements of Business Law*”. Sultan Chand & Sons Pvt. Ltd. • Dagar, Inder Jeet and Agnihotri, Anurag. *Business Laws: Text and Problems*, Sage Publication. • Jagota R. (2019). *Business Laws*. MKM Publishers Scholar Tech Press.
- Sharma, J.P. and Kanojia S. (2019). *Business Laws*. New Delhi. Bharat Law House Pvt. Ltd. • Singh, Avtar. (2018). *The Principles of Mercantile Law*. Lucknow. Eastern Book Company. • Tulsian P.C. (2018). *Business Law*. New Delhi. Tata McGraw Hill

Reference Books:

- Information Technology Rules 2000 with Information Technology Act 2000, Taxmann Publications Pvt. Ltd., New Delhi.
- Kuchhal, M C. (2018). *Business Laws*. New Delhi. Vikas Publishing House.
- Arora, Sushma. (2015). *Business Laws*. New Delhi. Taxmann
- Sharma, J.P. and Kanojia S. (2015). *Vyavsayik Sanniyam*, Delhi University Hindi Cell. (For Hindi)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com (Hons.) 1st Year
Semester-I
ENVIRONMENTAL STUDIES (BCHAECC01)

L	T	P
2	0	0

Course Name: Environmental Studies
Course Credit Hour: 2 hrs

Course Code: BCHAECC01
Total Contact hour: 20hrs

Course Objective:

In this course students are introduced to the economic way of thinking with reference to environmental issues. The students will learn how economics provides insight on the cause and management of Environmental damage

Course Description:

This course provides knowledge about multidisciplinary nature of environment, various sources of natural energy, ecosystem, social issues and the environment, etc. Students will also be able to understand about the various environmental issues and problems associated with the human population and the environment.

Course Contents:

Unit I: Ecosystems

Ecosystem- Structure and function of ecosystem (Abiotic and Biotic factors); Energy flow in an ecosystem; Environmental Problems: global warming and Climate change, ozone layer depletion; Deforestation, acid rain; impacts of environmental disturbances.

Unit II: Natural Resources and Biodiversity

Energy resources: Renewable and non-renewable energy sources. Biodiversity patterns and global biodiversity hot spots, India as a mega-biodiversity nation; Endangered and endemic species of India, Threats to biodiversity, Conservation of biodiversity: In-situ and Exsitu conservation of biodiversity.

Unit III: Environmental Pollution, Impact and Management

Environmental pollution: Air, water, soil and noise pollution, Nuclear hazards and human health risks, Solid waste management: Control measures of urban and industrial waste. Environment Protection Act and International agreements: Montreal and Kyoto protocols and Convention on Biological Diversity (CBD).

Unit IV: EIA and EMS

Environmental Impact Assessment (EIA) and Environmental Management System (EMS): Introduction to EIA, its Impact, Notification of MOEF, Introduction to ISO 9000 and 14000.

UNIT V: Indian Environmental Laws

Introduction to Indian Environmental laws: Legal framework: , the Indian Penal Code, Role of Judiciary in Environmental Protection, Wild Life (Protection) Act, 1972, Water (Prevention and Control of Pollution) Act, 1974, Environment Protection Act 1986, The Forest (Conservation) Act,

1980, Hazardous Wastes (Management and Handling) Rules, 1989, Air (Prevention and Control of Pollution) Act, 1981

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Analyse the national and global environmental issues relating to atmosphere, water, soil and land use, biodiversity, and natural resources (global warming, climate change, mineral extraction and energy resources, environmental impact assessment and environmental audit).

CLO 2: Develop an objective view of the nature of Earth's resources, particularly the non-renewable resources. **CLO 3:** Develop perspectives on sustainability by looking into different ways of conservation of the natural resources and their management.

CLO 4: Examine the environmental consequences of development actions, and develop skill to evaluate the issues and problems in environmental assessment from the perspective of process and methods, and the goals of EIA.

CLO 5: Gain insights on human dimension of development and environment management of natural resources with respect to various laws and policies implemented by the government of India from time to time.

Text Books:

- Gleeson, B. and Low, N. (eds.) 1999. Global Ethics and Environment, London, Routledge.
- Gleick, P. H. 1993. Water in Crisis. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.

Reference Books:

- Carson, R. 2002. Silent Spring. Houghton Mifflin Harcourt.
- Gadgil, M., & Guha, R. 1993. This Fissured Land: An Ecological History of India. Univ. of California Press.
- Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll. Principles of Conservation Biology. Sunderland: Sinauer Associates, 2006.
- Grumbine, R. Edward, and Pandit, M.K. 2013. Threats from India's Himalaya dams. Science, 339: 36-37.
- McCully, P. 1996. Rivers no more: the environmental effects of dams (pp. 29-64). Zed Books.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com (Hons.) 1st Year
Semester-I
MICRO ECONOMICS (BCHGE01)

L	T	P
5	1	0

Course Name: Micro Economics
Course Credit Hour: 6 hrs

Course Code: BCHGE01
Total Contact hour: 60hrs

Course Objective:

The objective of the course is to acquaint the students with the concepts of microeconomics dealing with consumer behaviour. The course also makes the student understand the supply side of the market through the production and cost behaviour of firms.

Course Description:

This course is designed to expose first-year students, who may be new to economics, the basic principles of microeconomic theory. It emphasizes on consumer and producer behaviour, different types of market structure and their importance in output and price determination.

Course Contents:

Unit 1: Demand and Consumer Behaviour

Concepts of revenue: marginal and Average: Revenue under conditions of Perfect and imperfect competition Elasticity of demand: price, income and cross. Consumer Behaviour: Indifference curve analysis of consumer behavior; Consumer's equilibrium (necessary and sufficient conditions). Price elasticity and price consumption curve, income consumption curve and Engel curve, price change and income and substitution effects; Indifference curves as an analytical tool (cash subsidy v/s. kind subsidy); Revealed Preference Theory.

Unit 2: Production and Cost

Production isoquants, marginal rate of technical substitution, economic region of production, optimal combination of resources, the expansion path, isoclines, returns to scale using isoquants.

Cost of Production: Social and private costs of production, long run and short run costs of production. Economies and diseconomies of scale and the shape to the long run average cost; Learning curve and economies of scope.

Unit 3: Perfect Competition

Perfect competition: Assumptions. Equilibrium of the firm and the industry in the short and the long runs, including industry's long run supply curve; Measuring producer surplus under perfect competition; Stability Analysis – Walrasian and Marshallian. Demand - supply analysis including impact of taxes and subsidy.

Unit 4: Monopoly

Monopoly: Monopoly short run and long run equilibrium. Shifts in demand curve and the absence of the supply curve; Measurement of monopoly power and the rule of thumb for pricing; Horizontal and vertical integration of firms; The social costs of monopoly power including deadweight loss; Degrees of price discrimination.

Unit 5: Imperfect Competition

Monopolistic Competition and Oligopoly: Monopolistic competition price and output decision equilibrium. Monopolistic Competition and economic efficiency Oligopoly and Interdependence – Cournot's duopoly model, Stackelberg's model, Kinked demand model. Prisoner's dilemma, collusive oligopoly – price-leadership model – dominant firm, cartels, sales maximization, Contestable markets theory; Pricing Public Utilities

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Learn about the cost and revenue concepts, and their role in determining the producer's behaviour. To apprehend the behaviour of a consumer in terms of utility maximisation and price determination under various conditions

CLO 2: Learn about the important laws of production, and related concepts

CLO 3: Understand perfect competition and the importance of this market in output and price determination.

CLO 4: Understand monopoly and price discrimination while determining the output and price

CLO 5: Understand the different types of imperfect markets and the importance of this market in output and price determination.

Text Books:

- Pindyck, R.S., D. L. Rubinfeld and P. L. Mehta; *Microeconomics*, Pearson Education.
- N. Gregory Mankiw, *Principles of Micro Economics*, Cengage Learning
- Maddala G.S. and E. Miller; *Microeconomics: Theory and Applications*, McGraw-Hill Education.
- Salvatore, D. *Schaum's Outline: Microeconomic Theory*, McGraw-Hill, Education.
- Case and Fair, *Principles of Micro Economics*, Pearson Education
- Koutsyannis, *Modern Micro Economic Theory*.
- Bilas, Richard A., *Microeconomics Theory: A Graphical Analysis*, McGraw-Hill Education.
- Paul A Samuelson, William D Nordhaus, *Microeconomics*, McGraw-Hill Education.

Reference Books:

- Amit Sachdeva, *Micro Economics*, Kusum Lata Publishers
- C Snyder, *Microeconomic Theory: Basic Principles and Extensions*, Cengage Learning

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com (Hons.) 1st Year
Semester-II
CORPORATE ACCOUNTING (BCHCC03)

L	T	P
5	1	0

Course Name: Corporate Accounting
Course Credit Hour: 6 hrs

Course Code: BCHCC03
Total Contact hour: 60hrs

Course Objective:

To acquire the conceptual knowledge of corporate accounting and to understand the various techniques of preparing accounting and financial statements

Course Description:

This course is intended to explain accounting for share capital and debentures, preparing financial statements of a company, cash flow statements, accounting for amalgamation and liquidation of companies, and preparing of consolidated balance sheet for Holding company.

Course Contents:

Unit 1: Accounting for Share Capital & Debentures

Issue, forfeiture and reissue of forfeited shares: concept & process of book building; Issue of rights and bonus shares; Buy back of shares; Redemption of preference shares; Issue and Redemption of Debentures

Unit 2: Final Accounts

Preparation of profit and loss account and balance sheet of corporate entities, excluding calculation of managerial remuneration, Disposal of company profits

Unit 3: Valuation of Goodwill and Valuation of Shares

Concepts and calculation: simple problem only

Unit 4: Amalgamation of Companies

Concepts and accounting treatment as per Accounting Standard: 14 (ICAI) (excluding inter company holdings). Internal reconstruction: concepts and accounting treatment excluding scheme of reconstruction.

Unit 5: Accounts of Holding Companies/Parent Companies

Preparation of consolidated balance sheet with one subsidiary company; Relevant provisions of Accounting Standard: 21 (ICAI).

Unit 6: Banking Companies

Difference between balance sheet of banking and non-banking company; prudential norms; Asset structure of a commercial bank; Non-performing assets (NPA).

Unit 7: Cash Flow Statement

Concepts of funds.: Preparation of cash flow statement as per Indian Accounting Standard (Ind-

AS): 7 Note:

1. The relevant Indian Accounting Standards in line with the IFRS for all the above topics should be covered.
2. Any revision of relevant Indian Accounting Standard would become applicable immediately.

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Develop an understanding of accounting for share capital and debentures

CLO 2: Prepare financial statements of a company

CLO 3: Develop an understanding of cash flow statements

CLO 4: Understand the accounting for amalgamation and liquidation of companies

CLO 5: Prepare consolidated balance sheet for Holding company

Text Books:

- M.C. Shukla, T.S. Grewal, and S.C. Gupta. *Advanced Accounts*. Vol.-II. S. Chand & Co., New Delhi.
- S.N. Maheshwari and S. K. Maheshwari. *Corporate Accounting*. Vikas Publishing House, New Delhi.
- Ashok Sehgal, *Fundamentals of Corporate Accounting*. Taxman Publication, New Delhi.
- V.K. Goyal and Ruchi Goyal. *Corporate Accounting*. PHI Learning.
- Jain, S.P. and K.L. Narang. *Corporate Accounting*. Kalyani Publishers, New Delhi.
- Bhushan Kumar Goyal, *Fundamentals of Corporate Accounting*, International Book House
- P. C. Tulsian and Bharat Tulsian, *Corporate Accounting*, S.Chand
- Amitabha Mukherjee, Mohammed Hanif, *Corporate Accounting*, McGraw Hill Education
- Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, New Delhi

Reference Books:

- Goyal, Bhushan Kumar. *Corporate Accounting*. Taxmann, New Delhi
- Kumar, Alok. *Corporate Accounting*. Kitab Mahal
- Monga, J. R. *Fundamentals of Corporate Accounting*. Mayur Paper Backs, New Delhi
- Sah, Raj Kumar, *Concept Building Approach to Corporate Accounting*, Cengage
- Sehgal Ashok & Sehgal Deepak. *Corporate Accounting*.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com (Hons.) 1st Year
Semester-II
CORPORATE LAW (BCHCC04)

L	T	P
5	1	0

Course Name: Corporate Law
Course Credit Hour: 6 hrs

Course Code: BCHCC04
Total Contact hour: 60hrs

Course Objective:

To impart basic knowledge of the provisions of the Companies Act 2013 and the Depositories Act, 1996. Case studies involving issues in corporate laws are required to be discussed.

Course Description:

Corporate Law is one of the most sought out specialisations of law. The study of the corporate law comprises the practices, rules, and regulations that govern the operation as well as the formation of the corporate firms. In a nutshell, corporate law deals with owning, forming, managing and operating an organisation. The concept behind corporate law is to regulate investors, corporations, stakeholders, employees, creditors, directors and other stakeholders like the consumers, community and the environment interact with one another.

Course Contents:

UNIT 1: Introduction

Administration of Company Law [including National Company Law Tribunal (NCLT), National Company Law Appellate Tribunal (NCLAT), Special Courts]; Characteristics of a company; lifting of corporate veil; types of companies including one person company, small company, and dormant company; association not for profit; illegal association; formation of company, on-line filing of documents, promoters, their legal position, pre-incorporation contract; on-line registration of a company.

UNIT 2: Documents

Memorandum of association, Articles of association, Doctrine of constructive notice and indoor management, prospector-shelf and red herring prospectus, misstatement in prospectus, GDR; book building; issue, allotment and forfeiture of share, transmission of shares, buyback and provisions regarding buyback; issue of bonus shares.

UNIT 3: Management

Classification of directors, women directors, independent director, small shareholder's director; disqualifications, director identity number (DIN); appointment; Legal positions, powers and duties; removal of directors; Key managerial personnel, managing director, manager;

Meetings: Meetings of shareholders and board of directors; Types of meetings, Convening and conduct of meetings, Requisites of a valid meeting, postal ballot, meeting through video conferencing, e-voting. Committees of Board of Directors - Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee

UNIT 4:

Dividends, Accounts, Audit: Provisions relating to payment of Dividend, Provisions relating to Books of Account, Provisions relating to Audit, Auditors' Appointment, Rotation of Auditors,

Auditors' Report, Secretarial Audit.

Winding Up: Concept and modes of Winding Up

Insider Trading, Whistle Blowing: Insider Trading; meaning & legal provisions; Whistle-blowing: Concept and Mechanism.

UNIT 5: Depositories Law

The Depositories Act 1996 – Definitions; rights and obligations of depositories; participants issuers and beneficial owners; inquiry and inspections, penalty

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Understand the regulatory aspects and the broader procedural aspects involved in different types of companies covering the Companies Act 2013 and Rules there under.

CLO 2: Follow the basic legal documents and their usage essential for operations and management of company.

CLO 3: Enable the students to synthesis company processes, meetings and decisions.

CLO 4: Equip the students with framework of dividend distribution and role of auditors in a company.

CLO 5: Comprehend and evaluate working of depositories and their functions in stock markets.

Text Books:

- Bhushan, Bharat. Kapoor, N.D., Abbi, Rajni, “*Elements of Company Law*”. *Sultan Chand & Sons Pvt. Ltd.*
- Chadha R. & Chadha, S.(2018). *Company Laws*. Scholar Tech Press, Delhi.
- Hicks, Andrew & Goo S.H., (2017) *Cases and Material on Company Law*, Oxford University Press.
- Kumar, A., (2019) *Corporate Laws*, Taxmann Pvt Ltd
- Sharma, J.P.(2018). *An Easy Approach to Corporate Laws*, Ane Books Pvt. Ltd., New Delhi
- The Depositories Act, 1996. Bare Act.

Reference Books:

- Gowar, LCB. (1969). *Principles of Modern company Law*, Stevens & Sons, London.
- Hanningan, Brenda.(2018). *Company Law*, Oxford University Press, U.K.
- Ramaiya.(2015). *A Guide to Companies Act. Nagpur*. Wadhwa Book Company.
- MC Kuchhal, *Modern Indian Company Law*, Shri Mahavir Book Depot (Publishers), Delhi.
- GK Kapoor and Sanjay Dhamija, *Company Law*, Bharat Law House, Delhi.
- Anil Kumar, *Corporate Laws*, Indian Book House, Delhi
- Avtar Singh, *Introduction to Company Law*, Eastern Book Company
- *Manual of Companies Act, Corporate Laws and SEBI Guideline*, Bharat Law House, New Delhi.
- *A Compendium of Companies Act 2013, along with Rules*, by Taxmann Publications.
- Gower and Davies, *Principles of Modern Company Law*, Sweet & Maxwell

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com (Hons.) 1st Year
Semester-II
BUSINESS COMMUNICATION (BCHAEC02)

L	T	P
2	0	0

Course Name: Business Communication
Course Credit Hour: 2 hrs

Course Code: BCHAEC02
Total Contact hour: 20hrs

Course Objective:

To equip students of the B. Com (Hons.) course effectively to acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication.

Course Description: Business communication is the process of sharing information between people within and outside a company. Effective business communication is how employees and management interact to reach organizational goals. This course is intended to explain the various methods of communications, barriers to communication, skills for report writing, and different ways of documentation, visual communication, business vocabulary, etc., and also explain the varied ways/methods to present business plans.

Course Contents:

Unit 1: Introduction:

Nature of Communication, Process of Communication, Types of Communication (verbal & Non Verbal), Importance of Communication, Different forms of Communication

Barriers to Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers

Unit 2: Business Correspondence:

Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter - office Memo, Notices, Agenda, Minutes, Job application letter, preparing the Resume.

Unit 3: Report Writing:

Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, and check lists for reports.

Unit 4: Vocabulary:

Words often confused Words often misspelt, common errors in English.

Unit 5: Oral Presentation:

Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Realize the significance of effective communication in business.

CLO 2: Learn business vocabulary and understand varied ways/methods to present business plans
CLO 3: Gain knowledge on drafting of official letters and documents

CLO 4: Develop appropriate skills for report writing and different ways of documentation

CLO 5: Understand the role of information technology for enabling business communication and documentation.

Text Books:

- Locker and Kaczmarek, *Business Communication: Building Critical Skills*, McGraw Hill Education • Herta A Murphy, Herbert W Hildebrandt, Jane P. Thomas, *Effective Business Communication (SIE)*, McGraw Hill Education
- Dona Young, *Foundations of Business Communication: An Integrative Approach*, McGraw Hill Education • Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz, Paula Lentz, and Neerja Pande, *Business Communication: Connecting in a Digital World (SIE)*, McGraw Hill Education

Reference Books:

- Bovee, and Thill, *Business Communication Essentials*, Pearson Education
- Shirley Taylor, *Communication for Business*, Pearson Education

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com (Hons.) 1st Year
Semester-II
MACRO ECONOMICS (BCHGE02)

L	T	P
5	1	0

Course Name: Macro Economics
Course Credit Hour: 6 hrs

Course Code: BCHCC01
Total Contact hour: 60hrs

Course Objective:

To provide the students with knowledge of enriching concepts and variables of macro-economics; appreciate the impact of labour market, money market and foreign exchange on working of an economy and understand the modern tools of macro-economic analysis.

Course Description:

This course deals with the movement, fluctuations and growth in economic aggregates like income, employment interest rates and the price level. It attempts to explain the past behaviour of such variables, predicts the likely future events, and helps policy makers to formulate the appropriate policies for improving the economic welfare of a country. The basic objective of this course is to help the learners in proper understanding of the economic aggregates.

Course Contents:

Unit 1: Introduction

Concepts and variables of macroeconomics, income, expenditure and the circular flow, components of expenditure; Static **macroeconomic analysis short and the long run – determination of supply, determination of demand, and conditions of equilibrium**

Unit 2: Economy in the short run

IS–LM framework, fiscal and monetary policy, determination of aggregate demand, shifts in aggregate demand, aggregate supply in the short and long run, and aggregate demand- aggregate supply analysis.

Unit 3: Inflation, Unemployment and Labour market

Inflation: Causes of rising and falling inflation, inflation and interest rates, social costs of inflation; Unemployment – natural rate of unemployment, frictional and wait unemployment. Labour market and its interaction with production system; Phillips curve, the trade-off between inflation and unemployment, sacrifice ratio, role of expectations adaptive and rational

Unit 4: Open economy

Open economy – flows of goods and capital, saving and investment in a small and a large open economy, exchange rates, Mundell – Fleming model with fixed and flexible prices in a small open economy with fixed and with flexible exchange rates, interest-rate differentials case of a large economy.

Unit 5: Behavioral Foundations

Behavioral Foundations- Investment –determinants of business fixed investment, effect of tax, determinants of residential investment and inventory investment. Demand for Money – Portfolio and transactions theories of demand for real balances, interest and income elasticities of demand for real balances. Supply of money

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Describe the nature and scope of Macro Economics, Income, Expenditure and their components and determinants

CLO 2: Expose fiscal and monetary policy implications through IS-LM framework in short run and long run

CLO 3: Elucidate causes and effects of different types of inflation and trade-off between inflation and unemployment.

CLO 4: Describe the role of saving and investment in different size of economies on trade and exchange rate and rate of interest.

CLO 5: Comprehend the different theories of demand for money, supply of money approach and working of money multiplier.

Text Books:

- Rudiger Dornbusch and Stanley Fischer, *Macroeconomics*. McGraw-Hill Education.
- Rudiger Dornbusch, Stanley Fischer, and Richard Startz, *Macroeconomics*. McGraw-Hill Education
- G. S. Gupta, *Macroeconomics: Theory and Applications*, McGraw-Hill Education
- Shapiro, *Macroeconomic Analysis*,
- Paul A Samuelson, William D Nordhaus, and Sudip Chaudhuri, *Macroeconomic*, McGraw-Hill Education

Reference Books:

- Branson, William H. *Macroeconomic Theory and Policy*. HarperCollins India Pvt. Ltd.
- Robert J Gordon, *Macroeconomics*, Pearson Education
- Oliver J. Blanchard, *Macroeconomics*, Pearson Education

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 2nd Year Syllabus
SEMESTER - III**

CODE	SUBJECT				EVALUATION SCHEME					CREDIT
		Periods			INTERNAL			ESE	TOTAL	
		L	T	P	MT	TA	TOTAL			
BCHCC05	Human Resource Management	5	1	0	20	20	40	60	100	6
BCHCC06	Income Tax Law & Practice	5	1	0	20	20	40	60	100	6
BCHCC07	Management Principles & Applications	5	1	0	20	20	40	60	100	6
BCHSE01	E-Commerce	4	0	0	20	20	40	60	100	4
BCHGE03	Business Statistics	5	1	0	20	20	40	60	100	6
BCHP03	Summer Training Report & Viva Voce	0	0	2	0	0	0	100	100	2
	TOTAL								600	30

SEMESTER - IV

CODE	SUBJECT				EVALUATION SCHEME					CREDIT
		Periods			INTERNAL			ESE	TOTAL	
		L	T	P	MT	TA	TOTAL			
BCHCC08	Cost Accounting	5	1	0	20	20	40	60	100	6
BCHCC09	Business Mathematics	5	1	0	20	20	40	60	100	6
BCHCC10	Computer Applications in Business	5	1	0	20	20	40	60	100	6
BCHSE02	Entrepreneurship	4	0	0	20	20	40	60	100	4
BCHGE04	Indian Economy	5	1	0	20	20	40	60	100	6
BCHP04	Seminar on Emerging Trends – Paper presentation and Publication	0	0	2	0	0	0	100	100	2
	TOTAL								600	30

B. Com. (Hons.) 2nd Year Syllabus
Semester-III
HUMAN RESOURCE MANAGEMENT (BCHCC05)

L T P
5 1 0

Subject Name: Human Resource Management
Subject Credit Hours: 6 hrs

Subject Code: BCHCC05
Contact Credit hours: 60 hrs

Course Objective:

The objective of the course is to acquaint students with the techniques and principles to manage human resource of an organization.

Course Description:

HRM defines the organization's intentions and plans on how its business goals should be achieved through people.

COURSE CONTENTS:

Unit 1: Introduction

Human Resource Management: Concept and Functions, Role, Status and competencies of HR Manager, HR Policies, Evolution of HRM, HRM vs HRD. Emerging Challenges of Human Resource Management; Workforce diversity; Empowerment; Downsizing; VRS; Human Resource Information System.

Unit 2: Acquisition of Human Resource

Human Resource Planning- Quantitative and Qualitative dimensions; job analysis – job description and job specification; Recruitment – Concept and sources; Selection – Concept and process; test and interview; placement and induction

Unit 3: Training and Development

Concept and Importance; Identifying Training and Development Needs; Designing Training Programmes; Role-Specific and Competency-Based Training; Evaluating Training Effectiveness; Training Process Outsourcing; Management Development; Career Development.

Unit 4: Performance Appraisal

Nature, objectives and importance; Modern techniques of performance appraisal; potential appraisal and employee counseling; job changes - transfers and promotions; Compensation: concept and policies; job evaluation; methods of wage payments and incentive plans; fringe benefits; performance linked compensation.

Unit 5: Maintenance

Employee health and safety; employee welfare; social security; Employer-Employee relations an overview; grievance-handling and redressal; Industrial Disputes: causes and settlement machinery.

Course Learning Outcomes (CLOs):

CLO1: understand different tools used in forecasting and planning human resource needs.

CLO2: Analyze the current theory and practice of recruitment and selection.

CLO3: To introduce the students about placement and training.

CLO4: Realize the importance of performance management system in enhancing employee performance.

CLO5: Understand role of modern HRM in meeting challenges of changing business environment.

Text book:

1. V.S.P. Rao, "Human Resource Management", Excel Books, New delhi, 2000.
2. Ashwathappa, "Human Resource Management", TataMcGraw Hill, New Delhi, 1999.

References:

1. Gary Dessler, "Human Resource Mangement", Dorling KindesslyPvt Ltd., Twelfth Edition, 2011.
2. Gary Dessler. *A Framework for Human Resource Management*. Pearson Education.
3. DeCenzo, D.A. and S.P. Robbins, *Personnel/Human Resource Management*, Pearson Education.
4. Bohlendar and Snell, *Principles of Human Resource Management*, Cengage Learning
5. Ivancevich, John M. *Human Resource Management*. McGraw Hill.
6. Wreather and Davis. *Human Resource Management*. Pearson Education.
6. Robert L. Mathis and John H. Jackson. *Human Resource Management*. Cengage Learning.
7. TN Chhabra, *Human Resource Management*, Dhanpat Rai & Co., Delhi
8. Biswajeet Patttanayak, *Human Resource Management*, PHI Learning

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com. (Hons.) 2nd Year Syllabus
Semester-III

INCOME TAX LAW AND PRACTICE (BCHCC06)

Subject Name: Income Tax Law and Practice
Subject Credit Hours: 6 hrs

L	T	P
5	1	0

Subject Code: BCHCC06
Contact Credit hours: 60 hrs

Course Objective: To provide basic knowledge and equip students with application of principles and provisions of Income-tax Act, 1961 and the relevant Rules.

Course Description:

This course provides an introduction to, and overview of, fundamental concepts of income tax law. Topics include Introduction to Taxation, including income tax, capital gains tax, PGBP tax, House property tax, clubbing of income and set off and carry forward of losses; Assessable Income, including taxation of capital gains and losses; Deductions.

COURSE CONTENTS:

Unit 1: Introduction

Basic concepts: Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, maximum marginal rate of tax; Permanent Account Number (PAN)

Residential status; Scope of total income on the basis of residential status Exempted income under section 10.

Unit 2: Computation of Income under different heads-1

Income from Salaries; Income from house property

Unit 3: Computation of Income under different heads-2

Profits and gains of business or profession; Capital gains; Income from other sources

Unit 4: Computation of Total Income and Tax Liability

Income of other persons included in assesses total income; Aggregation of income and set-off and carry forward of losses; Deductions from gross total income; Rebates and reliefs Computation of total income of individuals and firms; Tax liability of an individual and a firm; Five leading cases decided by the Supreme Court

Unit 5: Preparation of Return of Income

Filing of returns: Manually, On-line filing of Returns of Income & TDS; Provision & Procedures of Compulsory On-Line filing of returns for specified assesses.

Course Learning Outcomes (CLOs):

CLO1: Understand the basic concepts in the law of income tax and determine the residential status of different persons.

CLO2: Identify the five heads in which income is categorized and compute income under the heads

‘Salaries’ and ‘Income from House Property’.

CLO3: Compute income under the head ‘ Profits and gains of business or profession’, ‘Capital gains’ and ‘Income from other sources’.

CLO4: Understand clubbing provisions, aggregate income after set-off and carry forward of losses, and deductions allowed under the Income Tax Act; and further to compute taxable income and tax liability of individuals and firms.

CLO5: Enable students to develop experience in identifying tax issues and applying the income tax law to arrive at reasoned solutions to problems.

Text books:

1. Singhania, Vinod K. and Monica Singhania. *Students’ Guide to Income Tax, University Edition*. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish and Ravi Gupta. *Systematic Approach to Income Tax*. Bharat Law House, Delhi.

Journals

1. *Income Tax Reports*. Company Law Institute of India Pvt. Ltd., Chennai.
2. *Taxman*. Taxman Allied Services Pvt. Ltd., New Delhi.
3. *Current Tax Reporter*. Current Tax Reporter, Jodhpur.

Software

1. Vinod Kumar Singhania, *e-filing of Income Tax Returns and Computation of Tax*, Taxmann Publication Pvt. Ltd, New Delhi. Latest version
2. ‘Excel Utility’ available at incometaxindiaefiling.gov.in.

Latest edition of text books and Software may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (H) 2nd Year Syllabus
Semester-III**

MANAGEMENT PRINCIPLES AND APPLICATION (BCHCC07)

L	T	P
5	1	0

Subject Name: Management Principles and Application

Subject Code: BCHCC07

Subject Credit Hours: 6 hrs

Contact Credit hours: 60 hrs

Course Objective: The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

Course Description:

This course is an introduction to the management field presenting a systemized body of knowledge through the functions of planning, organizing, staffing, motivating, controlling, and using strategies to deal with internal and external environment forces.

COURSE CONTENTS:

Unit 1: Introduction

- a. Concept: Need for Study, Managerial Functions – An overview; Co-ordination: Essence of Managership
- b. Evolution of the Management Thought, Classical Approach – Taylor, Fayol, Neo-Classical and Human Relations Approaches – Mayo, Hawthorne Experiments, Behavioural Approach, Systems Approach, Contingency Approach – Lawrence & Lorsch, MBO - Peter F. Drucker, Re-engineering - Hammer and Champy, Michael Porter – Five-force analysis, three generic strategies and value-chain, analysis, Senge's Learning Organisation, 'Fortune at the Bottom of the Pyramid' – C.K. Prahalad.

Unit 2: Planning

- a. Types of Plan – An overview to highlight the differences
- b. Strategic planning – Concept, process, Importance and limitations
- c. Environmental Analysis and diagnosis (Internal and external environment) – Definition, Importance and Techniques (SWOT/TOWS/WOTS-UP, BCG Matrix, Competitor Analysis), Business environment; Concept and Components
- d. Decision-making – concept, importance; Committee and Group Decision-making, Process, Perfect rationality and bounded rationality, Techniques (qualitative and quantitative, MIS, DSS)

Unit 3: Organizing

Concept and process of organizing – An overview, Span of management, Different types of authority (line, staff and functional), Decentralization, Delegation of authority

Formal and Informal Structure; Principles of Organizing; Network Organization Structure

Unit 4: Staffing and Leading

- a. *Staffing*: Concept of staffing, staffing process
- b. *Motivation*: Concept, Importance, extrinsic and intrinsic motivation; Major Motivation theories - Maslow's Need-Hierarchy Theory; Herzberg's Two-factor Theory, Vroom's Expectation Theory.

- c. *Leadership*: Concept, Importance, Major theories of Leadership (Likert's scale theory, Blake and Mouten's Managerial Grid theory, House's Path Goal theory, Fred Fielder's situational Leadership), Transactional leadership, Transformational Leadership, Transforming Leadership.
- d. *Communication*: Concept, purpose, process; Oral and written communication; Formal and informal communication networks, Barriers to communication, Overcoming barriers to communication.

Unit 5: Control

- a. *Control*: Concept, Process, Limitations, Principles of Effective Control, Major Techniques of control - Ratio Analysis, ROI, Budgetary Control, EVA, PERT/CPM.
- b. Emerging issues in Management

Course Learning Outcomes (CLOs):

CLO1: Understand the evolution of management and apprehend its effect on future managers.

CLO2: Analyze how organizations adapt to an uncertain environment and decipher decision making techniques managers use to influence and control the internal environment.

CLO3: Comprehend the changes happening in organization structure over time.

CLO4: Analyze the relationship amongst functions of management i.e. planning, organizing, directing and controlling.

CLO5: Appreciate the changing dynamics of management practice.

Text Books:

1. L.M.Prasad: Principle and Practice of Management ,Sultan Chand & Sons , 2016
2. VSP Rao: Management Principles and Application, Taxman

References:

1. Harold Koontz and Heinz Weihrich, *Essentials of Management: An International and Leadership Perspective*, McGraw Hill Education.
2. Stephen P Robbins and Madhushree Nanda Agrawal, *Fundamentals of Management: Essential Concepts and Applications*, Pearson Education.
3. George Terry, *Principles of Management*, Richard D. Irwin
4. Newman, Summer, and Gilbert, *Management*, PHI
5. James H. Donnelly, *Fundamentals of Management*, Pearson Education. 6. B.P. Singh and A.K.Singh, *Essentials of Management*, Excel Books
7. Griffin, *Management Principles and Application*, Cengage Learning
8. Robert Kreitner, *Management Theory and Application*, Cengage Learning 9. TN Chhabra, *Management Concepts and Practice*, Dhanpat Rai & Co. (Pvt. Ltd.), New Delhi 10. Peter F Drucker, *Practice of Management*, Mercury Books, London

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com. (Hons.) 2nd Year Syllabus
Semester-III

E-COMMERCE (BCHSE01)

L T P

4 0 0

Subject Name: E-Commerce

Subject Code: BCHSE01

Subject Credit Hours: 4 hrs

Contact Credit hours: 40 hrs

Course Objectives: To enable the student to become familiar with the mechanism for conducting business transactions through electronic means.

Course Description:

This course focuses on principles of e-commerce from a business perspective, providing an overview of business and technology topics, business models, virtual value chains and social innovation and marketing strategies. In addition, some of the major issues associated with e-commerce—security, privacy, intellectual property rights, authentication, encryption, acceptable use policies, and legal liabilities—will be explored. Students will build their own web presence and market it using an online platform.

COURSE CONTENTS:

Unit 1: Introduction:

Meaning, nature, concepts, advantages, disadvantages and reasons for transacting online, types of E-Commerce, e-commerce business models (introduction, key elements of a business model and categorizing major E-commerce business models), forces behind e-commerce.

Technology used in E-commerce: The dynamics of world wide web and internet (meaning, evolution and features); Designing, building and launching e-commerce website (A systematic approach involving decisions regarding selection of hardware, software, outsourcing vs. in-house development of a website)

Unit 2: Security and Encryption:

Need and concepts, the e-commerce security environment: (dimension, definition and scope of e-security), security threats in the E-commerce environment (security intrusions and breaches, attacking methods like hacking, sniffing, cyber-vandalism etc.), technology solutions (Encryption, security channels of communication, protecting networks and protecting servers and clients),

Unit 3: IT Act 2000 and Cyber Crimes

IT Act 2000: Definitions, Digital signature, Electronic governance, Attribution, acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Penalties and adjudication, Appellate Tribunal, Offences and Cyber-crimes.

Unit 4: E-payment System:

Models and methods of e-payments (Debit Card, Credit Card, Smart Cards, e-money), digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting), risks involved in e-payments.

Unit 5: On-line Business Transactions:

Meaning, purpose, advantages and disadvantages of transacting online, E-commerce applications in various industries like {banking, insurance, payment of utility bills, online marketing, e-tailing (popularity, benefits, problems and features), online services (financial, travel and career), auctions, online portal, online learning, publishing and entertainment} Online shopping (amazon, snap deal, Alibaba, flipchart, etc.)

Note:

1. There shall be 3 Credit Hrs. for lectures + One Credit hr. (2 Practical periods per week per batch) for Practical Lab
2. Latest edition of text books may be used.

Course Learning Outcomes (CLOs):

- CLO1:** Understand the basics of E-commerce, current and emerging business models.
- CLO2:** Familiarize with basic business operations such as sales, marketing, HR etc. on the web.
- CLO3:** Enhance the students' skills for designing and developing website.
- CLO4:** Identify the emerging modes of e-payment.
- CLO5:** Understand the importance of security, privacy, ethical and legal issues of e-commerce.

Text Books:

1. Kenneth C. Laudon and Carlo Guercio Traver, *E-Commerce*, Pearson Education.
2. KK Bajaj and Debjani Nag, *E-commerce*, McGraw Hill Education

References:

1. David Whiteley, *E-commerce: Strategy, Technology and Applications*, McGraw Hill Education
2. Bharat Bhaskar, *Electronic Commerce: Framework, Technology and Application, 4th Ed.*, McGraw Hill Education
3. PT Joseph, *E-Commerce: An Indian Perspective*, PHI Learning
4. TN Chhabra, *E-Commerce*, Dhanpat Rai & Co.
5. Sushila Madan, *E-Commerce*, Taxmann
6. TN Chhabra, Hem Chand Jain, and Aruna Jain, *An Introduction to HTML*, Dhanpat Rai & Co.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com. (Hons.) 2nd Year Syllabus
Semester-III

BUSINESS STATISTICS (BCHGE03)

L T P

5 1 0

Subject Name: Business Statistics

Subject Code: BCHGE03

Subject Credit Hours: 6 hrs

Contact Credit hours: 60 hrs

Course Objective: The objective of this course is to familiarize students with the basic statistical tools used for managerial decision-making.

Course Description:

Statistics is a course that is designed to give you the basic tools of collecting, analyzing, presenting, and interpreting data. In the business community, managers must make decisions based on what will happen to such things as demand, costs, and profits. These decisions are an effort to shape the future of the organization. If the managers make no effort to look at the past and extrapolate into the future, the likelihood of achieving success is slim.

COURSE CONTENTS:

Unit 1: Statistical Data and Descriptive Statistics

- a. Nature and Classification of data: univariate, bivariate and multivariate data; time-series and cross-sectional data
- b. Measures of Central Tendency
 - i. Mathematical averages including arithmetic mean, geometric mean and harmonic mean. Properties and applications.
 - ii. Positional Averages
Mode and Median (and other partition values including quartiles, deciles, and percentiles) (including graphic determination)
- c. Measures of Variation: absolute and relative.
Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance
- d. Skewness: Meaning, Measurement using Karl Pearson and Bowley's measures; Concept of Kurtosis

Unit 2: Probability and Probability Distributions

- a. Theory of Probability. Approaches to the calculation of probability; Calculation of event probabilities. Addition and multiplication laws of probability (Proof not required); Conditional probability and Bayes' Theorem (Proof not required)
- b. Expectation and variance of a random variable
- c. Probability distributions:
 - i. Binomial distribution: Probability distribution function, Constants, Shape, Fitting of binomial distribution
 - ii. Poisson distribution: Probability function, (including Poisson approximation to binomial

- distribution), Constants, Fitting of Poisson distribution
- iii. Normal distribution: Probability distribution function, Properties of normal curve, Calculation of probabilities

Unit 3: Simple Correlation and Regression Analysis

Correlation Analysis: Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; calculation and properties (Proof not required). Correlation and Probable error; Rank Correlation

Regression Analysis: Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression coefficients; Standard Error of Estimate and its use in interpreting the results.

Unit 4: Index Numbers

Meaning and uses of index numbers; Construction of index numbers: fixed and chain base: univariate and composite. Aggregative and average of relatives – simple and weighted

Tests of adequacy of index numbers, Base shifting, splicing and deflating. Problems in the construction of index numbers; Construction of consumer price indices: Important share price indices, including BSE SENSEX and NSE NIFTY.

Unit 5: Time Series Analysis

Components of time series; Additive and multiplicative models; Trend analysis: Fitting of trend line using principle of least squares – linear, second degree parabola and exponential. Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa; Moving averages; Seasonal variations: Calculation of Seasonal Indices using Simple averages, Ratio-to trend, and Ratio-to-moving averages methods. Uses of Seasonal Indices.

UNIT 6: Sampling Concepts, Sampling Distributions and Estimation: ()

Sampling: Populations and samples, Parameters and Statistics, Descriptive and inferential statistics; Sampling methods (including Simple Random sampling, Stratified sampling, Systematic sampling, Judgment sampling, and Convenience sampling)

Concept of Sampling distributions and Theory of Estimation: Point and Interval estimation of means (large samples) and proportions.

Practical Lab: 26

The students will be familiarized with software (Spreadsheet and/or SPSS) and the statistical and other functions contained therein related to formation of frequency distributions and calculation of averages, measures of Dispersion and variation, correlation and regression co-efficient.

Note:

- 1. There shall be 4 Credit Hrs. for Lectures + one Credit hr. (Two Practical Periods per week per batch) for Practical Lab + one credit Hr for Tutorials (per group)**
- 2. Latest edition of text books may be used.**

Course Learning Outcomes (CLOs):

CLO1: Acquire a fair degree of proficiency in comprehending statistical data, processing and analyzing it using descriptive statistical tools.

CLO2: Gather knowledge about various probability concepts and distributions and their business

applications.

CLO3: Understand the relationship between two variables using concepts of correlation and regression and its use in identifying and predicting the variables.

CLO4: Develop an understanding of the index numbers and their utility in daily life and stock market.

CLO5: Become aware of the patterns revealed by the time series data and to use it to make predictions for the future.

Text Books:

1. Gupta, S.C. *Fundamentals of Statistics*. Himalaya Publishing House.
2. Gupta S. P. (2018) *Statistical methods*, Sultan Chand and Sons.

References:

1. Levin, Richard, David S. Rubin, Sanjay Rastogi, and HM Siddiqui. *Statistics for Management*. 7th ed., Pearson Education.
2. David M. Levine, Mark L. Berenson, Timothy C. Krehbiel, P. K. Viswanathan, *Business Statistics: A First Course*, Pearson Education.
3. Siegel Andrew F. *Practical Business Statistics*. McGraw Hill Education.
4. Gupta, S.P., and Archana Agarwal. *Business Statistics*, Sultan Chand and Sons, New Delhi.
5. Vohra N. D., *Business Statistics*, McGraw Hill Education.
6. Murray R Spiegel, Larry J. Stephens, Narinder Kumar. *Statistics (Schaum's Outline Series)*, McGraw Hill Education.
7. Anderson, Sweeney, and Williams, *Statistics for Students of Economics and Business*, Cengage Learning.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com. (Hons.) 2nd Year Syllabus
Semester-IV

COST ACCOUNTING (BCHCC08)

L	T	P
5	1	0

Subject Name: Cost Accounting

Subject Code: BCHCC08

Subject Credit Hours: 6 hrs

Contact Credit hours: 60 hrs

Course Objective: To acquaint the students with basic concepts used in cost accounting, various methods involved in cost ascertainment and cost accounting book keeping systems.

Course Description:

Cost accounting is an essential management tool that can uncover profitability improvements and provide support for key business decisions. The Cost Accounting Fundamentals course shows how to improve a business with constraint analysis, target costing, capital budgeting, price setting, and cost of quality analysis.

COURSE CONTENTS:

Unit 1: Introduction

Meaning, objectives and advantages of cost accounting; Difference between cost accounting and financial accounting; Cost concepts and classifications; Elements of cost; Installation of a costing system; Role of a cost accountant in an organisation

Unit 2: Elements of Cost: Material and Labour

- a. *Materials:* Material/inventory control techniques. Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues — FIFO, LIFO, Simple Average, Weighted Average, Replacement, Standard Cost. Treatment of Material Losses
- b. *Labour:* Accounting and Control of labour cost. Time keeping and time booking. Concept and treatment of idle time, over time, labour turnover and fringe benefits. Methods of wage payment and the Incentive schemes- Halsey, Rowan, Taylor's Differential piece wage.

Unit 3: Elements of Cost: Overheads

Classification, allocation, apportionment and absorption of overheads; Under- and over absorption; Capacity Levels and Costs; Treatments of certain items in costing like interest on capital, packing expenses, bad debts, research and development expenses; Activity based cost allocation.

Unit 4: Methods of Costing

Unit costing, Job costing, Contract costing, Process costing (process losses, valuation of work in progress, joint and by-products), Service costing (only transport).

Unit 5: Book Keeping in Cost Accounting

Integral and non-integral systems; Reconciliation of cost and financial accounts

Course Learning Outcomes (CLOs):

CLO1: Understand thoroughly the conceptual framework of Cost Accounting; identification of differences between different financial and cost accounting; cost concepts and elements of cost; preparation of cost sheet.

CLO2: understand the accounting and control of material and labor cost.

CLO3: Develop ability to understand classification, allocation, apportionment and absorption of overheads in cost determination; under and over absorption of overheads; treatment of various item of overheads

CLO4: Develop ability to calculate the cost of products, jobs, contracts, processes and services after understanding the basic concepts and processes involved in them.

CLO5: Understand cost accounting book keeping systems and reconciliation of cost and financial account profits.

Text Books:

1. Arora, M.N. *Cost Accounting – Principles and Practice*. Vikas Publishing House, New Delhi.
2. Maheshwari, S.N. and S.N. Mittal. *Cost Accounting: Theory and Problems*. Shri Mahavir Book Depot, New Delhi.

References:

1. Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan , *Cost Accounting: A Managerial Emphasis, Pearson Education*.
2. Nigam, B.M. Lall and I.C. Jain. *Cost Accounting: Principles and Practice*. PHI Learning
3. Rajiv Goel, *Cost Accounting*. International Book House
4. Jain, S.P. and K.L. Narang. *Cost Accounting: Principles and Methods*. Kalyani Publishers

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 2nd Year Syllabus
Semester-IV**

BUSINESS MATHEMATICS (BCHCC09)

L	T	P
5	1	0

Subject Name: Business Mathematics

Subject Code: BCHCC09

Subject Credit Hours: 6 hrs

Contact Credit hours: 60 hrs

Objective: The objective of this course is to familiarize the students with the basic mathematical tools, with an emphasis on applications to business and economic situations.

Course Description:

The purpose of this course is to provide basic knowledge of algebra, equations and functions for business applications. The course also attempts to impart the knowledge of mathematics of finance, systems of linear equations and matrices to handle various problems related to business and economics.

COURSE CONTENTS:

Unit 1: Matrices and Determinants

- a. Algebra of matrices. Inverse of a matrix, Matrix Operation – Business Application
- b. Solution of system of linear equations (having unique solution and involving not more than three variables) using matrix inversion Method and Cremer's Rule, The Leontief Input Output Model (Open Model Only).

Unit 2: Calculus I

- a. Mathematical functions and their types- linear, quadratic, polynomial, exponential, b. Logarithmic function Concepts of limit, and continuity of a function
- c. Concept and rules of differentiation, Maxima and Minima involving second or higher order derivatives.
- d. Concept of Marginal Analysis, Concept of Elasticity, Applied Maximum and Minimum Problems including effect of Tax on Monopolist's optimum price and quantity, Economic Order Quantity.

Unit 3: Calculus II

- a. Partial Differentiation: Partial derivatives up to second order; Homogeneity of functions and Euler's theorem; Total differentials; Differentiation of implicit functions with the help of total differentials
- b. Maxima and Minima: Cases of two variables involving not more than one constraint including the use of the Lagrangian multiplier.
- c. Integration: Standard forms. Methods of integration – by substitution, by parts, and by use of partial fractions; Definite integration; Finding areas in simple cases
- d. Application of Integration to marginal analysis. Consumer's and Producer's Surplus, Rate of Sales and the Learning Curve

Unit 4: Mathematics of Finance

Rates of interest-nominal, effective– and their inter-relationships in different compounding situations.

- a. Compounding and discounting of a sum using different types of rates.
- b. Types of annuities, like ordinary, due, deferred, continuous, perpetual, and their future and present values using different types of rates of interest. Depreciation of Assets. (*General annuities to be excluded*)

Unit 5: Linear Programming

Formulation of linear programming problem (LPP). Graphical solution to LPP. Cases of unique and multiple optimal solutions. Unbounded solutions, infeasibility, and redundant constraints.

- a. Solution to LPP using Simplex method – maximization and minimization cases. Shadow prices of the resources. Identification of unique and multiple optimal solutions, unbounded solution, infeasibility and degeneracy.

Course Learning Outcomes (CLOs):

- CLO1:** Comprehend the concept of systematic processing and interpreting the information in quantitative terms to arrive at an optimum solution to business problems.
- CLO2:** Develop proficiency in using different mathematical tools (matrices, calculus, linear programming, and mathematics of finance) in solving daily life problems.
- CLO3:** Acquire competence to use computer for mathematical computations, especially with Big data.
- CLO4:** Obtain critical thinking and problem-solving aptitude.
- CLO5:** Evaluate the role played by mathematics in the world of business and economy.

Text Books:

- 1. Business Mathematics, J.K. Singh, 2009, Himalaya Publishing House.
- 2. Business Mathematics, D.C. Sancheti, V.K. Kapoor, Sultan Chand & Sons Publications, 2006.

References:

- 1. Mizrahi and Sullivan. *Mathematics for Business and Social Sciences*. Wiley and Sons.
- 2. Budnick, P. *Applied Mathematics*. McGraw Hill Education.
- 3. R.G.D. Allen, *Mathematical Analysis For Economists*
- 4. Ayres, Frank Jr. *Schaum's Outlines Series: Theory and Problems of Mathematics of Finance*. McGraw Hill Education.
- 5. Dowling, E.T., *Mathematics for Economics*, Schaum's Outlines Series. McGraw Hill Education.
- 6. Wikes, F.M., *Mathematics for Business, Finance and Economics*. Thomson Learning.
- 7. Thukral, J.K., *Mathematics for Business Studies*.
- 8. Vohra, N.D., *Quantitative Techniques in Management*. McGraw Hill Education.
- 9. Soni, R.S., *Business Mathematics*. Ane Books, New Delhi.
- 10. Singh J. K., *Business Mathematics*. Himalaya Publishing House.

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 2nd Year Syllabus
Semester-IV**

COMPUTER APPLICATIONS IN BUSINESS (BCHCC10)

L	T	P
5	1	0

Subject Name: Computer Application in Business

Subject Code: BCHCC10

Subject Credit Hours: 6 hrs

Contact Credit hours: 60 hrs

Course Objectives: To provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.

Course Description:

Practical business computer applications will emphasize word processing, spreadsheets, databases, presentation software, and electronic commerce of the Internet. Since this course is designed to transfer into a bachelor degree program, check with your degree plan as to what computer science course your college requires.

COURSE CONTENTS:

Unit 1: Word Processing

Introduction to word Processing, Word processing concepts, Use of Templates, working with word document: Editing text, Find and replace text, Formatting, spell check, Autocorrect, Auto text; Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, Tables: Inserting, filling and formatting a table; Inserting Pictures and Video; Mail Merge: including linking with Database; Printing documents

Creating Business Documents using the above facilities

Unit 2: Preparing Presentations

Basics of presentations: Slides, Fonts, Drawing, Editing; Inserting: Tables, Images, texts, Symbols, Media; Design; Transition; Animation; and Slideshow.

Creating Business Presentations using above facilities

Unit 3: Spreadsheet and its Business Applications

Spreadsheet concepts, managing worksheets; Formatting, entering data, Editing, and Printing a worksheet; Handling operators in formula, Project involving multiple spreadsheets, Organizing Charts and graphs

Generally used Spreadsheet functions: Mathematical, Statistical, Financial, Logical, Date and Time, Lookup and reference, Database, and Text functions

Unit 4: Creating Business Spreadsheet

Creating spreadsheet in the area of: Loan and Lease statement; Ratio Analysis; Payroll statements; Capital Budgeting; Depreciation Accounting; Graphical representation of data; Frequency distribution and its statistical parameters; Correlation and Regression

Unit 5: Database Management System

Database Designs for Accounting and Business Applications: Reality- Expressing the Application; Creating Initial design in Entity Relationship(ER) Model; Transforming ER Model to Relational data model concepts; Implementing RDM design using an appropriate DBMS.

SQL and Retrieval of Information: Basic Queries in SQL; Embedded Queries in SQL; Insert, Delete and Update statements in SQL

DBMS Software: Environment; Tables; Forms; Queries; Reports; Modules;

Applying DBMS in the areas of Accounting, Inventory, HRM and its accounting, Managing the data records of Employees, Suppliers and Customers.

Course Learning Outcomes (CLOs):

CLO1: Understand the various concepts and terminologies used in computer networks and internet and be aware of the recent developments in the fast changing digital business world.

CLO2: Handle document creation for communication.

CLO3: Acquire skills to create and make good presentations

CLO4: Make various computations in the area of accounting and finance and represent the business data using suitable charts. S/He should be able to manipulate and analyze the business data for better understanding of the business environment and decision making

CLO5: Understand and apply the various database concepts and tools in the related business areas with the help of suggested popular software.

Text Books:

1. Taxmann's Computer Applications in Business by Hema Chand Jain
2. Deepak Bharihoka, Fundamentals of Information Technology, Excel Book, New Delhi

References:

1. Elmasari, Ranez and Shamkant B. Navathe, *Fundamentals of Database Systems*, Pearson Education
2. Jain Hem Chand and Tiwari H. N. (2019), Computer Applications in Business, Taxmann
3. Madan Sushila, Computer Applications in Business, Scholar Tech Press.
4. Mathur Shruti and Jain Pooja, Computer Applications in Business, Galgotia Publishing Company
5. Sharma S.K. and Bansal Mansi, Computer Applications in Business, Taxmann
6. Wayne Winston, Data Analysis & Business Modeling, PHI.

Additional Sources

- Simon Benninga, Financial Modelling, The MIT Press

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com. (Hons.) 2nd Year Syllabus
Semester-IV

ENTREPRENUERSHIP (BCHSE02)

L	T	P
4	0	0

Subject Name: Entrepreneurship
Subject Credit Hours: 4 hrs

Subject Code: BCHSE02
Contact Credit hours: 40 hrs

Course Objective: The purpose of the paper is to orient the learner toward entrepreneurship as a career option and creative thinking and behavior.

Course Description:

Entrepreneurship is an interdisciplinary course designed to teach students how to think and act entrepreneurial. Students learn how to start-up and operate a business while in school, thus turning their learning into earning.

COURSE CONTENTS:

Unit 1: Introduction

Meaning, elements, determinants and importance of entrepreneurship and creative behavior; Entrepreneurship and creative response to the society' problems and at work; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship

Unit 2: Entrepreneurship and Micro, Small and Medium Enterprises

Concept of business groups and role of business houses and family business in India; The contemporary role models in Indian business: their values, business philosophy and behavioral Orientations; Conflict in family business and its resolution

Unit 3: System, Requirement and Role of Industries

Public and private system of stimulation, support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups, The concept, role and functions of business incubators, angel investors, venture capital and private equity fund.

Unit 4: Sources of business ideas and tests of feasibility.

Significance of writing the business plan/ project proposal; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, market potential may be covered); Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions

Unit 5: Mobilizing Resources

Mobilising resources for start-up. Accommodation and utilities; Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems.

Course Learning Outcomes (CLOs):

CLO1: Understand entrepreneurship as volition in context of India.

CLO2: Gather knowledge and ideas on the existing support system for entrepreneurial orientation.

CLO3: Understand enterprise formation process for gaining ideas as to creation of an enterprise for pursuing a career.

CLO4: Understand requirements of post-enterprise creation for effective operation of the business.

CLO5: Gain knowledge on available growth strategies for implementing effective suitable strategy for expansion and growth.

Text Books:

1. Robert Hisrich, Michael Peters, Dean Shepherd, *Entrepreneurship*, McGraw-Hill Education
2. Desai, Vasant. *Dynamics of Entrepreneurial Development and Management*. Mumbai, Himalaya Publishing House.

References:

1. Dollinger, Mare J. *Entrepreneurship: Strategies and Resources*. Illinois, Irwin.
2. Holt, David H. *Entrepreneurship: New Venture Creation*. Prentice-Hall of India, New Delhi.
3. Singh, Nagendra P. *Emerging Trends in Entrepreneurship Development*. New Delhi: ASEED.
4. SS Khanka, *Entrepreneurial Development*, S. Chand & Co, Delhi.
5. K Ramachandran, *Entrepreneurship Development*, McGraw-Hill Education
6. SIDBI Reports on Small Scale Industries Sector.

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 2nd Year Syllabus
Semester-IV**

INDIAN ECONOMY (BCHGE04)

L	T	P
5	1	0

Subject Name: Indian Economy
Subject Credit Hours: 6 hrs

Subject Code: BCHGE04
Contact Credit hours: 60 hrs

Course Objective: This course seeks to enable the student to grasp the major economic problems in India and their solution.

Course Description:

Using appropriate analytical frameworks, this course reviews major trends in economic indicators and policy debates in India in the post-Independence period, with particular emphasis on paradigm shifts and turning points. Given the rapid changes taking place in India, the reading list will have to be updated manually.

COURSE CONTENTS:

Unit 1: Basic Issues in Economic Development

Concept and Measures of Development and Underdevelopment; Human Development.

Unit 2: Basic Features of the Indian Economy at Independence

Composition of national income and occupational structure, the agrarian scene and industrial structure

Unit 3: Policy Regimes

- a) The evolution of planning and import substituting industrialization.
- b) Economic Reforms since 1991.
- c) Monetary and Fiscal policies with their implications on economy

Unit 4: Growth, Development and Structural Change

- a) The experience of Growth, Development and Structural Change in different phases of growth and policy regimes across sectors and regions.
- b) The Institutional Framework: Patterns of assets ownership in agriculture and industry; Policies for restructuring agrarian relations and for regulating concentration of economic power;
- c) Changes in policy perspectives on the role of institutional framework after 1991. d) Growth and Distribution; Unemployment and Poverty; Human Development; Environmental concerns.
- e) Demographic Constraints: Interaction between population change and economic development.

Unit 5: Sectoral Trends and Issues

- a) *Agriculture Sector:* Agrarian growth and performance in different phases of policy regimes i.e. pre green revolution and the two phases of green revolution; Factors influencing productivity and growth; the role of technology and institutions; price policy, the public distribution system and food security.
- b) *Industry and Services Sector:* Phases of Industrialization – the rate and pattern of industrial

growth across alternative policy regimes; Public sector – its role, performance and reforms; the small scale sector; Role of Foreign capital.

- c) *Financial Sector: Structure, Performance and Reforms. Foreign Trade and balance of Payments: Structural Changes and Performance of India's Foreign Trade and Balance of Payments; Trade Policy Debate; Export policies and performance; Macro Economic Stabilisation and Structural Adjustment; India and the WTO, Role of FDI, Capital account convertibility,*

Course Learning Outcomes (CLOs):

CLO1: To enable students to understand students to a new approach to the study of the Indian Economy.

CLO2: To help the students in analyzing the present status of the Indian Economy.

CLO3: It will help in understanding the role of various industries in the progress of the nation and the role they played in the economic growth and development.

CLO4: To notify students with the emerging issues in policies of India's foreign trade.

CLO5: Overall to understand the role of Indian economy in the global context and enhancing job opportunities in the government sector.

Text Books:

1. Mishra and Puri, *Indian Economy*, Himalaya Publishing House
2. Uma Kapila, *Indian Economy-Performance And Policies*, Academic Foundation.

References:

1. IC Dhingra, *Indian Economics*, Sultan Chand & Sons
2. Gaurav Dutt and KPM Sundarum, *Indian Economy*, S. Chand & Company.
3. Bhagwati, J. and Desai, P. *India: Planning for industrialization*, OUP, Ch 2.
4. Patnaik, Prabhat. *Some Indian Debates on Planning*. T. J. Byres (ed.). *The Indian Economy: Major Debates since Independence*, OUP.
5. Ahluwalia, Montek S. *State-level Performance under Economic Reforms in India* in A. O. Krueger. (ed.). *Economic Policy Reforms and the Indian Economy*, The University of Chicago Press.
6. Dreze, Jean and Amartya Sen. *Economic Development and Social Opportunity*. Ch. 2. OUP.
7. Khanna, Sushil. *Financial Reforms and Industrial Sector in India*. *Economic and Political Weekly*. Vol. 34. No. 45.
8. Uma Kapila (ed), "*Indian Economy since Independence*", Relevant articles. 10. Rangarajan, C. and N. Jadhav. *Issues in Financial Sector Reform*. Bimal Jalan. (ed). *The Indian Economy*. Oxford University Press, New Delhi.

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 3rd Year Syllabus
SEMESTER - V**

CODE	SUBJECT				EVALUATION SCHEME					CREDIT
		Periods			INTERNAL			ESE	TOTAL	
		L	T	P	MT	TA	TOTAL			
BCHCC11	Principles of Marketing	5	1	0	20	20	40	60	100	6
BCHCC12	Fundamentals of Financial Management	5	1	0	20	20	40	60	100	6
BCHDE01	DSE 1 (Group A)	2	0	0	20	20	40	60	100	6
BCHDE02	DSE 2 (Group A)	5	1	0	20	20	40	60	100	6
BBAP05	Minor Project	0	0	2	0	0	0	100	100	2
	TOTAL								500	26

SEMESTER - VI

CODE	SUBJECT				EVALUATION SCHEME					CREDIT
		Periods			INTERNAL			ESE	TOTAL	
		L	T	P	MT	TA	TOTAL			
BCHCC13	Auditing and Corporate Governance	5	1	0	20	20	40	60	100	6
BCHCC14	Indirect Tax Law	5	1	0	20	20	40	60	100	6
BCHDE03	DSE 1 (Group B)	2	0	0	20	20	40	60	100	6
BCHDE04	DSE 2 (Group B)	5	1	0	20	20	40	60	100	6
BCHP06	Comprehensive Viva	0	0	2	0	0	0	100	100	2
	TOTAL								500	26

B. Com. (Hons.) 3rd Year Syllabus
Semester-V
PRINCIPLES OF MARKETING (BCHCC11)

L	T	P
5	1	0

Subject Name: Principles of Marketing
Subject Credit Hours: 6 hrs

Subject Code: (BCHCC11)
Contact Credit hours: 60 hrs

Course Objective:

The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing.

Course Description:

This course provides an introduction to Marketing Principles, Segmentation, Consumer Behaviour & Market Segmentation, Product classification & Concept of product mix, Pricing, Distribution Channels & Physical Distribution, Promotion and Recent developments in marketing.

CONTENTS:

Unit 1: Introduction

Nature, scope and importance of marketing; Evolution of marketing; selling vs Marketing; Marketing mix, marketing environment: concept, importance, and components (Economic, Demographic, Technological, Natural, Socio-Cultural and Legal).

Unit 2: Segmentation

a. Consumer Behaviour: Nature and Importance, Consumer buying decision process; Factors influencing consumer buying behaviour.

b. Market segmentation: concept, importance and bases; Target market selection; Positioning concept, importance and bases; Product differentiation vs. market segmentation.

Unit 3: Product

Concept and importance, Product classifications; Concept of product mix; Branding, packaging and labeling; Product-Support Services; Product life-cycle; New Product Development Process; Consumer adoption process.

Unit 4: Pricing

a. Pricing: Significance. Factors affecting price of a product. Pricing policies and strategies.

b. Distribution Channels and Physical Distribution: Channels of distribution - meaning and importance; Types of distribution channels; Functions of middle man; Factors affecting choice of distribution channel; Wholesaling and retailing; Types of Retailers; e-tailing, Physical Distribution.

Unit 5: Promotion

a. Promotion: Nature and importance of promotion; Communication process; Types of promotion: advertising, personal selling, public relations & sales promotion, and their distinctive characteristics; Promotion mix and factors affecting promotion mix decisions;

b. Recent developments in marketing: Social Marketing, online marketing, direct marketing, services marketing, green marketing, rural marketing; Consumerism.

Course Learning Outcomes (CLOs):

CLO1: To learn and enhance the knowledge of scope and importance of marketing and evolution of marketing.

CLO2: To analyze the key issues in Consumer Behaviour & Market Segmentation.

CLO3: To introduce the students about Product classification & Concept of product mix.

CLO4: To understand the Role of Pricing, Distribution Channels & Physical Distribution.

CLO5: Understand the concepts of Promotion and Recent developments in marketing.

Text Books:

1. Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and Ehsanul Haque. *Principles of Marketing*. 13th edition. Pearson Education.
2. Michael, J. Etzel, Bruce J. Walker, William J Stanton and Ajay Pandit. *Marketing: Concepts & Cases*. (Special Indian Edition)., McGraw Hill Education

References:

1. William D. Perreault, and McCarthy, E. Jerome., *Basic Marketing*. Pearson Education.
2. Majaro, Simon. *The Essence of Marketing*. Pearson Education, New Delhi.
3. Iacobucci and Kapoor, *Marketing Management: A South Asian Perspective*. Cengage Learning.
4. Dhruv Grewal and Michael Levy, *Marketing*, McGraw Hill Education.
5. Chhabra, T.N., and S. K. Grover. *Marketing Management*. Fourth Edition. Dhanpat Rai & Company.
6. Neeru Kapoor, *Principles of Marketing*, PHI Learning

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com. (Hons.) 3rd Year Syllabus
Semester-V
FUNDAMENTALS OF FINANCIAL MANAGEMENT (BCHCC12)

L **T** **P**
5 **1** **0**

Subject Name: Fundamentals of Financial Management
Subject Credit Hours: 6 hrs

Subject Code: (BCHCC12)
Contact Credit hours: 60 hrs

Course Objective:

The objective of this Course is to familiarize the students with the principles and practices of financial management.

Course Description:

This course provides an introduction to Nature, scope and objective of Financial Management, Investment Decisions, Cost of Capital and Financing Decision, Dividend Decisions and Working Capital Decisions.

CONTENTS:

Unit 1: Introduction

Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities.

Unit 2: Investment Decisions

The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk Adjusted Discount Rate.

Unit 3: Financing Decisions

Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure – Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage; Determinants of capital structure.

Unit 4: Dividend Decisions

Theories for Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice.

Unit 5: Working Capital Decisions

Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

Course Learning Outcomes (CLOs):

CLO1: To learn and enhance the knowledge of Nature, scope and objective of Financial Management.

CLO2: To analyze the key issues in Investment Decisions like the Capital Budgeting Process.

CLO3: To introduce the students about Cost of Capital and Financing Decisions.

CLO4: To understand the Role of dividend decisions for corporate valuation. **CLO5:** Understand the Concepts of working capital, the risk-return trade off.

Text Books:

1. Levy H. and M. Sarnat . *Principles of Financial Management*. Pearson Education
2. Brigham and Houston, *Fundamentals of Financial Management*, Cengage Learning
3. Khan and Jain. *Basic Financial Management*, McGraw Hill Education

References:

1. Prasanna Chandra, *Fundamentals of Financial Management*. McGraw Hill Education
2. Singh, J.K. *Financial Management- text and Problems*. Dhanpat Rai and Company, Delhi.
3. Rustagi, R.P. *Fundamentals of Financial Management*. Taxmann Publication Pvt. Ltd.
4. Singh, Surender and Kaur, Rajeev. *Fundamentals of Financial Management*. Mayur Paperback, New Delhi.
5. Pandey, I.M. *Financial Management*. Vikas Publications.
6. Bhabatosh Banerjee, *Fundamentals of Financial Management*, PHI Learning.

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 3rd Year Syllabus
Semester-V**

CHOOSE ANY TWO FROM GROUP A

a) MANAGEMENT ACCOUNTING (BCHDE01)(GA)

L	T	P
5	1	0

Subject Name: Management Accounting

Subject Credit Hours: 6 hrs

Subject Code: (BCHDE01)(GA)

Contact Credit hours: 60 hrs

Course Objective:

The objective of this Course is to impart the students, knowledge about the use of financial, cost and other data for the purpose of managerial planning, control and decision making.

Course Description:

This course provides an introduction to the Nature and Scope of management accounting, Budgeting and Budgetary Control, Standard Costing and Variance Analysis, Marginal Costing, Decision Making Process, Contemporary Issues like Responsibility Accounting and Transfer Pricing.

CONTENTS:

Unit 1: Introduction

Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting and management accounting, Cost control and Cost reduction, Cost management

Unit 2: Budgetary Control

Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, Objectives, merits, and limitations. Budget administration. Functional budgets. Fixed and flexible budgets. Zero base budgeting. Programme and performance budgeting.

Unit 3: Standard Costing

Standard Costing and Variance Analysis: Meaning of standard cost and standard costing, advantages, limitations and applications. Variance Analysis – material, labour, overheads and sales variances. Disposition of Variances, Control Ratios.

Unit 4: Marginal Costing

Absorption versus Variable Costing: Distinctive features and income determination. Cost- Volume-Profit Analysis, Profit / Volume ratio. Break-even analysis-algebraic and graphic methods. Angle of incidence, margin of safety, Key factor, determination of cost indifference point.

Unit 5: Decision Making

Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short term decision making situations – profitable product mix, Acceptance or Rejection of special/ export offers, Make or buy, Addition or Elimination of a product line, sell or process further, operate or shut down. Pricing Decisions: Major factors influencing pricing decisions, various methods of pricing

Unit 6: Contemporary Issues

Responsibility Accounting: Concept, Significance, Different Responsibility Centres, Divisional Performance Measurement: Financial and Non-Financial measures. Transfer Pricing

Course Learning Outcomes (CLOs):

CLO1: To learn and enhance the knowledge of Nature and Scope of management accounting.

CLO2: To analyze the key issues in Budgeting and Budgetary Control.

CLO3: To introduce the students about Standard Costing and Variance Analysis.

CLO4: To understand the Role of Marginal Costing and Decision Making Process.

CLO5: Understand the Concepts of Contemporary Issues like Responsibility Accounting and Transfer Pricing.

Text Books:

1. Charles T. Horngren, Gary L. Sundem, Dave Burgstahler, Jeff O. Schatzberg. *Introduction to Management Accounting*, Pearson Education.
2. Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young. *Management Accounting*. Dorling Kindersley(India) Pvt. Ltd.
3. Ronald W. Hilton and David E. Platt. *Managerial Accounting: Creating Value in a Global Business Environment*, Mc Graw Hill Education.

References:

1. Singh, Surender. *Management Accounting*, Scholar Tech Press, New Delhi. Goel, Rajiv, *Management Accounting*. International Book House,
2. Arora, M.N. *Management Accounting*. Vikas Publishing House, New Delhi. Maheshwari, S.N. and S.N. Mittal. *Management Accounting*. Shree Mahavir Book Depot, New Delhi.
3. Singh, S. K. and Gupta Lovleen. *Management Accounting – Theory and Practice*. Pinnacle Publishing House.
4. Khan, M.Y. and Jain, P.K. *Management Accounting*. McGraw Hill 5. Education H.V. Jhamb, *Fundamentals of Management Accounting*, Ane Books Pvt. Ltd.

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 3rd Year Syllabus
Semester-V**

**b) FINANCIAL MARKETS, INSTITUTIONS AND FINANCIAL SERVICES
(BCHDE02 (GA))**

L	T	P
5	1	0

Subject Name: Financial Markets, Institutions and Financial Service
Subject Credit Hours: 6 hrs

Subject Code: BCHDE01
Contact Credit hours: 60 hrs

Course Objective:

The objective of this Course is to provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

Course Description:

This course provides an introduction to Financial System and its Components, Financial Markets, Financial Institutions like Commercial Banking, Overview of financial services industry and Leasing and hire purchase.

CONTENTS:

Unit 1: Introduction

Financial System and its Components – financial markets and institutions; Financial intermediation; Flow of funds matrix; Financial system and economic development; An overview of Indian financial system.

Unit 2: Financial Markets

Money market – functions, organisation and instruments. Role of central bank in money market; Indian money market – An overview.

Capital Markets – functions, organisation and instruments. Indian debt market; Indian equity market – primary and secondary markets; Role of stock exchanges in India.

Unit 3: Financial Institutions

Commercial banking – introduction, its role in project finance and working capital finance; Development Financial institutions (DFIs) – An overview and role in Indian economy; Life and non-life insurance companies in India; Mutual Funds – Introduction and their role in capital market development. Non-banking financial companies (NBFCs).

Unit 4: Financial Services

Overview of financial services industry: Merchant banking – pre and post issue management, underwriting. Regulatory framework relating to merchant banking in India.

Unit 5: Leasing and hire–purchase

Consumer and housing finance; Venture capital finance; Factoring services, bank guarantees and letter of credit; Credit rating; Financial counseling.

Course Learning Outcomes (CLOs):

CLO1: To learn and enhance the knowledge of Financial System and its Components.

CLO2: To analyze the key issues in Financial Markets like Money Market and Capital Markets.

CLO3: To introduce the students about Financial Institutions like Commercial Banking.

CLO4: To understand the Overview of financial services industry.

CLO5: Understand the Concepts of Leasing and hire–purchase.

Text Books:

1. L M Bhole, and Jitendra Mahakud. *Financial Institution and Markets*, McGraw-Hill Education
2. Khan, M.Y. *Indian Financial System*, McGraw-Hill Education.

References:

1. Dhanekar. *Pricing of Securities*. New Delhi: Bharat Publishing House.
2. Prasanna, Chandra. *Financial Management: Theory and Practice*. McGraw-Hill Education.
3. Clifford Gomez, *Financial Markets, Institutions and Financial Services*, PHI Learning.
4. MY Khan and PK Jain. *Financial Services*. McGraw Hill Education.
5. Singh, J.K. *Venture Capital Financing in India*. Dhanpat Rai and Company, New Delhi.
6. Annual Reports of Major Financial Institutions in India.

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 3rd Year Syllabus
Semester-V**

c) CORPORATE TAX PLANNING (DSE – GROUP A)

L	T	P
5	1	0

Subject Name: Corporate Tax Planning
Subject Credit Hours: 6 hrs

Subject Code: (DSE - GROUP A)
Contact Credit hours: 60 hrs

Course Objective:

The objective of this Course is to provide the student a basic knowledge of Corporate Tax Planning and its impact on decision-making.

Course Description:

This course provides an introduction to Tax Planning & Tax Management with reference to setting up of a new business and specific management decisions, Special provisions relating to non-residents, and Tax Planning with reference to Business Restructuring.

CONTENTS:

Unit 1: Introduction

Tax planning, tax management, tax evasion, tax avoidance; Corporate tax in India; Types of companies; Residential status of companies and tax incidence; Tax liability and minimum alternate tax; Tax on distributed profits.

Unit 2: Tax Planning-1

Tax planning with reference to setting up of a new business: Locational aspect, nature of business, form of organization; Tax planning with reference to financial management decision - Capital structure, dividend including deemed dividend and bonus shares; Tax planning with reference to sale of scientific research assets.

Unit 3: Tax Planning-2

Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace, Tax planning with reference to employees' remuneration, Tax planning with reference to receipt of insurance compensation, Tax planning with reference to distribution of assets at the time of liquidation.

Unit 4: Special provisions relating to non-residents

Double taxation relief; Provisions regulating transfer pricing; Advance rulings; Advance pricing agreement.

Unit 5: Tax Planning with reference to Business Restructuring

Amalgamation, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Conversion of company into LLP, transfer of assets between holding and subsidiary companies.

Course Learning Outcomes (CLOs):

CLO1: To learn and enhance the knowledge of Tax Planning & Tax Management. **CLO2:** To analyze the key issues in Tax Management with reference to setting up of a new business.

CLO3: To introduce the students about Tax planning with reference to specific management decisions.

CLO4: To understand the Special provisions relating to non-residents. **CLO5:** Understand the Concepts of Tax Planning with reference to Business Restructuring.

Text Books:

1. Vinod K. Singhania and Monica Singhania, *Corporate Tax Planning*. Taxmann Publications Pvt. Ltd., New Delhi.
2. Girish Ahuja and Ravi Gupta. *Corporate Tax Planning and Management*. Bharat Law House, Delhi.

References:

1. Shuklendra Acharya and M.G. Gurha. *Tax Planning under Direct Taxes*. Modern Law Publication, Allahabad.
2. D.P. Mittal, *Law of Transfer Pricing*. Taxmann Publications Pvt. Ltd., New Delhi.
3. T.P. Ghosh, *IFRS*, Taxmann Publications Pvt. Ltd. New Delhi.

Journals

1. *Income Tax Reports*, Company Law Institute of India Pvt. Ltd., Chennai.
2. *Taxman*, Taxman Allied Services Pvt. Ltd., New Delhi.
3. *Current Tax Reporter*, Current Tax Reporter, Jodhpur

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 3rd Year Syllabus
Semester-V**

d) ADVERTISING (DSE – GROUP A)

L	T	P
5	1	0

Subject Name: Advertising
Subject Credit Hours: 6 hrs

Subject Code: (DSE - GROUP A)
Contact Credit hours: 60 hrs

Course Objective:

The objective of this course is to familiarize the students with the basic concepts, tools and techniques of advertising used in marketing.

Course Description:

This course provides an introduction to Communication Process, Advertising as a tool of communication, Media Decisions, Message Development, Preparing ads for different media, Measuring Advertising Effectiveness, and Aspects of Advertising in India.

CONTENTS:

Unit 1: Introduction:

Communication Process; Advertising as a tool of communication; Meaning, nature and importance of advertising; types of advertising; advertising objectives. Audience analysis; setting of advertisement budget: Determinants and major methods.

Unit 2: Media Decisions:

Major media types - their characteristics, internet as an advertising media, merits and demerits; Factors influencing media choice; media selection, media scheduling, Advertising through the Internet-media devices

Unit 3: Message Development;

Advertising appeals, Advertising copy and elements, Preparing ads for different media. **Unit 4:**

Measuring Advertising Effectiveness:

Evaluating communication and sales effects; Pre- and Post-testing techniques.

Unit 5: Aspects of Advertising in India

a) Advertising Agency: Role, types and selection of advertising agency. **b) Social, ethical and legal aspects of advertising in India.**

Course Learning Outcomes (CLOs):

CLO1: To learn and enhance the knowledge of Communication Process.

CLO2: To analyze the key issues in Advertising as a tool of communication.

CLO3: To introduce the students about Media Decisions.

CLO4: To understand the Message Development and Preparing ads for different media. **CLO5:** Understand the Concepts of Measuring Advertising Effectiveness, and Aspects of Advertising in India.

Text Books:

1. George E Belch, Michael A Belch, Keyoor Purani, *Advertising and Promotion : An Integrated Marketing Communications Perspective (SIE)*, McGraw Hill Education
2. S. Wats Dunn, and Arnold M. Barban. *Advertising: Its Role in Marketing*. Dryden Press
3. Burnett, Wells, and Moriatty. *Advertising: Principles and Practice*. 5th ed. Prentice Hall of India, New Delhi.

References:

1. Batra, Myers and Aakers. *Advertising Management*. PHI Learning.
2. Terence A. Shimp. *Advertising and Promotion: An IMC Approach*. Cengage Learning.
3. Sharma, Kavita. *Advertising: Planning and Decision Making*, Taxmann Publications
4. JaishreeJethwaney and Shruti Jain, *Advertising Management*, Oxford University Press.
5. Chunawala and Sethia, *Advertising*, Himalaya Publishing House
6. Ruchi Gupta, *Advertising*, S. Chand & Co.

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 3rd Year Syllabus
Semester-V**

e) BANKING AND INSURANCE (DSE – GROUP A)

L	T	P
5	1	0

Subject Name: Banking and Insurance
Subject Credit Hours: 6 hrs

Subject Code: (DSE - GROUP A)
Contact Credit hours: 60 hrs

Course Objective:

The objective of this course is to impart knowledge about the basic principles of Banking and Insurance.

Course Description:

This course provides an introduction and Origin of banking, Cheques and Paying Banker, Banking Lending, Principles of sound lending, Internet and Mobile Banking, Types of Insurance, and Functions and Role of IRDA.

CONTENTS:

Unit 1: Introduction:

Origin of banking: definition, banker and customer relationship, General and special types of customers, Types of deposits, Origin and growth of commercial banks in India. Financial Services offered by banks, changing role of commercial banks, types of banks.

Unit 2: Cheques and Paying Banker

Crossing and endorsement - meaning, definitions, types and rules of crossing.

Duties, Statutory protection in due course, collecting bankers: duties, statutory protection for holder in due course, Concept of negligence.

Unit 3: Banking Lending

Principles of sound lending, Secured vs. unsecured advances, Types of advances, Advances against various securities.

Unit 4: Internet Banking

Meaning, Benefits, Home banking, Mobile banking, Virtual banking, E-payments, ATM Card/ Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E money, Electronic purse, Digital cash.

Unit V: Insurance

Basic concept of risk, Types of business risk, Assessment and transfer, Basic principles of utmost good faith, Indemnity, Economic function, Proximate cause, Subrogation and contribution, Types of insurance: Life and Non-life, Re-insurance, Risk and return relationship, Need for coordination. Power, functions and Role of IRDA, Online Insurance.

Course Learning Outcomes (CLOs):

- CLO1:**To learn and enhance the knowledge of introduction and Origin of banking.
CLO2: To analyze the key issues in Cheques and Paying Banker.
CLO3:To introduce the students about Banking Lending and Principles of sound lending.
CLO4: To understand the Internet and Mobile Banking.
CLO5: Understand the Concepts of Types of Insurance, and Functions and Role of IRDA.

Text Books:

1. Agarwal, O.P., *Banking and Insurance*, Himalaya Publishing House
2. Satyadevi, C., *Financial Services Banking and Insurance*, S.Chand

References:

1. Suneja, H.R., *Practical and Law of Banking*, Himalya Publishing House 2.
- Chabra, T.N., *Elements of Banking Law*, Dhanpat Rai and Sons
3. Arthur, C. and C. William Jr., *Risk Management and Insurance*, McGraw Hill 4.
- Saxena, G.S; *Legal Aspects of Banking Operations*, Sultan Chand and Sons 7.
- Varshney, P.N., *Banking Law and Practice*, Sultan Chand and Sons
- 5.Jyotsna Sethi and Nishwan Bhatia, *Elements of Banking and Insurance*, PHI Learning

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com. (Hons.) 3rd Year Syllabus

Semester-V

f) COMPUTERISED ACCOUNTING SYSTEM (DSE – GROUP A)

L	T	P
5	1	0

Subject Name: Computerised Accounting System

Subject Code: (DSE - GROUP A)

Subject Credit Hours: 6 hrs

Contact Credit hours: 60 hrs

Course Objective:

The objective of this course is to help the students to understand accounting as an information system for the generation of accounting information and preparation of accounting reports.

Course Description:

This course provides an Introduction to Computer and Accounting Information System, Overview of Computerized Accounting System, Accounting Application of Electronic Spreadsheet, Using Computerized Accounting System, and Database Management System (DBMS).

CONTENTS:

Unit I – Introduction to Computer and Accounting Information System

Introduction to Computer (Elements, Capabilities, Limitations of Computer System), Introduction to Operating software, utility software and application software, Introduction to Accounting Information System (AIS) as a part of MIS.

Unit II- Overview of Computerized Accounting System

Introduction: Application in Accounting; Features of Computerized Accounting System, Structure of CAS, Software Packages: Generic, Specific; Tailored.

Unit III- Accounting Application of Electronic Spreadsheet

Concept of electronic Spread-sheet, Features offered by electronic spread-sheet; Application in generating accounting information – Bank reconciliation statement; asset accounting; loan, repayment of loan schedule, ratio analysis, Data representation – graphs, charts and diagrams.

Unit IV- Using Computerized Accounting System

Computerized Accounting Systems: Computerized Accounts by using any popular accounting software: Creating a Company; Configure and Features settings; Creating Accounting Ledgers and Groups; Creating Stock Items and Groups; Vouchers Entry; Generating Reports - Cash Book.

Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Funds Flow Statement.

Cash Flow Statement Selecting and shutting a Company; Backup and Restore data of a Company.

Unit V- Database Management System (DBMS)

Concept and features of DBMS; DBMS in Business Application; Generating Accounting Information – Payroll.

Course Learning Outcomes (CLOs):

CLO1:To learn and enhance the knowledge of Introduction to Computer and Accounting Information System.

CLO2: To analyze the key issues in Computerized Accounting System.

CLO3:To introduce the students about Accounting Application of Electronic Spreadsheet.

CLO4: To understand Using Computerized Accounting System.

CLO5: Understand the Concepts of Database Management System (DBMS).

Text Books:

1. Nanda Dhameja, Financial Accounting for Managerial Competitiveness – S.Chand
2. Maheswari S.N. - Introduction to Accounting – Vikash Publication

References:

1. Elmasari, Ranez and Shamkant B. Navathe, *Fundamentals of Database Systems*, Pearson Education.
2. Deepak Bharihoka, Fundaments of Information Technology, Excel Book, New Delhi

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com. (H) 3rd Year Syllabus
Semester-VI

AUDITING AND CORPORATE GOVERNANCE (BCHCC13)

L	T	P
5	1	0

Subject Name: Auditing and Corporate Governance
Subject Credit Hours: 6 hrs

Subject Code: (BCHCC13)
Contact Credit hours: 60 hrs

Course Objective:

To provide knowledge of auditing principles, procedures and techniques in accordance with current legal requirements and professional standards and to give an overview of the principles of Corporate Governance and Corporate Social Responsibility.

Course Description:

This course provides an introduction to Auditing, Audit of Companies, Special Areas of Audit, Corporate Governance, Business Ethics, Strategic Planning and Corporate Social Responsibility (CSR).

CONTENTS:

Unit 1: Introduction

Auditing: Introduction, Meaning, Objectives, Basic Principles and Techniques; Classification of Audit, Audit Planning, Internal Control – Internal Check and Internal Audit; Audit Procedure – Vouching and verification of Assets & Liabilities.

Unit 2: Audit of Companies

Audit of Limited Companies: Company Auditor- Qualifications and disqualifications, Appointment, Rotation, Removal, Remuneration, Rights and Duties Auditor's Report- Contents and Types. Liabilities of Statutory Auditors under the Companies Act 2013.

Unit 3: Special Areas of Audit

Special Areas of Audit: Special features of Cost audit, Tax audit, and Management audit;

Recent Trends in Auditing: Basic considerations of audit in EDP Environment; Computer aided audit techniques and tools; Auditing Standards; Relevant Case Studies/Problems.

Unit 4: Corporate Governance

Conceptual framework of Corporate Governance: Theories & Models, Broad Committees; Corporate Governance Reforms. Major Corporate Scandals in India and Abroad: Common Governance Problems Noticed in various Corporate Failures. Codes & Standards on Corporate Governance.

Unit 5: Business Ethics

Morality and ethics, business values and ethics, approaches and practices of business ethics, corporate ethics, ethics program, codes of ethics, ethics committee; Ethical Behaviour: Concepts and advantages; Rating Agencies; Green Governance; Clause 49 and Listing Agreement.

Unit 6: Corporate Social Responsibility (CSR):

Concept of CSR, Corporate Philanthropy, Strategic Planning and Corporate Social Responsibility;

Relationship of CSR with Corporate Sustainability; CSR and Business Ethics, CSR and Corporate Governance; CSR provisions under the Companies Act 2013; CSR Committee; CSR Models, Codes, and Standards on CSR.

Course Learning Outcomes (CLOs):

CLO1: To learn and enhance the knowledge of the Audit Planning, Audit Procedure – Vouching and verification of Assets & Liabilities.

CLO2: To analyze the key issues in Audit of Companies.

CLO3: To introduce the students about Special Areas of Audit: Special features of Cost audit, Tax audit, and Management audit.

CLO4: To understand the Role of Corporate Governance and Common Governance Problems Noticed in various Corporate Failures.

CLO5: Understand the concepts of Business Ethics and Corporate Social Responsibility (CSR).

Text Books:

1. Ravinder Kumar and Virender Sharma, *Auditing Principles and Practice*, PHI Learning
2. A. K. Singh, and Gupta Lovleen. *Auditing Theory and Practice*. Galgotia Publishing Company.
3. B.N. Ghosh, *Business Ethics and Corporate Governance*, McGraw Hill Education

References:

1. Anil Kumar, *Corporate Governance: Theory and Practice*, Indian Book House, New Delhi
2. MC Kuchhal, *Modern Indian Company Law*, Shri Mahaveer Book Depot.
3. KV Bhanumurthy and Usha Krishna, *Politics, Ethics and Social Responsibility of Business*, Pearson Education
4. Erik Banks, *Corporate Governance: Financial Responsibility, Controls and Ethics*, Palgrave Macmillan
5. N Balasubramanian, *A Casebook on Corporate Governance and Stewardship*, McGraw Hill Education
6. S K Mandal, *Ethics in Business and Corporate Governance*, McGraw Hill Education
7. Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 3rd Year Syllabus
Semester-VI**

INDIRECT TAX LAW (BCHCC14)

L	T	P
5	1	0

Subject Name: Indirect Tax Law
Subject Credit Hours: 6 hrs

Subject Code: (BCHCC14)
Contact Credit hours: 60 hrs

Course Objective:

To understand the indirect tax provisions and recent amendments regarding indirect tax system in India that can contribute to expert opinion to finalize management decisions in connection with various indirect tax issues. To provide students with a working knowledge of principles and provisions of GST and Customs Law.

Course Description:

This course provides an introduction to, and overview of Indirect Tax Law, Levy and collection of GST, Input Tax Credit, Procedures of Tax Invoice, Credit & Debit Notes, etc., Special Provisions, Custom Law and Types of Custom Duties.

CONTENTS

UNIT 1:

Introduction: Constitutional framework of Indirect Taxes before GST (Taxation Powers of Union & State Government); Concept of VAT: Meaning, Variants and Methods; Major Defects in the structure of Indirect Taxes prior to GST; Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council, GST Network, State Compensation Mechanism, Registration.

UNIT 2:

Levy and collection of GST: Taxable event- “Supply” of Goods and Services; Place of Supply: Within state, Interstate, Import and Export; Time of supply; Valuation for GST- Valuation rules, taxability of reimbursement of expenses; Exemption from GST: Small supplies and Composition Scheme; Classification of Goods and Services: Composite and Mixed Supplies.

UNIT 3:

Input Tax Credit: Eligible and Ineligible Input Tax Credit; Apportionments of Credit and Blocked Credits; Tax Credit in respect of Capital Goods; Recovery of Excess Tax Credit; Availability of Tax Credit in special circumstances; Transfer of Input Credit (Input Service Distribution); Payment of Taxes; Refund; Doctrine of unjust enrichment; TDS, TCS. Reverse Charge Mechanism, Job work.

UNIT 4:

Procedures: Tax Invoice, Credit and Debit Notes, Returns, Audit in GST, Assessment: Self-Assessment, Summary and Scrutiny.

Special Provisions: Taxability of E-Commerce, Anti-Profiteering, Avoidance of dual control, E-way bills, zero-rated supply, Offences and Penalties, Appeals

UNIT 5:

Customs Law: Basic Concepts, Territorial Waters, High Seas, Types of Custom Duties, Valuation, Baggage Rules & Exemptions.

Course Learning Outcomes (CLOs):

CLO1: To learn and enhance the knowledge of the Constitutional framework of Indirect Taxes before GST (Taxation Powers of Union & State Government) and the Concept of VAT.

CLO2: To analyze the key issues in Levy and collection of GST.

CLO3: To introduce the students about Eligible and Ineligible Input Tax Credit, Payment of Taxes and Refund.

CLO4: To understand the Procedures of Tax Invoice, Credit & Debit Notes and Special Provisions.

CLO5: Understand the concepts of Custom Laws and Types of Custom Duties.

Textbooks:

1. The Goods and Services Tax (Compensation to States), 2017
2. Gupta, S.S., Vastu and Sevakar, Taxmann Publications, 2017

References:

1. The Central Goods and Services Tax, 2017
2. The Integrated Goods and Services Tax, 2017
3. The Union Territory Goods and Services Tax, 2017

Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com. (Hons.) 3rd Year Syllabus
Semester-VI
CHOOSE ANY TWO FROM GROUP B

a) INTERNATIONAL BUSINESS (BCHDE04 (GB))

L	T	P
5	1	0

Subject Name: International Business
Subject Credit Hours: 6 hrs

Subject Code: (BCHDE04 (GB))
Contact Credit hours: 60 hrs

Course Objective:

The objective of the course is to familiarise the students with the concepts, importance and dynamics of international business and India's involvement with global business. The course also seeks to provide theoretical foundations of international business to the extent these are relevant to the global business operations and developments.

Course Description:

Areas under International Business comprises Introduction to International Business, International Business Environment, Theories of International Trade, International Organizations and Arrangements, Regional Economic Co-operation, International Financial Environment, Organizational structure for international business operations, Organizational structure for international business operations, Developments and Issues in International Business, Foreign Trade Promotion Measures and Organizations in India, and Financing of foreign trade and payment terms.

CONTENTS

Unit 1:

a. *Introduction to International Business:* Globalization and its importance in world economy; Impact of globalization; International business vs. domestic business: Complexities of international business; Modes of entry into international business.

b. International *Business Environment:* National and foreign environments and their components - economic, cultural and political-legal environments

Unit 2:

a. *Theories of International Trade* – an overview (Classical Theories, Product Life Cycle theory, Theory of National Competitive Advantage); Commercial Policy Instruments - tariff and non-tariff measures – difference in Impact on trade, types of tariff and non tariff barriers (Subsidy, Quota and Embargo in detail) ; Balance of payment account and its components.

b. *International Organizations and Arrangements:* WTO – Its objectives, principles, organizational structure and functioning; An overview of other organizations –

UNCTAD; Commodity and other trading agreements (OPEC).

Unit 3:

- a. *Regional Economic Co-operation*: Forms of regional groupings; Integration efforts among countries in Europe, North America and Asia (NAFTA, EU , ASEAN and SAARC) .
- b. *International Financial Environment*: International financial system and institutions (IMF and World Bank – Objectives and Functions) ; Foreign exchange markets and risk management; Foreign investments - types and flows; Foreign investment in Indian perspective.

Unit 4:

- a. Organizational structure for international business operations; International business negotiations.
- b. *Developments and Issues in International Business*: Outsourcing and its potentials for India; Role of IT in international business; International business and ecological considerations.

Unit 5:

- a. Foreign Trade Promotion Measures and Organizations in India; Special economic zones (SEZs) and export oriented units (EOUs), ; Measures for promoting foreign investments into and from India; Indian joint ventures and acquisitions abroad.
- b. Financing of foreign trade and payment terms – sources of trade finance (Banks, factoring, forfaiting, Banker's Acceptance and Corporate Guarantee) and forms of payment (Cash in advance, Letter of Credit, Documentary Collection, Open Account)

Course Learning Outcomes (CLOs):

CLO1:To learn and enhance the knowledge of global issues, interpersonal skills with individuals of various cultures and social responsibility awareness on global issues.

CLO2: To analyze the key issues in International business & current trends and challenges ahead in the stream.

CLO3:To introduce the students about developments in the International Business.

CLO4: To incorporate international issues in designing corporate strategies in a fast changing environment.

CLO5: Understand role of International Business in meeting challenges of changing business environment.

Text Books:

1. International Business- Text & Cases by P. Subba Rao- Himalaya Publishing House
2. International Business Environment by Justin Paul- Tata McGraw Hills
3. International Marketing Text & Cases- By Justin Paul & Ramneek Kapoor – Tata McGraw Hill

References:

1. Charles W.L. Hill and Arun Kumar Jain, *International Business*. New Delhi: McGraw Hill Education

2. Daniels John, D. Lee H. Radenbaugh and David P. Sullivan. *International Business*. Pearson Education
3. Johnson, Derbe., and Colin Turner. *International Business - Themes & Issues in the Modern Global Economy*. London: Roulledge.
4. Sumati Varma, *International Business*, Pearson Education.
5. Cherunilam, Francis. *International Business: Text and Cases*. PHI Learning
6. Michael R. Czinkota. et al. *International Business*. Fortforth: The Dryden Press.

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com. (Hons.) 3rd Year Syllabus

Semester-VI

b) FUNDAMENTALS OF INVESTMENT (BCHDE03 (GB))

L	T	P
5	1	0

Subject Name: Fundamentals of Investment
Subject Credit Hours: 6 hrs

Subject Code: (BCHDE03 (GB))
Contact Credit hours: 60 hrs

Course Objective:

To familiarize the students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection.

Course Description:

This course provides an introduction to, and overview of the Investment Environment, Fixed Income Securities, Approaches to Equity Analysis, Portfolio Analysis and Financial Derivatives and Investor Protection.

CONTENTS

Unit 1: The Investment Environment

The investment decision process, Types of Investments – Commodities, Real Estate and Financial Assets, the Indian securities market, the market participants and trading of securities, security market indices, sources of financial information, Concept of return and risk, Impact of Taxes and Inflation on return.

Unit 2: Fixed Income Securities

Bond features, types of bonds, estimating bond yields, Bond Valuation types of bond risks, default risk and credit rating.

Unit 3: Approaches to Equity Analysis

Introductions to Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, dividend capitalisation models, and price-earnings multiple approach to equity valuation.

Unit 4: Portfolio Analysis and Financial Derivatives

Portfolio and Diversification, Portfolio Risk and Return; Mutual Funds; Introduction to Financial Derivatives; Financial Derivatives Markets in India.

Unit 5: Investor Protection

Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' awareness and activism.

Course Learning Outcomes (CLOs):

CLO1:To learn and enhance the knowledge of the Investment Decision Process and Types of Investments.

CLO2: To analyze the key issues in Fixed Income Securities.

CLO3:To introduce the students about developments in the Investor Protection.

CLO4: To understand the Role of SEBI and Stock Exchanges in Investor Protection.

CLO5: Understand the concept of Portfolio Analysis and Financial Derivatives.

Text Books:

1. C.P. Jones, *Investments Analysis and Management*, Wiley, 8th ed.
2. Prasanna Chandra, *Investment Analysis and Portfolio Management*, McGraw Hill Education.

References:

1. R.P. Rustogi, *Fundamentals of Investment*, Sultan Chand & Sons, New Delhi
2. N.D. Vohra and B.R. Bagri, *Futures and Options*, McGraw Hill Education
3. Mayo, *An Introduction to Investment*, Cengage Learning

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 3rd Year Syllabus
Semester-VI**

c) CONSUMER AFFAIRS AND CUSTOMER CARE (DSE – GROUP B)

L T P
5 1 0

Subject Name: Consumer Affairs And Customer Care
Subject Credit Hours: 6 hrs

Subject Code: (DSE – GROUP B)
Contact Credit hours: 60 hrs

Course Objective:

To familiarize the students of their rights as a consumer, the social framework of consumer rights and legal framework of protecting consumer rights. It also provides an understanding of the procedure of redress of consumer complaints, and the role of different agencies in establishing product and service standards. The student should be able to comprehend the business firms' interface with consumers and the consumer related regulatory and business environment.

Course Description:

This course provides an introduction to, and overview of the Conceptual Framework, Consumer and Markets, The Consumer Protection Act, 1986 (CPA), Grievance Redress Mechanism under the Consumer Protection Act, 1986, Industry Regulators and Consumer Complaint Redress Mechanism, and Consumer Protection in India.

CONTENTS:

Unit 1: Conceptual Framework

Consumer and Markets: Concept of Consumer, Nature of markets, Concept of Price in Retail and Wholesale, Maximum Retail Price (MRP) and Local Taxes, Fair Price, labeling and packaging

Experiencing and Voicing Dissatisfaction: Consumer Satisfaction/Dissatisfaction-Grievances complaint, Consumer Complaining Behaviour: Alternatives available to Dissatisfied Consumers; Internal and External Complaint handling: Corporate Redress Systems and Public Redress Systems

Unit 2: The Consumer Protection Act, 1986 (CPA)

Objectives and Basic Concepts: Consumer, goods, service, defect in goods, deficiency in service, spurious goods and services, unfair trade practice, restrictive trade practice.

Organizational set-up under the Consumer Protection Act: Advisory Bodies: Consumer Protection Councils at the Central, State and District Levels, Basic Consumer Rights; Adjudicatory Bodies: District Forums, State Commissions, National Commission: Their Composition, Powers, and Jurisdiction (Pecuniary and Territorial), Role of Supreme Court under the CPA.

Unit 3: Grievance Redress Mechanism under the Consumer Protection Act, 1986

Who can file a complaint? Grounds of filing a complaint; Limitation period; Procedure for filing and hearing of a complaint; Disposal of cases, Relief/Remedy to be provided; Temporary Injunction, Enforcement of order, Appeal, frivolous and vexatious complaints; Offences and penalties.

Seven Leading Cases decided under Consumer Protection Act: Medical Negligence; Banking; Insurance; Housing & Real Estate; Electricity, Water, and Telecom Services; Education; Defective Product; Unfair Trade Practice.

Unit 4: Industry Regulators and Consumer Complaint Redress Mechanism

- i. Banking: RBI and Banking Ombudsman
- ii. Insurance: IRDA and Insurance Ombudsman
- iii. Telecommunication: TRAI
- iv. Food Products: FSSAI (an overview)
- v. Electricity Supply: Electricity Regulatory Commission
- vi. Advertising: ASCI

Unit 5: Consumer Protection in India

Consumer Movement in India: Evolution of Consumer Movement in India. Formation of consumer organizations and their role in consumer protection, Recent developments in Consumer Protection in India, National Consumer Helpline, Citizens Charter, Product testing.

Quality and Standardization: Voluntary and Mandatory standards; Role of BIS, Indian Standards Mark (ISI), Ag-mark, Hallmarking, Licensing and Surveillance; ISO: An overview.

Course Learning Outcomes (CLOs):

CLO1:To learn and enhance the knowledge of the Conceptual Framework and Consumer and Markets.

CLO2: To analyze the key issues in The Consumer Protection Act, 1986 (CPA).

CLO3:To introduce the students about Grievance Redress Mechanism under the Consumer Protection Act, 1986.

CLO4: To understand the Role of Industry Regulators and Consumer Complaint Redress Mechanism.

CLO5: Understand the concept of Consumer Protection in India.

Text Books:

1. Khanna, Sri Ram, Savita Hanspal, Sheetal Kapoor, and H.K. Awasthi. *Consumer Affairs*” (2007) Delhi University Publication. 334 pp.
2. Aggarwal, V. K. (2003). *Consumer Protection: Law and Practice*. 5th ed. Bharat Law House, Delhi, or latest edition.

References:

1. Girimaji, Pushpa (2002). *Consumer Right for Everyone* Penguin Books.
2. Nader, Ralph (1973). *The Consumer and Corporate Accountability*. USA, Harcourt Brace Jovanovich, Inc.
3. Sharma, Deepa (2011). *Consumer Protection and Grievance-Redress in India: A Study of Insurance Industry* (LAP LAMBERT Academic Publishing GmbH & Co.KG, Saarbrucken, Germany. 263 pp.
4. Empowering Consumers e-book, www.consumeraffairs.nic.in
5. *The Consumer Protection Act, 1986*

Articles

1. Verma, D. P. S. (2002). Developments in Consumer Protection in India. *Journal of Consumer Policy*. Vol. 25. No. pp 107 –123.
2. Verma, D.P.S. (2002). Regulating Misleading Advertisements, Legal Provisions and Institutional Framework. *Vikalpa*. Vol. 26. No. 2. pp. 51-57.
3. Ralph L. Day and Laird E. Landon, Jr. (1997). Towards a Theory of Consumer

Complaining Behaviour. Ag Woodside, et al. (eds.). Consumer and Industrial Buying Behaviour. New York; North Holland pp. 425-37.

4. George, S. Day and A. Aaker (1970). A Guide to consumerism. Journal of Marketing. Vol. 34. pp 12-19.

5. Sharma, Deepa (2003). New measures for Consumer Protection in India. *The Indian Journal of Commerce*. Vol.56. No.4. pp. 96-106

6. Sharma, Deepa (2011). Consumer Grievance Redress by Insurance Ombudsman. *BIMAQUEST*. Vol.11. pp.29-47.

Periodicals

1. Consumer Protection Judgments (CPJ) (Relevant cases reported in various issues) 2. Recent issues of magazines: *Insight*, published by CERC, Ahmedabad ‘*Consumer Voice*’, Published by VOICE Society , New Delhi.

3. *Upbhokta Jagran*, Ministry of Consumer Affairs, Govt, of India. New Delhi.

Websites:

www.ncdrc.nic.in

www.fcamin.nic.in

www.consumeraffairs.nic.in

www.iso.org.in

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 3rd Year Syllabus
Semester-VI**

d) BUSINESS TAX PROCEDURE AND MANAGEMENT (DSE-GROUP B)

L	T	P
5	1	0

Subject Name: Business Tax Procedure and Management

Subject Code: (DSE – GROUP B)

Subject Credit Hours: 6 hrs

Contact Credit hours: 60 hrs

Course Objective:

To provide the basic knowledge of business tax procedures and management under different provisions of the Income tax.

Course Description:

This course provides an introduction to, and overview of the Advance payment of tax, Assessment, re-assessment, rectification of mistakes, Appeals and revisions, Penalties and prosecutions, Information Technology and Tax administration.

CONTENTS:

Unit 1:

Advance payment of tax; Tax deduction/collection at source, documentation, returns, certificates; Interest payable by Assessee/Government; Collection and recovery of tax

Unit 2:

Assessment, re-assessment, rectification of mistakes

Appeals and revisions

- Preparation and filing of appeals with appellate authorities

- Drafting of appeal; statement of facts and statement of law

Unit 3:

Penalties and prosecutions, Settlement Commission, Search, seizure & survey

Unit 4:

Transactions with persons located in notified jurisdictional area; General anti-avoidance rule Tax clearance certificate; Securities transaction tax

Unit 5:

Information Technology and Tax administration; TAN (Tax Deduction and Collection Account Number), TIN (Tax Information Network), e-TDS/e-TCS

Course Learning Outcomes (CLOs):

CLO1: To learn and enhance the knowledge of the Advance payment of tax.

CLO2: To analyze the key issues in Assessment, re-assessment, rectification of mistakes.

CLO3: To introduce the students about Appeals and revisions.

CLO4: To understand the Role of Penalties and prosecutions.

CLO5: Understand the concept of Information Technology and Tax administration.

Text Books:

1. Singhania, Vinod K. and Monica Singhania. *Corporate Tax Planning and Business Tax Procedures*. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish. and Ravi Gupta. *Corporate Tax Planning and Management*. Bharat Law House, Delhi.

References:

1. Singhania, Vinod K. and Kapil Singhania. *TDS on CD*. Taxmann Publications Pvt. Ltd., New Delhi.
2. Bajpai, Om Shanker. *Search, Seizure and Survey*. Taxmann Publications Pvt. Ltd., New Delhi.
3. Singhania, Vinod K. and Monica Singhania. *Students' Guide to Income Tax*. Taxmann Publications Pvt. Ltd., New Delhi.
4. Ahuja, Girish. and Gupta, Ravi *Systematic Approach to Income Tax*. Bharat Law House, Delhi.

Journals

1. *Income Tax Reports*, Company Law Institute of India Pvt. Ltd., Chennai.
2. *Taxman*, Taxmann Allied Services Pvt. Ltd., New Delhi.
3. *Current Tax Reporter*, Current Tax Reporter, Jodhpur.

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**B. Com. (Hons.) 3rd Year Syllabus
Semester-VI**

e) INDUSTRIAL RELATIONS AND LABOUR LAWS(DSE – GROUP B)

L	T	P
5	1	0

Subject Name: Industrial Relations and Labour Laws
Subject Credit Hours: 6 hrs

Subject Code: (DSE – GROUP B)
Contact Credit hours: 60 hrs

Course Objective:

To enable the students to learn the concepts of industrial relations including trade unions, collective bargaining, discipline and various labour enactments.

Course Description:

This course provides an introduction to, and overview of the Concept of Industrial Relations, Trade Unions, Major Provisions of Trade Union Act 1926, Collective Bargaining and Workers' Participation in Management, Discipline and Grievance Redressal, The Industrial Disputes Act, 1947 and The Factories Act, 1948.

CONTENTS:

Unit 1: Industrial Relations

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' Organisation; Human Resource Management and IR Role of ILO in Industrial Relations, International Dimensions of IR.

Unit 2: Trade Union

Trade Union: Origin and growth, unions after Independence, unions in the era of liberalisation; Factors Affecting Growth of Trade Unions in India, Multiplicity & Recognition of Trade Unions; Major Provisions of Trade Union Act 1926

Unit 3: Collective Bargaining and Workers' Participation in Management

a) 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.

b) Workers' Participation in Management: Concept, practices in India, Works Committees, Joint management councils; Participative Management and co-ownership; Productive Bargaining and Gain Sharing.

Unit 4: Discipline and Grievance Redressal

Discipline: Causes of indiscipline, Maintenance of discipline and misconduct; Highlights of domestic enquiries; 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 5: Acts

- a) **The Industrial Disputes Act, 1947:** Definitions of Industry, workman, and Industrial Dispute; Authorities under the Act: Procedure, Powers and Duties of Authorities; Strikes and Lock outs: Lay-off and Retrenchment: Provisions relating to Layoff, Retrenchment, and closure.
- b) **The Factories Act, 1948:** Provisions relating to Health, Safety, Welfare facilities, working hours, Employment of young persons, Annual Leave with wages.

Course Learning Outcomes (CLOs):

CLO1:To learn and enhance the knowledge of the Concept of Industrial Relations and Nature of Industrial Relations.

CLO2: To analyze the key issues in Trade Unions and Major Provisions of Trade Union Act, 1926.

CLO3:To introduce the students about Collective Bargaining and Workers' Participation in Management.

CLO4: To understand the Role of Discipline and Grievance Redressal.

CLO5: Understand the concept of The Industrial Disputes Act, 1947 and The Factories Act, 1948.

Text Books:

1. ArunMonappa, *Industrial Relations and Labour Law*, McGraw Hill
2. SC Srivastav, *Industrial Relations and Labour Law*, Vikas Publishing House

References:

1. C.S VenkataRatnam, *Industrial Relations*, Oxford University Press
2. P.L. Malik's *Handbook of Labour and Industrial Law, Vol 1 and 2*, Eastern Book Company
- 3.JP Sharma, *Simplified Approach to Labour Laws*, Bharat Law House (P) Ltd

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B. Com. (Hons.) 3rd Year Syllabus
Semester-VI
f) BUSINESS RESEARCH METHODS AND PROJECT WORK
(DSE - GROUP B)

L T P
5 1 0

Subject Name: Business Research Methods & Project Work
Subject Credit Hours: 6 hrs

Subject Code: (DSE-GROUP B)
Contact Credit hours: 60 hrs

Course Objective:

This course aims at providing the general understanding of business research and the methods of business research. The course will impart learning about how to collect, analyze, present and interpret data.

Course Description:

This course provides an introduction to, and overview of the Business Research Methods, Scope of Business Research, An Overview of the Research Process, Measurement and Hypothesis Testing, and Preparation of a Project Report under the supervision of a faculty member assigned by the college/institution based on field work.

CONTENTS:

Section A: Business Research Methods

Unit 1: Introduction

Meaning of research; Scope of Business Research; Purpose of Research Exploration, Description, Explanation; Unit of Analysis – Individual, Organization, Groups, and Data Series; Conception, Construct, Attributes, Variables, and Hypotheses

Unit 2: Research Process

An Overview; Problem Identification and Definition; Selection of Basic Research Methods Field study, Laboratory Study, Survey Method, Observational Method, Existing Data Based Research, Longitudinal Studies, Panel Studies

Unit 3: Measurement and Hypothesis Testing

Measurement: Definition; Designing and writing items; Uni-dimensional and Multi dimensional scales; Measurement Scales- Nominal, Ordinal, Interval, Ratio; Ratings and Ranking Scale, Turnstone, Likert and Semantic Differential scaling, Paired Comparison; Sampling –Steps, Types, Sample Size Decision; Secondary data sources

Hypothesis Testing: Tests concerning means and proportions; ANOVA, Chi-square test and other Non-parametric tests; testing the assumptions of Classical Normal Linear Regression

Section B: Project Report

Unit 4: Report Preparation

Meaning, types and layout of research report; Steps in report writing; Citations, Bibliography and Annexure in report; JEL Classification

Note:

1. There shall be a written examination of 50% Marks on the basis of Unit 1: to III. 2. The student will write a project report under the supervision of a faculty member assigned by the college/institution based on field work. The Project Report carries 50% Marks and will be evaluated by University appointed examiners.

Course Learning Outcomes (CLOs):

CLO1:To learn and enhance the knowledge of the Business Research Methods and Scope of Business Research.

CLO2: To analyze the key issues in the Research Process.

CLO3:To introduce the students about Measurement and Hypothesis Testing.

CLO4: To understand the importance of Report Preparation and steps in Report Writing.

CLO5: Understand how to write a project report under the supervision of a guide based on field work.

Text Books:

1. Donald, R. Cooper and Parmela, S. Schindler (2003). Business Research Methods. Tata McGraw Hill.
2. Kothari C.R. (2004). Research Methodology Methods and Techniques. WishwaPrakashan.

References:

1. American Economic Association of JEL Classification Codes Guide

Note: Latest edition of text books may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

NOIDA INTERNATIONAL UNIVERSITY

SCHOOL OF BUSINESS MANAGEMENT

SYLLABUS OF COURSES TO BE OFFERED

Core Courses, Elective Courses & Ability Enhancement Courses

B.A.(Hons.) Economics

(Three Year Full Time Programme)

Choice Based Credit System (CBCS)



(Academic Year 2020-21)

Preamble

The University Grants Commission (UGC) has initiated several measures to bring equity, efficiency and excellence in the Higher Education System of country. The important measures taken to enhance academic standards and quality in higher education include innovation and improvements in curriculum, teaching-learning process, examination and evaluation systems, besides governance and other matters. The UGC has formulated various regulations and guidelines from time to time to improve the higher education system and maintain minimum standards and quality across the Higher Educational Institutions (HEIs) in India. The academic reforms recommended by the UGC in the recent past have led to overall improvement in the higher education system. However, due to lot of diversity in the system of higher education, there are multiple approaches followed by universities towards examination, evaluation and grading system. While the HEIs must have the flexibility and freedom in designing the examination and evaluation methods that best fits the curriculum, syllabi and teaching-learning methods, there is a need to devise a sensible system for awarding the grades based on the performance of students. Presently the performance of the students is reported using the conventional system of marks secured in the examinations or grades or both. The conversion from marks to letter grades and the letter grades used vary widely across the HEIs in the country. This creates difficulty for the academia and the employers to understand and infer the performance of the students graduating from different universities and colleges based on grades. The grading system is considered to be better than the conventional marks system and hence it has been followed in the top institutions in India and abroad. So it is desirable to introduce uniform grading system. This will facilitate student mobility across institutions within and across countries and also enable potential employers to assess the performance of students. To bring in the desired uniformity, in grading system and method for computing the cumulative grade point average (CGPA) based on the performance of students in the examinations, the UGC has formulated these guidelines.

CHOICE BASED CREDIT SYSTEM

The CBCS provides an opportunity for the students to choose from the prescribed courses comprising core, elective/minor or skill based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Therefore, it is necessary to introduce uniform grading system in the entire higher education in India. This will benefit the students to move across institutions within India to begin with and across countries. The uniform grading system will also enable potential employers in assessing performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point.

Average (CGPA) based on student's performance in examinations, the UGC has formulated the guidelines to be followed.

Outline of Choice Based Credit System

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a core course. The structure of course is defined under following points-

- 1.1. All the UG degree programs shall be of either six semesters or eight semesters duration unless specified otherwise.

- 1.2. An academic year consists of two semesters: Odd Semester and Even Semester.

- 1.3. A semester normally extends over a period of 16 weeks (6 day week) with 90 working days.

- 1.4. Every course offered may have three components: Lecture (L), Tutorial (T) and Practicals (P). Tutorial session consists of participatory discussion / self-study/ desk work/ brief seminar presentations by students and such other novel methods.

- 1.5. The credit pattern for a course (L:T:P) shall be decided by the respective Board of Studies (BoS).

- 1.6. Credit means the unit by which the course work is measured. One hour session of Lecture or Tutorial per week for 16 weeks amounts to 1 credit.

- 1.7. Two hour session of Practicals per week for 16 weeks amounts to 1 credit per semester. The total duration of a semester is 20 weeks inclusive of semester-end examination.

- 1.8. A course of 3 to 6 credits will be evaluated for 100 marks. A course with less than 3 credits will be evaluated for 50 marks. For any other approved course, the evaluation method shall be decided by the respective BoS.

2. **Elective Course:**

Elective Course is a course which can be chosen from a pool of courses. It may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the student's proficiency/skill.

- 2.1. Discipline Specific Elective (DSE) is a course offered under the main discipline/subject of study or a Project/Dissertation.
- 2.2. Project/Dissertation is an elective course designed to acquire special/ advanced knowledge, such as supplement study/ support study to a project work. A student has to study such a course on his/her own with advisory support of a faculty member.
- 2.3. Generic Elective (GE) is an elective course chosen from an unrelated discipline/subject with an intention to seek exposure beyond discipline/subject.

3. **Ability Enhancement Courses (AEC):** Ability Enhancement Courses may be of two types: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC).
 - 3.1. AECC courses are mandatory courses based upon the content that leads to knowledge enhancement viz., Environmental Science, Indian Constitution and English/ Modern Indian Languages (MIL) / Communication skills.
 - 3.2. SEC courses are aimed at providing hands-on-training, competencies, skills, etc.

PEOs, POs & PSOs of BA(Hons.) Economics Program

Program Educational Objectives (PEOs)

PEO1. To continuously enhance academic rigor and research outcomes

PEO2. To foster a spirit of scientific inquiry and creativity

PEO3. To understand the importance of inclusion, development and sustainability in order to resolve related local, national and global issues

PEO4. To inculcate lifelong learnings

PEO5. To nurture global human capital, future leaders and problem-solvers to become employable and sensitized world citizens.

Program Outcomes/ Program Specific Outcomes are attributes i.e. what students are expected to know or will be able to do when they graduate from the program.

Program Outcomes(POs):

PO1. Students will understand basic economics concept and learn to take informed decisions about everyday economic, social, economic and political issues.

PO2. Students will learn to debate on contemporary problems and challenges facing an economy.

PO3. Provide students with a sound theoretical base and exposure to current natural challenges.

PO4. Enhance the ability of students to meet global challenges through sensitivity towards organizational, economic and cultural diversity.

PO5. Providing global perspective.

PO6. Developing critical and analytical thinking abilities.

Program Specific Outcomes (PSOs):

PSO1. Economics subject enables the learners to build up a professional carrier as economists, financial advisors, economics planners and policy makers.

PSO2. It prepares them to cope up with the stress and strain involved in the process of economic development.

PSO3. It provides knowledge regarding the formulation of broad economic policies that maximize the level of national income, providing economic growth to achieve sustainability, full employment, price stability, external balance, increasing productivity in the long run.

PSO4. Gives idea to the students about the systematic development of economic theories beginning from pre-modern and modern era.

PSO5. It makes learners to understand the economic functioning and conditions of our country in the context of past, present and future.

PSO6. It enables students to learn economics, particularly its applications and foster the development of their own skills in economic reasoning and understanding.

**B.A. (Hons.) Economics COURSE STRUCTURE under CBCS Guideline
(Session 2020-21)**

SEMESTER - I

CODE	SUBJECT	EVALUATION SCHEME									CREDIT
		Periods			INTERNAL			ESE	TOTAL		
		L	T	P	MT	TA	TOTAL				
BAECC01	Introductory Microeconomics	5	1	0	20	20	40	60	100	6	
BAECC02	Mathematical Methods for Economics I	5	1	0	20	20	40	60	100	6	
BAEAECC01	Environmental Science	2	0	0	20	20	40	60	100	2	
BAEGE01	Economic History of India (1857-1947)	5	1	0	20	20	40	60	100	6	
BAEP01	Comprehensive viva	0	0	2	0	0	0	0	100	2	
	TOTAL								500	22	

SEMESTER - II

CODE	SUBJECT	EVALUATION SCHEME									CREDIT
		Periods			INTERNAL			ESE	TOTAL		
		L	T	P	MT	TA	TOTAL				
BAECC03	Introductory Macroeconomic Analysis	5	1	0	20	20	40	60	100	6	
BAECC04	Mathematical Methods for Economics II	5	1	0	20	20	40	60	100	6	
BAEAECC02	General English	2	0	0	20	20	40	60	100	2	
BAEGE02	International Economics	5	1	0	20	20	40	60	100	6	
BAEP02	Term Paper Presentation	0	0	2	0	0	0	0	100	2	
	TOTAL								500	22	

BA(Hons.) Economics Ist Year
Semester- I
INTRODUCTORY MICROECONOMICS

L T P
5 1 0

Course Name: Introductory Microeconomics
Course Credit Hour: 6

Course Code: BAECC01
Total Contact Hour: 60

Course Objective:

This course is designed to introduce tools and methods of economic analysis that will serve as the basis for other courses in economics such as Macroeconomics, Economic Analysis, Managerial Economics, and Economic Resources etc. The focus will be to provide non-specialists economics student with a good introduction to the fundamental principles of microeconomics. The aim of this course is to familiarize students to use the concepts to which they are introduced to facilitate analysis of the functioning of the micro economy.

Course Description:

This course provides students with the foundation theories of basic microeconomics including an introduction into the study of economics and analyses of economic agents' behaviors, particularly that of the individual and the firm. The course begins with a description of the subject area, and continues to introduce the basic concepts and theories that are used as the foundation of microeconomic theory and analysis. This includes discussions and applications of the theory of the consumer; theory of producer; market operations; and market structures.

Course Content:

Unit I: Exploring the subject matter of Economics

Why study economics? Scope and method of economics; the economic problem: scarcity and choice; the question of what to produce, how to produce and how to distribute output; science of economics; the basic competitive model; prices, property rights and profits; incentives and information; opportunity cost; economic systems

Unit II: Demand and Supply: How Markets Work, Markets and Welfare

Meaning and Definition of demand/supply; determinants of individual demand/supply; Law of demand/supply; demand/supply schedule and demand/supply curve; market versus individual demand/supply; movement in demand/supply curves; shifts in the demand/supply curve, market equilibrium. Concept & measurement of elasticity of demand/supply; elasticity and its application; controls on prices; taxes and the costs of taxation; consumer surplus; producer surplus and the efficiency of the markets.

Unit III: The Households

The consumption decision - budget constraint, consumption and income/price changes, demand for all other goods and price changes; Description of preferences (representing preferences with indifference curves); properties of indifference curves; consumer's optimum choice; Income and Substitution effects; Labour supply and savings decision - choice between leisure and consumption.

Unit IV: The Firm and Perfect Market Structure

Behaviour of profit maximizing firms and the production process; Short-run production/output and cost functions; Long-run production/output and cost functions. Introduction to perfect competition and its features

Unit V: Imperfect Market Structure

Introduction to Monopoly and anti-trust policy; government policies towards competition; imperfect information

Unit VI: Input Markets

Labour and land markets - basic concepts (derived demand, productivity of an input, marginal productivity of labour, marginal revenue product); demand for labour; input demand curves; shifts in input demand curves; competitive labour markets; and labour markets and public policy.

Course Learning Outcome:

After completion of the course, students will have a basic understanding of microeconomics and will be able to:

1. Explain the nature of microeconomics
2. Understand the functioning of market economy through demand and supply.
3. Apply the concepts of demand and supply to explain the price and quantity equilibrium of a market.
4. Apply microeconomic tools in real economic context.
5. Become familiar with some major economic issues.

Text Books:

1. Snyder, C. and W. Nicholson (2010), *Fundamentals of Microeconomics, 10th Edition*, Cengage Learning-New Delhi.
2. Jehle, G. A. And P. J. Reny (2011), *Advanced Microeconomic Theory*, 3rd Edition, Pearson-New Delhi.
3. Henderson, J.M., and Quandt, R.E.(2003). *Microeconomic Theory: A Mathematical Approach. 3rd Edition*, Tata McGraw Hill, New Delhi
4. Pindyck, R.S. D.L. Rubinfeld, P.L Mehta (2009). *Microeconomics*, 7th Edition, Pearson, New Delhi.
5. Koutsoyiannis, A. (1979). *Modern Microeconomics* (2nd edition).Macmillan Press, London.

6. Varian, H.(2010). *Intermediate Microeconomic*. 8th Edition New York: W.W Norton.
7. Varian, H.(1992). *Microeconomic Analysis*. 3rd Edition New York: W.W Norton.

Reference Books:

1. N. Gregory Mankiw (2007), *Economics: Principles and Applications*, 4th edition, India edition by South-Western, a part of Cengage Learning, Cengage Learning India Private Limited, ISBN-13:978-81-315-0577-9 (hereafter Mankiw, 2007, 4e).
2. Karl E. Case and Ray C. Fair (2007), *Principles of Economics*, 8th edition, Pearson Education Inc., ISBN 81-317-1587-6.(hereafter Case & Fair, 2007,8e).
3. Joseph E. Stiglitz and Carl E. Walsh (2006), *Economics, International Student Edition*, 4th Edition, W.W. Norton & Company, Inc., New York, ISBN 0-393-92622-2.(hereafter, Stiglitz & Walsh, 2006, 4e)

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

BA(Hons.) Economics Ist Year

Semester- I

MATHEMATICAL METHODS FOR ECONOMICS-I

L	T	P
5	1	0

Course Name: Mathematical Method for Economics-I

Course Credit Hour: 6

Course Code: BAECC02

Total Contact Hour: 60

Course Objective:

This course focuses on the mathematical methods and models that are required to understand current economics and to investigate economic models. Topics may include limits, sequences and series, combinatorics, set theory; univariate and multivariate calculus and applications in economic models.

Course Description:

This is the first of a compulsory two-course sequence. The objective of this sequence is to transmit the body of basic mathematics that enables the study of economic theory at the undergraduate level, specifically the courses on microeconomic theory, macroeconomic theory, statistics and econometrics set out in this syllabus. In this course, particular economic models are not the ends, but the means for illustrating the method of applying mathematical techniques to economic theory in general. The level of sophistication at which the material is to be taught is indicated by the contents of the prescribed textbook.

Course Content:

Unit I - Preliminaries

Logic and proof techniques; sets and set operations; relations; functions and their properties; number systems.

Unit II - Functions of one real variable

Graphs; Elementary types of functions: quadratic, polynomial, power, exponential, logarithmic; Sequences and series: convergence, algebraic properties and applications; Continuous functions: characterizations, properties with respect to various operations and applications; Differentiable functions: characterizations, properties with respect to various operations and applications; Second and higher order derivatives: properties and applications

Unit III - Single-variable optimization

Optimization: finding maximum and minimum values; Local and global optima; Geometric properties of functions: convex and concave functions, their characterizations and applications; Economic applications of functions and derivatives – Cost, revenue, demand and supply functions, profit maximization, elasticity

Unit IV - Integration of functions

Basic rules of integration; Areas under curves; Indefinite Integrals; Definite Integrals; Applications in Economics and Business

Unit V - Difference equations

First Order difference equations – Linear first order homogenous difference equation and non-homogenous equations

Course Learning Outcome:

A central aim to this course is to increase "mathematical maturity", confidence and familiarity with the types of economic problems that will be encounter and built upon later. On successful completion of this course, students will be able to:

1. Use appropriate techniques to solve economic problems with calculus
2. Model economic questions as mathematical problems.
3. Analyse economic models by using formal mathematical methods.
4. Acquire mathematical skills used in economic analysis

Text Books:

1. Allen, R.G.D. (1976), *Mathematical Economics*, Macmillan, London.
2. Arrow, K.J. and M. Intrilligator (Eds.) (1982), *Handbook of Mathematical Economics*, Volumes I, II and III, North Holland, Amsterdam.
4. Henderson, J.M. and R.E. Quandt (1980), *Microeconomic Theory: A Mathematical Approach*, McGraw Hill, .
6. New Delhi.
7. Chung, J.W. (1993), *Utility and Production: Theory and Applications* Basil Blackwell,
8. London.

References Books:

1. Sydsaeter, K. and Hammond, P. (2002). "Mathematics for Economic Analysis". *Pearson Educational Asia*, Delhi.
2. Renshaw, G.(2010). "Maths for Economics". 2nd edition, *Oxford University Press*

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

BA(Hons.) Economics Ist Year
Semester- I
ENVIRONMENTAL SCIENCE

L	T	P
2	1	0

Course Name: Environmental Science
Course Credit Hour: 2

Course Code: BAEAEC01
Total Contact Hour: 20

Course Objective:

The course provides a broad overview of the current state of the planet. It will describe and utilize the key concepts/scientific principles related to environmental studies. The study will undertake a basic level of social/political/cultural/economic/philosophical analysis to highlight some of the many dimensions of environmental issues. Identify and explore the environment and human behaviours. Articulate some of the challenges to living sustainably and possibilities for social innovation on environmental issues.

Course Description:

The Environmental Studies major has course requirements from a wide range of disciplines. View this course catalog to get an overview of the core department courses and the required courses from each discipline. These topics will be covered in one semester having two-hour lectures per week.

Course Content:

Unit I

Ecosystems: Definition, principles and scope of Environmental Science, Ecosystem- Structure and function of ecosystem (Abiotic and Biotic factors); Energy flow in an ecosystem. Earth, Man and Environment, Pathways in eco-system. Environmental Problems: global warming and Climate change, ozone layer depletion. Deforestation, acid rain; impacts of environmental disturbances.

Unit II

Natural Resources and Biodiversity: Energy resources: Renewable and non-renewable energy sources. Biodiversity patterns and global biodiversity hot spots, India as a mega-biodiversity nation; Endangered and endemic species of India, Threats to biodiversity, Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

Unit III

Environmental Pollution, Impact and Management: Environmental pollution: Air, water, soil and noise pollution; Marine, Radioactive and Thermal pollution. Nuclear hazards and human health risks, **Solid waste management: Control measures of urban and industrial waste. Environment Protection Act and International agreements:** Montreal and Kyoto protocols and Convention on Biological Diversity (CBD). Introduction to Carbon footprint and its impacts on environment.

Unit IV

EIA and EMS: Environmental Impact Assessment (EIA) and Environmental Management System (EMS): Introduction to EIA, its Impact, Notification of MOEF, Introduction to ISO 9000 and 14000.

Unit V

Indian Environmental Laws: Introduction to Indian Environmental laws: Legal framework:the Indian Penal Code, Role of Judiciary in Environmental Protection, Wild Life (Protection) Act, 1972, Water (Prevention and Control of Pollution) Act, 1974, Environment Protection Act 1986, The Forest (Conservation) Act, 1980, Hazardous Wastes (Management and Handling) Rules, 1989, Air (Prevention and Control of Pollution) Act, 1981

Course Learning Outcomes (CLOs):

After completing the Environmental Studies, students will be able to:

1. Articulate the interconnected and interdisciplinary nature of environmental studies;
2. Demonstrate an integrative approach to environmental issues with a focus on sustainability;
3. Use critical thinking, problem-solving, and the methodological approaches of the social sciences, natural sciences, and humanities in environmental problem solving;
4. Communicate complex environmental information to both technical and non-technical audiences;
5. Understand and evaluate the global scale of environmental problems; and
6. Reflect critically on their roles, responsibilities, and identities as citizens, consumers and environmental actors in a complex, interconnected world.

Text Books:

1. Carson, R. (2002). Silent Spring. Houghton Mifflin Harcourt.
2. Gadgil, M., & Guha, R. (1993). This Fissured Land: An Ecological History of India. Univ. of California Press.
3. Gleeson, B. and Low, N. (eds.) (1999). Global Ethics and Environment, London, Routledge.
4. Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll (2006). "Principles of Conservation Biology". Sunderland: Sinauer Associates.

Reference Books:

1. Grumbine, R. Edward, and Pandit, M.K. (2013). Threats from India's Himalayadams.Science, 339: 36-37.
2. McCully, P. (1996). Rivers no more: the environmental effects of dams (pp. 29-64).ZedBooks.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

BA(Hons.) Economics Ist Year
Semester- I
ECONOMIC HISTORY OF INDIA (1857-1947)

L	T	P
5	1	0

Course Name: Economic History of India (1857-1947)
Course Credit Hour: 6

Course Code: BAEGE01
Total Contact Hour: 60

Course Objective:

It is aimed to be a foundation course on the understanding of the history of India, especially the British colonial era from an economics perspective. The objective of the course is to enable them to look at colonial history from a very rational perspective. They are taught economic issues like the theory of economic drain that was actually calculated by Dadabhai Naoroji, trade restrictions, land revenue related policies, etc. It is an important course for the students to understand the foundation of the independent India.

Course Description:

This course analyses key aspects of Indian economic development during the second half of British colonial rule. In doing so, it investigates the place of the Indian economy in the wider colonial context, and the mechanisms that linked economic development in India to the compulsions of colonial rule. This course links directly to the course on India's economic development after independence in 1947.

Course Content:

Unit 1

Introduction to Colonial India

Overview of colonial economy- Meaning of colonialism, Revolt of 1857, Satyagraha, British rule and India's under-development, Partition and Religion

Unit 2

Macro Trends

National Income, Poverty, Real wages, Population, Labour force and occupational structure.

Unit 3

Agrarian structure and land relations

Agrarian Structure- Economic feature, Social feature, Impact of British Rule on Agriculture sector, Land tenure system- Zamindari, Mahalwari, Ryotwari, Consequences of Land tenure system on Agrarian Structure, Agrarian peasants movements after 1857 mutiny, Irrigation.

Agricultural markets and institutions – credit, commerce and technology, trends in performance and productivity, famines and environment.

Unit 4

Railways and Industry

Railways: the de-industrialization debate, the rise of modern industrial sector and growth of

entrepreneurship, traditional industries, supply of Industrial Labour, evolution of entrepreneurial and industrial structure; nature of industrialization in the inter-war period; constraints to industrial breakthrough; labor relations.

Unit 5

Economy and State in the Imperial Context

The imperial priorities and the Indian economy; drain of wealth; international trade, capitalflows and the colonial economy– changes and continuities; government and fiscal policy.

Course Learning Outcomes (CLOs):

At the end of the course,

1. Students are expected to look at Indian history more rationally and from an economic perspective.
2. This will help them in their argument and in their thinking process when they discuss about the history of the country.

Text Books:

1. Tirthankar Roy, 2011, *The Economic History of India 1857-1947*, Oxford University Press, 3rd edition.
2. Lakshmi Subramanian, 2010, “*History of India 1707-1857*”, Orient Blackswan.
3. AK Bagchi, 1976, Deindustrialization in India in the nineteenth century: Some theoretical implications, *Journal of Development Studies*.
4. Sumit Guha, 1991, Mortality decline in early 20th century India’, *Indian Economic and Social History Review (IESHR)*, pp 371-74 and 385-87

Reference Books:

1. B.R. Tomlison, 1975, *India and the British Empire 1880-1935*, IESHR, Vol.XII.
2. Dharma Kumar, *The Fiscal System*, CEHI, Chapter 12.
3. C.A. Bayly, 1987, *Indian Society and the making of the British Empire*, The New Cambridge Eco History of India. Orient Longman.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

BA(Hons.) Economics Ist Year
Semester- II
INTRODUCTORY MACROECONOMICS

L	T	P
5	1	0

Course Name: Introductory Macroeconomics
Course Credit Hour: 6

Course Code: BAECC03
Total Contact Hour: 60

Course Objective:

The course is design to help students in learning the fundamentals of macroeconomics and applying these concepts in their day to day lives and to the world in which they live.the focus will be to provide a good understanding about the major economic phenomena at the national and international levels. It would cover the concepts like measuring the economic performance of the economy, determinants of economic performance, fiscal policy , monetary policy, trade policy, etc.

Course Description:

This course aims to introduce the students to the basic concepts of Macroeconomics. Macroeconomics deals with the aggregate economy. This course discusses the preliminary concepts associated with the determination and measurement of aggregate macroeconomic variable like savings, investment, GDP, money, inflation, and the balance of payments.

Course Content:

Unit I: Introduction to Macroeconomics and National Income Accounting Concept of Macro Economics; Basic issues studied in macroeconomics; measurement of gross domestic product; income, expenditure and the circular flow; real versus nominal GDP; price indices; national income accounting for an open economy; **balance of payments: current and capital accounts.**

Unit II: Money

Functions of money; quantity theory of money; determination of money supply and demand; credit creation; tools of monetary policy.

Unit III: Inflation

Inflation and its social costs; hyperinflation.

Unit IV: The Closed Economy in the Short Run

Classical and Keynesian systems; simple Keynesian model of income determination; IS-LM model; fiscal and monetary multipliers.

Course Learning Outcomes (CLOs):

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

1. To explain the concept of macroeconomics.
2. To apply the circular flow of income and expenditure.
3. To analyse the income determination through classical and Keynesian economics.
4. To integrate the role of fiscal and monetary policies in regulating economy.

Text Books:

1. Ackley, G (1978), *Macroeconomics: Theory and Policy*, Macmillan, New York.
2. Banson, W.A. (1989), *Macroeconomic Theory and Policy, (3rd Edition)*, Harper and Row, New York.
3. Dorn Busch, R. and F. Stanley (1997), *Macroeconomics*, McGraw Hill, Inc. New York.
4. Heijdra, B.J. and V.P. Fredericck (2001), *Foundation of Modern Macroeconomics*, Oxford University Press, New Delhi.
5. Jha, R. (1991), *Contemporary Macroeconomic Theory and Policy*, Wiley Eastern Ltd., New Delhi.
6. Shapiro, E. (1996), *Macroeconomic Analysis*, Galgotia Publication, New Delhi.

Reference Books:

1. Dornbusch, Fischer and Startz (2010), *Macroeconomics*, 11th edition, McGraw Hill.
2. N. Gregory Mankiw (2013). *Macroeconomics*, 8th edition, Worth Publishers.
3. O. Blanchard (2009). *Macroeconomics*, 5th edition, Pearson Education, Inc.
4. Richard T. Froyen (2005). *Macroeconomics*, 2nd edition, Pearson Education Asia.
5. Andrew B. Abel and Ben S. Bernanke (2014). *Macroeconomics* 8th edition, Pearson Education, Inc.
6. Paul R. Krugman, M. Obstfeld and M. Melitz (2012). *International Economics*, 9th edition, Pearson Education Asia.
7. Economic Survey: http://indiabudget.nic.in/vol2_survey.asp

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

BA(Hons.) Economics Ist Year
Semester- II

MATHEMATICAL METHODS IN ECONOMICS - II

L	T	P
5	1	0

Course Name: Mathematical Methods In Economics - II
Course Credit Hour: 6

Course Code: BAECC04
Total Contact Hour: 60

Course Objective:

This course focuses on the advanced mathematical methods and models that are required to understand economics and to investigate advanced economic models. Topics may include univariate and multivariate calculus and linear algebra along with their applications in economic models.

Course Description:

This course is the second part of a compulsory two-course sequence. This part is to be taught in Semester II following the first part in Semester I. The objective of this sequence is to transmit the body of basic mathematics that enables the study of economic theory at the undergraduate level, specifically the courses on microeconomic theory, macroeconomic theory, statistics and econometrics set out in this Syllabus. In this course, particular economic models are not the ends, but the means for illustrating the method of applying mathematical techniques to economic theory in general. The level of sophistication at which the material is to be taught is indicated by the contents of the prescribed textbook.

Course Content:

Unit I - Difference and differential equations

First Order difference equations – Linear first order homogenous difference equation and non-homogenous equations; Differential equations

Unit II - Linear algebra

Vector spaces: algebraic and geometric properties, scalar products, norms, orthogonality; Linear transformations: properties, matrix representations and elementary operations; System of linear equations: properties of their solution sets; Determinants: characterization, properties and applications

Unit III - Functions of several real variables

Geometric representations: graphs and level curves; Differentiable functions: characterizations, properties with respect to various operations and applications; Second order derivatives: properties and applications; Implicit function theorem, and application to comparative statics problems; Homogeneous and homothetic functions: characterizations and applications

Unit IV - Multi-variable optimization

Geometric properties of functions: convex and concave functions, their characterizations, properties and applications; Further geometric properties of functions: quasi convex functions, their characterizations, properties and applications; Unconstrained optimization: geometric characterizations, characterizations using calculus and applications; Constrained optimization with equality constraints: geometric characterizations, Lagrange characterization using calculus and applications; Properties of value function: envelope theorem and applications

Course Learning Outcome:

A central aim to this course is to increase "mathematical maturity", confidence and familiarity with the types of economic problems that will be encountered and built upon later. On successful completion of this course, students will be able to:

1. Use appropriate techniques to solve economic problems with calculus
2. Model economic questions as mathematical problems.
3. Analyse economic models by using formal mathematical methods.
4. Acquire mathematical skills used in economic analysis

Text Books:

1. Allen, R.G.D. (1976), *Mathematical Economics*, Macmillan, London.
2. Arrow, K.J. and M. Intriligator (Eds.) (1982), *Handbook of Mathematical Economics*,
3. Volumes I, II and III, North Holland, Amsterdam.
4. Henderson, J.M. and R.E. Quandt (1980), *Microeconomic Theory: A Mathematical*
5. *Approach*, McGraw Hill, .
6. New Delhi.
7. Chung, J.W. (1993), *Utility and Production: Theory and Applications* Basil Blackwell,
8. London.

Reference Books:

1. Sydsaeter, K. and Hammond, P. (2002). "Mathematics for Economic Analysis". *Pearson Educational Asia*, Delhi.
2. Renshaw, G.(2010). "Maths for Economics". 2nd edition, *Oxford University Press*
3. Sydsaeter, K. and Hammond, P. (2002). "Mathematics for Economic Analysis". *Pearson Educational Asia*, Delhi

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

BA(Hons.) Economics Ist Year

Semester- II

GENERAL ENGLISH

L	T	P
2	0	0

Course Name: General English
Course Credit Hour: 2

Course Code: BAEAEC02
Total Contact Hour: 20

Course Objective:

This course aims to enable the student to communicate effectively and appropriately in real life situation, to use English effectively for study purpose across the curriculum, to develop and integrate the use of the four language skills i.e. reading, listening, speaking and writing, to revise and reinforce structure already learnt and to develop interest in English language.

Course Description:

This course is designed for first year students to focus on developing English communicative competence especially to those who have lower intermediate level in English. This course aims at upgrading the level of students who have a lower level in English than the required and consolidating the level of students who have the required level but need some refreshing and preparation before moving to a higher level. The goal of this upgrading and consolidation strategies is to ensure that students rise to higher levels in English competencies without having to deal with language gaps in one of the five major skills: reading, writing, listening, speaking and grammar skills.

Course Content:

Unit 1

Introduction: Introduction to Communication, Purpose of Communication, Theory of Communication, Types and modes of Communication, Barriers to Communication and measures to overcome them.

Unit 2

Language of Communication: Verbal and Non-verbal communication, Spoken and Written communication, Personal, Social and Business communication, Barriers to communication and Strategies to overcome them, Expressions and words to be avoided, Usage of Jargons; Different types of communications- Intra-personal, Inter-personal and Group communication. Strategies for Effective Communication, Strategies to avoid miscommunication

Unit 3

Listening and Speaking Skills: Introduction to different types of Speeches-Monologue, Dialogue, Public Speech, Group Discussion and Personal Interview; Usage of Idioms and Phrases, Difference between speaking, talking and communication.

Unit 4

Reading and Understanding: Types of reading- Close Reading, Comprehension; Analysis and Interpretation, Translation (from Indian language to English and vice-versa), Literary/Knowledge Texts; Fill in the blanks, Error spotting, Vocabulary enhancement.

Unit 5

Writing Skills: Writing Summary, Paraphrasing of sentences, Documenting, Report Writing, Making notes, Letter writing, Application writing, Essay writing, Resume writing, Using MS Word.

Course Learning Outcome:

Upon completion of the course students will be able to

1. Acquire more skills in English language usage
2. Skim and scan unseen texts
3. Compose short essays

Text Books:

1. Fluency in English (2006). Part II, Oxford University Press.
2. Business English, (2008). Pearson.
3. Language, Literature and Creativity(2013). Orient Blackswan.

Reference Books:

1. Wren & Martin (2010) by S.Chand Publication
2. Gauri Mishra, Dr Ranjana Kaul, Dr Brati Biswas (2016). Language through Literature, Primus books

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

BA(Hons.) Economics Ist Year
Semester- II
INTERNATIONAL ECONOMICS

L T P
5 1 0

Course Name: International Economics
Course Credit Hour: 6

Course Code: BAEGE02
Total Contact Hour: 60

Course Objective:

The course provides a theoretical analysis of international trade topics with references to empirical evidence. Students will learn the main empirical patterns of current international trade and how to access sources of this information. They will become familiar with the concept of comparative advantage, and study models showing how technological differences, differences in resource endowments, and economies of scale determine trade patterns and income distribution. The effects of various trade policy instruments on welfare will be analysed. The course also focus on state-of-the-art heterogeneous firms models of trade and on developing empirical tools to analyse firm level micro data and product level trade data. The empirical evidence related to the impact of globalization on the labor market along with foreign exchange mechanism will also be discussed.

Course Description:

This course develops a systematic exposition of models that try to explain the composition, direction, and consequences of international trade, and the determinants and effects of trade policy. It then builds on the models of open economy macroeconomics developed in courses 08 and 12, focusing on national policies as well as international monetary systems. It concludes with an analytical account of the causes and consequences of the rapid expansion of international financial flows in recent years. Although the course is based on abstract theoretical models, students will also be exposed to real-world examples and case studies.

Course Content:

Unit I: Introduction to International Economics

What is international economics about? An overview of the world trade.

Unit II: Theories of International Trade

Absolute Advantage Theory, Comparative Advantage Theory, Opportunity Cost Theory and Heckscher-Ohlin models; New trade theories; the international location of production; firms in the global economy — outsourcing and multinational enterprises.

Unit III: International Trade Policy

Instruments of trade policy - Tariffs and Non-Tariff Barriers; political economy of trade

policy– Custom Unions and Free Trade Areas; controversies in trade policy.

Unit IV: International Macroeconomic Policy

Foreign Exchange Markets; Exchange Rates - Fixed versus flexible exchange rates, determination of Exchange Rates; International Monetary Systems; Financial Globalization and Financial Crises.

Course Learning Outcome:

On completion of the course, students should:

1. be familiar with the main economic theories and models of international trade,
2. be aware of the likely distributional consequences of trade and thus of conflicting interests within an economy regarding trade liberalization,
3. understand economists' arguments concerning trade policy and its analysis,
4. be able to apply economic reasoning to issues of the daysurrounding globalization,
5. have an elementary understanding of open-economy macroeconomics and the determinants of exchange rates and the balance of payments.

Text Books:

1. Carbouth, M. (1999), International Economics, International Thompson Publishing, New York.
2. Chacholiades, M. (1990), International Trade: Theory and Policy, McGraw Hill, Kogakusha, Japan.
3. Dana, M.S. (2000), International Economics: Study Guide and Work Book (5th Edition), Rutledge Publishers, London.
4. Dunn, R.M. and J.H. Mutt (2000), International Economics, Rutledge Publishers, London.
5. Kenen, P.B. (1994), The international Economy, Cambridge University Press, London.
6. Kindleberger, C.P. (1973), International Economics, R.D. Irwin, Homewood.
7. King, P.G. (1995), International Economics and International Economic Policy: A Reader, McGraw Hill International, Singapore.

Reference Books:

1. Paul Krugman, M. Obstfeld, and M. Melitz (2012). *International Economics: Theory and Policy*, 9th edition, Addison-Wesley (Pearson Education Indian Edition).
2. Dominick Salvatore (2011). *International Economics: Trade and Finance*, 10th edition, John Wiley International Student Edition.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

SEMESTER - III

CODE	SUBJECT	EVALUATION SCHEME								
		Periods			INTERNAL			ESE	TOTAL	CREDIT
		L	T	P	MT	TA	TOTAL			
BAECC05	Intermediate Microeconomics I	5	1	0	20	20	40	60	100	6
BAECC06	Intermediate Macroeconomics I	5	1	0	20	20	40	60	100	6
BAECC07	Statistical Methods for Economics	5	1	0	20	20	40	60	100	6
BAESE01	Entrepreneurial Skills	4	0	0	20	20	40	60	100	4
BAEGE03	Money & Banking	5	1	0	20	20	40	60	100	6
BAEP03	Summer Training Report & Viva Voce	0	0	2	0	0	0	0	100	2
TOTAL									600	30

SEMESTER - IV

CODE	SUBJECT	EVALUATION SCHEME								
		Periods			INTERNAL			ESE	TOTAL	CREDIT
		L	T	P	MT	TA	TOTAL			
BAECC08	Intermediate Microeconomics II	5	1	0	20	20	40	60	100	6
BAECC09	Intermediate Macroeconomics II	5	1	0	20	20	40	60	100	6
BAECC10	Introductory Econometrics	5	1	0	20	20	40	60	100	6
BAESE02	Introductory Research Methods	4	0	0	20	20	40	60	100	4
BAEGE04	Public Economics	5	1	0	20	20	40	60	100	6
BAEP04	Seminar on Emerging Trends	0	0	2	0	0	0	0	100	2
TOTAL									600	30

BA(Hons.) Economics IIInd Year
Semester- III
INTERMEDIATE MICROECONOMICS – I

L	T	P
5	1	0

Course Name: Intermediate Microeconomics- I

Course Code: BAECC05

Course Credit Hour: 6

Total Contact Hour: 60

Course Objective:

This course is designed as an **intensive** study of the basic (micro)economic principles. The focus will be on learning not what to think, but how to think; not what kind of arguments to support, but how to weigh those arguments and make informed decisions. Thus, class discussion is an important component of the course, and respect for the ideas of others is a quality you need to bring to the classroom.

Course Description:

The course is designed to provide a sound training in microeconomic theory to formally analyze the behaviour of individual agents. Since students are already familiar with the quantitative techniques in the previous semesters, mathematical tools are used to facilitate understanding of the basic concepts. This course looks at the behaviour of the consumer and the producer and also covers the behaviour of a competitive firm.

Course Content:

Unit I: Consumer Theory

Choice under risk and inter-temporal choice: describing risk; preferences toward risk; reducing risk; the demand for risky assets. Revealed Preference: Assumptions and axioms; decomposition of substitution and income effects and derivation of demand curve

Unit II: Production, Costs and Perfect Competition

Perfectly competitive market; profit maximization; marginal revenue, marginal cost and profit; choosing output in the short run; short run market supply curve; choosing output in the long run; the industry's long run supply curve - constant, increasing and decreasing cost industry; analysis of competitive markets: consumer surplus; producer surplus and the efficiency of the markets; minimum prices; price support and production quotas.

Unit III: Imperfect Market Structure

Monopoly and sources of monopoly power; barriers to entry; price and output determination in short run and long run; equilibrium of a multiplant monopoly; price discrimination; the social cost of monopoly power; government regulation of monopoly prices, measures of monopoly power. Monopolistic Competition features; Chamberlin's theory of monopolistic competition; short run and long run equilibrium; excess capacity; selling costs and firm's equilibrium.

Oligopoly: features; equilibrium in an oligopolistic market; Duopoly models of oligopoly: Cournot's model; Stackelberg's model; Bertrand's model; Edgeworth's model.

Unit IV: Input Markets

Demand for Inputs; Labour markets and land markets; Basic concepts - derived demand, productivity of an input, marginal productivity of labour (MPL); marginal revenue product (MRP); demand for labour; input demand curves; shifts in input demand curves; competitive labour markets; and labour markets and public policy.

Course Learning Outcome:

After completion of the course, students will have a basic understanding of microeconomics and will be able to explain:

1. Learn the basic economic principles so that student can examine a variety of social issues from the perspective of economics.
2. Be able to apply the concepts studied in class to the real world, and understand the political and economic jargon in everyday news.
3. Develop critical thinking skills by challenging the existing economic paradigm by exploring theories that are radically different from mainstream economics.
4. Recognize that even though economic ideas are often abstract and ideologically driven, they are nevertheless a powerful tool for social change.
5. Become familiar with some major economic debates.

Text Books:

1. N. Gregory Mankiw (2007), Economics: Principles and Applications, 4th edition, India edition by South-Western, a part of Cengage Learning, Cengage Learning India Private Limited, ISBN-13:978-81-315-0577-9 (hereafter Mankiw, 2007, 4e).
2. Karl E. Case and Ray C. Fair (2007), Principles of Economics, 8th edition, Pearson Education Inc., ISBN 81-317-1587-6. (hereafter Case & Fair, 2007, 8e).
3. Joseph E. Stiglitz and Carl E. Walsh (2006), Economics, International Student Edition, 4th Edition, W.W. Norton & Company, Inc., New York, ISBN 0-393-92622-2. (hereafter, Stiglitz & Walsh, 2006, 4e)

Reference Books:

1. Hal R. Varian (2010). *Intermediate Microeconomics: A Modern Approach*, 8th edition, W.W. Norton and Company/Affiliated East-West Press (India). The workbook by Varian and Bergstrom may be used for problems.
2. C. Snyder and W. Nicholson (2010). *Fundamentals of Microeconomics*, Cengage Learning (India).
3. B. Douglas Bernheim and Michael D. Whinston (2009). *Microeconomics*, Tata McGraw-Hill (India).

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	-05%
Assessment- 2	-05%
Mid-term exam	-20%
Assessment- 3	-05%
Assessment- 4	-05%
Total Internal Assessment	-40%

BA(Hons.) Economics IInd Year
Semester- III
INTERMEDIATE MACROECONOMICS – I

L	T	P
5	1	0

Course Name: Intermediate Macroeconomics- I

Course Code: BAECC06

Course Credit Hour: 6

Total Contact Hour: 60

Course Objective:

This course is designed as an **intensive** study of the basic macroeconomic principles. The focus will be on learning not what to think, but how to think; not what kind of arguments to support, but how to weigh those arguments and make informed decisions. Thus, class discussion is an important component of the course, and respect for the ideas of others is a quality you need to bring to the classroom.

Course Description:

This course introduces the students to formal modeling of a macro-economy in terms of analytical tools. It discusses various alternative theories of output and employment determination in a closed economy in the short run as well as medium run, and the role of policy in this context. It also introduces the students to various theoretical issues related to an open economy.

Course Content:

Unit I: Aggregate Demand and Aggregate Supply Curves

Derivation of aggregate demand and aggregate supply curves; interaction of aggregate demand and supply

Unit II: Inflation, Unemployment and Expectations

Concept of Inflation; Inflation – Unemployment Trade off and Phillips curve; Unemployment rate and natural rate of unemployment hypothesis; labour market; Adaptive expectations and rational expectations; Meaning and Characteristics of Trade Cycles; Hawtrey's Pure Monetary Theory of Trade Cycles; Hayek's Over-investment Theory of Trade Cycles

Unit III: IS-LM Approach

The goods market (real sector) and the IS curve; the money market (monetary sector) and the LM curve; interaction of the real and monetary sector of the economy; Derivation of IS- LM model; The ISLM model: Keynesian and Neoclassical version. Goods and money market equilibrium. Elasticity and shifts of IS and LM schedules and their Implications for Equilibrium. IS-LM model with government sector; Policy analysis in a Keynesian model; Policy analysis in a neoclassical model; The role and relative effectiveness of fiscal and monetary policy.

Unit IV: Open Economy Models

Mundell-Fleming model; Small open economy models under Floating exchange rates and Fixed exchange rates; exchange rate determination; purchasing power parity; asset market approach; Dornbusch's overshooting model; monetary approach to balance of payments; international financial markets.

Course Learning Outcome:

After completion of the course, students will have a basic understanding of macroeconomics and will be able to explain:

1. Learn the basic economic principles so that student can examine a variety of social issues from the perspective of economics.
2. Be able to apply the concepts studied in class to the real world, and understand the political and economic jargon in everyday news.
3. Develop critical thinking skills by challenging the existing economic paradigm by exploring theories that are radically different from mainstream economics.
4. Recognize that even though economic ideas are often abstract and ideologically driven, they are nevertheless a powerful tool for social change.
5. Course will help the students to formal modelling of macro economy in analytical terms.

Text Books:

1. N. Gregory Mankiw (2007), *Economics: Principles and Applications*, 4th edition, India edition by South-Western, a part of Cengage Learning, Cengage Learning India Private Limited, ISBN-13:978-81-315-0577-9 (hereafter Mankiw, 2007, 4e).
2. Karl E. Case and Ray C. Fair (2007), *Principles of Economics*, 8th edition, Pearson Education Inc., ISBN 81-317-1587-6.(hereafter Case & Fair, 2007, 8e).
3. Joseph E. Stiglitz and Carl E. Walsh (2006), *Economics, International Student Edition*, 4th Edition, W.W. Norton & Company, Inc., New York, ISBN 0-393-92622-2.(hereafter, Stiglitz & Walsh, 2006, 4e)

Reference Books:

1. Dornbusch, Fischer and Startz (2010). *Macroeconomics*, 11th edition, McGraw Hill.
2. N. Gregory Mankiw (2010). *Macroeconomics*, 7th edition, Worth Publishers.
3. Olivier Blanchard (2009). *Macroeconomics*, 5th edition, Pearson Education Inc.
4. Steven M. Sheffrin (1996). *Rational Expectations*, 2nd edition, Cambridge University Press.
5. Andrew B. Abel and Ben S. Bernanke (2011). *Macroeconomics*, 7th edition, Pearson Education, Inc.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	-05%
Assessment- 2	-05%
Mid-term exam	-20%
Assessment- 3	-05%
Assessment- 4	-05%
Total Internal Assessment	-40%

BA(Hons.) Economics IIInd Year
Semester- III
STATISTICAL METHODS FOR ECONOMICS

L T P
5 1 0

Course Name: Statistical Methods for Economics

Course Code: BAECC07

Course Credit Hour: 6

Total Contact Hour: 60

Course Objective:

This course is designed to provide the student an intense foundational introduction to the fundamental concepts in Statistics. The course continues the introduction to the student started in Statistics and concentrates on pertinent and concrete examples and applications. After completing the course the student should be able to work basic problem and word problems in probability, and statistics.

Course Description:

This is a course on statistical methods for economics. It begins with some basic concepts and terminology that are fundamental to statistical analysis and inference. It then develops the notion of probability, followed by probability distributions of discrete and continuous random variables and of joint distributions. This is followed by a discussion on sampling techniques used to collect survey data. The course introduces the notion of sampling distributions that act as a bridge between probability theory and statistical inference.

Course Content:

Unit I - Introduction and Overview

Distinction between population and sample, between population parameters and sample statistics; Measures of central tendency and dispersion; Population moments and their sample counterparts

Unit II - Elementary Probability Theory

Sample spaces and events; Probability axioms and properties; Counting techniques; Conditional probability, Bayes' theorem.

Unit III - Random Variables and Probability Distributions

Defining random variables; Expected value; Probability distributions - discrete and continuous distributions - Uniform, Binomial, Poisson and Normal distribution

Unit IV - Random Sampling and Jointly Distributed Random Variables Density

and distribution functions for jointly distributed random variables; computing expected values; Covariance and correlation coefficients

Unit V - Sampling

Principal steps in a sample survey; Methods of sampling; the role of sampling theory; properties of random samples

Unit VI - Estimation

Point estimates; Interval estimates – basic concepts; Interval estimates and confidence intervals; Interval Estimates using the t distribution

Course Learning Outcome:

Upon completion of the course, students should:

1. Demonstrate knowledge of probability and the standard statistical distributions.
2. Demonstrate knowledge of fixed-sample and large-sample statistical properties of point and interval estimators.
3. Demonstrate knowledge of the properties of parametric, semi-parametric and nonparametric testing procedures.
4. Demonstrate the ability to perform complex data management and analysis.
5. Demonstrate the ability to apply linear, nonlinear and generalized linear models.
6. Demonstrate understanding of how to design experiments and surveys for efficiency.
7. Demonstrate knowledge of classical and repeated measures multivariate methods and computational techniques.

Text Books:

1. Richard I. Levin, David S. Rubin, Statistics for Management, 7th Edition, Pearson Education, 2011.
2. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th Edition, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 2011.

Reference Books:

1. Devore, Jay. L. (2010). “*Probability and Statistics for Engineers*”. Cengage Learning.
2. Freund, John. E. (1992). *Mathematical Statistics*, Prentice Hall.
3. Larsen, R.J. and Morris L. Marx (2011). *An Introduction to Mathematical Statistics and its Applications*, Prentice Hall.
4. William G. Cochran (2007) *Sampling Techniques*, John Wiley

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	-05%
Assessment- 2	-05%
Mid-term exam	-20%
Assessment- 3	-05%
Assessment- 4	-05%
Total Internal Assessment	-40%

BA(Hons.) Economics IIInd Year
Semester- III
ENTREPRENEURIAL SKILLS

L T P
4 0 0

Course Name: Entrepreneurial Skills

Course Code: BAESE01

Course Credit Hour: 4

Total Contact Hour: 40

Course Objective:

The course of Entrepreneurship Development is designed to develop appreciation and skills essential for setting up and managing own business and it attempts to enlighten the students with the basic know how of entrepreneurship. This course integrates the study of characteristics of an entrepreneur which is vital for survival in the world of entrepreneurship. Entrepreneurs are substantial for the economic growth and survival of the country's economy. Therefore the course sails the students through the reasons how entrepreneurs contribute significantly to the economic development of the country. In today's era, creativity and innovation plays an important role in attracting customers. Therefore an entrepreneur must know the importance and the advantages of creativity and innovation in running a business.

Course Description:

It provides exposure to the students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units. Thus the basic idea of introducing this course is to equip students with the required skills and knowledge needed for starting and running the enterprise. This course helps student realize their potential as entrepreneurs.

Course Content:

Unit- 1

Economic Development and entrepreneurship: Concept. Social and Psychological Factors in entrepreneurship; Characteristics, Qualities and Pre-requisites of entrepreneurs, Types of Entrepreneur, New generation Entrepreneurs-Social Entrepreneurship, Tourism Entrepreneurship, Health Entrepreneurship, Women Entrepreneurship, Edu-preneurship.

Unit- 2

Entrepreneurial motivation- Maslow's Theory, Mc Gragor's theory, Culture & Society, values , Risk taking behaviour. Environment factors affecting entrepreneurship, institutional finance and Entrepreneurship, Relationship between enterprise and operating Environment, Local mobility of entrepreneurs, Creativity –Innovation and Inventions, Skills of Entrepreneur- Decision making and Problem solving.

Unit- 3

Different aspect of entrepreneurial organization and performance of entrepreneurial skills, Collective Bargaining and negotiation skills, Role of Government organizations – Make in India, skill India, NSDC, PMKVY.

Unit- 4

Entrepreneurship, training Preparation and Development Programmes. Evaluating entrepreneurial development programmes. Developing support system- Organisation Assistance, MSME Act, Carry on Business License,, National small Industries Corporation(NSIC), Financial assistance to MSME-SIDBI, SSIDC.

Unit- 5

Planning and Monitoring entrepreneurship. Entrepreneurs before independence and entrepreneurial growth after independence under planning system. Introduction to Acts- Sale of Goods Act 1950, Factories Act, 1948, Environment Protection act, 1986, Industries Development Act, 1951

Course Learning Outcome:

On successful completion of this module student should be able to:

1. Learn the Importance and scope of entrepreneurship.
2. Learn how entrepreneurship is important for economic development of the country.
3. Analyse the importance of Creativity and Innovation in the development of an enterprise.
4. Learn about various feasibility studies viz. financial & marketing that can be carried out before opening a business.
5. Learn how to make detailed project reports.
6. Learn about the concept of Social Entrepreneurship.
7. Analyse the role of Family Business in today's business.
8. Learn about the role of Women Entrepreneurs in the present scenario.
9. Learn what is a small scale business and its role in the economic development of the country.

Text Books:

1. Entrepreneurship- Theory, Process, Practice - Donald F. Kuratko & Richards M. Hodgetts (Thomson)
2. Entrepreneurship – R. Hisrich & M. Peters (Tata McGraw Hill)
3. Entrepreneurship – Rajeev Roy (Oxford)
4. Entrepreneurship Development- Small Business Enterprises - Poornima M. Charantimath (Pearson)
5. Entrepreneurship and Small Business Management – Dr. Shwetabh Mittal (Anand Publishers)

Reference Books:

1. Kuratko, D.F. & Rao T.V. (2012). *Entrepreneurship: A South Asian Perspective*. Cengage
2. Zimmerer T.W. and Scarborough N. M. (2013), “Essentials of Entrepreneurship and Small Business Management. PHI

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	-05%
Assessment- 2	-05%
Mid-term exam	-20%
Assessment- 3	-05%
Assessment- 4	-05%
Total Internal Assessment	-40%

BA(Hons.) Economics IInd Year
Semester- III
MONEY AND BANKING

L	T	P
5	1	0

Course Name: Money and Banking

Course Code: BAEGE03

Course Credit Hour: 6

Total Contact Hour: 60

Course Objective:

The purpose of this course is to educate the students about money market and general banking practice. To enable the students to use acquired knowledge in their practical life. To maintain and operate bank accounts for personal and business benefits and best use of available funds.

Course Description:

This course exposes students to the theory and functioning of the monetary and financial sectors of the economy. It highlights the organization, structure and role of financial markets and institutions. It also discusses interest rates, monetary management and instruments of monetary control. Financial and banking sector reforms and monetary policy with special reference to India are also covered.

Course Content:

Unit- 1: Money - Concept, Functions, Measurement, Theories of Money Supply Determination

Concept, functions, classification and measurement of money; theories of money supply determination; Money Supply Analytics: High Powered Money and Money Multiplier, Demand for Money

Unit- 2: Financial Institutions, Markets, Instruments and Financial Innovations

a. Role of financial markets and institutions; **problem of asymmetric information – adverse selection and moral hazard; financial crises.**

b. **Money and capital markets; Organization, structure and reforms in India; Role of financial derivatives and other innovations.**

Unit- 3: Interest Rates

Determination, Sources of interest rate differentials; Theories of term structure of interest rates; **Interest rates in India, Base Rate System.**

Unit- 4: Banking System

a. Balance Sheet and Portfolio Management.

b. Indian Banking System: Changing role and structure; Banking Structure in India,

Banking sector reforms; Basel III in International and Indian Context.

Unit- 5: Central Banking and Monetary Policy

Functions, Balance Sheet Goals, Targets, indicators and instruments of monetary control; Monetary management in an open economy, current monetary policy of India.

Course Learning Outcome:

After studying this course, the learner should / should be able to:

1. Describe the context of banking: the financial system.
2. Explain the principles of banking.
3. Elucidate the broad functions of banks.
4. Analyse and explain the basic *raison d'etre* for banks.
5. Describe the components of the balance sheets of banks.
6. Elucidate the liability and asset portfolio management "problem" of banks.

Text Books:

1. Mishra, S.S. (1981), Money, Inflation and Economic Growth, Oxford & IBH Publishing Company, New Delhi.
2. Rajesh R., Sivaganasithi (2009), Banking Theory – Law & Practice, The Mc Graw – Hill Companies, New Delhi.
3. Parameswaran R. (2010), Indian Banking, S. Chand & Company, New Delhi
4. Halm, G.N. (1955), Monetary Theory, Asia Publishing House, New Delhi

Reference Books:

1. Mishkin, F.S. and Eakins, S. G. (2009). *Financial Markets and Institutions*, 6th edition, Pearson Education
2. Fabozzi, F.J., Modigliani, F., Jones, F. J. and Ferri, M. G. (2009). *Foundations of Financial Markets and Institutions*, 3rd edition, Pearson Education
3. Bhole, L.M. and Mahukud, J. (2011). *Financial Institutions and Markets*, 5th edition, TataMcGraw Hill
4. Khan, M.Y. (2011). *Indian Financial System*, 7th edition, Tata McGraw Hill.
5. Various latest issues of R.B.I. Bulletins, Annual Reports, Reports on Currency and Finance and Reports of the Working Group, IMF Staff Papers.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	-05%
Assessment- 2	-05%
Mid-term exam	-20%
Assessment- 3	-05%
Assessment- 4	-05%
Total Internal Assessment	-40%

BA(Hons.) Economics IIInd Year
Semester- IV
INTERMEDIATE MICROECONOMICS – II

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5	1	0

Course Name: Intermediate Microeconomics- II
Course Credit Hour: 6

Course Code: BAECC08
Total Contact Hour: 60

Course Objective:

This course is designed as an **intensive** study of the basic (micro)economic principles. The focus will be on learning not what to think, but how to think; not what kind of arguments to support, but how to weigh those arguments and make informed decisions. Thus, class discussion is an important component of the course, and respect for the ideas of others is a quality you need to bring to the classroom.

Course Description:

This course is a sequel to Intermediate Microeconomics I. The emphasis will be on giving conceptual clarity to the student coupled with the use of mathematical tools and reasoning. It covers general equilibrium and welfare, imperfect markets and topics under information economics.

Course Content:

Unit- I: General Equilibrium and Efficiency

Existence and uniqueness of equilibrium; stability of equilibrium; dynamic equilibrium with lagged adjustment; the Cobweb Model; Equilibrium and efficiency under exchange and production; general equilibrium in competitive product market

Unit- II: Welfare Economics

Criteria of social welfare; Pareto Optimality conditions; compensation principal (Hicks-Kaldor criterion, Scitovsky paradox); The Bergson-Samuelson criterion: the social welfare function, Arrow's impossibility theorem; grand utility possibility frontier

Unit- III: Market Structure and Game Theory

Monopoly; pricing with market power; price discrimination; peak-load pricing; two-part tariff; monopolistic competition and oligopoly; game theory and competitive strategy.

Unit- IV: Market Failure

Externalities; marginal cost of pricing; public goods and private goods; markets with asymmetric information: adverse selection, moral hazards, social choice, government inefficiency

Course Learning Outcome:

After completion of the course, students will have a basic understanding of microeconomics and will be able to explain:

1. Learn the basic economic principles so that student can examine a variety of social issues from the perspective of economics.
2. Be able to apply the concepts studied in class to the real world, and understand the political and economic jargon in everyday news.
3. Develop critical thinking skills by challenging the existing economic paradigm by exploring theories that are radically different from mainstream economics.
4. Recognize that even though economic ideas are often abstract and ideologically driven, they are nevertheless a powerful tool for social change.
5. Become familiar with some major economic debates.

Text Books:

1. N. Gregory Mankiw (2007), *Economics: Principles and Applications*, 4th edition, India edition by South-Western, a part of Cengage Learning, Cengage Learning India Private Limited, ISBN-13:978-81-315-0577-9 (hereafter Mankiw, 2007, 4e).
2. Karl E. Case and Ray C. Fair (2007), *Principles of Economics*, 8th edition, Pearson Education Inc., ISBN 81-317-1587-6.(hereafter Case & Fair, 2007, 8e).
3. Joseph E. Stiglitz and Carl E. Walsh (2006), *Economics, International Student Edition*, 4th Edition, W.W. Norton & Company, Inc., New York, ISBN 0-393-92622-2. (hereafter, Stiglitz & Walsh, 2006, 4e)

Reference Books:

1. Hal R. Varian (2010). *Intermediate Microeconomics: A Modern Approach*, 8th edition, W.W. Norton and Company/Affiliated East-West Press (India). The workbook by Varian and Bergstrom may be used for problems.
2. C. Snyder and W. Nicholson (2010). *Fundamentals of Microeconomics*, Cengage Learning (India).

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	-05%
Assessment- 2	-05%
Mid-term exam	-20%
Assessment- 3	-05%
Assessment- 4	-05%
Total Internal Assessment	-40%

BA(Hons.) Economics IInd Year
Semester- IV
INTERMEDIATE MACROECONOMICS – II

L	T	P
5	1	0

Course Name: Intermediate Macroeconomics- II

Course Code: BAECC09

Course Credit Hour: 6

Total Contact Hour: 60

Course Objective:

This course is designed as an **intensive** study of the basic macroeconomic principles. The focus will be on learning not what to think, but how to think; not what kind of arguments to support, but how to weigh those arguments and make informed decisions. Thus, class discussion is an important component of the course, and respect for the ideas of others is a quality you need to bring to the classroom.

Course Description:

This course is a sequel to Intermediate Macroeconomics I. In this course, the students are introduced to the long run dynamic issues like growth and technical progress. It also provides the micro-foundations to the various aggregative concepts used in the previous course.

Course Content:

Unit- I: Economic Growth Models

Harrod-Domar model; Basic Solow Model and Kaldor growth models; the Golden Rule of Capital Accumulation; technological progress and Elements of Endogenous Growth theory – the Rudimentary A-K Model.

Unit- II: Microeconomic Foundations

a) **Consumption:** Keynesian consumption function; Fisher's theory of intertemporal choice and budget constraint; life-cycle and permanent income hypotheses; rational expectations and random-walk of consumption expenditure.

b) **Investment:** Determinants of Business Fixed Investment; Residential Investment and Inventory Investment.

c) **Demand for Money:** Portfolio Investment and Transactions theories of money demand; Baumol-Tobin Model of Cash Management

Unit- III: Fiscal and Monetary Policy

Active or passive; objectives and targets of monetary policy; rules versus discretion: time consistency; the government budget constraint; government debt and Ricardian equivalence.

Unit- IV: Schools of Macroeconomic Thoughts

Classicals; Keynesians; New-Classicals and New-Keynesians schools

Course Learning Outcome:

After completion of the course, students will have a basic understanding of macroeconomics and will be able to explain:

1. Learn the basic economic principles so that student can examine a variety of social issues from the perspective of economics.
2. Be able to apply the concepts studied in class to the real world, and understand the political and economic jargon in everyday news.
3. Develop critical thinking skills by challenging the existing economic paradigm by exploring theories that are radically different from mainstream economics.
4. Recognize that even though economic ideas are often abstract and ideologically driven, they are nevertheless a powerful tool for social change.
5. Course will help the students to formal modelling of macro economy in analytical terms.

Text Books:

1. N. Gregory Mankiw (2007), *Economics: Principles and Applications*, 4th edition, India edition by South-Western, a part of Cengage Learning, Cengage Learning India Private Limited, ISBN-13:978-81-315-0577-9 (hereafter Mankiw, 2007, 4e).
2. Karl E. Case and Ray C. Fair (2007), *Principles of Economics*, 8th edition, Pearson Education Inc., ISBN 81-317-1587-6.(hereafter Case & Fair, 2007, 8e).
3. Joseph E. Stiglitz and Carl E. Walsh (2006), *Economics, International Student Edition*, 4th Edition, W.W. Norton & Company, Inc., New York, ISBN 0-393-92622-2.(hereafter, Stiglitz & Walsh, 2006, 4e)

Reference Books:

1. Dornbusch, Fischer and Startz (2010). *Macroeconomics*, 11th edition, McGraw Hill.
2. N. Gregory Mankiw (2010). *Macroeconomics*, 7th edition, Worth Publishers.
3. Olivier Blanchard (2009). *Macroeconomics*, 5th edition, Pearson Education Inc.
4. Andrew B. Abel and Ben S. Bernanke (2011). *Macroeconomics*, 7th edition, Pearson Education, Inc.
5. Charles I. Jones (2002). *Introduction to Economic Growth*, 2nd edition, W.W. Norton & Company.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	-05%
Assessment- 2	-05%
Mid-term exam	-20%
Assessment- 3	-05%
Assessment- 4	-05%
Total Internal Assessment	-40%

BA(Hons.) Economics IIInd Year

Semester- IV

INTRODUCTORY ECONOMETRICS

L	T	P
5	1	0

Course Name: Introductory Econometrics

Course Code: BAECC10

Course Credit Hour: 6

Total Contact Hour: 60

Course Objective:

Econometrics applies modern statistical methods to economic problems. It introduces techniques for estimating the effect of one or more explanatory variables on a variable of interest. This course emphasizes practical aspects of estimating econometric models of various types and tests of hypotheses. The objective of this course is to provide students with the knowledge and skills of basic applied econometrics that enables them to understand and critically discuss econometrics analyses and to conduct basic econometrics analyses. Students use Stata to conduct econometrics analyses.

Course Description:

This course provides a comprehensive introduction to basic econometric concepts and techniques. It covers statistical concepts of hypothesis testing, estimation and diagnostic testing of simple and multiple regression models. The course also covers the consequences of and tests for misspecification of regression models.

Course Content:

Unit- I - Introduction

Definition and scope of econometrics; Type of econometrics

Unit- II - Statistical Concepts

Normal distribution; chi-square, t- and F-distributions; Estimation of parameters; Properties of estimators; Testing of hypotheses; Distribution of test statistics; Testing hypotheses related to population parameters; Type I and Type II errors; Power of a test; Tests for comparing parameters from two samples.

Unit- III - The Simple Linear Regression Model

The Ordinary Least Squares Method (OLS); Goodness of fit; Tests of significance of the parameter estimates; Confidence intervals of the parameters; Desirable properties of estimators; Properties of the least squares estimators;

Unit- IV - Multiple Linear Regression Model

Model with two explanatory variables; The general linear regression model; Partial correlation coefficients

Unit- V - Violations of Classical Assumptions: Consequences, Detection and Remedies

Homoscedasticity; Autocorrelation; Multicollinearity

Course Learning Outcome:

1. Ability to understand, evaluate and analyze economic data
2. Ability to understand and interpret statistical evidence from economic data
3. Ability to apply empirical evidence to assessing economic arguments
4. Ability to apply macroeconomic theories to policy discussions
5. Ability to evaluate the effectiveness of policy programs using sound economic techniques

Text Books:

1. Stock, James S. and Mark W. Watson: Introductory Econometrics. 3rd edition; Pearson Education, Inc. 2010.
2. Mitchell: Data Management Using Stata: A practical Handbook. By: Michael N. Mitchell, Stata Press 2010.
3. Baum: An Introduction to Modern Econometrics Using Stata by: Christopher F. Baum; Stata Press 2006.

Reference Books:

1. Devore, Jay.L. (2010). *Probability and Statistics for Engineers*, Cengage Learning
2. Freund, John. E. (1992). *Mathematical Statistics*, Prentice Hall
3. Larsen, Richard. J. and Morris L. Marx (2011). *An Introduction to Mathematical Statistics and its Applications*, Prentice Hall.
4. Gujarati, D. N. and Porter, D.C. (2009). *Essentials of Econometrics*, McGraw Hill, 4th edition, International Edition
5. Dougherty, C. (2007). *Introduction to Econometrics*, Oxford University Press, 3rd edition, Indian edition
6. Kmenta, Jan. (2008). *Elements of Econometrics*, 2nd edition, Indian Reprint, Khosla Publishing House

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	-05%
Assessment- 2	-05%
Mid-term exam	-20%
Assessment- 3	-05%
Assessment- 4	-05%
Total Internal Assessment	-40%

BA(Hons.) Economics IIInd Year
Semester- IV
INTRODUCTORY RESEARCH METHODS

L	T	P
4	0	0

Course Name: Introductory Research Methods

Course Code: BAESE02

Course Credit Hour: 4

Total Contact Hour: 40

Course Objective:

The purpose of research is to discover answers to questions through the application of scientific procedures. The main aim of research is to find out the truth which is hidden and which has not been discovered as yet. Though each research study has its own specific purpose, we may think of research objectives as falling into a number of broad groupings. The primary objective of this course is to develop a research orientation among the scholars and to acquaint them with fundamentals of research methods.

Course Description:

The course is to develop a research orientation among the students and to acquaint them with fundamentals of research methods. Specifically, the course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approach. It includes discussions on sampling techniques, research designs and techniques of analysis.

Course Content:

Unit- I: Basics of Research

Introduction to Research: Meaning, Objectives, Motivation, Types, Approaches, Significance, Research Process, Criteria of Good Research; Qualities of a Good Researcher, Research as a Career

Unit- II: Research Problem

Defining the Research Problem: What is a Research Problem? Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem; Research Design: Meaning, Need, features of a Good Design, Important Concepts Relating to Research Design, Different Research Designs, Basic Principles of Experimental Designs

Unit- III: Measurement and Scaling Technique

Measurement in Research, Measurement Scales, Sources of Error in Measurement, Tests of Sound Measurement, Techniques of Measurement Tools, Scaling and Important Scaling Technique

Unit- IV: Problems in Research

Research Ethics: codes and ethics, permissions to research, responsibilities, confidentiality, feedback, participatory research; Research Proposal and literature review: research proposal, review of literature, levels of analysis, using the library and internet, abstracting, word processing, plagiarism

Unit- V: Actions in Research

English in report writing: words, sentences, paragraph, writing style; The Report: improving quality, sections, drawing conclusions, evaluation checklists, persistence; Common Citation

Styles-APA, IMLA, Chicago, Research writing, Layout of report.

Course Learning Outcome:

1. To gain familiarity with a phenomenon or to achieve new insights into it (studies with this object in view are termed as exploratory or formulative research studies);
2. To portray accurately the characteristics of a particular individual, situation or a group (studies with this object in view are known as descriptive research studies);
3. To determine the frequency with which something occurs or with which it is associated with something else (studies with this object in view are known as diagnostic research studies);
4. To test a hypothesis of a causal relationship between variables (such studies are known as hypothesis-testing research studies).

Text Books:

1. Bryman, Alan & Bell, Emma (2011). Business Research Methods (Third Edition), Oxford University Press
2. Kerlinger, F.N., & Lee, H.B. (2000). Foundations of Behavioural Research (Fourth Edition), Harcourt Inc.
3. Chawla, Deepak & Sondhi, Neena (2011). Research methodology: Concepts and cases, Vikas Publishing House Pvt. Ltd. Delhi.
4. Pawar, B.S. (2009). Theory building for hypothesis specification in organizational studies, Response Books, New Delhi.
5. Neuman, W.L. (2008). Social research methods: Qualitative and quantitative approaches, Pearson Education.

Reference Books:

1. Kothari, C. R. (2004): Research Methodology: Methods and Techniques, New Age International Private Limited Publishers, New Delhi.
2. Guthrie, G. (2010): Basic Research Methods, Sage Publications India Private Limited, New Delhi.
3. Monippally, M. M. (2010): Academic Writing: A Guide for Management Students and Researchers, Response Books (Sage), New Delhi, Pp. 196-217
4. Young, P. V. (1996): Scientific Social Survey and Research, PHI Learning Private Limited, New Delhi
5. Dooley, D. (2008): Social Research Methods, Prentice-Hall of India Private Limited, New Delhi

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	-05%
Assessment- 2	-05%
Mid-term exam	-20%
Assessment- 3	-05%
Assessment- 4	-05%
Total Internal Assessment	-40%

BA(Hons.) Economics IInd Year
Semester- IV
PUBLIC ECONOMICS

L T P
5 1 0

Course Name: Public Economics

Course Code: BAEGE04

Course Credit Hour: 6

Total Contact Hour: 60

Course Objective:

The course is aimed at developing an understanding of the basics in Public Economics and Public Finance. Public economics is the study of government policy from the points of view of economic efficiency and equity. The course deals with the nature of government intervention and its implications for allocation, distribution and stabilization. Inherently, this study involves a formal analysis of government taxation and expenditures. The subject encompasses a host of topics including public goods, market failures and externalities.

Course Description:

Public Economics is the study of government policy from the points of view of economic efficiency and equity. The paper deals with the nature of government intervention and its implications for allocation, distribution and stabilization. Inherently, this study involves a formal analysis of government taxation and expenditures. The subject encompasses a host of topics including public goods, market failures and externalities.

Course Content:

Unit- I: Introduction to public finance

Public Finance: meaning and scope, distinction between public and private finance; public good versus private good; Principle of maximum social advantage; Market failure and role of government;

Unit- II: Public Expenditure

Meaning, classification, principles, cannons and effects, causes of growth of public expenditure, Wagner's law of increasing state activities, Peacock-Wiseman hypotheses.

Unit- III: Public Revenue

Sources of Public Revenue; Taxation - meaning, cannons and classification of taxes, impact and incidence of taxes, division of tax burden, the benefit and ability to pay approaches, taxable capacity, effects of taxation, characteristics of a good tax system, major trends in tax revenue of central and state governments in India

Unit- IV: Public Budget

Public Budget: kinds of budget, economic and functional classification of the budget; Balanced and unbalanced budget; Balanced budget multiplier; Budget as an instrument of economic policy.

Unit- V: Public Debt

Sources, effects, debt burden – Classical, Ricardian and other views, shifting - intergenerational equity, methods of debt redemption, debt management, tax verses debt;

Course Learning Outcome:

1. Explain the function of market and prices as allocative mechanisms.
2. Apply the concept of equilibrium to both microeconomics and macroeconomics.
3. Identify key macroeconomic indicators and measures of economics change, growth, and development.
4. Identify and discuss the key concepts underlying comparative advantage.
5. Identify and explain major types of market failures.

Text Books:

1. Auerbach, A. J. & Feldstein, M., ed. (2002) Handbook of Public Economics, Vol. 3 and 4, Elsevier.
2. Wooldridge, J. M. (2002) Econometric Analysis of Cross Section and Panel Data, MIT Press
3. Hanushek, E. A. (2002) “Publicly Provided Education,” Handbook of Public Economics, Volume 4
4. Hendren, N. (2013) “Private Information and Insurance Rejections,” *Econometrica* 81(5): 1713 – 1762.

Reference Books:

1. J. Hindriks and G. Myles (2006): Intermediate Public Economics, MIT Press.
2. R. A. Musgrave and P. B. Musgrave (1989): Public Finance in Theory and Practices. McGraw Hill
3. B. P. Herber (1975): Modern Public Finance.
4. B. Mishra (1978): Public Finance, Macmillan India limited.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	-05%
Assessment- 2	-05%
Mid-term exam	-20%
Assessment- 3	-05%
Assessment- 4	-05%
Total Internal Assessment	-40%

SEMESTER - V

CODE	SUBJECT	EVALUATION SCHEME								
		Periods			INTERNAL			ESE	TOTAL	CREDIT
		L	T	P	MT	TA	TOTAL			
BAECC11	Indian Economy I	5	1	0	20	20	40	60	100	6
BAECC12	Development Economics I	5	1	0	20	20	40	60	100	6
BAEDE01	Political Economy I	6	0	0	20	20	40	60	100	6
BAEDE02	Applied Econometrics	5	1	0	20	20	40	60	100	6
BAEP05	Minor Project	0	0	2	0	0	0	0	100	2
	TOTAL								500	26

SEMESTER - VI

CODE	SUBJECT	EVALUATION SCHEME								
		Periods			INTERNAL			ESE	TOTAL	CREDIT
		L	T	P	MT	TA	TOTAL			
BAECC13	Indian Economy II	5	1	0	20	20	40	60	100	6
BAECC14	Development Economics II	5	1	0	20	20	40	60	100	6
BAEDE03	Political Economy II	6	0	0	20	20	40	60	100	6
BAEDE04	Dissertation/Project	5	1	0	20	20	40	60	100	6
BAEP06	Comprehensive Viva	0	0	2	0	0	0	0	100	2
	TOTAL								500	26

B.A. (Hons.) Economics 3rd Year
SEMESTER – V
INDIAN ECONOMY-I

L **T** **P**
5 **1** **0**

Course Name: Indian Economy-I

Course Code: BAECC11

Course Credit Hour: 6 hrs

Total Contact Hours: 60 hrs

Course Objective:

The objective of this course is to help a student to understand Indian economic problems in the light of relevant economic theories and in a comparative perspective. Enable the students to appreciate the evolution of Indian economy, its institutional framework, planning policy.

Course Description:

Using appropriate analytical frameworks, this course reviews major trends in economic indicators and policy debates in India in the post -Independence period, with particular emphasis on paradigm shifts and turning points. Given the rapid changes taking place in India, the reading list will have to be updated annually.

Course Contents:

Unit 1: Economic Development since Independence: Major features of the economy at independence, British rule and Exploitation of India, growth and development under different policy regimes—goals, constraints, institutions and policy framework; an assessment of performance—sustainability and regional contrasts; structural change, savings and investment.

Unit 2: Population and Human Development: Broad demographic features— Population size and growth rates, Sex and age composition, occupational distribution, Stages of Demographic transition, Density of population, Urbanisation and economic growth in India. Population growth as a factor of economic development, Cause of rapid growth of population. National Population Policy, Progress of human development in India. Development of education in India, health and family welfare and the development of health infrastructure

Unit 3: Growth and Distribution: The concept of Economic Growth, Concept of Economic development, Comparison of Economic growth and development, Characteristics of underdeveloped Countries. Trends and policies in poverty; inequality and unemployment, Poverty-Concept of Poverty line, incidence of poverty, poverty alleviation programmes, strategy for poverty alleviation.

Unit 4: Globalisation & Black Money: Globalisation- Meaning of Globalisation in India, Steps towards globalization, Effects of Globalisation. Black Money- Black Economy in India, Definition and Consequences, Estimating black money, causes and consequences, Government's measures to curb black money.

Unit 5: International Comparisons: Comparison of various economies based on Gross domestic product, Growth rate, PPP, PCI, Human Development Index, Happiness Index, Immigration.

Course Learning Outcomes (CLOs):

After the completion of the course, students will be able to understand and relate:

1. It will result in comprehensive understanding of Indian Economy
2. Student will be able to understand govt policies and programs
3. Understand the concept of economic growth and economic development and characteristics of underdeveloped countries
4. Understand the importance, causes and impact of population growth and its stages, distribution, translate and relate them with economic development.
5. Grasp the importance of globalisation and black money.

Text Books:

1. Mishra & Puri. Indian Economy, Himalaya Publication house, 38th Revised and Updated Edition (2020)
2. Datt and Sundaram. Indian Economy, S.Chand, 65th Edition (2020)

Reference Books:

1. Jean Dreze and Amartya Sen, Jean Dreze and Amartya Sen, 2013. An Uncertain Glory: India and its Contradictions, Princeton University Press.
2. Pulapre Balakrishnan, 2007, The Recovery of India: Economic Growth in the Nehru Era, Economic and Political Weekly, November.
3. Rakesh Mohan, 2008, —Growth Record of Indian Economy: 1950-2008. A Story of Sustained Savings and Investment, Economic and Political Weekly, May.
4. S.L. Shetty, 2007, —India's Savings Performance since the Advent of Planning, in K.L. Krishna and A. Vaidyanathan, editors, Institutions and Markets in India's Development.
5. Himanshu, 2010, Towards New Poverty Lines for India, Economic and Political Weekly, January.
6. Jean Dreze and Angus Deaton, 2009, Food and Nutrition in India: Facts and Interpretations, Economic and Political Weekly, February.
7. Himanshu. 2011, —Employment Trends in India: A Re-examination, Economic and Political Weekly, September.
8. Rama Baru et al, 2010, —Inequities in Access to Health Services in India: Caste, Class and Region, Economic and Political Weekly, September.
9. Geeta G. Kingdon, 2007, —The Progress of School Education in India, Oxford Review of Economic Policy.
10. J.B.G. Tilak, 2007, —Post Elementary Education, Poverty and Development in India, International Journal of Educational Development.
11. T. Dyson, 2008, —India's Demographic Transition and its Consequences for Development in Uma Kapila, editor, Indian Economy Since Independence, 19th edition, Academic Foundation.
12. Kaushik Basu, 2009, —China and India: Idiosyncratic Paths to High Growth, Economic and Political Weekly, September.
13. Kaushik Basu and A. Maertens, eds, 2013, The New Oxford Companion to Economics, Oxford University Press.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B.A. (Hons.) Economics 3rd Year
SEMESTER – V
DEVELOPMENT ECONOMICS I

Course Name: Development Economics I

Course Credit Hour: 6 hrs

L	T	P
5	1	0

Course Code: BA ECC12

Total Contact Hours: 60 hrs

Course Objective:

To explain development economic growth theories, international trade development theories, and related economic development theories. Learn hardcore economic prescriptions to development, concerns hitherto relegated to background like education, health, sanitation and infrastructural development, have found a place of pride in explaining the preference of various economies.

Course Description:

This is the first part of a two-part course on economic development. The course begins with a discussion of alternative conceptions of development and their justification. It then proceeds to aggregate models of growth and cross-national comparisons of the growth experience that can help evaluate these models. The axiomatic basis for inequality measurement is used to develop measures of inequality and connections between growth and inequality are explored. The course ends by linking political institutions to growth and inequality by discussing the role of the state in economic development and the informational and incentive problems that affect state governance.

Course Contents:

Unit 1: Conceptions of Development: Alternative measures of development, documenting the international variation in these measures, comparing development trajectories across nations and within them.

Unit 2: - Growth Models and Empirics: The Harrod-Domar model, the Solow model and its variants, endogenous growth models and evidence on the determinants of growth.

Unit 3: Poverty and Inequality: Definitions, Measures and Mechanisms Inequality axioms; a comparison of commonly used inequality measures; connections between inequality and development; poverty measurement; characteristics of the poor; mechanisms that generate poverty traps and path dependence of growth processes.

Unit 4: Political Institutions and the Functioning of the State: The determinants of democracy; alternative institutional trajectories and their relationship with economic performance; within-country differences in the functioning of state institutions; state ownership and regulation; government failures and corruption.

Course Learning Outcomes (CLOs):

After the completion of the course, students will be able to understand and relate:

1. To explain development economic growth theories, international trade development theories, and related economic development theories.

2. Learn hardcore economic prescriptions to development, concerns hitherto relegated to background like education, health, sanitation and infrastructural development, have found a place of pride in explaining the preference of various economies.

Text Books:

1. H L Ahuja. Development Economics, S. Chand Publishing (Jan 2016)

Reference Books:

1. Ray, Debraj (2009). Development Economics, Oxford University Press
2. Michael P. Todaro and Stephen C. Smith, Pearson, Twelfth Edition
3. Jujiro Hayami & Yoshihisa Godo. Development Economics: From The Poverty To The Wealth Of Nation, Oxford University Press (2005)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B.A. (Hons.) Economics 3rd Year
SEMESTER – V
POLITICAL ECONOMY I

Course Name: Political Economy I

Course Credit Hour: 6 hrs

L	T	P
6	0	0

Course Code: BAEDE01

Total Contact Hours: 60 hrs

Course Objective:

The objectives of the course include: i) providing students with knowledge of a range of theoretical approaches to the study of global and international political economy; ii) presenting the major political themes in the historical development of the international economy; iii) providing students with an understanding of debates about the emergence and political consequences of a globalised economy, with its patterns of inequality; iv) exploring the prospects and politics of managing the global economy; and v) reviewing recent research which emphasises the importance of the politics of human and environmental security in studies of political economy.

Course Description:

This course explores changes in the organisation of production, labour market institutions and corporate structure. It goes on to study the consequences of globalization, especially of financial flows, for the role of the state, economic performance, gender issues, environment, human welfare and development.

Course Contents:

Unit 1: Introduction and Historical Overview: Perspective on political economy with a historical overview: capitalist development in the pre-second world war period, the golden age and later.

Unit 2: Changing Dynamics of Capitalist Production, Organisational Form and Labour Process: Fordist and post-fordist production; changing dynamics of organisation of production, markets and labour process; the changing nature of job security and labour rights.

Unit 3: The State in the Era of Globalisation: Welfare, Development and Autonomy
Globalisation and the limits of the welfare state, development and state autonomy.

Unit 4: The Changing Role of Finance: The changing role of finance in capital accumulation and corporate structure; finance and globalisation - financialization, financial liberalisation and financial crisis.

Unit 5: The Social Dimension: Globalisation and uneven development – growth, inequality and exclusion.

Unit 6: New Perspectives: Gender in work, accumulation and globalisation; issues in environment and sustainability; alternatives ahead.

Course Learning Outcomes (CLOs):

After the completion of the course, students will be able to understand and relate:

1. Define and explain a range of theoretical approaches to Global Political Economy
2. Identify and compare the main political themes in the development of the international economy
3. Apply a conceptual framework and
4. Analyse, interpret and critically evaluate the secondary and a small number of primary source materials regarding global political economy

Text Books:

1. **Daniel E. Saros.** Principles of Political Economy, Valparaiso University (2019)

Reference Books:

1. Beaud, Michel. (2001). A History of Capitalism, 1500-2000, trans. by Tom Dickman and Anny Lefebvre, New York: Monthly Review Press
2. Amin, Ash (ed.) (1994). Post-Fordism: A Reader, Blackwell
3. Tonkiss, Fran. (2006). Contemporary Economic Sociology: Globalisation, Production, Inequality, Chapter 4 (Fordism and After), Routledge India 2008 reprint
4. Hymer, S. (1975). 'The Multinational Corporation and the Law of Uneven Development', in H. Radice (ed.) International Firms and Modern Imperialism, Penguin Books
5. Gereffi, G., Humphrey, J. and Sturgeon, T. (2005). The Governance of Global Value Chains, Review of International Political Economy, Volume 12: 78–104.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B.A. (Hons.) Economics 3rd Year
SEMESTER – V
APPLIED ECONOMETRICS

Course Name: Applied Econometrics

Course Credit Hour: 6 hrs

	L	T	P
	5	1	0
Course Code:	BAEDE02		
Total Contact Hours:	60 hrs		

Course Objective:

Econometric methods will prove particularly useful for understanding the interrelationships in the economic variables. Students will learn the use of econometrics with greater precision and establishing such relationships.

Course Description:

The aim of this course is to provide a foundation in applied econometric analysis and develop skills required for empirical research in economics. Topics include specification and selection of regression models, dynamic econometric models, advanced methods in regression analysis and panel data models. Since the emphasis is on application of methods, this course requires understanding of econometric software and computing skills.

Course Contents:

Unit 1: Stages in Empirical Econometric Research: Hypothesis selection, establishing the objective, developing an economic model, Developing an econometric model, Estimating coefficients, Analysis and validation

Unit 2: Econometric Modelling: Model selection criteria; Types of specification errors and their consequences; Tests for Specification errors

Unit 3: Advanced Topics in Regression Analysis: The Logit model, The Probit model; Dynamic Econometric Models: Autoregressive and Distributed lag models; Simultaneous equation models.

Unit 4: Panel Data Regression Models: Methods of estimation: The Fixed effects approach and The random effects approach

Unit 5: Introduction to Econometric Software Package: GRETL; E-VIEWS; STATA (any one)

Course Learning Outcomes (CLOs):

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

1. Learn advance econometrics modelling
2. Develop econometrics modelling for economic research
3. Use the statistical tools and methodology to write an empirical research papers
4. Learn the statistical software packages to estimate the regression analysis.

Text Books:

1. Basic Econometrics (2015), Damodar N Gujarati, Dawn C Porter and Sangeetha Gunasekar, SIE(Fifth Edition), New Delhi: Tata McGraw-Hill Publishing Company Limited.

Reference Books:

1. Wooldridge, Jeffrey. M. (2009). Econometrics, CENGAGE learning, India Edition
2. Asteriou, Dimitrios. and Hall, Stephen. (2007). Applied Econometrics: A Modern Approach, Palgrave Macmillan

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B.A. (Hons.) Economics 3rd Year
SEMESTER – VI
INDIAN ECONOMY II

Course Name: Indian Economy II

Course Credit Hour: 6 hrs

L **T** **P**
5 **1** **0**

Course Code: BA ECC13

Total Contact Hours: 60 hrs

Course Objective:

The objectives of the course are to equip the students with the theoretical, empirical and policy issues relating to the society, policy and economy of India. The course, in particular, has been prepared in the background of the globalization process and its diverse ramifications on the knowledge economy.

Course Description:

This course examines sector-specific policies and their impact in shaping trends in key economic indicators in India. It highlights major policy debates and evaluates the Indian empirical evidence. Given the rapid changes taking place in the country, the reading list will have to be updated annually.

Course Contents:

Unit 1: Macroeconomic Policies and Their Impact: Fiscal Policy; trade and investment policy; financial and monetary policies; labour regulation, Poverty, Demonetisation, Trade Policy, Balance of Trade, Balance of Payment.

Unit 2: Policies and Performance in Agriculture: Trends in agricultural productivity, causes of low level of productivity, Measures to increase productivity, Trends in agricultural price, Need for agricultural price policy, Agricultural Subsidies, Food security, Public distribution system, National Food security

Unit 3: Policies and Performance in Industry: Trends in Industrial production, problems of Industrial development in India, Small scale Industry-Definition and performance of Small scale industry in Indian Economy, Problems, Public and Private sector, Introduction to Government schemes like- Make in India, Start-up India and Skill India.

Unit 4: Trends and Performance in Services: Growth and contribution of service sector in India, Role of services in Employment, India's IT and ITES Industry, Foreign trade in services, Sustainability in services lead growth.

Unit 5: Economic Policies: Economic Planning in India, Planning commission v/s NITI Aayog, monetary policy in India, Fiscal Policy in India, Centre state Finance Relations, Finance commission in India and LPG policy in India.

Course Learning Outcomes (CLOs):

After the completion of the course, students will be able to understand and relate:

- 1) It will help in developing the conceptual framework of govt policies and programmes
- 2) It will acquaint students with latest data and will enhance analytical skills

- 3) Student will be able to understand the landscape of Indian economy

Text Books:

1. Mishra & Puri. Indian Economy, Himalaya Publication house, 38th Revised and Updated Edition (2020)
2. Datt and Sundaram. Indian Economy, S.Chand, 65th Edition (2020)

Reference Books:

1. Shankar Acharya, 2010, —Macroeconomic Performance and Policies 2000-8,|| in Shankar Acharya and Rakesh Mohan, editors, India's Economy: Performances and Challenges: Development and Participation, Oxford University Press.
2. Rakesh Mohan, 2010, —India's Financial Sector and Monetary Policy Reforms,|| in Shankar Acharya and Rakesh Mohan, editors, India's Economy: Performances and Challenges: Development and Participation, Oxford University Press.
3. Pulapre Balakrishnan, Ramesh Golait and Pankaj Kumar, 2008, —Agricultural Growth in India Since 1991, RBI DEAP Study no. 27.
4. B.N. Goldar and S.C. Aggarwal, 2005, —Trade Liberalisation and Price-Cost Margin in Indian Industries, The Developing Economics, September.
5. P. Goldberg, A. Khandelwal, N. Pavcnik and P. Topalova, 2009, —Trade Liberalisation and New Imported Inputs, American Economic Review, Papers and Proceedings, May.
6. Kunal Sen, 2010, —Trade, Foreign Direct Investment and Industrial Transformation in India, in Premachandra Athukorala, editor, The Rise of Asia, Routledge.
7. A. Ahsan, C. Pages and T. Roy, 2008, —Legislation, Enforcement and Adjudication in Indian Labour Markets: Origins, Consequences and the Way Forward, in D. Mazumdar and S. Sarkar, editors, Globalization, Labour Markets and Inequality in India, Routledge.
8. Dipak Mazumdar and Sandeep Sarkar, 2009, —The Employment Problem in India and the Phenomenon of the Missing Middle, Indian Journal of Labour Economics
9. J. Dennis Rajakumar, 2011, —Size and Growth of Private Corporate Sector in Indian Manufacturing, Economic and Political Weekly, April.
10. Ramesh Chand, 2010, —Understanding the Nature and Causes of Food Inflation,|| Economic and Political Weekly, February.
11. Bishwanath Goldar, 2011, —Organised Manufacturing Employment: Continuing the Debate,|| Economic and Political Weekly, April.
12. Kaushik Basu and A. Maertens, eds, 2013, The New Oxford Companion to Economics in India, Oxford University Press.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B.A. (Hons.) Economics 3rd Year
SEMESTER – VI
DEVELOPMENT ECONOMICS-II

Course Name: Development Economics-II

Course Credit Hour: 6 hrs

L	T	P
5	1	0

Course Code: BA ECC14

Total Contact Hours: 60 hrs

Course Objective:

The aim of the course is to introduce students to the exciting and evolving field of development economics. By the end of this class you should have a solid understanding of many important concepts and theories in economic development. The main emphasis will be on analytical modeling.

Course Description:

This is the second module of the economic development sequence. It begins with basic demographic concepts and their evolution during the process of development. The structure of markets and contracts is linked to the particular problems of enforcement experienced in poor countries. The governance of communities and organizations is studied and this is then linked to questions of sustainable growth. The course ends with reflections on the role of globalization and increased international dependence on the process of development.

Course Contents:

Unit 1: Demography and Development: Demographic concepts; birth and death rates, age structure, fertility and mortality; demographic transitions during the process of development; gender bias in preferences and outcomes and evidence on unequal treatment within households; connections between income, mortality, fertility choices and human capital accumulation; migration.

Unit 2: Land, Labor and Credit Markets: The distribution of land ownership; land reform and its effects on productivity; contractual relationships between tenants and landlords; land acquisition; nutrition and labor productivity; informational problems and credit contracts; microfinance; inter-linkages between rural factor markets.

Unit 3: Individuals, Communities and Collective Outcomes: Individual behavior in social environments, multiple social equilibria; governance in organizations and in communities; individual responses to organizational inefficiency.

Unit 4: Environment and Sustainable Development: Defining sustainability for renewable resources; a brief history of environmental change; common-pool resources; environmental externalities and state regulation of the environment; economic activity and climate change.

Unit 5: Globalization: Globalization in historical perspective; the economics and politics of multilateral agreements; trade, production patterns and world inequality; financial instability in a globalized world.

Course Learning Outcomes (CLOs):**After the completion of the course, students will be able to understand and relate:**

1. To explain development economic growth theories, international trade development theories, and related economic development theories.
2. Learn hardcore economic prescriptions to development, concerns hitherto relegated to background like education, health, sanitation and infrastructural development, have found a place of pride in explaining the preference of various economies.

Text Books:

1. H L Ahuja. Development Economics, S. Chand Publishing (Jan 2016)

Reference Books:

1. Ray, Debraj (2009). Development Economics, Oxford University Press
2. Michael P. Todaro and Stephen C. Smith, Pearson, Twelfth Edition
3. Jujiro Hayami & Yoshihisa Godo. Development Economics: From The Poverty To The Wealth Of Nation, Oxford University Press (2005)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

B.A. (Hons.) Economics 3rd Year
SEMESTER – VI
POLITICAL ECONOMY II

Course Name: Political Economy II

Course Credit Hour: 6 hrs

L	T	P
6	0	0

Course Code: BAEDE03

Total Contact Hours: 60 hrs

Course Objective:

The objectives of the course include: i) providing students with knowledge of a range of theoretical approaches to the study of global and international political economy; ii) presenting the major political themes in the historical development of the international economy; iii) providing students with an understanding of debates about the emergence and political consequences of a globalised economy, with its patterns of inequality; iv) exploring the prospects and politics of managing the global economy; and v) reviewing recent research which emphasises the importance of the politics of human and environmental security in studies of political economy.

Course Description:

Employing perspectives from alternative schools of thought, this course explores the development of the structure and institutions of capitalist economies and their relationship to social and political forces. Students are expected to read some classic texts as well as more recent commentaries.

Course Contents:

Unit 1: Analysing Social Change in Historical Perspective: The method of historical materialism; the transition from feudalism to capitalism; capitalism as a historical process – alternative perspectives

Unit 2: Capitalism as an Evolving Economic System: Basic features; accumulation and crisis; the modern corporation; monopoly capitalism - alternative perspectives

Unit 3: The State in Capitalism: The state and the economy – contestation and mutual interdependence; the state as an arena of conflict; imperialism – the basic foundations

Course Learning Outcomes (CLOs):

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

1. Understand and augment the knowledge of Political Economy
2. Analyse the social changes based on historical perspective of capitalism
3. Understand the evolution of capitalism and the basic knowledge of state and economy.

Text Books:

1. **Daniel E. Saros.** Principles of Political Economy, Valparaiso University (2019)

Reference Books:

1. J. Gurley, "The Materialist Conception of History", Ch.2.1 in R. Edwards, M. Reich and T. Weisskopf (ed.), The Capitalist System, 2nd edition, 1978.
2. O. Lange, Political Economy, vol. 1, 1963, Chapters 1 and 2.

3. E.K. Hunt, History of Economic Thought, M.E. Sharpe, Indian edn, Shilpi Publications, 2004.
4. Irfan Habib, 1995, "Capitalism in History", Social Scientist, Vol. 23: 15-31.
5. R.L. Heilbroner, "Capitalism", in The New Palgrave Dictionary of Modern Economics, Macmillan, 1987. Also reprinted as Chapter 2 in Behind the Veil of Economics by R.L. Heilbroner, W.W. Norton, 1988.
6. P. Sweezy, The Theory of Capitalist Development, Monthly Review Press, 1942
7. Anwar Shaikh, Entries on "Economic Crises" and "Falling Rate of Profit" in T. Bottomore et al (eds.), The Dictionary of Marxist Thought, OUP, Indian edition, Maya Blackwell, 2000.
8. Vamsi Vakulabharanam, 2009, "The Recent Crisis in Global Capitalism: Towards a Marxian Understanding", Economic and Political Weekly, March 28, Vol. 44: 144-150.
9. J. Schumpeter, Capitalism, Socialism and Democracy, George Allen and Unwin 1976
10. P. Baran (1957), The Political Economy of Growth, Chapter 3, Pelican edition, 1973.
11. M. Kalecki, "Political Aspects of Full Employment", in E.K. Hunt and J.G. Schwarz (eds.), A Critique of Economic Theory, Penguin Books, 1972

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

NOIDA INTERNATIONAL UNIVERSITY

SCHOOL OF BUSINESS MANAGEMENT

SYLLABUS OF COURSES TO BE OFFERED

Core Courses, Elective Courses & Ability Enhancement Courses

Bachelor of Business Administration (Three Year Full Time Programme) Choice Based Credit System (CBCS)



(Academic Year 2020-21)

Preamble

The University Grants Commission (UGC) has initiated several measures to bring equity, efficiency and excellence in the Higher Education System of country. The important measures taken to enhance academic standards and quality in higher education include innovation and improvements in curriculum, teaching learning process, examination and evaluation systems, besides governance and other matters. The UGC has formulated various regulations and guidelines from time to time to improve the higher education system and maintain minimum standards and quality across the Higher Educational Institutions (HEIs) in India. The academic reforms recommended by the UGC in the recent past have led to overall improvement in the higher education system. However, due to lot of diversity in the system of higher education, there are multiple approaches followed by universities towards examination, evaluation and grading system. While the HEIs must have the flexibility and freedom in designing the examination and evaluation methods that best fits the curriculum, syllabi and teaching–learning methods, there is a need to devise a sensible system for awarding the grades based on the performance of students. Presently the performance of the students is reported using the conventional system of marks secured in the examinations or grades or both. The conversion from marks to letter grades and the letter grades used vary widely across the HEIs in the country. This creates difficulty for the academia and the employers to understand and infer the performance of the students graduating from different universities and colleges based on grades. The grading system is considered to be better than the conventional marks system and hence it has been followed in the top institutions in India and abroad. So it is desirable to introduce uniform grading system. This will facilitate student mobility across institutions within and across countries and also enable potential employers to assess the performance of students. To bring in the desired uniformity, in grading system and method for computing the cumulative grade point average (CGPA) based on the performance of students in the examinations, the UGC has formulated these guidelines.

CHOICE BASED CREDIT SYSTEM

The CBCS provides an opportunity for the students to choose from the prescribed courses comprising core, elective/minor or skill based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Therefore, it is necessary to introduce uniform grading system in the entire higher education in India. This will benefit the students to move across institutions within India to begin with and across countries. The uniform grading system will also enable potential employers in assessing performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point.

Average (CGPA) based on student's performance in examinations; the UGC has formulated the guidelines to be followed.

Outline of Choice Based Credit System

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a core course. The structure of course is defined under following points

1.1. All the UG degree programs shall be of either six semesters or eight semesters duration unless specified otherwise.

1.2. An academic year consists of two semesters: Odd Semester and Even Semester. 1.3. A semester normally extends over a period of 16 weeks (6 day week) with 90

Working days.

1.4. Every course offered may have three components: Lecture (L), Tutorial (T) and Practicals (P). Tutorial session consists of participatory discussion / self-study/ desk work/ brief seminar presentations by students and such other novel methods.

1.5. The credit pattern for a course (L:T:P) shall be decided by the respective Board of Studies (BoS).

1.6. Credit means the unit by which the course work is measured. One hour session of Lecture or Tutorial per week for 16 weeks amounts to 1 credit.

1.7. Two hour session of Practicals per week for 16 weeks amounts to 1 credit per semester. The total duration of a semester is 20 weeks inclusive of semester-end examination.

1.8. A course of 3 to 6 credits will be evaluated for 100 marks. A course with less than 3 credits will be evaluated for 50 marks. For any other approved course, the evaluation method shall be decided by the respective BoS.

2. Elective Course:

Elective Course is a course which can be chosen from a pool of courses. It may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the student's proficiency/skill.

2.1. Discipline Specific Elective (DSE) is a course offered under the main discipline/subject of study or a Project/Dissertation.

2.2. Project/Dissertation is an elective course designed to acquire special/ advanced knowledge, such as supplement study/ support study to a project work. A student has to study such a course on his/her own with advisory support of a faculty member.

2.3. Generic Elective (GE) is an elective course chosen from an unrelated discipline/subject with an intention to seek exposure beyond discipline/subject.

3. Ability Enhancement Courses (AEC): Ability Enhancement Courses may be of two types: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC). 3.1. AECC courses are mandatory courses based upon the content that leads to knowledge

Enhancement viz., Environmental Science, Indian Constitution and English/ Modern Indian Languages (MIL) / Communication skills.

3.2. SEC courses are aimed at providing hands-on-training, competencies, skills, etc

PEOs, POs & PSOs of Integrated BBAMBA Programme

Program Educational Objectives (PEOs)

PEO1) To strengthen our students knowledge using a flexible, research-oriented programmes as per industry and academic needs.

PEO2) To enhance the competencies among the students to pursue higher education and research in reputed institutions

PEO3) To enable critical thinking of essential aspects of Business Management.

Program Outcomes/ Program Specific Outcomes are attributes i.e. what students are expected to know or will be able to do when they postgraduate from the program.

Program Outcomes (POs)

PO1) Provide students with a sound theoretical base and exposure to current business challenges

PO2) Enhance the ability of students to meet global challenges through sensitivity towards organizational, economic and cultural diversity

PO3) Developing critical and analytical thinking abilities

PO4) Developing entrepreneurship Acumen

PO5) Providing global perspective

PO6) Demonstrate the ability to create business plan

Program Specific Outcomes (PSOs)

PSO1) Students, will be equipped to understand the fundamental aspects of Business Management and administration.

PSO2: Undergraduate students will be able to demonstrate and understand the principles of business management in the design, application, analysis and research.

PSO3) Empower the students to acquire technological knowledge by connecting the theory and applications of management concepts.

PSO4) Detailed experience would enable them to begin a career in industry that engages in Business management, corporate application and business research and analytics.

PSO5: Students, will be able to recognise the importance of fundamental management concepts and its application in the real business world. Concepts of organisation behaviour and business communication are also taught.

PSO6: To impart in-depth practical oriented knowledge to students in various thrust areas of business management, so as to meet the demands of industry, corporate and academia.

**BBA COURSE STRUCTURE UNDER CBCS
(Academic Session 2020 - 21)**

		Periods			EVALUATION SCHEME						Credit
					Internal			ESE	Total		
		L	T	P	MT	TA	Total				
	Semester I										
BBACC01	Fundamental of Management & Organizational Behavior	5	1	0	20	20	40	60	100	6	
BBACC02	Statistics of Business Decisions	5	1	0	20	20	40	60	100	6	
BBAAECC01	Environmental Studies	2	0	0	20	20	40	60	100	2	
BBAGE01	Entrepreneurship Development	5	1	0	20	20	40	60	100	6	
BBAP01	Comprehensive viva	0	0	2	0	0	0	0	100	2	
	TOTAL									22	
	Semester II										
BBACC03	Managerial Economics	5	1	0	20	20	40	60	100	6	
BBACC04	Business Accounting	5	1	0	20	20	40	60	100	6	
BBAAECC02	Business Communication	2	0	0	20	20	40	60	100	2	
BBAGE02	Ethics & Corporate Social Responsibility	5	1	0	20	20	40	60	100	6	
BBAP02	Term Paper	0	0	4	0	0	0	0	100	2	
	TOTAL									22	

Semester III										
BBACC05	Business Mathematics	5	1	0	20	20	40	60	100	6
BBACC06	Principles of Marketing	5	1	0	20	20	40	60	100	6
BBACC07	Management Accounting	5	1	0	20	20	40	60	100	6
BBASE01	Personality Development & Communication Skills	4	0	0	20	20	40	60	100	4
BBAGE03	India's Diversity & Business	5	0	0	20	20	40	60	100	6
BBAP03	Summer Training Report and Viva Voce	0	0	4	0	0	0	0	100	2
	TOTAL									30
Semester IV										
BBACC08	Business Research	5	1	0	20	20	40	60	100	6
BBACC09	Human Resource Management	5	1	0	20	20	40	60	100	6
BBACC10	Financial Management	5	1	0	20	20	40	60	100	6
BBASE02	IT Tools in Business	4	0	0	20	20	40	60	100	4
BBAGE04	Tax Planning	5	1	0	20	20	40	60	100	6
BBAP04	Seminar on Emerging Trends – Paper presentation and Publication	0	0	2	0	0	0	0	100	2
	TOTAL									30

		Semester V									
BBACC11	Quantitative Techniques for Management	5	1	0	20	20	40	60	100	6	
BBACC12	Legal Aspects of Business	5	1	0	20	20	40	60	100	6	
BBADE01 (Students can opt any one of the specializations in 5 th Sem. and the same will continue in the 6 th Sem.)	DSE- I FINANCE Investment Banking & Financial Services OR Managing Banks and financial Institutions DSE- II: MARKETING Consumer Behavior OR Rural Marketing DSE– III: HUMAN RESOURCE Human Resource metrics and analytics OR DSE– IV: MANAGEMENT OF GLOBAL BUSINESS International Trade: Policies and Strategies	5	1	0	20	20	40	60	100	6	

BBADE02	DSE - I: FINANCE Investment Analysis & Portfolio Management OR DSE- II MARKETING Retail Management	5	1	0	20	20	40	60	100	6
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	OR DSE – III: HUMAN RESOURCE Training & Management Development OR Compensation and benefit management DSE – IV: MANAGEMENT OF GLOBAL BUSINESS Cross Cultural Management									
BBAP05	Minor Project	0	0	2	0	0	0	0	100	2
	TOTAL									26
	Semester VI									
BBACC13	Business Policy & Strategy	5	1	0	20	20	40	60	100	6
BBACC14	Financial Institutions and Markets	5	1	0	20	20	40	60	100	6
BBADE03	DSE-I: FINANCE Project Appraisal and Analysis OR	5	1	0	20	20	40	60	100	6

ESE – End Semester Examination

MT – Mid Term

TA – Teacher Assessment

**BBA 1st YEAR COURSE STRUCTURE UNDER CBCS
(Academic Session 2020 - 21)**

		Periods			EVALUATION SCHEME						Credit
					Internal			ESE	Total		
		L	T	P	MT	TA	Total				
	Semester I										
BBACC01	Fundamental of Management & Organizational Behavior	5	1	0	20	20	40	60	100	6	
BBACC02	Statistics of Business Decisions	5	1	0	20	20	40	60	100	6	
BBAAECC01	Environmental Studies	2	0	0	20	20	40	60	100	2	
BBAGE01	Entrepreneurship Development	5	1	0	20	20	40	60	100	6	
BBAP01	Comprehensive viva	0	0	2	0	0	0	0	100	2	
	TOTAL									22	
	Semester II										
BBACC03	Managerial Economics	5	1	0	20	20	40	60	100	6	

BBA 1stYear

SEMESTER – I

FUNDAMENTAL OF MANAGEMENT & ORGANIZATIONAL BEHAVIOUR (BBACC01)

L	T	P
5	1	0

Course Name: Fundamental of Management & Organizational Behaviour

Course Credit Hour: 6 hrs

Course Code: BBACC01

Total Contact Hours: 60hrs

Course Objective:

Successful management requires knowledge of people's behavior in organizational settings. This course is designed to provide you with an overview of the managers' role in organizational settings and an introduction to the concepts and theories that can be useful in facilitating effective leadership. The course will use and focus on Indian experiences, approaches and cases.

Course Description:

This course provides a foundation for major topics in management and organizational behavior by surveying theories and practices relating to managerial roles, organizational cultures, fundamental strategic issues, planning, team building, communication, motivation, leadership, decision-making, control, structure and change. These topics will be covered in one semester having six-hour lectures per week.

Course Contents:

Unit 1: Basic forms of Business Ownership: Special forms of ownership: Franchising, Licensing, leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance. Concept, Nature, Process and Significance of Management, Managerial levels, skills, Functions and Roles; Management vs. Administration; Coordination as Essence of Management

Unit 2: Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Organizing: Concept, Nature, Process and Significance Staffing: Concept, Nature and Importance of Staffing Controlling: Function, Process and types of Control, Common organizational structures.

Unit 3: Importance of Organizational Behaviour, Individual Determinants of OB: Perception and Attribution, Learning: Principles and Process, Emotions, Stress: Concepts, sources, effect, and Management. Personality and Attitudes: determinants and theories, Learning: Concept and Theories of Learning, Motivation: Content & Process theories, Leadership - Definition - Importance - Leadership Styles - Models and Theories of Leadership Styles, Emotional Intelligence

Unit 4: Groups and Teams: Group Dynamics and Teams - Theories of Group Formation - Formal Organization and Informal Groups and their interaction, Group Cohesiveness, Importance of teams - Formation of teams - Team Work, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window.

Unit 5: Organizational Power and Politics: Nature of organizational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict. Strategies to encourage constructive conflicts. Organizational Change: Concept, Resistance to change, overcoming resistance to change, Implementing Change, Kurt Lewin Theory of Change.

Course Learning Outcomes (CLOs):

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

- 1) Gain an appreciation of theories and concepts of organization and management so that students will understand basic behavioral theory and its application to modern-day organizations.
- 2) Understand group functioning and dynamics and the role of communication within those functions in order to successfully enter the business world and society after the classroom.
- 3) Develop skills to become a diagnostician of organizational systems, structure, and processes using conceptual and analytical frameworks derived from behavioral and management theories.
- 4) Gains introspective understanding of yourself from a management and leadership perspective and developing ways to use this information to be more successful.

Text Books:

- Dr. S.C. Saksena, Dr.GauravSankalp. Management and Organisational Behaviour, SahityaBhawan Publications, Agra
- Laurie Mullins. Management And Organisational Behaviour, 10th Edition,Pearson (Jan 2016)

Reference Books:

- Greenberg Jerald and Baron Robert A: Behaviour in Organization understanding and managing the Human side of Work, Prentice Hall of India
- Kaul Vijay Kumar: Business Organization & Management, Text and Cases Pearson

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 1st Year

SEMESTER – I

STATISTICS FOR BUSINESS DECISIONS (BBACC02)

L	T	P
5	1	0

Course Name: Statistics for Business Decisions
Course Credit Hour: 6 hrs

Course Code : BBACC02
Total Contact Hours: 60hrs

Course Objective:

To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course Description:

Statistics for Business Decisions covers the basics of statistical analysis techniques and adequately prepares students for the quantitative components of a business degree. In this course students learn about common techniques of basic statistical inference, with a focus on business applications. Descriptive and inferential statistics by means of hypothesis testing and confidence intervals are major topics. Students learn how to calculate these, how to interpret them, and how to use them with business data. The motivation behind these important procedures is examined. These topics will be covered in one semester having six-hour lectures per week.

Course Contents:

Unit 1: Measures of Central Value: Characteristics of an ideal measure; **Measures of Central Tendency** - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages and Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis

Unit 2: Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

Unit 3: Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and un-weighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.

Unit 4: Probability and Sampling: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Sampling: Concept, types, sampling distribution and Central limit theorem.

Unit 5: Estimation and Hypothesis testing: Concept; Point estimates and confidence intervals, level of Significance; Process of hypothesis testing; Test of hypothesis concerning Mean; Test of Hypothesis Normal Z test & t test for single mean. Non-parametric statistics for hypothesis testing (Chi square, run test, Wilcoxon matched Pairs test and Sign test).

Course Learning Outcomes (CLOs):

After the completion of the course, students will be able to understand:

- 1) Understand and interpret quantitative information using graphs, tables, and summary statistics (e.g., means, proportions, standard deviations, and correlations)
- 2) State the principles of and recognize good practice in statistical sampling and experimental design.
- 3) Calculate and interpret regression models
- 4) Calculate probabilities for some key probability models (normal, uniform, and discrete random variables).
- 5) Understand the time series analysis
- 6) Explain the concept of variability in data and summary statistics.
- 7) Explain the logic of confidence interval construction and hypothesis testing.
- 8) Calculate and correctly interpret confidence intervals and hypothesis tests for means and regression coefficients.

Text Books:

- 1) S.P Gupta: Statistical Methods, Sultan Chand & Sons, Edition.
- 2) Richard Levin & David Rubin: Statistics for management, Prentice Hall

Reference Books:

- 1) Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.
- 2) Srivastava and Rego: Statistics for management, McGraw Hill education.
- 3) S. C Gupta: Fundamental of Statistics Himalaya Publishing House

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 1st Year

SEMESTER – I

ENVIRONMENTAL STUDIES (BBAAECC01)

L	T	P
2	0	0

Course Name: Environmental Studies
Course Credit Hour: 2hrs

Course Code: BBAAECC01
Total Contact Hours: 20hrs

Course Objective:

The course provides a broad overview of the current state of the planet. It will describe and utilize the key concepts/scientific principles related to environmental studies. The study will undertake a basic level of social/political/cultural/economic/philosophical analysis to highlight some of the many dimensions of environmental issues. Identify and explore the environment and human behaviours. Articulate some of the challenges to living sustainably and possibilities for social innovation on environmental issues.

Course Description:

The Environmental Studies major has course requirements from a wide range of disciplines. View this course catalog to get an overview of the core department courses and the required courses from each discipline. These topics will be covered in one semester having two-hour lectures per week.

Course Contents:

Unit 1: Introduction to environmental studies & Ecosystems: Multidisciplinary nature of environmental studies; Scope and importance; Concept of sustainability and sustainable development. Ecosystem- Structure and function of ecosystem (Abiotic and Biotic factors); Energy flow in an ecosystem Food chains, Food webs and ecological succession

Environmental Problems: global warming and Climate change, ozone layer depletion. Deforestation, acid rain; impacts of environmental disturbances

Unit 2: Natural Resources and Biodiversity: Energy resources: Renewable and non-renewable energy sources. Biodiversity patterns and global biodiversity hot spots, India as a mega-biodiversity nation; Endangered and endemic species of India, Threats to biodiversity,

Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity. Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value

Unit 3: Environmental Pollution, Impact and Management: Environmental pollution: Air, water, soil and noise pollution, nuclear hazards and human health risks, Solid waste management: Control measures of urban and industrial waste.

Unit 4: Environmental Policies & Practices: Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act.

International agreements: Montreal and Kyoto protocols and Convention on Biological Diversity (CBD). Nature reserves, tribal populations and rights, and human wildlife conflicts in Indian context.

Unit 5: Human Communities and the Environment: Human population growth: Impacts on environment, human health and welfare. Resettlement and rehabilitation of project affected persons; case studies. Disaster management: floods, earthquake, cyclones and landslides. Environmental movements: Chipko, Silent valley, Bishnois of Rajasthan. Environmental ethics: Role of Indian and other religions and cultures in environmental conservation. Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi)

Course Learning Outcomes (CLOs):

After completing the Environmental Studies, students will be able to:

1. Articulate the interconnected and interdisciplinary nature of environmental studies;
2. Demonstrate an integrative approach to environmental issues with a focus on sustainability;
3. Use critical thinking, problem-solving, and the methodological approaches of the social sciences, natural sciences, and humanities in environmental problem solving;
4. Communicate complex environmental information to both technical and non-technical audiences;

5. Understand and evaluate the global scale of environmental problems; and
6. Reflect critically on their roles, responsibilities, and identities as citizens, consumers and environmental actors in a complex, interconnected world.

Text Books:

- ErachBharucha. ENVIRONMENTAL STUDIES, Universities Press (India) Pvt. Limited (2005)
- Draper, D., & Zimmerman, A. (2017). *Our environment: A Canadian perspective* (5th ed.). Toronto, ON: Nelson Education.

Reference Books:

- Gadgil, M., & Guha, R. 1993. *This Fissured Land: An Ecological History of India*. Univ. of California Press.
- Gleeson, B. and Low, N. (eds.) 1999. *Global Ethics and Environment*, London, Routledge.
- Gleick, P. H. 1993. *Water in Crisis*. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.
- Raven, P.H., Hassenzahl, D.M. & Berg, L.R. 2012. *Environment*. 8th edition. John Wiley & Sons.
- Rosencranz, A., Divan, S., & Noble, M. L. 2001. *Environmental law and policy in India*. Tripathi 1992.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 1st Year

SEMESTER – I

ENTREPRENEURSHIP DEVELOPMENT (BBAGE01)

L	T	P
5	1	0

Course Name: Entrepreneurship Development
Course Credit Hour: 6hrs

Course Code:BBAGE01
Total Contact Hours: 60hrs

Course Objective:

This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of creativity and innovation in Entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

Course Description:

The study of Entrepreneurship Development is meant to develop entrepreneurial abilities among the students. It deals with inculcation, development, and polishing of entrepreneurial skills into a person so that he can establish and successfully run his enterprise. Thus the basic idea of introducing this course is to equip students with the required skills and knowledge needed for starting and running the enterprise. This course helps student realize their potential as entrepreneurs. Also it inculcates a mind-set in students which has a bent towards discovering new opportunities in the world of entrepreneurship. It will help the students develop critical thinking skills as to what are the problems associated with entrepreneurship and how to solve them.

Course Contents:

Unit 1: Entrepreneurial Management: The evolution of the concept of Entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and evaluation; Building the Team / **Leadership**; **Strategic Planning for business**; Strategic Management; Levels of Strategic Management; Steps in Strategic Management Process; Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

Unit 2: Entrepreneurship, Creativity and Innovation: Stimulating Creativity; Organizational actions that enhance / hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

Unit 3: Social Entrepreneurship: Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profit Organization; Financing and Risks; Business Strategies and Scaling up.

Unit 4: Family Business and Entrepreneurship: The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms; Culture and evolution of family firm; Managing Business, family and shareholder relationships; Conflict and conflict resolution in family firms; Managing Leadership, succession and continuity; women's issues in the family business; Encouraging change in the family business system.

Unit 5: Financing the Entrepreneurial Business: Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

Course Learning Outcomes (CLOs):

On successful completion of this module you should be able to:

- 1) Learn the Importance and scope of entrepreneurship.
- 2) Learn how entrepreneurship is important for economic development of the country.
- 3) Analyse the importance of Creativity and Innovation in the development of an enterprise.
- 4) Learn about various feasibility studies viz. financial & marketing that can be carried out before opening a business.
- 5) Learn how to make detailed project reports.
- 6) Learn about the concept of Social Entrepreneurship.
- 7) Analyse the role of Family Business in today's business.
- 8) Learn about the role of Women Entrepreneurs in the present scenario.
- 9) Learn what is a small scale business and its role in the economic development of the country.

Text Books:

- Entrepreneurship- Theory, Process, Practice - Donald F. Kuratko& Richards M. Hodgetts (Thomson)
- Entrepreneurship – R. Hisrich& M. Peters (Tata McGraw Hill)
- Entrepreneurship – Rajeev Roy (Oxford)

Reference Books:

- Entrepreneurship Development- Small Business Enterprises - Poornima M. Charantimath (Pearson)
- Entrepreneurship and Small Business Management – Dr.Shwetabh Mittal (Anand Publishers)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 1st Year

SEMESTER – II

MANAGERIAL ECONOMICS (BBACC03)

L	T	P
5	1	0

Course Name: Managerial Economics
Course Credit Hour: 6 hrs

Course Code:BBACC03
Total Contact Hours: 60hrs

Course Objective:

This course has been designed to study the application of concepts and principles of micro economics and macroeconomics to support business decisions taken by firms. Simple geometry and basic concepts of mathematics and statistics may be used in the course of teaching.

Course Description:

Managerial Economics utilizes microeconomic theory and econometric techniques to analyze business decision making. Major topics include demand analysis and estimation, forecasting, cost analysis and estimation, market structures, pricing strategies, and game theory. The first half of the course will focus on microeconomic fundamentals, including firm and consumer behavior. The second half will focus on macroeconomics and international trade.

Course Contents:

Unit 1: Introduction to Micro Economics: Demand, Supply and Market equilibrium: Demand Function, Determinants of Demand, Individual Demand, Market Demand, Elasticity of Demand : Price Elasticity of Demand & its Determinants, Income Elasticity of Demand, Cross Elasticity of Demand; Supply: Individual Supply, Market Supply, Elasticity of Supply & its Determinants; Market equilibrium; Theory of consumer behaviour: Cardinal Utility Theory, Ordinal Utility Theory (Indifference curves, Budget line, Consumer Choice, Price Effect, Substitution Effect, Income effect for Normal, Inferior and Giffen goods), Revealed Preference Theory

Unit 2: Producer and optimal production choice: Optimizing behaviour in short-run (product curves, law of diminishing marginal productivity, three stages of production), optimizing behaviour in long-run Returns to Scale (isoquants, iso-cost line, optimal combination of inputs). Costs and scale: cost concepts, cost in the short-run, Cost in the long-run

Unit 3: Market Structure: Perfect Competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry); Monopoly: basic features, short run equilibrium, long run equilibrium, comparison with perfect competition, Price discrimination; Monopolistic Competition: basic features, short run equilibrium, long run equilibrium, excess capacity); Oligopoly: kinked demand curve model, dominant price leadership model

Unit 4: Introduction to Macro Economics: Distinction between Micro and macro Economics, Concepts of National Income: Gross Domestic Product, National Income, Personal and Personal disposable income, Measurement of National Income; Circular flow of National Income-Two sector, three sector & four sector model; Classical theory of income, employment and interest, **Keynesian theory of Income and Employment**; Effective Demand, components of aggregate demand, equilibrium income; Consumption Function-APC & MPC, Concept of multiplier & Accelerator

Unit 5: Inflation: Meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies. Open Economy: Balance of payments, Foreign exchange Rates and Markets, Fixed and Flexible Exchange rate, Monetary and Fiscal policy in an open economy

Course Learning Outcomes (CLOs):

On successful completion of this module you should be able to:

1. To understand the concepts of cost, nature of production and its relationship to Business operations.
2. To apply marginal analysis to the “firm” under different market conditions.
3. To analyse the causes and consequences of different market conditions.
4. To integrate the concept of price and output decisions of firms under various market structure.

Text Books:

- D.M Mithani. Managerial Economics, Himalaya Publishing House
- Managerial Economics and Business Strategy, 9th Edition by Michael Baye and Jeffrey Prince

Reference Books:

- Dominick Salvatore: Principles of Microeconomics, Oxford University Press
- Lipsey and Chrystal: Economics, Oxford University Press
- Koutosyannis: Modern Micro Economics, Palgrave Macmillan
- Pindyck, Rubinfeld and Mehta: Micro Economics, Pearson

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 1st Year
SEMESTER – II
BUSINESS ACCOUNTING (BBACC04)

L	T	P
5	1	0

Course Name: Business Accounting
Course Credit Hour: 6 hrs

Course Code: BBACC04
Total Contact Hours: 60hrs

Course Objective:

To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation

Course Description:

An introduction to the financial accounting concepts, principles, and techniques used in recording and business transactions. The accounting cycle, the measurement of income and valuation problems, reporting of financial position and results of operations for business enterprise are explored.

Course Contents:

Unit 1: Introduction to Financial Accounting: Accounting as an Information System; Importance, Scope, and Limitations; Users of Accounting Information; Generally Accepted Accounting Principles (GAAP); The Accounting Equation; Nature of Accounts and Rules of Debit and Credit; Recording Transactions in General Journal; An overview of Subsidiary books – cash Book, Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book, Journal Proper

Unit 2: Recording Transactions Cash Book: Opening and Closing Entries; Preparation of Ledger Accounts; Preparation of Trial Balance; Rectification of errors; Bank Reconciliation Statement

Unit 3: Introduction to International Financial Reporting Standards (IFRS): Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies; Depreciation Accounting and Revenue Recognition. Methods of charging and Recording Depreciation – Straight-line Method and Written-down-value Method

Unit 4: Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor; Understanding contents of Financial

Statements of a Joint Stock Company as per Companies Act 2013; Understanding the contents of a Corporate Annual Report; Preparation of Cash Flow Statement as per AS-3 (revised)

Unit 5: Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis – Horizontal Analysis, Vertical Analysis and Ratio Analysis; Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios and Turnover Ratios; Limitations of Ratio Analysis.

Course Learning Outcomes (CLOs):

On successful completion of this module you should be able to:

- 1) Describe, explain, and integrate fundamental concepts underlying accounting, finance, management, marketing, and economics
- 2) Use information to support business processes and practices, such as problem analysis and decision making
- 3) Apply quantitative skills to help analyze and solve business problems and to take advantage of business opportunities
- 4) Develop an understanding of internal control issues and the effects of the regulatory environment on financial reporting
- 5) Apply knowledge of federal tax laws and procedures to individuals and businesses
- 6) Analyze the financial statements

Text Books:

- Goel, D.K. and Goel, S. Financial Accounting, Arya Publishing (2010)
- S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd. (2012)

Reference Books:

- Modern Accountancy: Hanif and Mukherjee Part I & II, Tata McGraw-Hill
- Financial Accounting: Jwaharlal, Himalaya Publishing House
- R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
- Deepak Sehgal. Financial Accounting. Vikas Publishing H House, New Delhi.
- Goldwin, Alderman and Sanyal, Financial Accounting, Cengage Learning.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 1st Year
SEMESTER – II
BUSINESS COMMUNICATION (BBAAECC02)

L	T	P
2	0	1

Course Name: Business Communication
Course Credit Hour: 2 hrs

Course Code:BBAAECC02
Total Contact Hours: 20hrs

Course Objective:

To equip students effectively to acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication

Course Description:

Application of business communication principle through creation of effective business document documents and oral presentations. It includes study and application of term communication and use of technology to facilitate the communication process.

Course Contents:

Unit 1: Introduction: Nature of Communication, Process of Communication, Types of Communication (verbal & Non Verbal), Importance of Communication, Different forms of Communication, Effective principles of Communication, 7 C's. Barriers to Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers

Unit 2: Business Correspondence: Letter Writing, presentation, inviting quotations, sending quotations, placing orders, inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter - office Memo, Notices, Agenda, Minutes of meeting, Job application letter, preparing the Resume

Unit 3: Report Writing: Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, and check lists for reports

Unit 4: Vocabulary: Words often confused Words often misspelt, common errors in English

Unit 5: Oral Presentation: Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids. Corporate Communication Formal and Informal Communication Networks; Grapevine; Miscommunication (Barriers); Improving Communication. Business Etiquetes

Course Learning Outcomes (CLOs):

On successful completion of this module you should be able to demonstrate a good understanding of:

- 1) effective business writing
- 2) effective business communications
- 3) research approaches and information collection
- 4) developing and delivering effective presentations
- 5) effective interpersonal communications
- 6) skills that maximise team effectiveness
- 7) good time management
- 8) effective problem solving

Text Books:

- C. Chitra. Business Communication, Charulatha Publications Private Limited (2019)
- Bovee, Thill and Raina. Business Communication Today, 14th Edition, Pearson India (2018)

Reference Books:

- Bovee and Thill. Business Communication Essentials, Pearson Education
- Shirley Taylor, Communication for Business, Pearson Education
- Locker and Kaczmarek, Business Communication: Building Critical Skills, McGraw Hill Education
- Herta A Murphy, Herbert W Hildebrandt, Jane P. Thomas, Effective Business Communication (SIE), McGraw Hill Education
- Dona Young, Foundations of Business Communication: An Integrative Approach, McGraw Hill Education
- Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz, Paula Lentz, and NeerjaPande, Business Communication: Connecting in a Digital World (SIE), McGraw Hill Education

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 1st Year

SEMESTER – II

ETHICS & CORPORATE SOCIAL RESPONSIBILITY (BBAGE02)

L	T	P
5	1	0

Course Name: Ethics & Corporate Social Responsibility
Course Credit Hour: 6 hrs

Course Code:BBAGE02
Total Contact Hours: 60hrs

Course Objective:

The objective of this paper is to make the students clearer about the importance of ethics in business and practices of good corporate governance to encourage moral imagination and heightening sensitivity towards the ethical dimension of managerial problems.

Course Description:

Students become more effective decision makers by examining the meaning and role of ethics in the business environment, and the social responsibility of business organizations. Topics include the relationship between business and society; identifying stakeholders and issues; the theoretical basis of business ethics; business ethics in management and leadership; the concept of corporate social responsibility; corporate social responsibility in practice; regulating business; ownership and governance of the corporation; environmental and business responsibilities; globalization and business responsibilities; and ethics, responsibilities, and strategy.

Course Contents:

Unit 1: Conceptual framework of business ethics: Business ethics: Meaning of ethics, ethics and morality; ethics versus law. Why ethical problems occur in business. Ethical principles in business; Theories of Business Ethics, Globalization and Business Ethics

Unit 2: Moral Issues in business: An alternative to moral principles; Moral issues in Business; Worker's and employee's right and responsibilities, profit maximization v/s social responsibility. Managing Ethical Dilemmas: Meaning and nature of ethical dilemma; characteristics of ethical dilemmas; the dilemma resolution process; common ethical dilemma in finance, marketing and HRM, Ethical Decision Making

Unit 3: Framework of Corporate Governance in India: Meaning; American, European, Japanese and Indian models of corporate governance; corporate boards and its powers, responsibilities; board committees and their functions; shareholders grievance committee; investors relation committee; risk management committee; audit committee; corporate governance reforms in the Companies Act, 2013.

Unit 4: Major Corporate Scandals in India and Whistle-blowing policy: Case study of few Corporate Scams in India – Satyam Computers, Kingfisher Group, Punjab National Bank; The Concept of Whistle- blowing policy; types of whistleblowers; the whistle-blower legislation across countries; recent developments in India

Unit 5: Corporate Social Responsibility (CSR): Concept of CSR, Corporate Philanthropy; Relationship of CSR with Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance; CSR provisions under the Companies Act 2013. Issues in CSR: Environmental aspect of CSR, Common indicators for measuring social responsibility, CSR Models, Drivers of CSR

Course Learning Outcomes (CLOs):

On successful completion of this module you should be able to:

- 1) Understand Basic concepts of Business Ethics
- 2) Understand Values, Norms and Belief
- 3) Analyze the Role of values for managers, CSR initiatives, problem of whistle blowing and working conditions
- 4) Understand Corporate Social Responsibility and Corporate Governance
- 5) Analyze Financial markets

Text Books:

- Murthy, C.V.S., Business Ethics – Text and Cases, Himalaya Publishing House.

Reference Books:

- Bajpai, G.N., the Essential Book of Corporate Governance, Sage.
- Fernando, A.C., Business Ethics: An Indian Perspective, Pearson Education.
- Fernando, A.C., Corporate Governance: Principles, Policies and Practices, Pearson Education.
- ICSI, Study Material of Professional Programme, MODULE 2, Paper 6, Ethics, Governance and Sustainability

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 2nd YEAR COURSE STRUCTURE UNDER CBCS
(Academic Session 2020 - 21)

		Periods			EVALUATION SCHEME						Credit
					Internal			ESE	Total		
		L	T	P	MT	TA	Total				
		Semester III									
BBACC05	Business Mathematics	5	1	0	20	20	40	60	100	6	
BBACC06	Principles of Marketing	5	1	0	20	20	40	60	100	6	
BBACC07	Management Accounting	5	1	0	20	20	40	60	100	6	
BBASE01	Personality Development & Communication Skills	4	0	0	20	20	40	60	100	4	
BBAGE03	India's Diversity and Business	5	1	0	20	20	40	60	100	6	
	Summer Training Report and Viva Voce	0	0	4	0	0	0	100	100	2	
	Total									30	
		Semester IV									
BBACC08	Business Research	5	1	0	20	20	40	60	100	6	
BBACC09	Human Resource Management	5	1	0	20	20	40	60	100	6	
BBAAECC10	Financial Management	5	1	0	20	20	40	60	100	6	
BBASE02	IT Tools in Business	4	0	0	20	20	40	60	100	4	
BBAGE04	Tax Planning	5	1	0	20	20	40	60	100	6	

BBA 2nd Year

Semester- III

BUSINESS MATHEMATICS (BBACC05)

L T P

5 1 0

Course Name: Business Mathematics

Course Code: BBACC05

Course Credit Hour: 6hrs

Total Contact Hour: 60hrs

Course Objective:

To provide basic knowledge of quantitative methods and their application to commercial situations and for decision making in business. To understand the concepts of ratio, proportion and percentage. To understand the concept and application of profit and loss in business. To use the concept of EMI. To understand the concept of stock exchange and to calculate Dividend. To understand applications of matrices in business.

Course Description:

This course deals with nature of mathematics, appreciation of its practical, intellectual and application of mathematics tools in daily life.

The course begins with the introduction of number systems such as natural number, even number and odd number etc. followed by the arithmetic progression- finding the nth term of an AP, GP. This course also describe the matrices and determinants and permutation and combination of r object (without proof) Problems applications. These topics will be covered in one semester having 60 hours.

Course Content:

Unit 1: Number system: Introduction – Natural Numbers - Even Numbers – Odd Numbers – Integers – Prime Numbers – Rational & Irrational numbers, Real Numbers, HCF & LCM (Simple problems).

Progressions: Introduction – Arithmetic Progression - Finding the „nth term of an AP and Sum to nth term of AP. Insertion of Arithmetic Means in given terms of AP and representation of 3 terms of AP. Geometric Progression – Finding nth term of GP – Sum to

nth Term of GP – Insertion of Geometric Means in given Geometric Progression and also representation of 3 terms of GP.

Unit 2: Ratio, Proportion and Percentage: Ratio- Definition, Continued Ratio, Inverse Ratio, Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Variation, Inverse Variation, Joint Variation, Percentage-Meaning and Computations of Percentages. Profit and Loss: Terms and Formulae, Trade discount, Cash discount, Problems involving cost price, Selling Price, Trade discount and Cash Discount. Introduction to Commission and brokerage, Problems on Commission and brokerage.

Unit 3: Interest: Simple Interest, Compound interest (reducing balance & Flat Interest rate of interest), Equated Monthly Installments (EMI), Problems Shares and Dividends: Concept of Shares, Stock exchange, Face Value, Market Value, Dividend, Equity Shares, Preferential Shares, Bonus Shares, Examples.

Unit 4: Matrices and Determinants (upto order 3 only): 14 Multivariable data, Definition of a Matrix, Types of Matrices, Algebra of Matrices, Determinants, Adjoint of a Matrix, Inverse of a Matrix via ad joint Matrix, Homogeneous System of Linear equations, Condition for Uniqueness for the homogeneous system, Solution of Non-Homogeneous System of Linear equations (not more than three variables). Condition for existence and uniqueness of solution, Solution using inverse of the coefficient matrix, Problems.

Unit 5: Permutations and Combinations: Permutations of 'n' dissimilar objects taken 'r' at a time (with or without repetition). $nPr = n! / (n-r)!$ (Without proof). Combinations of 'r' objects taken from 'n' objects. $nCr = n! / r! (n-r)!$ (Without proof) problems, Applications.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Discuss the argue about the nature of mathematics, what it is, how it is expressed, represented and used.
- 2) Used different types of number systems
- 3) Discuss the language and symbols of mathematics.
- 4) Use a variety of statistical tools to process and manage numerical data.
- 5) Analyze codes and coding schemes used for identification, privacy and security purposes.

- 6) Appreciate the nature and uses of mathematics in everyday life.
- 7) Affirm honesty and integrity in the application of mathematics to various human endeavors.

Text Books:

1. Business Mathematics by Dr. AmarnathDikshit& Dr. Jinendra Kumar Jain.
2. Business Mathematics by V. K. Kapoor - Sultan Chand & sons, Delhi

Reference Books:

1. R. Selvaraj, Quantitative Methods in Management, Excel Books.
2. Dr. Sancheti&Kapoor: Business Mathematics and Statistic, Sultan Chand and Sons.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 2nd Year

Semester- III

PRINCIPLES OF MARKETING (BBACC06)

L T P

5 1 0

Course Name: Principles of Marketing

Course Code: BBACC06

Course Credit Hour: 60hrs

Total Contact Hour: 60hrs

Course Objective:

This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases.

Course Description:

This course examines the business function of Marketing. Students will learn how marketers deliver value in satisfying customer needs and wants, determine which target markets the organization can best serve, and decide upon appropriate products, services, and programs to serve these markets. Topics include branding and product development, pricing strategies, marketing research, promotion, supply chain management and service marketing. Marketing metrics will be used throughout the course to assess the impact of marketing strategies.

Course Content:

Unit 1: Introduction: Definition, Scope and Importance of Marketing, Evolution of Marketing; Core concepts of marketing- Needs, Wants, and Demands; Company orientation towards market place- Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept; Marketing Environment: demographic, economic, political-legal, socio-cultural, technological and natural environment with reference Indian context; Portfolio approach – Boston Consultative Group (BCG) matrix.

Unit 2: Segmentation, Targeting and Positioning: Levels of Market Segmentation, Bases for Segmenting Consumer Markets- Geographic and Demographic, Market Targeting - Effective Segmentation Criteria, Evaluating and Selecting the Market Segments, Developing and Establishing a Brand Positioning, Difference between Segmentation, Targeting and Positioning.

Unit 3: Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labeling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

Unit 4: Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Events and Experiences, Public Relations & Publicity and Personal Selling; Place

Unit 5: Marketing Channels: The importance of Channels, The Role of Marketing Channels, Channel functions and flows, Channel levels, Types of intermediaries, Identifying and evaluating major channel alternatives, Channel integration and systems- Vertical Marketing Systems, Marketing of Services: Unique Characteristics of Services, Marketing strategies for service firms – 7P's.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Define and explain core marketing terms and concepts.
- 2) Explain how the environment affects a firm's marketing effort.
- 3) Explain and describe influences on consumer behavior and the buyer's decision process.
- 4) Demonstrate an understanding of the concepts of segmentation, targeting and positioning.
- 5) Demonstrate an understanding of the marketing mix and how it is used.
- 6) Describe the role of marketing within service forms and non-profit organizations.
- 7) Describe the types of marketing research and identify their role in a firm's marketing efforts.
- 8) Calculate various marketing metrics and analyze the results to assess the success of marketing strategies.

Text Books:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective- Indian Context, Macmillan Publishers India Limited.

Reference Books:

1. Kotler, P., Armstrong, G., Agnihotri, P. Y., & UIHaq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
2. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 2nd Year

Semester- III

MANAGEMENT ACCOUNTING (BBACC07)

L T P

5 1 0

Course Name: Management Accounting

Course Code: BBACC07

Course Credit Hour: 60hrs

Total Contact Hour: 60hrs

Course Objective:

To impart the students, knowledge about the use of financial, cost and other data for the purpose of managerial is planning, control and decision making.

Course Description:

Management Accounting is an essential tool that enhances a manager's ability to make effective economic decisions. The course objective is to give students a good understanding about the concepts and techniques of management accounting. These issues will be explained against the background of a fast changing global market.

Course Content:

Unit 1: Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting and management accounting, Cost control and Cost reduction, Cost management

Unit 2: Marginal Costing Absorption versus Variable Costing: Distinctive features and income determination. Cost-Volume-Profit Analysis Profit /Volume ratio. Break-even analysis-algebraic and graphic methods. Angle of incidence, margin of safety, Key factor, determination of cost indifference point.

Unit 3: Decision Making Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short term decision making situations – profitable product mix, Acceptance or Rejection of special/ export offers, Make or buy, Addition or Elimination of a product line,

sell or process further, operate or shut down. Pricing Decisions: Major factors influencing pricing decisions, various methods of pricing.

Unit 4: Standard Costing & Budgetary Control Meaning, Concepts and Objectives, Merits and Demerits of Standard costing, Prerequisite for establishment of standard costing, Efficiency and Activity Ratios, Variance Analysis-material, labour, overheads and sales variances. Disposition of Variances and Control.

Unit 5: Budgetary Control Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, Objectives, merits, and limitations. Budget administration. Functional budgets. Fixed and flexible budgets. Zero base budgeting. Programme and performance budgeting. Contemporary issues in Management Accounting - Concept of management audit, responsibility accounting. Management reports, types of reports and quality of goods report.

Course Learning Outcome(CLOs):

At the end of the course, the student would be able to:

- 1) Understand the basis of conventional and contemporary costing systems.
- 2) Determine the costs of products and services.
- 3) Critically analyses relevant costs and provide recommendations for decision making.
- 4) Prepare plans and budgets and analyses variances from standard cost to pinpoint areas that need control.

Text Books:

1. Arora, M.N. (2016) A Textbook of Cost and Management Accounting. Vikas Publishing House Pvt. Ltd.
2. Maheshwari, S.N. and Mittal, S.N. (2016) Cost Accounting: Theory and Problems. Shree Mahavir Book Depot

Reference Books:

1. Datar, S.M. & Rajan, M.V. (2017) Horngren's Cost Accounting: A Managerial Emphasis. Pearson.
2. Khan, M.Y. and Jain, P.K. Management Accounting. McGraw Hill Education

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 2nd Year

Semester- III

PERSONALITY DEVELOPMENT & COMMUNICATION SKILLS (BBASE01)

L T P

4 0 0

Course Name: Personality development & Communication Skills **Course Code:** BBASE01

Course Credit Hour: 40hrs

Total Contact Hour: 40hrs

Course Objective:

The objective of the course is bringing about personality development with regard to the different behavioral dimensions and improving the communication skills that have far reaching significance in the direction of organizational effectiveness.

Course Description:

This course makes the students groom their personality and prove themselves as good Samaritans of the society. This course consists of individual or in- group class presentation pertaining to the applications of the concepts, theories or issues in human development.

Course Content:

Unit 1: Personality: Introduction to Personality Development: What is personality? Why does it matter? Learning about yourself. Personality Factors- Factors of association- Personality Relationship at home-friends-environment educational factor- Situational Factors- Conditional- Genetic- compulsory- spiritual-public relations factors.

Personality Traits: Personality Traits-personality person- formation- factors influencing personal habits of highly effective people & personality habits- Be proactive—Begin with the end in mind—Put first things first—Think win- Seek first to understand then to be understood – Synergize – Sharpen the saw.

Unit 2: Techniques in Personality development a) Self-confidence b) Mnemonics c) Goal setting d) Time Management and effective planning.

Self-development and communication: Development of Positive Personal Attitude; SWOT Analysis

Unit 3: Five Pillars of Personality Development: Introspection – Self Assessment – Self Appraisal – Self Development- Self Introduction.

Self Esteem: Terms of self-esteem- symptoms- advantages- Do's and don'ts to develop positive – Positive self-esteem & negative self esteem

Personality Formation Structure: Mind mapping, Competency mapping & 360* assessment & development, Types of Personality - What are the basic personality types? What's your personality type?

Unit 4:Communication and Ideal Personality: Communication skills: Introduction to Communication, Flow of Communication, Listening, Barriers of Communication, how to overcome barriers of communication. (Practical exercise in communication).

Effective communication & it's key aspects, Body language, Assertiveness, problem-solving, Conflict & stress management, decision making skills, Positive & creative thinking, Leadership & qualities of successful leader, character building, Lateral thinking, Time management,

Personality –A spiritual journey beyond management of Change-Good manners & etiquettes- Interpersonal relationships. Motivation, Team Building and public speaking

Unit 5:Corporate Grooming, Dressing Etiquette, Preparing for Interview, Emotional Quotient.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Analyse the determinants of personality characteristics to better understand their effects on cognitions, emotions, and behaviour.
- 2) Apply the major personality domains and theories to better understand one's own behaviour and the behaviour of others.
- 3) Think critically about and apply theoretical and research-based explanations for human behaviour in order to successfully negotiate the challenges of daily living.

Text Books:

1. Business Communication by Sri Jin Kaushal, VK Global Publications Pvt. Ltd., Delhi.
2. 2. Personality Development and Soft Skills – Barun K. Mitra

Reference Books:

1. Dynamics of Personality Development & Projection - J.R. Bhatti
2. Basic Managerial Skill for all - Prentice Hall of India Pvt Ltd, New Delhi.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 2nd Year

Semester- III

INDIA'S DIVERSITY AND BUSINESS (BBAGE03)

L T P

5 1 0

Course Name: India's Diversity and Business

Course Code: BBAGE03

Course Credit Hour: 60hrs

Total Contact Hour: 60hrs

Course Objective:

The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

Course Description:

This course provides the bases of India's diversity linkages with the people, livelihood, and occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications of the business.

Course Content:

Unit 1: 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; **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 settlements.**

Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions.

Unit 2: People, Livelihood and Occupational Diversity. Traditional livelihoods and their nature - agriculture, crafts, industry and services; Region, occupation and employment

Unit 3: 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 4: Diversity and Business, Indian Consumers and marketing; Rural and Urban context; Diversity, manufacturing, industry and services; Diversity and Innovation; Workforce diversity and management

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) To develop an understanding of different types of diversity
- 2) To understand the inter linkages between diversity and socio economic challenges
- 3) To understand impact of diversity on business opportunities and decisions

Text Books:

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.
2. 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 pp 134-136)

Reference Books:

1. Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995
2. Fernando Martín -Elazar• Pedro M. Romero-Fernández• Gonzalo Sánchez-Gardey, Transforming Human Resource Management Systems to Cope with Diversity, Journal of Business Ethics, 2012, 107:511-531
3. 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 to 375)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 2nd Year

Semester- IV

BUSINESS RESEARCH (BBACC08)

L T P

5 1 0

Course Name: Business Research

Course Code: BBACC08

Course Credit Hour: 60hrs

Total Contact Hour: 60hrs

Course Objective:

To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business marketing research.

Course Description:

A course to investigate the techniques of the research process as applied to business and economics. Experience is gained in defining research problems, designing a research project, and in collecting, analyzing, recording, and interpreting data.

Course Content:

Unit 1: Nature and Scope of Marketing Research Role of Marketing Research in decision making; **Applications of Marketing Research**; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Marketing Research problem.

Unit 2: Research Design Concept and **Importance of Research Design**; Features of a good research design; Exploratory Research Design – concept, types and uses; Descriptive Research Designs – concept, types and uses; **Experimental Design**

Unit 3: Primary & Secondary Data Research

Primary Data Collection: Survey vs. Observations; Comparison of self-administered, telephone, mail, emails techniques. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, Secondary sources of data in Indian Context.

Unit 4: Sampling techniques; Determination of sample size; Data Analysis - Z test (mean, diff. of mean, diff. of proportion); t test (mean), paired t test; Chi square test; Report writing.

Unit 5: Qualitative Research Tools: Depth Interviews, focus groups and projective techniques; Measurement & Scaling; Primary scales of Measurement - Nominal, Ordinal, Interval & Ratio Scaling techniques; Paired comparison; Rank order; Constant sum; Semantic differential; Itemized ratings, Likert Scale; Questionnaire - Form & Design.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) To familiarize students with basic of research and the research process.
- 2) Have an understanding of various kinds of research, objectives of doing research, research process, research designs and sampling.
- 3) Be able to formulate research problem and develop a sufficiently coherent research design.
- 4) Able to understand the determination of sampling and sample design.
- 5) Able to understand the data analysis and report writing.

Text Books:

1. Naresh Malhotra – Marketing Research, Pearson.
2. Kothari, C. R. (2004). Research methodology: Methods and techniques. New Age International.

Reference Books:

1. Zikmund, Babin & Carr: Business Research Methods, South-Western.
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education,
3. Churchill: Marketing Research: Methodological Foundations, Cengage Learning.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 2nd Year

Semester- IV

HUMAN RESOURCE MANAGEMENT (BBACC09)

L T P

5 1 0

Course Name: Human Resource Management

Course Code: BBACC09

Course Credit Hour: 60hrs

Total Contact Hour: 60hrs

Course Objective:

The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases.

Course Description:

This course helps to familiarize students with the basic principles and techniques of human resource management. The course takes a practical view that integrates the contributions of the behavioral sciences with the technical aspects of implementing the HR function in the 'real world.' Certainly, not everyone who takes this course will become a human resource professional, although they will learn a great deal about those roles. Indeed, for many students this course will be the only HR course they take. However, all managers, no matter what their specialization, play an integral role in carrying out HR policies and practices in their organization – and they have to deal with their organization's human resources department.

Course Content:

**Unit 1: Human Resource Management: Concept, Functions, roles, skills & competencies.
The changing environment of HRM – globalization, cultural environment, technological**

advances, workforce diversity, corporate downsizing, changing skill requirement, HR role in strategy formulation & gaining competitive advantage.

Unit 2: Human Resource Planning: Process, Forecasting demand & supply, Skill inventories, Employee turnover and Absenteeism, Job Bidding, Employee Termination. Job analysis and Design – Uses, methods, Job description & Job specifications, Job Enrichment, Enlargement, Job Rotation, Job Evaluation methods. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

Unit 3: Training and Development: Concept, Needs, Systematic approach to training, Methods of training, Goleman's domains of leadership Performance management system: concept, Administrative and Developmental uses of performance appraisal, factors that distort appraisal, Methods of Employee Appraisal. Compensation: Steps of determining compensation, Role of job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security: health, retirement & other benefits.

Unit 4: Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes-grievance, concepts, causes & grievance redressal machinery, discipline-concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining. Current issues and trends in HRM.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) To have an understanding of the basic concepts, functions and processes of human resource management
- 2) To be aware of the role, functions and functioning of human resource department of the organizations.
- 3) To Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behavior.
- 4) Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy
- 5) Evaluate the developing role of human resources in the global arena.

Text Books:

1. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
2. Dessler, G. Fundamentals of Human Resource Management (4th Edition, Pearson)

Reference Books:

1. Durai, P. (2010), Human Resource Management, Pearson Education
2. Snell/ Bohlander, Human resource Management, Cengage Learning
3. David Lepak\ Mary Gowan, Human Resource Management: managing Employees for the Competitive advantage

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 2nd Year

Semester- IV

Financial Management (BBACC10)

L T P

5 1 0

Course Name: Financial Management

Course Code: BBACC10

Course Credit Hour: 6hrs

Total Contact Hour: 60hrs

Course Objective:

To acquaint students with the techniques of financial management and their applications for business decision making.

Course Description:

This course discusses the basics of Financial Management with an objective of making individuals without any Finance background. The readers will be able to understand the basics of financial planning, Instruments available in financial markets and personal financial planning.

Course Content:

Unit 1: Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Finance Decisions, Investment Decision, Dividend Decision; Objectives of Financial Management; Organization of finance function.

Concept of Time Value of Money, present value, future value, and annuity Risk & Return: Concept of Risk - Systematic & unsystematic risk – their sources and measures.

Unit 2: Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitably Index Method.

Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference

Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

Unit 3: Capital Structure: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, and Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; Combined leverage. EBIT -EPS analysis.

Unit 4: Working Capital Management: Management of Cash - Preparation of Cash Budgets; Cash management technique,

Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis;

Inventory Management - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Students will understand the basics of financial management and how these are relevant in day to day life.
- 2) Students will be aware of different types of financial markets, gather knowledge about the financial instruments available in the markets and their trading.
- 3) Students will understand different types of banks and other non-financial intermediaries.
- 4) It will enable the students to manage their personal finance.

Text Books:

1. Khan and Jain. Basic Financial Management, McGraw Hill Education
2. Prasanna Chandra, Fundamentals of Financial Management. McGraw Hill Education

Reference Books:

1. Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd.
2. Singh, Surrender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi.

3. James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 2nd Year

Semester- IV

IT TOOLS IN BUSINESS (BBASE02)

L T P

4 0 0

Course Name: It Tools in Business

Course Code: BBASE02

Course Credit Hour: 40hrs

Total Contact Hour: 40hrs

Course Objective:

The objective of this course is to acquaint the students with Information Technology. tools which includes various Office Automation Tools for individuals and corporate.

Course Description:

This course is designed to enable students develop IT skills that are a pre-requisite today's work environment. With greater human-computer interaction in each sphere of work, this course will equip them with basic computing skills that will enhance their employability in general.

Course Content:

Unit 1: Spreadsheets: Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define.

Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command Printing and

Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae.

Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics. Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables. Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager).

Unit 2: Word-processing: Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders.

Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents. Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style, using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography.

Unit 3: PowerPoint presentation: Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images.

Viewing and navigating a presentation: Organizing ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons. Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.

Unit 4:Databases: Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types, changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering.

Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria. Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups. Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Make meaningful representations of data in the form of charts and pivot tables.
- 2) Draw analysis on data using spreadsheets and use interpretation to make decisions.
- 3) Generate word documents with appropriate formatting, layout, proofing.
- 4) Manage data for generating queries, forms and reports in a database.

Text Books:

1. Microsoft Office Professional 2013 Step by Step by Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch.
2. Office 2019 for Dummies for Dummies by Wallace Wang, Wiley
3. Microsoft Office 2019 Step by Step, by Joan Lambert, Curtis Frye

Reference Books:

1. Michael Price & Mike McGrath, "Office 2016: In Easy Steps", BPB Publications
2. Elmasri & Navathe, "Fundamentals of Database Systems", Sixth Edition, Pearson Publication

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 2nd Year

Semester- IV

TAX PLANNING (BBAGE04)

L T P

5 1 0

Course Name: Tax planning

Course Code: BBAGE04

Course Credit Hour: 6hrs

Total Contact Hour: 60hrs

Course Objective:

The objective of this course is to acquaint the students with the tax structure for individuals and corporate and also its implications for planning.

Course Description:

This course is designed to make the students aware of the corporate tax laws of India. Understanding the corporate tax laws and uses it for tax planning is the basic objective of the course. The course is designed so that the students are aware of what business income is and when it gets taxed. The course also provides students with knowledge the difference between tax avoidance and tax planning.

Course Content:

Unit 1: Income tax concepts: Previous Year, Assessment Year, Person, Assesse, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.

Unit 2: Tax planning under the head Salary.

Unit 3: Computation of Income under the Head House Property and Profits and gains from Business or Profession. Computation of Income under the Head: Capital gains and Income from other sources.

Unit 4: Clubbing of Income, Set-off and carry-forward of losses, Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Students who complete this course will be able identify the difference between tax evasion and tax planning.
- 2) By the end of the course students will able to describe how the provisions in the corporate tax laws can be used for tax planning.
- 3) Students of the course will able to explain different types of incomes and their taxability and expenses and their deductibility.
- 4) Students who complete this course will be able to outline the corporate tax laws.
- 5) Students of the course will able to state the use of deductions of expenses to reduce the taxable income

Text Books:

1. Students Guide To Income Tax, 48th edition, Taxman Publication.

Reference Books:

1. Lal&Vashisht, Direct Taxes, 29th Edition, Tata McGraw Hill.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3rd YEAR COURSE STRUCTURE UNDER CBCS
(Academic Session 2020 - 21)

		Periods			EVALUATION SCHEME						Credit
					Internal			ESE	Total		
		L	T	P	MT	TA	Total				
	Semester V										
BBACC11	Quantitative Techniques for Management	5	1	0	20	20	40	60	100	6	
BBACC12	Legal Aspects of Business	5	1	0	20	20	40	60	100	6	
BBADE01 (Students can opt any one of the specializations in 5 th Sem. and the same will continue in the 6 th Sem.)	DSE- I FINANCE Investment Banking & Financial Services OR Managing Banks and Financial Institutions OR DSE- II: MARKETING Consumer Behavior OR Rural Marketing OR DSE- III: HUMAN	5	1	0	20	20	40	60	100	6	

	RESOURCE Human Resource Metrics and Analytics DSE– IV: MANAGEMENT OF GLOBAL BUSINESS International Trade: Policies and Strategies									
BBADE02	DSE - I: FINANCE Investment Analysis & Portfolio Management OR DSE- II MARKETING Retail Management OR DSE – III: HUMAN RESOURCE Training & Management Development OR Compensation and benefit Management DSE – IV: MANAGEMENT OF GLOBAL BUSINESS Global Business Environment Or Cross Cultural	5	1	0	20	20	40	60	100	6

	Management									
BBAP05	Minor Project	0	0	2	0	0	0	0	100	2
	Total									26
	Semester VI									
BBACC13	Business Policy & Strategy	5	1	0	20	20	40	60	100	6
BBACC14	Financial Institutions and Markets	5	1	0	20	20	40	60	100	6
BBADE03	DSE-I: FINANCE Project Appraisal and Analysis OR DSE-II: MARKETING Distribution and Supply Chain Management OR DSE-III: HUMAN RESOURCE HRD: Systems and Strategies OR DSE – IV:MANAGEMENT OF GLOBAL BUSINESS Multinational Business Finance	5	1	0	20	20	40	60	100	6
BBADE04	DSE-1: Finance Project Report OR	5	1	0	20	20	40	60	100	6

BBA 3stYear

SEMESTER – V

QUANTITATIVE TECHNIQUES FOR MANAGEMENT (BBACC11)

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5	1	0

Course Name: Quantitative Technique for Management

Course Credit Hour: 6 hrs

Course Code: BBACC11

Total Contact Hours: 60hrs

Course Objective:

To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course Description:

The course will cover the essential aspects of quantitative techniques useful in management viz: linear programming, Transportation and assignment problems, Dynamic and integer programming, Game theory, simulation techniques, Markov chain, and network analysis. These topics will be covered in one semester having five-hour lectures and one tutorial work per week.

Course Content:

UNIT I: Linear Programming: Formulation of L.P. Problems; Graphical Solution - Multiple optimal solution, infeasibility, unbounded solution; Simplex Method - Multiple optimal solution, infeasibility, degeneracy, unbounded solution Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

UNIT II: Elementary Transportation & Assignment Problems: Elementary Transportation Problems: Formulation of Transport Problem; Different Methods - N.W. Corner Method, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, unbalanced case, prohibited routes) Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, unbalanced case, Restrictions on assignment)

UNIT III: Network Analysis Construction of the Network diagram; Critical Path - float and slack analysis (Total float, free float, independent float); PERT; Project Time Crashing

UNIT IV: Introduction to Game Theory: Pay off Matrix- Two Person Zero- Sum game, pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation.

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and will be able to demonstrate/explain:

- 1) It will provide students with quantitative skills that are required to make business decisions. These skills involve using statistical, forecasting and estimation techniques. Formulation and application of mathematical models in business decision making scenarios.
- 2) Identify the source of a quantifiable problem, recognise the issues involved and produce an appropriate action plan.
- 3) Extrapolate from data the important trends in order to forecast as accurately as possible
- 4) Carry out a simple sample survey, analyse the results and present the findings to the class. Calculate and interpret numerous statistical values and appreciate their value to the business manager.

Text Books :

- V. K. Kapoor: Operations Research, Sultan Chand & Sons.
- J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.
- N. D. Vohra: Quantitative Management, Tata McGraw Hill.

Reference Books:

- P. K. Gupta, Man Mohan, Kanti Swarup: Operations Research, Sultan Chand.
- Taha Hamdy: Operations Research - An Introduction (Prentice-Hall)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3rd Year

SEMESTER- V

Legal Aspects of Business (BBACC12)

L	T	P
5	1	0

Course Name Legal Aspects of Business

Course Code: BBACC12

Course Credit hour: 6hrs

Total Contact hour: 60 hrs

Course Objective:

This subject aims at imparting legal knowledge pertaining to business. The information of business laws is important and the students who strive to settle down as professionals and entrepreneurs need to have the legal know how. This subject looks to equip the students with the same.

Course Description:

The course covers the importance of law and legal institutions in business. The basic understanding of the laws relating to contract, consumer protection, competition, companies and dispute resolution. These topics will be covered in one semester having five-hour lectures and one tutorial work per week.

Course Content:

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

UNIT II: Agency Contract and Contingent Contracts: Agency Contract, General rules for Law of Agency, Formation and Termination of Agency Contract. Contingent Contract, Indemnity Contract, Guarantee Contract, Difference between indemnity and Guarantee Contracts, Law of Bailment, Rights and duties of Bailor and Bailee, Termination of Bailment.

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

UNIT IV: The Companies Act 2013: Definition, characteristics and kinds of companies, steps in formation of company. Memorandum of Association, Articles of Association, prospectus. Directors and their appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Modes of winding up of a company.

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

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and Will be able to demonstrate/explain:

- 1) To create an environment conducive to the growth of business; and to make sure that business operates within the larger framework of governance in the country.
- 2) There are a number of laws that have a bearing on the conduct of business. These cover broadly areas relating to corporate legal framework; business transactions; labour; environment; dispute resolution etc.
- 3) In this course an attempt is made to introduce the students to certain important legal aspects of business.
- 4) The course is divided into four modules dealing with formation of contract, breach of contract and its remedies; competition; formation of companies and its management; and dispute resolution.

Text Books:

- Business Law, ND Kapoor
- M.C. Kucchal, & Vivek Kucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
- Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.

References Books:

- Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
- Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3rd Year
SEMESTER- V
(DSE-I Finance)

INVESTMENT BANKING AND FINANCIAL SERVICES (BBADE01)

L	T	P
5	1	0

Course Name INVESTMENT BANKING AND FINANCIAL SERVICES **Course Code:** BBADE01

Course Credit hour: 6 hrs

Total Contact hour: 60 hrs

Course Objective:

The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

Course Description:

The course covers the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management. This course will help you to perform valuation of companies & prepare reports on important components of Investment Banking such as Mergers & Acquisitions, Project Finance, IPO Analysis etc. These topics will be covered in one semester having five-hour lectures and one tutorial work per week.

Course Content:

UNIT- I: Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers.

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

UNIT III: **Leasing and Hire Purchase:** Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire

Purchase interest & Instalment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase, Factoring, forfaiting and its arrangement.

UNIT IV: Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology. Securitization: concept, securitization as a funding mechanism.

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and Will be able to demonstrate/explain:

- 1) Examine Financial Services management as an important and contemporary area of financial management.
- 2) Understand the various financial services and their
- 3) Determine the most suitable financial service Factoring
- 4) To enable the students get familiarized with Mutual Funds
- 5) Making a deep understanding on credit rating and its regulatory

Text Books:

- M.Y. Khan: Financial Services, Tata McGraw –Hill.
- Machiraju: Indian Financial System, Vikas Publishing House.
- J.C. Verma: A Manual of Merchant Banking, Bharath Publishing House.

Reference Books:

- K. Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
- Ennew.C. Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

OR

BBA 3Year

SEMESTER- V

(DSE-I Finance)

MANAGING BANKS AND FINANCIAL INSTITUTIONS (BBADE01)

L	T	P
5	1	0

Course Name: Managing Bnaks and financial Institutions

Course Code: BBADE01

Course Credit hour: 6 hrs

Total Contact hour: 60hrs

Course Objective:

Grasp how banks raise their sources and how they deploy it and manage the associated risks
Understand e-banking and the threats that go with it. Developing an appreciation among the students for the Banking services and products

Course Description:

This course provides a comprehensive synthesis of the financial theories and concepts learned in previous finance courses. This course should provide a broad and specific analysis of banking/financial institutions domestically and globally. The student will develop a quantitative and qualitative understanding bank management and how decisions are made. The course will present the importance of ROE (return on equity), APY (average percentage yield), ICGR (internal capital growth rate) and other equations in determining the success of financial Institution.

Course Content:

UNIT I: Overview of the Banking System: Nuggets of Banking History/The Financial System, Banks and their Services/Banking Trends, Organization and Structure of Banks, Government Policy and Regulation, Financial Statements/ Performance Measurement of Banks

UNIT II: **Funds-using Services:** The Lending Function, Business Loans, Consumer Loans, The Investment Function

UNIT III: Bank Sources of Funds: Deposit Liabilities AND Non-Deposit Liabilities

UNIT IV: Fee-generating Services: International Banking- Trust Banking- Investment Banking- Bank assurance

UNIT V: High tech e-banking: Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e banking and RBI’s initiatives. Non-Banking Financial Companies- Functions of NBFCs Types and RBI Guidelines

Course Learning Outcomes (CLOs):

- 1) To learn the many roles and responsibilities of financial services in the economy.
- 2) To grasp the importance and possible detriment of the regulatory environment provided by domestic and global governments.
- 3) To understand the different types of organizations used in the banking and financial service industries and the competition that is involved.
- 4) To explore how banks are chartered by state and federal authorities. Including, the concepts of branch expansion and targeting markets for bank growth.
- 5) To delve into bank financial statements and how those statements are used by managers in determining bank performance.
- 6) To analyse varying tools applied to the financial statements used by bank management and the public to uncover inside problems and how to deal with those problems.
- 7) To point out options bankers have in regards to dealing with risk. What risk due banks face and how do they offset that with acceptable assets.

Text Books:

- Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi,
- Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi

References Books:

1. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3Year
SEMESTER- V
(DSE-II Marketing)
CONSUMER BEHAVIOR (BBADE01)

L	T	P
5	1	0

Course Name: CONSUMER BEHAVIOR

Course Code: BBADE01

Course Credit hour: 6 hrs

Total Contact hour: 60hrs

Course Objective:

The course of Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour oriented marketing strategies.

Course Description:

This course will explain to analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making, it will enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour. The will give the students a perspective to understand the application of market research in framing effective marketing strategies

Course Content:

UNIT I: Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour models.

UNIT II: Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, self-concept & its importance, types of involvement. **Personality - Psycho-analytical Neo-Freudian and social approaches to personality, trait theory of personality. Perception - Process, interpretation, and marketing strategy, Elements, Perceptual organization and defence, consumer imagery, perceived risk & how to handle the risk. Learning & Consumer Involvement:** Importance of learning on consumer behaviour, **Consumer Attitudes:** Formation of attitudes, functions performed by attitudes.

UNIT III Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups. **Family & Consumer Behaviour: Consumer socialization process, consumer roles within a family, purchase influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.**

UNIT IV Opinion leadership & process, Dynamics, motivation and opinion leadership, Need, Measurement and corporate strategy of opinion leadership, models and role relationship, Profile of opinion leader, OL and firm's marketing strategy, Innovation, Characteristics, Types, Profile of consumer innovator, Diffusion of innovation, Adoption process. Personal influence.

UNIT V Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post-purchase evaluation; Situational Influences.

Course Learning Outcomes (CLOs):

- 1) On completion of this course, the students will be able to:
- 2) Demonstrate how knowledge of consumer behaviour can be applied to marketing.
- 3) Identify and explain factors which influence consumer behaviour.
- 4) Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.
- 5) Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.
- 6) In a team, work effectively to prepare a research report on consumer behaviour issues within a specific context.

Text Books:

- Leon G. Schiffman; Leslie L. Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
- Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
- Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.

References Books:

- Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, a: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
- Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

OR
BBA 3Year
SEMESTER- V
(DSE-II Marketing)
Rural Marketing

L	T	P
5	1	0

Course Name: Rural Marketing

Course Code: BBADE01

Course Credit hour: 6 hrs

Total Contact hour: 60hrs

Course Objective:

- The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.
- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarize with the special problems related to sales in rural markets.

Course Description:

This course exposes develops a concept about rural marketing to understand the rural price, distribution, communication, product and also know about the strategy about rural marketing with recent updates.

Course Content:

UNIT I: OVERVIEW OF RURAL MARKETING

Introduction of **Rural marketing** –Evolution of Rural Marketing in Indian and Global Context
Definition Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio-cultural-economic & other environmental **factors affecting in Rural Marketing- A comparative Analysis of Rural Vs. Urban Marketing- Size &Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing**

UNIT II:

RURAL MARKETS & DECISION

Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium- Classification of

Rural Marketing – Regulated- Non Regulated- Marketing Mix- Segmentation- Targeting- Position-Rural Marketing Strategies- Role of Central, State Government and other Institutions in Rural Marketing Integrated Marketing Communication in Rural Marketing.

UNIT III:

PRODUCT & DISTRIBUTION

Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing. **Brand Management in Rural Marketing-** Rural Distribution in channel management- **Managing Physical distribution in Rural Marketing-** Fostering Creativity & Innovation in Rural Marketing- Sales force Management in Rural Marketing.

UNIT IV: RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH

Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail & IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- **Consumer Education & Consumer Methods in Promotion of Rural Marketing.** Advertisement & Media Role in Rural Marketing Promotion Methods.

UNIT V: TRENDS IN RURAL MARKETING

e- Rural Marketing-CRM & e-CRM in Rural Marketing- Advanced Practices in Rural Marketing. **Social Marketing-Network Marketing-** Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing. Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.

Course Learning Outcomes (CLOs):

Students will be able to -

- 1) Enable to understand the structure and importance of Rural banking in Indian Economy
- 2) Helps to gain a deeper understanding of rural banking
- 3) and to explore emerging trends in rural banking

Text Books:

1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishna – Pearson Education
2. Rural Marketing: Indian Perspective by Awadhesh Kumar Singh Satyaprakash Pandey Newage publishers

3. A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs by Dr. A Sarangapani

References Books:

1. New Perspectives on Rural Marketing: Includes Agricultural Marketing by Ramkishen Y.
2. Rural Marketing, Pradeep Kashyap & Siddhartha Rout, Biztantra
3. Rural Marketing – U.C. Mathur, excel books, 1/e
4. Indian Rural Marketing Rajagopal Rawat Publishers

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3Year
SEMESTER- V
(DSE-III Human Resource)
HR METRICS AND ANALYTICS

L	T	P
5	1	0

Course Name: HR Metrics and Analytics

Course Code: BBADE01

Course Credit hour: 6 hrs

Total Contact hour: 60hrs

Course Objective:

1. Understand the importance of HR metrics and analytics in measuring HR's impact and drive business results.
2. Identify the right HR metrics (what to measure, types of measurements etc.), Aligning HR and business goals.
3. Turn metrics into analytics for effective management decisions.

Course Description:

This course is specifically designed for MBA Graduates or pursuing HRM as specialization as well as HR Professionals. In this course you will learn different HR Functions and how to quantify them for effective decision making for your organization. You will have a better understanding better control, and better hold of this function, So we can contribute in the large manner to the overall business objective. All in all to align our HR objective to put it toward the overall business goal, one must have to fine tune this HR function, so that we can able to quantify them.

Course Content:

UNIT I: HR Metrics Overview

Historical Evolution of HR Metrics, Concepts and Objectives, **Implementation of metrics in organization**

UNIT II: Designing effective Metrics

Deciding what metrics are important for business, Principles for designing HR Metrics,

Approaches for

designing HR metrics: 1. The Inside-Out Approach 2. The Outside-In Approach

Align HR metrics with business strategy, goals and objectives. Link HR to the strategy map.

Creating levels of metrics measures:

1. HR efficiency measures
2. HR Effectiveness measures
3. HR value / impact measures

UNIT III: Building HR functions metrics

Workforce Planning Metrics, Recruitment Metrics, Training & Development Metrics,

Compensation & Benefits Metrics, Employee relations & Retention Metrics.

UNIT IV: The implementation of HR Metrics

Building the business case for HR metrics, Implementation: Building support, Implementing HR metrics Case study

UNIT V: HR Analytics Overview

What HR Analytics, Importance of HR Analytics, Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards). Predictive Analytics and its applications

Course Learning Outcomes (CLOs):

Students will be able to -

- Learn what are the different HR Functions and ratios in HRM.
- Cost per hire & employee turnover
- Overpay & Absenteeism
- Length of service & Job satisfaction rate
- Profit per employee & Cost of HR per employee
- Training per employee
- Performance, Innovation, Time to hire
- Offer acceptance ratio, Ghost Rate, Fail Rate.
- Employee referral program
- Organization environment & Its Importance.
- Other metrics

Text Books:

1. HR Metrics- The World Class Way by John Sullivan, Paperback, January 2013

References Books:

1. “Winning on HR Analytics” by Ramesh Soudararajan and Kuldeep Singh, Sage Publication, October 2016.
2. “HR Analytics: The What, Why and How” by Tracy Smith, Paperback, October 2013

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3rd Year

Semester- V

(DSE-IV Management of Global Business)

INTERNATIONAL TRADE: POLICIES AND STRATEGIES (BBADE01)

L T P

5 1 0

Course Name: International trade: policies and strategies

Course Code: BBADE01

Course Credit Hour: 6hrs

Total Contact Hour: 60hrs

Course Objective:

The paper aims to provide a thorough understanding of the basis for international trade and strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Course Description:

This course deals with the theory and practice of international trade and of trade-related policies. It focuses on analysing the gains from trade, the changing patterns of trade, the income distributional consequences of liberalising foreign trade, the relationship between trade, investment, and economic growth, and the reasons for and consequences of trade policies. The course relies predominantly on a standard collection international trade models to understand the motivations behind modern trade policies. During the weekly seminar, students then analyse the efficacy of trade policy, considering both intended and unintended consequences of policy choices with particular attention paid to the changing geopolitical environment in which these policies exist.

Course Content:

Unit 1: Review of Economic Theory on International Trade: **Basis for international trade; gains from trade;** distributional issues, policy instruments and their impact, political economy. **Trends in Global Trade and Balance of Payments with special reference to India;**

Historical roots of today's international trade, Composition, origin and destination of global exports and imports.

Unit 2: Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt. The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements.

Unit 3: India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones

Unit 4: Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Compare at the level of formal analysis, the major models of international trade and be able to distinguish between them in terms of their assumptions and economic implications.
- 2) Employ the principle of comparative advantage and its formal expression and interpretation within different theoretical models.
- 3) Apply partial equilibrium and (where required) general equilibrium models in analysing the economic effects of (a) trade policy instruments such as tariffs, quotas, export subsidies, (b) retaliatory measures such as anti-dumping duties and countervailing duties and (c) the creation of regional trading arrangements such as free trade areas, customs unions and common market.
- 4) Distinguish and critically analyse the main arguments for protection and conversely be able to critically evaluate the relevance and realism of arguments for free trade, taking into account the costs and benefits of trade policy measures on different sections of the community and the implications for the formulation of trade policy.
- 5) Identify major recent developments in the world trading system, and be able to critically analyse key issues raised both by the current round of WTO negotiations and by the spread of regional trading arrangements.
- 6) Develop communications skills through the presentation of your work, interactions during tutorial sessions, and appropriate use of the discussion board.

Text Books:

1. The Trade Game: Negotiation trends at WTO and concerns of developing countries, 2006. New Delhi: Academic Foundation
2. *International Trade: Theory and Evidence* by Markusen, Melvin, Kaempfer and Maskus, Mcgraw Hill, 1995

Reference Books:

1. Kaul, Vijay Kumar, India's diversity and globalization: Unifying forces and innovation, Working paper in Social Sciences Research Network(SSRN), June 2014
2. Kaul, Vijay Kumar, Managing Diversity, in Business Organisation and Management, chapter 35, Pearson Education, 2012.
3. Nehru J (1946) The Discovery of India, OUP, chaps 4-8 Sopher, D.E- "The Geographical Patterning of Culture of India" in David E. Sopher 'An Exploration of India- Geographical Perspectives on Society and Culture'. Cornell, Pages-289-326.
4. Thomas Kochan, Katerina Bezrukova, Robin Ely, et el, The Effects Of Diversity On Business Performance: Report Of The Diversity Research Network, Human Resource Management, Spring 2003, Vol 42, No.1. pp3-21

Assessment Method: (continuous internal assessment = 40%, final examination = 60%)

Assesment-1	-05%
Assesment -2	-05%
Mid-Term exam	-20%
Assesment- 3	-05%
Assesment -4	-05%
Total Internal Assesment	-40%

BBA 3rd Year
Semester- V
(DSE-I Finance)

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT (BBADE02)

L T P
5 1 0

Course Name: Investment Analysis and Portfolio Management **Course Code:** BBADE02

Course Credit Hour: 6hrs

Total Contact Hour: 60hrs

Course Objective:

The paper aims to provide a thorough understanding of the basis for international trade and strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Course Description:

This course deals with the theory and practice of international trade and of trade-related policies. It focuses on analysing the gains from trade, the changing patterns of trade, the income distributional consequences of liberalising foreign trade, the relationship between trade, investment, and economic growth, and the reasons for and consequences of trade policies. The course relies predominantly on a standard collection international trade models to understand the motivations behind modern trade policies. During the weekly seminar, students then analyse the efficacy of trade policy, considering both intended and unintended consequences of policy choices with particular attention paid to the changing geopolitical environment in which these policies exist.

Course Content:

Unit 1: Review of Economic Theory on International Trade: **Basis for international trade;** gains from trade; distributional issues, policy instruments and their impact, political economy. **Trends in Global Trade and Balance of Payments with special reference to India:**

Historical roots of today's international trade, Composition, origin and destination of global exports and imports.

Unit 2: Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt. The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements.

Unit 3: India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones

Unit 4: Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Understand the measures of risk and return based on the characteristics of different financial assets and value assets such as stocks and bonds for investment
- 2) Will be able to analyse risk and returns of fixed income instruments and stocks using various models for the purpose of investment.
- 3) Measure the risk and return of a portfolio position and diversify and manage investment portfolios in accordance with a person's risk.
- 4) Understand and evaluate investment advice from brokers and the financial press.

Text Books:

1. Fischer, D.E. & Jordan, R.J. (2006) Security Analysis & Portfolio Management (6th edition), Pearson Education.
2. Ranganathan, M., & Madhumathi, R. (2006). Investment analysis and portfolio management. New Delhi: Pearson Education.

Reference Books:

1. Fabozzi, Frank. (2009). Bond Markets, Analysis and Strategies (7th ed.). Prentice-Hall Publishing
2. Reilly, F. K. & Brown, K.C. (2012) Analysis of Investments and Management of Portfolios (12th edition), Cengage India Pvt. Ltd.

Assessment Method: (continuous internal assessment = 40%, final examination = 60%)

Assesment-1	-05%
Assesment -2	-05%
Mid-Term exam	-20%
Assesment- 4	-05%
Total Internal Assesment	-40%

BBA 3rd Year
SEMESTER- V
(DSE-II Marketing)

Retail Management (BBADE02)

L	T	P
5	1	0

Subject Name: Retail Management
Subject Credit Hours:6 hrs

Subject Code: BBADE02
Contact Credit Hours:60 hrs

Course Objective: The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Course Description:

The purpose of this course is to introduce the student to the world of retailing from a managerial viewpoint. Consequently, we will study the elements that comprise the retail mix, including types of retailers, multichannel retailing, consumer buying behavior, retail marketing strategies, selecting retail site locations, supply chain management, merchandising, pricing, store management, store layout & design and customer service.

COURSE CONTENTS:

Unit I: Introduction to Retailing: Definition, Characteristics, Emerging Trends in Retailing, And Factors Behind the change of Indian Retail Industry. Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retailing.

Unit II: Store Planning: Design& Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management Factors determining the location decision, Steps involved in choosing retail locations,

Measurement of success of location

Unit III: Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management. Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance

Unit IV : Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing, Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager – Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

Unit V: Retail Industry in India, changing trends in retailing. Retail Marketing mix: Advertising; Sales Promotion, Store Positioning, Retail Marketing Mix, CRM, Advertising in Retailing.

Course Learning Outcomes (CLOs):

- 1) Develop the knowledge, understanding and skills in retail management.
- 2) Acquainted with better understanding of implementation of retail management strategies and develop analytical skills for effective decision alternatives in retail operations.
- 3) Understand how to utilize resources and techniques used in retail management.
- 4) Understand analysis of store location, merchandising, products and pricing.
- 5) To provide an academic underpinning to the above through the application of retailing theory and research.

Text Books:

1. Berman, Evans, Chatterjee; Retail Management Strategic approach; 13e ,Pearson.
2. Harjit Singh: Retail Management, S. Chand Publication.
3. Retailing Management, Levy & Weitz, 9th edition, McGraw-Hill, 2014

References:

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Prentice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3rd Year

SEMESTER- V

(DSE-III Human Resource)

TRAINING & MANAGEMENT DEVELOPMENT (BBADE02)

L	T	P
5	1	0

Subject Name: Training & Management Development

Subject Code: BBADE02

Credit Hours:6 hrs

Contact Credit Hours:60 hrs

Course Objective: To familiarize the students with the concept and practice of training and development in the modern organizational setting.

Course Description:

The course will emphasize the theories of management training and development, and the practical application of these theories in today's organizations. Special emphasis will be on current topics in the field of human resource development, including: training self-directed work teams, managing a diverse workforce, and the practical application of designing programs in today's environment. This will include actually designing needs analysis and training evaluation programs.

Course Content:

Unit I :

Organization vision & plans, Assessment of training needs, setting training objectives, designing formal training Programs, Spiral model of training. Training function: Building support, overall training capacity building, Developing materials.

Unit II :

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

Unit III:

Management Development Programme Methods: -Understudy Coaching, Action Learning, Role Play, Management Games, Seminars, University level programmes, special projects, Behavioral modelling, job rotation, case study, multiple management, and Sensitivity training. Post Training: Training evaluation, Training impact on individuals and organizations, Evaluating Training Programmes and its Objectives. **Strategic perspective of Training.**

Unit IV:

Organizational Development (OD): Meaning and Definition, Foundations of OD, Characteristics of OD, Managing the OD Process-OD Program phases, Theories of Planned Change (Lewin's change model, Action research model, the positive model), Action Research as a process. Role of OD Practitioners, OD Interventions and Types: Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions. Factors affecting OD Interventions.

Course Learning Outcomes (CLOs):

- 1) Describe theories and principles of training and development and by what means individuals learn and can apply that learning to change their behavior.
- 2) Recognize the importance of competent, persuasive, and effective communication in training and development.
- 3) To be able to effectively evaluate a training program using appropriate statistical methods and be able to present this effectively to management.
- 4) Describe how to effectively conduct needs assessments in organizations and justify the need for training interventions in the life of the organization.

Text Books:

1. Beebe, S., Mottet, T., & Roach, K. (2013). Training and development: Communicating for success. Boston: Pearson Education. ISBN 9780205006120
2. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.

References:

1. Blanchard P. Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
2. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
3. Bhatia S.K.: Training & Development, Deep & Deep Publishers.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3Year
SEMESTER- V
(DSE-III Human Resource)
COMPENSATION AND BENEFITS MANAGEMENT

L	T	P
5	1	0

Course Name: Compensation and Benefits Management

Course Code: BBADE02

Course Credit hour: 6 hrs.

Total Contact hour: 60hrs

Course Objective:

1. To familiarize themselves with various aspects of compensation system in India and make them understand various issues linked with the process of fixing compensation and its components
2. Understand the importance of Compensation for sustainable competitive advantage. Devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, and relevant and track able).

Course Description:

This course includes: Wage and salary administration in private and public organizations; total compensation systems; interrelationship among employee performance, intrinsic and extrinsic rewards, perceived equitable payments, and employee satisfaction; employee benefits; employee incentive programs.

Course Content:

UNIT I: *Introduction to Compensation*

Compensation, Forms of Pay – A Pay Model – Similarities and Differences in Compensation Strategies Developing a Total Compensation Strategy as a source of Competitive Advantage, Factors affecting compensation Defining Internal Alignment, **Job Analysis**, Job Evaluation – Person and Job based Compensation Strategy Defining External Competitiveness – Pay Levels, Mix, and Pay Structures

UNIT II: *Incentives and Fringe Benefits*

Incentives – Definition, Types of Incentives, Individual incentives: Measured Day Work, Piece work, Standard Hour, Gain Sharing- its advantages and disadvantages, Organization Wide incentives. Incentive Plans: Scanlon Plan, Kaiser Plan, Profit sharing. Non-financial incentives: Fringe Benefits – Definition, Objectives, Types of Fringe Benefits.

UNIT III: Overview of Minimum Wages Act- 1948 and Equal Remuneration Act-1976.

Regulatory compliance including Wage and Pay commissions, Incentive Scheme-Individual, Group, Copartner ship, Stock Option: Employee Stock Option Plan (ESOP). Welfare Measures- Statutory & non- statutory, Social Security Schemes- ESIS, PF, Pension, Insurance, Gratuity and Maternity Benefits.

UNIT IV: *Calculation of Compensation and Retirement Plans*

Calculation of total compensation package, various methods of compensating cost of living, Basic Pay, Provisions for Dearness allowance, House Rent Allowance, Incentives, Perquisites Neutralization factors. Executive Compensation Plan, Retirement Plan

Practical: Preparation of pay roll on excel sheet for executive and managerial position. Emerging practices of compensating employees. (E.g. Flexi Wage system)

Course Learning Outcomes (CLOs):

Students will able to –

1. Make the HR PROFESSIONAL understand the nuances of the crucial issues in compensation management.
2. Study various techniques of employee retentions
3. Acquaint with various salary structures

Text Books:

1. Performance Management and Appraisal Systems: HR Tools for Global Competitiveness by T.V. Rao. New Delhi, Response Books.
2. Performance Management: It's About Performing Not Just Appraising by B Chadha McMillan India Ltd.

References Books:

1. Performance Management: Robert Bacal, McGraw-Hill Education, 2007.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3Year

SEMESTER- V

(DSE-IV Management of Global Business)

CROSS CULTURAL MANAGEMENT

L	T	P
5	1	0

Course Name: Cross Cultural Management

Course Code: BBADE02

Course Credit hour: 6 hrs.

Total Contact hour: 60hrs

Course Objective:

- To consider the nature of intercultural communication
- To learn to think across cultural differences
- To experiment with different ways of acting in cross-cultural situations
- To reflect on the cultural foundations of economic systems and of organizational practices
- To provide a thorough understanding of the impact of an international context on management practices based on culture.
- To explain and evaluate frameworks for guiding cultural and managerial practice in international business.

Course Description:

The course will cover:

Dimensions of Culture, Communicating across Cultures, Negotiating across Cultures, Multicultural Teams, Cross-cultural Marketing, Culture and Human Resource Management, Motivation across cultures, Cross-cultural Leadership and Skills for a Global Manager

Course Content:

UNIT I: Basic framework of **Cross Cultural Management**: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management – Implications for the Manager. Comparing Cultures. Shifts in the Culture – Organizational Culture – Culture and Communication – Needs and Incentives – Dispute Resolution and Negotiation.

UNIT II:

Structure of Cross Cultural Management: Formal Structures – Functions – Bureaucracy – Culture and Bureaucracy – Implications. Informal Systems – Informal Relationships – Patronage, Society and Culture – Government-Business Patronage – Guanxi – Managing Informal Systems – Implications.

UNIT III: Cultural diversity and multicultural teams: The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg's theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross cultural communication, , Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs. development, Respect cultural differences vs. stages of development, The possibility of an international subculture.

Cultural diversity and multicultural teams: National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams.

UNIT IV: Conflict and negotiation:

Gender differences, Gender, multi ethnicity, religion, geography Body language, the culture of poverty, Hofstede's dimensions, **Cultural aspects of international business negotiations**, Negotiation process, Negotiation Strategies

UNIT V: **Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation – Emergent Strategy – Implications.**

Culture and ethics

Understanding significance of cultural values & ethics in cross boarder businesses, Corporate Culture and Cross Border HRM and Employment Practices with respect to Japan, European countries, US, China, **corporate social responsibility in MNC's**, The McDonald's Corporation,

Course Learning Outcomes (CLOs):

At the end of the course each student should be able to:

1. Appreciate the critical role of culture in international business and the importance of managing cultural differences
2. Understand the different models of culture used in international management that will help to critically analyse the role of national culture on management practices
3. Analyse the interacting spheres of culture including organizational culture, professional culture, national culture, and industry culture.
4. Understand the influence of culture on different functions of management including communication, negotiation, marketing, leadership, motivation, human resource management and teams.
5. Gain an appreciation of different national cultures Learn some basic business etiquette and dining etiquette that will help to work in different countries across the globe.

Text Books:

1. In Deresky, International Management: Managing across Borders and Cultures, 5th Edition, Pearson Education, 2009
2. Richard M. Hodgetts & Fred Luthans, (2005), International Management, 3rd Edition, Tata McGraw Hill Publications, New Delhi,

References Books:

1. Hill, C. (2007) International Business: Competing in the Global Marketplace. (6th ed) Tata McGrawHill.
2. Cross culture management by Ms Shobhana Madhavan, Oxford University Press, 2011
3. Eastern and Cross Culture Management by N K Singh, Springer.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

OR
BBA 3rd Year
SEMESTER- V
(DSE-IV Management of Global Business)
GLOBAL BUSINESS ENVIRONMENT (BBADE02)

L	T	P
5	1	0

Subject Name: Global Business Environment
Subject Credit Hours:6 hrs

Subject Code: BBADE02
Contact Credit Hours:60 hrs

Course Objective:

This course aims to introduce students to the international business, trading and financial environment. Students are also expected to understand the basic features of the foreign exchange market and types of exchange rates. The course also creates awareness about emerging issues such as outsourcing and environmental sustainability in the context of international business.

Course Description:

This course examines key global environmental factors and issues impacting on the development of international business. Major topics include: globalisation of business; national differences in the political, social and legal environment, political and country risk; cultural differences and their impact on international business; ethical issues in international business; international trade issues; theory and politics of foreign direct investment; international competitiveness; the internationalisation of business activities and the development of multinational enterprises; foreign exchange markets; the international monetary system and development of the global capital market.

Course Content:

Unit I:

Introduction. Concept of Economic Environment; Nature and scope. **Macro variables:** Income, Employment, Money Supply, Price Level, Interest rates, saving and Investment. Movement and Interrelationship between different variables. Trends in Macro variables in India.

Unit II:

Institutional Framework of Economic Environment **Fiscal Policy;** Concept & Implications. **Monetary Policy; Concept & Implications.** **Structure of Indian Economy:** Growth Strategy in plans. **Industrial Policy. Public sector & Private sector Monetary Policy. Fiscal Policy.**

Unit III:

Role of Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages: Globalisation: Concept, Implications, and Policy.

Unit IV :

Regional Integration: EU, etc. World Trade Organization. World Bank, IMF, etc. Other Emerging Economies: China, Brazil, Russia. Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India. SAARC, ASEAN and India.

Course Learning Outcomes (CLOs):

- 1) Understand the process of globalization, its impact on the evolution and growth of international business and to appreciate the changing dynamics of the diverse international business environment.
- 2) Analyze the theoretical dimensions of international trade and intervention measures adopted; to appreciate the significance of different forms of regional economic integration and to understand the concept of Balance of payment account and its components.
- 3) Understand the significance of different forms of regional economic integration and to appreciate the role played by various international economic organisations such as the WTO, UNCTAD, IMF and World Bank.
- 4) Familiarize students with the international financial environment, and get them acquainted with the basic features of the foreign exchange market – its characteristics and determinants.
- 5) Critically examine the concept and form of foreign direct investment, and to create awareness about emerging issues in international business such as outsourcing and ecological issues.

Text Books:

1. Bennett, Roger. *International Business*, Delhi: Pearson
2. Charles, W L Hill and Jain, Arun Kumar, *International Business*, New Delhi: Tata McGraw Hill

References Books:

1. The Indian Economy; Problems and Prospects. Edited by Bimaljalan, Penguin
2. Daniels John. D. Lee H. Radenbaugh and David P Sullivan. *International Business*, Pearson Education.
3. Griffin, Ricky W and Michael W Pustay- *International Business-A Managerial Perspective* Prentice Hall
4. Michael R. Czinkota, et al. *International Business*. Fortforth. The Dryden Press.
5. Menipaz, E., Menipaz A. and Tripathi S.S. *International Business : Theory and Practice*. New Delhi. Sage Publications India Pvt. Ltd.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3rd Year
SEMESTER- VI
BUSINESS POLICY AND STRATEGY (BBACC13)

L	T	P
5	1	0

Course Name: Business Policy and Strategy
Course Credit hour: 6

Course Code: BBACC13
Total Contact Hour: 60 hrs

Course Objective:

To equip students with the necessary inside into designing strategies for an organisation and linking the organizations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Course Description:

This course addresses the formulation, implementation, monitoring and control of business strategies and supporting organizational policies. Students learn to evaluate the comprehensive business enterprise through an integrated view of the various functional disciplines. This course attempts to develop the conceptual and abstract skills required by leaders of businesses in a competitive environment in order to understand business issues and challenges from the perspective of all functional managers.

Course Content:

UNIT I: 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.

UNIT II: Environmental Analysis & Diagnosis: Analysis of company's external environment, Environmental impact on organizations policy and strategy, organizations dependence on the environment, internal analysis: Importance of organization's capabilities, competitive advantage and core competence.

UNIT III: Formulation of competitive strategies: Michael Porter's Five Forces Model, implementing competitive strategies, Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

UNIT IV: Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analysis – BCG, Product market evolution matrix, experience curve, life cycle portfolio matrix, Behavioural considerations affecting choice of strategy. Business Strategies of Multinational Corporations (MNCs)

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and will be able to demonstrate/explain:

- 1) Develop the critical thinking skills needed to perform external and internal analyses of organizations and their competitive environment.
- 2) Develop business landscaping mapping strategies
- 3) Demonstrate the ability to apply the management tools required and analyse the data generated from the tools to ascertain organizational performance.
- 4) Demonstrate the ability to develop global strategy formulation as part of a strategic management process comprising the three phases: diagnosis, formulation, and implementation.

Text Books:

- Azhar Kazmi - Strategic Management and Business policy, Mcgraw Hills 2. J.A. Pearce & R.B. Robinson: Strategic Management formulation implementation and control, TMH

Reference Books:

- Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
- Upendra Kachru: Strategic Management, Excel books
- Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management – Concepts and Cases, McGraw-Hill Companies

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3rd Year

SEMESTER- VI

FINANCIAL INSTITUTIONS AND MARKETS (BBACC14)

L	T	P
5	1	0

Course Name: Financial Institutions & Markets
Course Credit hour: 6hrs

Course Code: BBACC14
Total Contact Hour: 60 hrs

Course Objective:

The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Description:

This course is intended to help you understand the role of financial institutions and markets play in the business environment that you will face in the future. It also helps you to develop a series of applications of principles from finance and economics that explore the connection between financial markets, financial institutions and the economy. On the financial markets side, we will learn the term structure of interest rates, stocks, principals of derivatives, and currencies. On the institutions side, we will learn commercial banks, investment banks, insurance companies, mutual funds, the Federal Reserve Systems and their role of in the economy.

Course Content:

UNIT I: Fundamentals of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; Issues in financial reforms and restructuring; future agenda of reforms; factors affecting financial markets, linkages between economy and financial markets, integration of Indian financial markets with global financial markets

UNIT II: Fundamentals of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; Issues in financial reforms and restructuring; future agenda of reforms; factors affecting financial markets, linkages between economy and financial markets, integration of Indian financial markets with global financial markets

UNIT III: Secondary Market in India: Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Indian Stock Indices and their construction, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Trading of securities on a stock exchange; Settlement mechanism at BSE & NSE

UNIT IV: Fixed Income Securities: Bond market, Bond Characteristics, Bond Types - Sovereign, Municipal, Agency, Corporate, etc. Coupon Types - Zero Coupon, Fixed Rate Coupon, Floating Rate Coupon, Coupon Rate, Current Yield, Yield-To-Maturity, Discount Yield, Money Market Yield, Yield-To- Call/Yield-To-Put, Price Yield Relationship

Money Market Instruments: call money, notice money, term money, commercial bills, certificate of deposits, T-Bills, etc.

UNIT V: Other Financial Institutions: Clearing house mechanisms and clearing corporations, commercial banks and investment banks, broking houses, PMS, hedge funds, mutual funds and insurance firms and other NBFCs.

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and will be able to demonstrate/explain:

- 1) Interpret a variety of financial systems, how they operate, who uses them and their role in economies, including financial and economic parameters.
- 2) Critically evaluate the historical development of regulations and supervision of financial markets for both bank based and market based systems;
- 3) Assess and test the theoretical concepts underlying money and capital markets;
- 4) In the context of financial markets integrate ethical and sustainable reasoning in analyses, evaluations and decisions.

Text Books:

- M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi, 2004.
- Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, 3/e, Pearson Education Asia, 2002.

Reference Books:

- Harsh V.Verma, Marketing of Services, Global Business Press, 2002
- Sames L .Heskett, Managing In the Service Economy, Harvard Business School Press, Boston,2001.
- M.Y.Khan, Indian Financial System, 4/eTata Mc Graw-Hill, New Delhi, 2004
- H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.2002.
- Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi, 2003.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3rd Year

SEMESTER- VI

(DSE-I Finance)

PROJECT APPRAISAL AND ANALYSIS (BBADE03)

L	T	P
5	1	0

Course Name: Project Appraisal & Analysis
Course Credit hour: 6hrs

Course Code: BBADE03
Total Contact Hour: 60 hrs

Course Objective:

To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects

Course Description:

This course aims at equipping participants with the skills to appraise and analyze projects. The major objective of the course is to impart participants with the skills to understand the value and practice of impact evaluation in development economies, to develop and implement impact evaluation.

Course Content:

UNIT I: Project Appraisal: An introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Identification of investment opportunities – industry analysis review of project profiles, – feasibility study, Project identification and formulation, Generation of Project ideas, Basic Principles of Project Analysis.

UNIT II: **Market Analysis:** Market analysis of a project, Need for market analysis, Demand and supply analysis, Sources of information: primary /secondary data, forecasting techniques. **Technical Appraisal of project:** Material and inputs, production technology, plant location and layouts, selection of plant and equipment.

UNIT III: **Financial analysis:** Cost of project and means of financing, major cost components. Profitability and financial projections: cost of production, break even analysis, projected balance sheet, profit and loss account and cash flow statement.

UNIT IV: **Social cost benefit analysis – value added concept, social surplus indirect impact of projects, and rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach.** Investment appraisal: Introduction and techniques, DCF and non DCF methods, Project Appraisal parameters.

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and will be able to demonstrate/explain:

- 1) Understand the use of technical, economic, financial & risk analysis in selecting projects that meet organisational objectives
- 2) Undertake financial analysis using Payback, NPV & IRR
- 3) Identify and quantify risk & uncertainties
- 4) Evaluate and manage risks using the latest tools & techniques
- 5) Manage uncertainties using Decision Trees and Project Management techniques – Network & Critical Path Analysis, Gantt Charts, Resource Planning, Contingency Planning & Earned Value Analysis

Text Books:

- Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House

Reference Books:

- Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3rd Year

SEMESTER- VI

(DSE-II Marketing)

DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT (BBADE03)

L	T	P
5	1	0

Course Name: Distribution and Supply Chain Management
Course Credit hour: 6

Course Code: BBADE03
Total Contact Hour: 60 hrs

Course Objective:

This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

Course Description:

This course allows students to understand both the components of supply chain management and its role within the function and across other functions in an enterprise. The objective of supply chain management is to create value, build a competitive infrastructure, leverage worldwide logistics, synchronize supply with demand, and measure performance globally. Logistics is part of the supply chain, which deals with storage and distribution of goods and services, in the right quantity, right condition, at the right time, and in the right place. The goal of this course is to provide a high-level overview of the supply chain function and related concepts and to provide an understanding of the activities involved. This course will also provide a basic understanding of the analytical tools and applications used in SCM. The course will introduce students to some challenges in managing global supply chains. The course will also provide an opportunity to students to work in teams, explore a real-life situation related to concepts taught in the class, and do a research project.

Course Content:

UNIT I: Meaning and role of Distribution, Transportations, Inventory, Warehousing, Managing logistics, the channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.

UNIT II: Emerging Concepts in Distribution, Indian Distribution Scenario, Vertical and Horizontal Marketing Systems, Understanding Distribution of Services.

UNIT III: Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving Strategic Fit.

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

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

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and will be able to demonstrate/explain:

- 1) Develop a sound understanding of the important role of supply chain management in today's business environment
- 2) Become familiar with current supply chain management trends Understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations
- 3) Learn to use and apply computer-based supply chain optimization tools including the use of selected state of the art supply chain software suites currently used in business
- 4) Develop and utilize critical management skills such as negotiating, working effectively within a diverse business environment, ethical decision making and use of information technology
- 5) Demonstrate the use of effective written and oral communications, critical thinking, team building and presentation skills as applied to business problems
- 6) Successfully complete a year-long team research or case project concluding with a written and oral presentation of the findings

Text Books:

- Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
- Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.

Reference Books:

- Raghuram, G., &Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. New Delhi: Macmillan.
- Shah, J. (2009). Supply chain management: Text and cases. New Delhi: Pearson Education.
- Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). Designing and managing the supply chain (3rd ed.). New Delhi: Tata McGraw Hill.
- Coughlan, Anderson, Stern, Marketing Channels, Prentice Hall.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3rd Year

Semester- V

(DSE-III Human Resource)

HRD: SYSTEMS AND STRATEGIES (BBADE01)

L T P

5 1 0

Course Name: HRD: Systems and Strategies

Course Code: BBADE01

Course Credit Hour: 6hrs

Total Contact Hour: 60hrs

Course Objective:

Objective The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an optimal HRD climate.

Course Description:

The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an effective HRD climate.

Course Content:

Unit 1: Human Resource Development (HRD): Concept, Origin and Need, Relationship between HRM and HRD; HRD as a Total System; HRD mechanism and Subsystem, Activity Areas of HRD: Training, Education and Development; Roles and competencies of HRD professionals.

Unit 2: HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs, HRD culture. HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD.

Unit 3: HRD and diversity management; HRD Climate; HRD Audit. HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card. Integrating HRD with technology.

Unit 4: Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

Course Learning Outcomes (CLOs):

At the end of the course, the student would be able to:

- 1) The integration of HRD with other areas of HRM and overall business strategy.
- 2) The identification and uses of competencies in the process of determining development and potential
- 3) The main components and variations in management development systems within organisations.

Text Books:

- Rao T.V.: Human Resource Development, Sage publication.

Reference Books:

- Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.
- Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.
- Mankin, D.: Human resource development, Oxford University Press India.
- Rao, T.V.: Future of HRD, Macmillan Publishers India.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3rd Year
SEMESTER- VI
(DSE-IV Management of Global Business)
Multinational Business Finance (BBADE03)

L	T	P
5	1	0

Course Name: Multinational Business Finance

Course Code: BBADE03

Course Credit hour: 6

Total Contact hour: 60

Course Objective:

The course has been designed to familiarize the students with International Monetary System and Financial Institutions. Functioning of the Foreign Exchange Markets and Financial Management of a multinational firm will be the essential component of this course.

Course Description:

This course aims to develop an understanding of the financial management of multinational companies, (MNC's), and in particular, factors influencing exchange rates and exchange rate system, international taxation, hedging of financial risk exposures and their impact on financing, foreign investment decisions and cross border mergers and acquisition.

Course Content:

UNIT I Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking.

UNIT II

International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

UNIT III

The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign Exchange Markets; determination of forward premiums and discounts, interest arbitrage – covered interest arbitrage and interest parity theory – forecasting of foreign exchange rates.

UNIT IV

Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numerical), pooling, leading and lagging as international payment settlement.

Course Learning Outcomes (CLOs):

At the end of the Course students should be able to:

- 1) Discuss and illustrate the impact of interest and inflation rates on exchange rates and the usefulness of the parity relationships.
- 2) Discuss and illustrate transaction and operating (economic) currency exposures and their management using external (derivatives and money markets) and internal techniques and policies.
- 3) Discuss the Euromarkets and factors survey evidence suggests influence the choice and mix of financing of MNC's.
- 4) Understand the factors likely to influence the evaluation and implementation of international investment projects and cross border mergers and acquisitions.
- 5) Compute a suitable cost of capital.
- 6) Illustrate an appraisal of a proposed foreign investment decisions and cross border acquisition.
- 7) Describe transfer pricing and taxation influences on MNC policies and decisions.
- 8) Discuss working capital management decisions in a multinational context.

Text Books:

- Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi,
- Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi

Reference Books:

- Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

NOIDA INTERNATIONAL UNIVERSITY

SCHOOL OF BUSINESS MANAGEMENT

SYLLABUS OF COURSES TO BE OFFERED

Core Courses, Elective Courses & Ability Enhancement Courses

BBAMBA Integrated

(Four Year Full Time Programme)

Choice Based Credit System (CBCS)



(Academic Year 2020-21)

Preamble

The University Grants Commission (UGC) has initiated several measures to bring equity, efficiency and excellence in the Higher Education System of country. The important measures taken to enhance academic standards and quality in higher education include innovation and improvements in curriculum, teaching- learning process, examination and evaluation systems, besides governance and other matters. The UGC has formulated various regulations and guidelines from time to time to improve the higher education system and maintain minimum standards and quality across the Higher Educational Institutions (HEIs) in India. The academic reforms recommended by the UGC in the recent past have led to overall improvement in the higher education system. However, due to lot of diversity in the system of higher education, there are multiple approaches followed by universities towards examination, evaluation and grading system. While the HEIs must have the flexibility and freedom in designing the examination and evaluation methods that best fits the curriculum, syllabi and teaching–learning methods, there is a need to devise a sensible system for awarding the grades based on the performance of students. Presently the performance of the students is reported using the conventional system of marks secured in the examinations or grades or both. The conversion from marks to letter grades and the letter grades used vary widely across the HEIs in the country. This creates difficulty for the academia and the employers to understand and infer the performance of the students graduating from different universities and colleges based on grades. The grading system is considered to be better than the conventional marks system and hence it has been followed in the top institutions in India and abroad. So it is desirable to introduce uniform grading system. This will facilitate student mobility across institutions within and across countries and also enable potential employers to assess the performance of students. To bring in the desired uniformity, in grading system and method for computing the cumulative grade point average (CGPA) based on the performance of students in the examinations, the UGC has formulated these guidelines.

CHOICE BASED CREDIT SYSTEM

The CBCS provides an opportunity for the students to choose from the prescribed courses comprising core, elective/minor or skill based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Therefore, it is necessary to introduce uniform grading system in the entire higher education in India. This will benefit the students to move across institutions within India to begin with and across countries. The uniform grading system will also enable potential employers in assessing performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point.

Average (CGPA) based on student's performance in examinations, the UGC has formulated the guidelines to be followed.

Outline of Choice Based Credit System

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a core course. The structure of course is defined under following points-
 - 1.1. All the UG degree programs shall be of either six semesters or eight semesters duration unless specified otherwise.
 - 1.2. An academic year consists of two semesters: Odd Semester and Even Semester.
 - 1.3. A semester normally extends over a period of 16 weeks (6 day week) with 90 working days.
 - 1.4. Every course offered may have three components: Lecture (L), Tutorial (T) and Practicals (P). Tutorial session consists of participatory discussion / self-study/ desk work/ brief seminar presentations by students and such other novel methods.
 - 1.5. The credit pattern for a course (L:T:P) shall be decided by the respective Board of Studies (BoS).
 - 1.6. Credit means the unit by which the course work is measured. One hour session of Lecture or Tutorial per week for 16 weeks amounts to 1 credit.
 - 1.7. Two hour session of Practicals per week for 16 weeks amounts to 1 credit per semester. The total duration of a semester is 20 weeks inclusive of semester-end examination.
 - 1.8. A course of 3 to 6 credits will be evaluated for 100 marks. A course with less than 3 credits will be evaluated for 50 marks. For any other approved course, the evaluation method shall be decided by the respective BoS.

2. **Elective Course:**

Elective Course is a course which can be chosen from a pool of courses. It may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the student's proficiency/skill.

- 2.1. Discipline Specific Elective (DSE) is a course offered under the main discipline/subject of study or a Project/Dissertation.
- 2.2. Project/Dissertation is an elective course designed to acquire special/ advanced knowledge, such as supplement study/ support study to a project work. A student has to study such a course on his/her own with advisory support of a faculty member.
- 2.3. Generic Elective (GE) is an elective course chosen from an unrelated discipline/subject with an intention to seek exposure beyond discipline/subject.

3. **Ability Enhancement Courses (AEC):** Ability Enhancement Courses may be of two types: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC).

- 3.1. AECC courses are mandatory courses based upon the content that leads to knowledge enhancement viz., Environmental Science, Indian Constitution and English/ Modern Indian Languages (MIL) / Communication skills.
- 3.2. SEC courses are aimed at providing hands-on-training, competencies, skills, etc.

PEOs, POs & PSOs of Integrated BBAMBA Programme

Program Educational Objectives (PEOs)

PEO1) To strengthen our students knowledge using a flexible, research-oriented programmes as per industry and academic needs.

PEO2) To enhance the competencies among the students to pursue higher education and research in reputed institutions

PEO3) To enable critical thinking of essential aspects of Business Management.

Program Outcomes/ Program Specific Outcomes are attributes i.e. what students are expected to know or will be able to do when they postgraduate from the program.

Program Outcomes (POs)

PO1) Provide students with a sound theoretical base and exposure to current business challenges

PO2) Enhance the ability of students to meet global challenges through sensitivity towards organizational, economic and cultural diversity

PO3) Developing critical and analytical thinking abilities

PO4) Developing entrepreneurship Acumen

PO5) Providing global perspective

PO6) Demonstrate the ability to create business plan

Program Specific Outcomes (PSOs)

PSO1) Students, will be equipped to understand the fundamental aspects of Business Management and administration.

PSO2: Undergraduate students will be able to demonstrate and understand the principles of business management in the design, application, analysis and research.

PSO3: Empower the students to acquire technological knowledge by connecting the theory and applications of management concepts.

PSO4: Detailed experience would enable them to begin a career in industry that engages in Business management, corporate application and business research and analytics.

PSO5: Students, will be able to recognise the importance of fundamental management concepts and its application in the real business world. Concepts of organisation behaviour and business communication are also taught.

PSO6: To impart in-depth practical oriented knowledge to students in various thrust areas of business management, so as to meet the demands of industry, corporate and academia.

		Semester III									
BBAMBA301	Business Mathematics	5	1	0	20	20	40	60	100	6	
BBAMBA302	Principles of Marketing	5	1	0	20	20	40	60	100	6	
BBAMBA303	Management Accounting	5	1	0	20	20	40	60	100	6	
BBAMBA304	Personality Development & Communication Skills	4	0	0	20	20	40	60	100	4	
BBAMBA305	India's Diversity & Business	5	1	0	20	20	40	60	100	6	
BBAMBAP03	Summer Training Report and Viva Voce	0	0	2	0	0	0	0	100	2	
	TOTAL									30	
		Semester IV									
BBAMBA401	Business Research	5	1	0	20	20	40	60	100	6	
BBAMBA402	Human Resource Management	5	1	0	20	20	40	60	100	6	
BBAMBA403	Financial Management	5	1	0	20	20	40	60	100	6	
BBAMBA404	IT Tools in Business	4	0	0	20	20	40	60	100	4	
BBAMBA405	Tax Planning	5	1	0	20	20	40	60	100	6	
BBAMBAP04	Seminar on Emerging Trends – Paper presentation and Publication	0	0	2	0	0	0	0	100	2	
	TOTAL									30	

	Semester V									
BBAMBA501	Quantitative Techniques for Management	5	1	0	20	20	40	60	100	6
BBAMBA502	Legal Aspects of Business	5	1	0	20	20	40	60	100	6
BBAMBA503 (Students can opt any one of the specializations in 5th Sem. and the same will continue in the 6th Sem.)	DSE- I FINANCE Investment Banking & Financial Services OR Managing Banks and financial Institutions DSE- II: MARKETING Consumer Behavior OR Rural Marketing DSE– III: HUMAN RESOURCE Human Resource metrics and analytics OR DSE– IV: MANAGEMENT OF GLOBAL BUSINESS International Trade: Policies and Strategies	5	1	0	20	20	40	60	100	6

BBAMBA504 MBA	DSE - I: FINANCE Investment Analysis & Portfolio Management OR DSE- II MARKETING Retail Management	5	1	0	20	20	40	60	100	6
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	OR DSE – III: HUMAN RESOURCE Training & Management Development OR Compensation and benefit management DSE – IV: MANAGEMENT OF GLOBAL BUSINESS Cross Cultural Management									
BBAP05	Minor Project	0	0	2	0	0	0	0	100	2
	TOTAL									26
Semester VI										
BBAMBA 601	Business Policy & Strategy	5	1	0	20	20	40	60	100	6
BBAMBA 602	Financial Institutions and Markets	5	1	0	20	20	40	60	100	6
BBAMBA 603	DSE-I: FINANCE Project Appraisal and Analysis OR DSE-II: MARKETING Distribution and Supply Chain Management OR DSE-III: HUMAN RESOURCE HRD: Systems and Strategies OR DSE – IV: MANAGEMENT OF GLOBAL BUSINESS Multinational Business Finance	5	1	0	20	20	40	60	100	6

		Semester VIII								
BBAMBA8 01	Entrepreneurship, Ethics & Corporate Governance	3	0	0	20	20	40	60	100	3
BBAMBA8 02	Project Management	3	0	0	20	20	40	60	100	3
BBAMBA8 03	Emerging Trends in Management	3	0	0	20	20	40	60	100	3
	Specialization Group 1 - ELECTIVE 3*	2	0	0	20	20	40	60	100	2
	Specialization Group 1 – ELECTIVE 4*	2	0	0	20	20	40	60	100	2
	Specialization Group 2 - ELECTIVE 3*	2	0	0	20	20	40	60	100	2
	Specialization Group 2 - ELECTIVE 4*	2	0	0	20	20	40	60	100	2
BBAMBAP 08	Industry Integrated Project	0	0	4	-	100	100	100	200	4
	TOTAL									21

ESE – End Semester

ExaminationMT – Mid Term

TA – Teacher Assessment

TABLE ELECTIVE COURSES

Functional Area	Elective Courses
Finance	BBAMBAFN1 - Investment Analysis and Portfolio Management BBAMBAFN2- Managing Banks and Financial Institutions BBAMBAFN3- Project Appraisal and Finance BBAMBAFN4- Financial Markets and Services BBAMBAFN5- Mergers, Acquisitions and Corporate Restructuring BBAMBAFN6- Financial Derivatives BBAMBAFN7- Behavioral Finance BBAMBAFN8- Corporate Taxation BBAMBAFN9- Risk Management and Insurance
Marketing Management	BBAMBAMK1- Consumer Behaviour BBAMBAMK2- Retail Management BBAMBAMK3- Sales and Distribution Management BBAMBAMK4- Integrated Marketing Communications BBAMBAMK5- Digital and Social Media Marketing BBAMBAMK6- Product and Brand Management BBAMBAMK7- Services Marketing BBAMBAMK8- Marketing Metrics BBAMBAMK9- Rural Marketing

<p>Operations Management</p>	<p>BBAMBAOP1- Supply Chain and Logistics Management BBAMBAOP2-Lean Six Sigma BBAMBAOP3- Inventory management & material requirements planning BBAMBAOP4- World class manufacturing & maintenance management BBAMBAOP5- Product design BBAMBAOP6- Services Operations Management BBAMBAOP7- Total Quality Management BBAMBAOP8- Operations Strategy</p>
	<p>BBAMBAOP9- Supply Chain Analytics</p>
<p>Human Resources Management</p>	<p>BBAMBAHR1- Talent Management BBAMBAHR2- Employee Relations BBAMBAHR3- Human Resource metrics and analytics BBAMBAHR4- Compensation and Benefits Management BBAMBA HR 5- Performance Management System BBAMBAHR6- Learning and Development BBAMBAHR7- Strategic HRM BBAMBAHR8- Human Resource Development BBAMBAHR9- Negotiation Conflict Management</p>

International Business	BBAMBAIB1- International Marketing Management BBAMBAIB2- International Regulatory Environment BBAMBAIB3- International Business Laws BBAMBAIB4- International Logistics BBAMBA IB5- Export Import Documentation BBAMBA IB6- Trading Blocks & Foreign Trade Frame Work BBAMBAIB7- Cross Cultural Management BBAMBA IB8- International Financial Management BBAMBAIB9- International Financial System
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BBAMBA 1stYear

SEMESTER – I

FUNDAMENTAL OF MANAGEMENT & ORGANIZATIONAL BEHAVIOUR (BBAMBA101)

L	T	P
5	1	0

Course Name: Fundamental of Management & Organizational Behaviour

Course Code: BBAMBA101

Course Credit Hour: 6 hr

Contact Credit hours: 60 hrs

Course Objective:

Successful management requires knowledge of people's behavior in organizational settings. This course is designed to provide you with an overview of the managers' role in organizational settings and an introduction to the concepts and theories that can be useful in facilitating effective leadership. The course will use and focus on Indian experiences, approaches and cases.

Course Description:

This course provides a foundation for major topics in management and organizational behavior by surveying theories and practices relating to managerial roles, organizational cultures, fundamental strategic issues, planning, team building, communication, motivation, leadership, decision-making, control, structure and change. These topics will be covered in one semester having six-hour lectures per week.

Course Contents:

Unit 1: Basic forms of Business Ownership: Special forms of ownership: Franchising, Licensing, leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance. Concept, Nature, Process and Significance of Management, Managerial levels, skills, Functions and Roles; Management vs. Administration; Coordination as Essence of Management

Unit 2: Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Organizing: Concept, Nature, Process and Significance Staffing: Concept, Nature and Importance of Staffing Controlling: Function, Process and types of Control, Common organizational structures.

Unit 3: Importance of Organizational Behaviour, Individual Determinants of OB: Perception and Attribution, Learning: Principles and Process, Emotions, Stress: Concepts, sources, effect, and Management. Personality and Attitudes: determinants and theories, Learning: Concept and Theories of Learning, Motivation:

Content & Process theories, Leadership - Definition - Importance - Leadership Styles - Models and Theories of Leadership Styles, Emotional Intelligence

Unit 4: Groups and Teams: Group Dynamics and Teams - Theories of Group Formation - Formal Organization and Informal Groups and their interaction, Group Cohesiveness, Importance of teams - Formation of teams - Team Work, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window.

Unit 5: Organizational Power and Politics: Nature of organizational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict. Strategies to encourage constructive conflicts. Organizational Change: Concept, Resistance to change, overcoming resistance to change, Implementing Change, Kurt Lewin Theory of Change.

Course Learning Outcomes (CLOs):

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

- 1) Gain an appreciation of theories and concepts of organization and management so that students will understand basic behavioral theory and its application to modern-day organizations.
- 2) Understand group functioning and dynamics and the role of communication within those functions in order to successfully enter the business world and society after the classroom.
- 3) Develop skills to become a diagnostician of organizational systems, structure, and processes using conceptual and analytical frameworks derived from behavioral and management theories.
- 4) Gains introspective understanding of yourself from a management and leadership perspective and developing ways to use this information to be more successful.

Text Books:

- Dr. S.C. Saxena, Dr.GauravSankalp. Management and Organisational Behaviour, SahityaBhawan Publications, Agra
- Laurie Mullins. Management And Organisational Behaviour, 10th Edition,Pearson (Jan 2016)

Reference Books:

- Greenberg Jerald and Baron Robert A: Behaviour in Organization understanding and managing theHuman side of Work, Prentice Hall of India
- Kaul Vijay Kumar: Business Organization & Management, Text and Cases Pearson

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 1st Year
SEMESTER – I
STATISTICS FOR BUSINESS DECISIONS (BBAMBA102)

L	T	P
5	1	0

Course Name: Statistics for Business Decisions
Course Credit Hour: 6 hrs

Course Code: BBAMBA102
Contact Credit hours: 60 hrs

Course Objective:

To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course Description:

Statistics for Business Decisions covers the basics of statistical analysis techniques and adequately prepares students for the quantitative components of a business degree. In this course students learn about common techniques of basic statistical inference, with a focus on business applications. Descriptive and inferential statistics by means of hypothesis testing and confidence intervals are major topics. Students learn how to calculate these, how to interpret them, and how to use them with business data. The motivation behind these important procedures is examined. These topics will be covered in one semester having six-hour lectures per week.

Course Contents:

Unit 1: Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages and Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis

Unit 2: Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

Unit 3: Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of

constructing index numbers-weighted and un-weighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.

Unit 4: Probability and Sampling: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Sampling: Concept, types, sampling distribution and Central limit theorem.

Unit 5: Estimation and Hypothesis testing: Concept; Point estimates and confidence intervals, level of Significance; Process of hypothesis testing; Test of hypothesis concerning Mean; Test of Hypothesis Normal Z test & t test for single mean. Non-parametric statistics for hypothesis testing (Chi square, run test, Wilcoxon matched Pairs test and Sign test).

Course Learning Outcomes (CLOs):

After the completion of the course, students will be able to understand:

- 1) Understand and interpret quantitative information using graphs, tables, and summary statistics (e.g., means, proportions, standard deviations, and correlations)
- 2) State the principles of and recognize good practice in statistical sampling and experimental design.
- 3) Calculate and interpret regression models
- 4) Calculate probabilities for some key probability models (normal, uniform, and discrete random variables).
- 5) Understand the time series analysis
- 6) Explain the concept of variability in data and summary statistics.
- 7) Explain the logic of confidence interval construction and hypothesis testing.
- 8) Calculate and correctly interpret confidence intervals and hypothesis tests for means and regression coefficients.

Text Books:

- 1) S.P Gupta: Statistical Methods, Sultan Chand & Sons, Edition.
- 2) Richard Levin & David Rubin: Statistics for management, Prentice Hall

Reference Books:

- 1) Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.
- 2) Srivastava and Rego: Statistics for management, McGraw Hill education.
- 3) S. C Gupta: Fundamental of Statistics Himalaya Publishing House

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 1st Year
SEMESTER – I
ENVIRONMENTAL STUDIES (BBAMBA103)

Course Name: Environmental Studies
Course Credit Hour: 2 hrs

Course Code: BBAMBA103
Contact Credit hours: 20 hrs

Course Objective:

The course provides a broad overview of the current state of the planet. It will describe and utilize the key concepts/scientific principles related to environmental studies. The study will undertake a basic level of social/political/cultural/economic/philosophical analysis to highlight some of the many dimensions of environmental issues. Identify and explore the environment and human behaviours. Articulate some of the challenges to living sustainably and possibilities for social innovation on environmental issues.

Course Description:

The Environmental Studies major has course requirements from a wide range of disciplines. View this course catalog to get an overview of the core department courses and the required courses from each discipline. These topics will be covered in one semester having two-hour lectures per week.

Course Contents:

Unit 1: Introduction to environmental studies & Ecosystems: Multidisciplinary nature of environmental studies; Scope and importance; Concept of sustainability and sustainable development. Ecosystem- Structure and function of ecosystem (Abiotic and Biotic factors); Energy flow in an ecosystem Food chains, Food webs and ecological succession

Environmental Problems: global warming and Climate change, ozone layer depletion. Deforestation, acid rain; impacts of environmental disturbances

Unit 2: Natural Resources and Biodiversity: Energy resources: Renewable and non-renewable energy sources. Biodiversity patterns and global biodiversity hot spots, India as a mega-biodiversity nation; Endangered and endemic species of India, Threats to biodiversity, Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity. Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value

Unit 3: Environmental Pollution, Impact and Management: Environmental pollution: Air, water, soil and noise pollution, nuclear hazards and human health risks, Solid waste management: Control measures of urban and industrial waste.

Unit 4: Environmental Policies & Practices: Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act.

International agreements: Montreal and Kyoto protocols and Convention on Biological Diversity (CBD). Nature reserves, tribal populations and rights, and human wildlife conflicts in Indian context.

Unit 5: Human Communities and the Environment: Human population growth: Impacts on environment, human health and welfare. Resettlement and rehabilitation of project affected persons; case studies. Disaster management: floods, earthquake, cyclones and landslides. Environmental movements: Chipko, Silent valley, Bishnois of Rajasthan. Environmental ethics: Role of Indian and other religions and cultures in environmental conservation. Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi)

Course Learning Outcomes (CLOs):

After completing the Environmental Studies, students will be able to:

1. Articulate the interconnected and interdisciplinary nature of environmental studies;
2. Demonstrate an integrative approach to environmental issues with a focus on sustainability;
3. Use critical thinking, problem-solving, and the methodological approaches of the social sciences, natural sciences, and humanities in environmental problem solving;
4. Communicate complex environmental information to both technical and non-technical audiences;
5. Understand and evaluate the global scale of environmental problems; and
6. Reflect critically on their roles, responsibilities, and identities as citizens, consumers and environmental actors in a complex, interconnected world.

Text Books:

- ErachBharucha. ENVIRONMENTAL STUDIES, Universities Press (India) Pvt. Limited (2005)
- Draper, D., & Zimmerman, A. (2017). *Our environment: A Canadian perspective* (5th ed.). Toronto, ON: Nelson Education.

Reference Books:

- Gadgil, M., & Guha, R. 1993. This Fissured Land: An Ecological History of India. Univ. of California Press.
- Gleeson, B. and Low, N. (eds.) 1999. Global Ethics and Environment, London, Routledge.
- Gleick, P. H. 1993. Water in Crisis. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.
- Raven, P.H., Hassenzahl, D.M. & Berg, L.R. 2012. Environment. 8th edition. John Wiley & Sons.
- Rosencranz, A., Divan, S., & Noble, M. L. 2001. Environmental law and policy in India. Tripathi 1992.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 1st Year

SEMESTER – I

ENTREPRENEURSHIP DEVELOPMENT (BBAMBA104)

Course Name: Entrepreneurship Development
Course Credit Hour: 6hrs

Course Code: BBAMBA104
Contact Credit hours: 60 hrs

Course Objective:

This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of creativity and innovation in Entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

Course Description:

The study of Entrepreneurship Development is meant to develop entrepreneurial abilities among the students. It deals with inculcation, development, and polishing of entrepreneurial skills into a person so that he can establish and successfully run his enterprise. Thus the basic idea of introducing this course is to equip students with the required skills and knowledge needed for starting and running the enterprise. This course helps student realize their potential as entrepreneurs. Also it inculcates a mind-set in students which has a bent towards discovering new opportunities in the world of entrepreneurship. It will help the students develop critical thinking skills as to what are the problems associated with entrepreneurship and how to solve them.

Course Contents:

Unit 1: Entrepreneurial Management: The evolution of the concept of Entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and evaluation; Building the Team / Leadership; Strategic Planning for business; Strategic Management; Levels of Strategic Management; Steps in Strategic Management Process; Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

Unit 2: Entrepreneurship, Creativity and Innovation: Stimulating Creativity; Organizational actions that enhance / hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

Unit 3: Social Entrepreneurship: Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profit Organization; Financing and Risks; Business Strategies and Scaling up.

Unit 4: Family Business and Entrepreneurship: The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms; Culture and evolution of family firm; Managing Business, family and shareholder relationships; Conflict and conflict resolution in family firms; Managing Leadership, succession and continuity; women's issues in the family business; Encouraging change in the family business system.

Unit 5: Financing the Entrepreneurial Business: Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

Course Learning Outcomes (CLOs):

On successful completion of this module you should be able to:

- 1) Learn the Importance and scope of entrepreneurship.
- 2) Learn how entrepreneurship is important for economic development of the country.
- 3) Analyse the importance of Creativity and Innovation in the development of an enterprise.
- 4) Learn about various feasibility studies viz. financial & marketing that can be carried out before opening a business.
- 5) Learn how to make detailed project reports.
- 6) Learn about the concept of Social Entrepreneurship.
- 7) Analyse the role of Family Business in today's business.
- 8) Learn about the role of Women Entrepreneurs in the present scenario.
- 9) Learn what is a small scale business and its role in the economic development of the country.

Text Books:

- Entrepreneurship- Theory, Process, Practice - Donald F. Kuratko& Richards M. Hodgetts (Thomson)
- Entrepreneurship – R. Hisrich& M. Peters (Tata McGraw Hill)
- Entrepreneurship – Rajeev Roy (Oxford)

Reference Books:

- Entrepreneurship Development- Small Business Enterprises - Poornima M. Charantimath (Pearson)
- Entrepreneurship and Small Business Management – Dr.Shwetabh Mittal (Anand Publishers)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 1st Year

SEMESTER – II

MANAGERIAL ECONOMICS (BBAMBA201)

L T P

5 1 0

Course Name: Managerial Economics

Course Credit Hour: 6 hrs

Course Code: BBAMBA201

Contact Credit hours: 60 hrs

Course Objective:

This course has been designed to study the application of concepts and principles of micro economics and macroeconomics to support business decisions taken by firms. Simple geometry and basic concepts of mathematics and statistics may be used in the course of teaching.

Course Description:

Managerial Economics utilizes microeconomic theory and econometric techniques to analyze business decision making. Major topics include demand analysis and estimation, forecasting, cost analysis and estimation, market structures, pricing strategies, and game theory. The first half of the course will focus on microeconomic fundamentals, including firm and consumer behavior. The second half will focus on macroeconomics and international trade.

Course Contents:

Unit 1: Introduction to Micro Economics: Demand, Supply and Market equilibrium: Demand Function, Determinants of Demand, Individual Demand, Market Demand, Elasticity of Demand : Price Elasticity of Demand & its Determinants, Income Elasticity of Demand, Cross Elasticity of Demand; Supply: Individual Supply, Market Supply, Elasticity of Supply & its Determinants; Market equilibrium; Theory of consumer behaviour: Cardinal Utility Theory, Ordinal Utility Theory (Indifference curves, Budget line, Consumer Choice, Price Effect, Substitution Effect, Income effect for Normal, Inferior and Giffen goods), Revealed Preference Theory

Unit 2: Producer and optimal production choice: Optimizing behaviour in short-run (product curves, law of diminishing marginal productivity, three stages of production), optimizing behaviour in long-run Returns to Scale (isoquants, iso-cost line, optimal combination of inputs). Costs and scale: cost concepts, cost in the short-run, Cost in the long-run

Unit 3: Market Structure: Perfect Competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry); Monopoly: basic features, short run equilibrium, long run equilibrium, comparison with perfect competition, Price discrimination; Monopolistic Competition: basic features, short run

equilibrium, long run equilibrium, excess capacity); Oligopoly: kinked demand curve model, dominant price leadership model

Unit 4: Introduction to Macro Economics: Distinction between Micro and macro Economics, Concepts of National Income: Gross Domestic Product, National Income, Personal and Personal disposable income, Measurement of National Income; Circular flow of National Income-Two sector, three sector & four sector model; Classical theory of income, employment and interest, Keynesian theory of Income and Employment; Effective Demand, components of aggregate demand, equilibrium income; Consumption Function-APC & MPC, Concept of multiplier & Accelerator

Unit 5: Inflation: Meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies. Open Economy: Balance of payments, Foreign exchange Rates and Markets, Fixed and Flexible Exchange rate, Monetary and Fiscal policy in an open economy

Course Learning Outcomes (CLOs):

On successful completion of this module you should be able to:

1. To understand the concepts of cost, nature of production and its relationship to Business operations.
2. To apply marginal analysis to the “firm” under different market conditions.
3. To analyse the causes and consequences of different market conditions.
4. To integrate the concept of price and output decisions of firms under various market structure.

Text Books:

- D.M Mithani. Managerial Economics, Himalaya Publishing House
- Managerial Economics and Business Strategy, 9th Edition by Michael Baye and Jeffrey Prince

Reference Books:

- Dominick Salvatore: Principles of Microeconomics, Oxford University Press
- Lipsey and Chrystal: Economics, Oxford University Press
- Koutosyannis: Modern Micro Economics, Palgrave Macmillan
- Pindyck, Rubinfeld and Mehta: Micro Economics, Pearson

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 1st Year

SEMESTER – II

BUSINESS ACCOUNTING (BBAMBA202)

L	T	P
5	1	0

Course Name: Business Accounting

Course Credit Hour: 6 hrs

Course Code: BBAMBA202

Contact Credit hours: 60 hrs

Course Objective:

To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation

Course Description:

An introduction to the financial accounting concepts, principles, and techniques used in recording and business transactions. The accounting cycle, the measurement of income and valuation problems, reporting of financial position and results of operations for business enterprise are explored.

Course Contents:

Unit 1: Introduction to Financial Accounting: Accounting as an Information System; Importance, Scope, and Limitations; Users of Accounting Information; Generally Accepted Accounting Principles (GAAP); The Accounting Equation; Nature of Accounts and Rules of Debit and Credit; Recording Transactions in General Journal; An overview of Subsidiary books – cash Book, Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book, Journal Proper

Unit 2: Recording Transactions Cash Book: Opening and Closing Entries; Preparation of Ledger Accounts; Preparation of Trial Balance; Rectification of errors; Bank Reconciliation Statement

Unit 3: Introduction to International Financial Reporting Standards (IFRS): Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies; Depreciation Accounting and Revenue Recognition. Methods of charging and Recording Depreciation – Straight-line Method and Written-down-value Method

Unit 4: Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor; Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013; Understanding the contents of a Corporate Annual Report; Preparation of Cash Flow Statement as per AS-3 (revised)

Unit 5: Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis – Horizontal Analysis, Vertical Analysis and Ratio Analysis; Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios and Turnover Ratios; Limitations of Ratio Analysis.

Course Learning Outcomes (CLOs):

On successful completion of this module you should be able to:

- 1) Describe, explain, and integrate fundamental concepts underlying accounting, finance, management, marketing, and economics
- 2) Use information to support business processes and practices, such as problem analysis and decision making
- 3) Apply quantitative skills to help analyze and solve business problems and to take advantage of business opportunities
- 4) Develop an understanding of internal control issues and the effects of the regulatory environment on financial reporting
- 5) Apply knowledge of federal tax laws and procedures to individuals and businesses
- 6) Analyze the financial statements

Text Books:

- Goel, D.K. and Goel, S. Financial Accounting, Arya Publishing (2010)
- S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd. (2012)

Reference Books:

- Modern Accountancy: Hanif and Mukherjee Part I & II, Tata McGraw-Hill
- Financial Accounting: Jwaharlal, Himalaya Publishing House
- R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
- Deepak Sehgal. Financial Accounting. Vikas Publishing H House, New Delhi.
- Goldwin, Alderman and Sanyal, Financial Accounting, Cengage Learning.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 1st Year

SEMESTER – II

BUSINESS COMMUNICATION (BBAMBA203)

L	T	P
2	0	1

Course Name: Business Communication

Course Credit Hour: 2 hrs

Course Code: BBAMBA203

Contact Credit hours: 20 hrs

Course Objective:

To equip students effectively to acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication

Course Description:

Application of business communication principle through creation of effective business document documents and oral presentations. It includes study and application of term communication and use of technology to facilitate the communication process.

Course Contents:

Unit 1: Introduction: Nature of Communication, Process of Communication, Types of Communication (verbal & Non Verbal), Importance of Communication, Different forms of Communication, Effective principles of Communication, 7 C's. Barriers to Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers

Unit 2: Business Correspondence: Letter Writing, presentation, inviting quotations, sending quotations, placing orders, inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter - office Memo, Notices, Agenda, Minutes of meeting, Job application letter, preparing the Resume

Unit 3: Report Writing: Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, and check lists for reports

Unit 4: Vocabulary: Words often confused Words often misspelt, common errors in English

Unit 5: Oral Presentation: Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids. Corporate Communication Formal and Informal Communication Networks; Grapevine; Miscommunication (Barriers); Improving Communication. Business Etiquetes

Course Learning Outcomes (CLOs):

On successful completion of this module you should be able to demonstrate a good understanding of:

- 1) effective business writing
- 2) effective business communications
- 3) research approaches and information collection
- 4) developing and delivering effective presentations
- 5) effective interpersonal communications
- 6) skills that maximise team effectiveness
- 7) good time management
- 8) effective problem solving

Text Books:

- C. Chitra. Business Communication, Charulatha Publications Private Limited (2019)
- Bovee, Thill and Raina. Business Communication Today, 14th Edition, Pearson India (2018)

Reference Books:

- Bovee and Thill. Business Communication Essentials, Pearson Education
- Shirley Taylor, Communication for Business, Pearson Education
- Locker and Kaczmarek, Business Communication: Building Critical Skills, McGraw Hill Education
- Herta A Murphy, Herbert W Hildebrandt, Jane P. Thomas, Effective Business Communication (SIE), McGraw Hill Education
- Dona Young, Foundations of Business Communication: An Integrative Approach, McGraw Hill Education
- Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz, Paula Lentz, and NeerjaPande, Business Communication: Connecting in a Digital World (SIE), McGraw Hill Education

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 1st Year

SEMESTER – II

ETHICS & CORPORATE SOCIAL RESPONSIBILITY (BBAMBA204)

Course Name: Ethics & Corporate Social Responsibility

Course Credit Hour: 6 hrs

Course Code: BBAMBA204

Contact Credit hours: 60 hrs

Course Objective:

The objective of this paper is to make the students clearer about the importance of ethics in business and practices of good corporate governance to encourage moral imagination and heightening sensitivity towards the ethical dimension of managerial problems.

Course Description:

Students become more effective decision makers by examining the meaning and role of ethics in the business environment, and the social responsibility of business organizations. Topics include the relationship between business and society; identifying stakeholders and issues; the theoretical basis of business ethics; business ethics in management and leadership; the concept of corporate social responsibility; corporate social responsibility in practice; regulating business; ownership and governance of the corporation; environmental and business responsibilities; globalization and business responsibilities; and ethics, responsibilities, and strategy.

Course Contents:

Unit 1: Conceptual framework of business ethics: Business ethics: Meaning of ethics, ethics and morality; ethics versus law. Why ethical problems occur in business. Ethical principles in business; Theories of Business Ethics, Globalization and Business Ethics

Unit 2: Moral Issues in business: An alternative to moral principles; Moral issues in Business; Worker's and employee's right and responsibilities, profit maximization v/s social responsibility. Managing Ethical Dilemmas: Meaning and nature of ethical dilemma; characteristics of ethical dilemmas; the dilemma resolution process; common ethical dilemma in finance, marketing and HRM, Ethical Decision Making

Unit 3: Framework of Corporate Governance in India: Meaning; American, European, Japanese and Indian models of corporate governance; corporate boards and its powers, responsibilities; board committees and their functions; shareholders grievance committee; investors relation committee; risk management committee; audit committee; corporate governance reforms in the Companies Act, 2013.

Unit 4: Major Corporate Scandals in India and Whistle-blowing policy: Case study of few Corporate Scams in India – Satyam Computers, Kingfisher Group, Punjab National Bank; The Concept of Whistle- blowing policy; types of whistleblowers; the whistle-blower legislation across countries; recent developments in India

Unit 5: Corporate Social Responsibility (CSR): Concept of CSR, Corporate Philanthropy; Relationship of CSR with Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance; CSR provisions under the Companies Act 2013. Issues in CSR: Environmental aspect of CSR, Common indicators for measuring social responsibility, CSR Models, Drivers of CSR

Course Learning Outcomes (CLOs):

On successful completion of this module you should be able to:

- 1) Understand Basic concepts of Business Ethics
- 2) Understand Values, Norms and Belief
- 3) Analyze the Role of values for managers, CSR initiatives, problem of whistle blowing and working conditions
- 4) Understand Corporate Social Responsibility and Corporate Governance
- 5) Analyze Financial markets

Text Books:

- Murthy, C.V.S., Business Ethics – Text and Cases, Himalaya Publishing House.

Reference Books:

- Bajpai, G.N., the Essential Book of Corporate Governance, Sage.
- Fernando, A.C., Business Ethics: An Indian Perspective, Pearson Education.
- Fernando, A.C., Corporate Governance: Principles, Policies and Practices, Pearson Education.
- ICSI, Study Material of Professional Programme, MODULE 2, Paper 6, Ethics, Governance and Sustainability

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 2nd YEAR COURSE STRUCTURE UNDER CBCS
(Academic Session 2020 - 21)

		Periods			EVALUATION SCHEME					Credit
					Internal			ESE	Total	
		L	T	P	MT	TA	Total			
Semester III										
BBAMBA301	Business Mathematics	5	1	0	20	20	40	60	100	6
BBAMBA302	Principles of Marketing	5	1	0	20	20	40	60	100	6
BBAMBA303	Management Accounting	5	1	0	20	20	40	60	100	6
BBAMBA304	Personality Development & Communication Skills	4	0	0	20	20	40	60	100	4
BBAMBA305	India's Diversity and Business	5	1	0	20	20	40	60	100	6
BBAMBAP03	Summer Training Report and Viva Voce	0	0	2	0	0	0	100	100	2
	Total									30
Semester IV										
BBAMBA401	Business Research	5	1	0	20	20	40	60	100	6
BBAMBA402	Human Resource Management	5	1	0	20	20	40	60	100	6
BBAMBA403	Financial Management	5	1	0	20	20	40	60	100	6
BBAMBA405	IT Tools in Business	4	0	0	20	20	40	60	100	4
BBAMBA406	Tax Planning	5	1	0	20	20	40	60	100	6
BBAMBAP0	Seminar on Emerging	0	0	2	0	0	0	0	100	2

4	Trends – Paper presentation and Publication										
	TOTAL										30

BBAMBA 2nd Year

Semester- III

BUSINESS MATHEMATICS (BBAMBA301)

L	T	P
5	1	0

Course Name: Business Mathematics

Course Code: BBAMBA301

Course Credit Hour: 6 hrs

Total Contact Hour: 60 hrs

Course Objective:

To provide basic knowledge of quantitative methods and their application to commercial situations and for decision making in business. To understand the concepts of ratio, proportion and percentage. To understand the concept and application of profit and loss in business. To use the concept of EMI. To understand the concept of stock exchange and to calculate Dividend. To understand applications of matrices in business.

Course Description:

This course deals with nature of mathematics, appreciation of its practical, intellectual and application of mathematics tools in daily life.

The course begins with the introduction of number systems such as natural number, even number and odd number etc. followed by the arithmetic progression- finding the n th term of an AP, GP. This course also describe the matrices and determinants and permutation and combination of r object (without proof) Problems applications. These topics will be covered in one semester having 60 hours.

Course Content:

Unit 1: Number system: Introduction – Natural Numbers - Even Numbers – Odd Numbers – Integers – Prime Numbers – Rational & Irrational numbers, Real Numbers, HCF & LCM (Simple problems).

Progressions: Introduction – Arithmetic Progression - Finding the „ n th term of an AP and Sum to n th term of AP. Insertion of Arithmetic Means in given terms of AP and representation of 3 terms of AP. Geometric Progression – Finding n th term of GP – Sum to n th Term of GP – Insertion of Geometric Means in given Geometric Progression and also representation of 3 terms of GP.

Unit 2: Ratio, Proportion and Percentage: Ratio- Definition, Continued Ratio, Inverse Ratio, Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Variation, Inverse Variation, Joint Variation, Percentage-Meaning and Computations of Percentages. Profit and Loss: Terms and Formulae, Trade discount, Cash discount, Problems involving cost price, Selling Price, Trade discount and Cash Discount. Introduction to Commission and brokerage, Problems on Commission and brokerage.

Unit 3: Interest: Simple Interest, Compound interest (reducing balance & Flat Interest rate of interest), Equated Monthly Installments (EMI), Problems Shares and Dividends: Concept of Shares, Stock exchange, Face Value, Market Value, Dividend, Equity Shares, Preferential Shares, Bonus Shares, Examples.

Unit 4: Matrices and Determinants (upto order 3 only): 14 Multivariable data, Definition of a Matrix, Types of Matrices, Algebra of Matrices, Determinants, Adjoint of a Matrix, Inverse of a Matrix via ad joint Matrix, Homogeneous System of Linear equations, Condition for Uniqueness for the homogeneous system, Solution of Non-Homogeneous System of Linear equations (not more than three variables). Condition for existence and uniqueness of solution, Solution using inverse of the coefficient matrix, Problems.

Unit 5: Permutations and Combinations: Permutations of 'n' dissimilar objects taken 'r' at a time (with or without repetition). $nPr = \frac{n!}{(n-r)!}$ (Without proof). Combinations of 'r' objects taken from 'n' objects. $nCr = \frac{n!}{r!(n-r)!}$ (Without proof) problems, Applications.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Discuss the argue about the nature of mathematics, what it is, how it is expressed, represented and used.
- 2) Used different types of number systems
- 3) Discuss the language and symbols of mathematics.
- 4) Use a variety of statistical tools to process and manage numerical data.
- 5) Analyze codes and coding schemes used for identification, privacy and security purposes.
- 6) Appreciate the nature and uses of mathematics in everyday life.
- 7) Affirm honesty and integrity in the application of mathematics to various human endeavors.

Text Books:

1. Business Mathematics by Dr. Amarnath Dikshit & Dr. Jinendra Kumar Jain.
2. Business Mathematics by V. K. Kapoor - Sultan Chand & sons, Delhi

Reference Books:

1. R. Selvaraj, Quantitative Methods in Management, Excel Books.
2. Dr. Sancheti & Kapoor: Business Mathematics and Statistic, Sultan Chand and Sons.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 2nd Year

Semester- III

PRINCIPLES OF MARKETING (BBAMBA302)

L	T	P
5	1	0

Course Name: Principles of Marketing

Course Code: BBAMBA302

Course Credit Hour: 6hrs

Total Contact Hour: 60hrs

Course Objective:

This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases.

Course Description:

This course examines the business function of Marketing. Students will learn how marketers deliver value in satisfying customer needs and wants, determine which target markets the organization can best serve, and decide upon appropriate products, services, and programs to serve these markets. Topics include branding and product development, pricing strategies, marketing research, promotion, supply chain management and service marketing. Marketing metrics will be used throughout the course to assess the impact of marketing strategies.

Course Content:

Unit 1: Introduction: Definition, Scope and Importance of Marketing, Evolution of Marketing; Core concepts of marketing- Needs, Wants, and Demands; Company orientation towards market place- Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept; Marketing Environment: demographic, economic, political-legal, socio-cultural, technological and natural environment with reference Indian context; Portfolio approach – Boston Consultative Group (BCG) matrix.

Unit 2: Segmentation, Targeting and Positioning: Levels of Market Segmentation, Bases for Segmenting Consumer Markets- Geographic and Demographic, Market Targeting - Effective Segmentation Criteria, Evaluating and Selecting the Market Segments, Developing and Establishing a Brand Positioning, Difference between Segmentation, Targeting and Positioning.

Unit 3: Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labeling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

Unit 4: Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Events and Experiences, Public Relations & Publicity and Personal Selling; Place

Unit 5: Marketing Channels: The importance of Channels, The Role of Marketing Channels, Channel functions and flows, Channel levels, Types of intermediaries, Identifying and evaluating major channel alternatives, Channel integration and systems- Vertical Marketing Systems, Marketing of Services: Unique Characteristics of Services, Marketing strategies for service firms – 7P's.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Define and explain core marketing terms and concepts.
- 2) Explain how the environment affects a firm's marketing effort.
- 3) Explain and describe influences on consumer behavior and the buyer's decision process.
- 4) Demonstrate an understanding of the concepts of segmentation, targeting and positioning.
- 5) Demonstrate an understanding of the marketing mix and how it is used.
- 6) Describe the role of marketing within service forms and non-profit organizations.
- 7) Describe the types of marketing research and identify their role in a firm's marketing efforts.
- 8) Calculate various marketing metrics and analyze the results to assess the success of marketing strategies.

Text Books:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.

Reference Books:

1. Kotler, P., Armstrong, G., Agnihotri, P. Y., & UIHaq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
2. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 2nd Year

Semester- III

MANAGEMENT ACCOUNTING (BBAMBA 303)

L	T	P
5	1	0

Course Name: Management Accounting

Course Code: BBAMBA303

Course Credit Hour: 6 hrs

Total Contact Hour: 60 hrs

Course Objective:

To impart the students, knowledge about the use of financial, cost and other data for the purpose of managerial is planning, control and decision making.

Course Description:

Management Accounting is an essential tool that enhances a manager's ability to make effective economic decisions. The course objective is to give students a good understanding about the concepts and techniques of management accounting. These issues will be explained against the background of a fast changing global market.

Course Content:

Unit 1: Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting and management accounting, Cost control and Cost reduction, Cost management

Unit 2: Marginal Costing Absorption versus Variable Costing: Distinctive features and income determination. Cost-Volume-Profit Analysis Profit /Volume ratio. Break-even analysis-algebraic and graphic methods. Angle of incidence, margin of safety, Key factor, determination of cost indifference point.

Unit 3: Decision Making Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short term decision making situations – profitable product mix, Acceptance or Rejection of special/ export offers, Make or buy, Addition or Elimination of a product line, sell or process further, operate or shut down. Pricing Decisions: Major factors influencing pricing decisions, various methods of pricing.

Unit 4:Standard Costing & Budgetary Control Meaning, Concepts and Objectives, Merits and Demerits of Standard costing, Prerequisite for establishment of standard costing, Efficiency and Activity Ratios, Variance Analysis-material, labour, overheads and sales variances. Disposition of Variances and Control.

Unit 5:Budgetary Control Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, Objectives, merits, and limitations. Budget administration.Functional budgets.Fixed and flexible budgets. Zero base budgeting. Programme and performance budgeting. Contemporary issues in Management Accounting - Concept of management audit, responsibility accounting. Management reports, types of reports and quality of goods report.

Course Learning Outcome(CLOs):

At the end of the course, the student would be able to:

- 1) Understand the basis of conventional and contemporary costing systems.
- 2) Determine the costs of products and services.
- 3) Critically analyses relevant costs and provide recommendations for decision making.
- 4) Prepare plans and budgets and analyses variances from standard cost to pinpoint areas that need control.

Text Books:

1. Arora, M.N. (2016) A Textbook of Cost and Management Accounting. Vikas Publishing House Pvt. Ltd.
2. Maheshwari, S.N. and Mittal, S.N. (2016) Cost Accounting: Theory and Problems. Shree Mahavir Book Depot

Reference Books:

1. Datar,S.M. &Rajan,M.V. (2017) Horngren's Cost Accounting: A Managerial Emphasis. Pearson.
2. Khan, M.Y. and Jain, P.K. Management Accounting. McGraw Hill Education

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 2nd Year

Semester- III

PERSONALITY DEVELOPMENT & COMMUNICATION SKILLS (BBAMBA 304)

L	T	P
4	0	0

Course Name: Personality development & Communication Skills

Course Code: BBAMBA304

Course Credit Hour: 4 hrs

Total Contact Hour: 40hrs

Course Objective:

The objective of the course is bringing about personality development with regard to the different behavioral dimensions and improving the communication skills that have far reaching significance in the direction of organizational effectiveness.

Course Description:

This course makes the students groom their personality and prove themselves as good Samaritans of the society. This course consists of individual or in- group class presentation pertaining to the applications of the concepts, theories or issues in human development.

Course Content:

Unit 1: Personality: Introduction to Personality Development: What is personality? Why does it matter? Learning about yourself. Personality Factors- Factors of association- Personality Relationship at home-friends-environment educational factor- Situational Factors- Conditional- Genetic- compulsory- spiritual-public relations factors.

Personality Traits: Personality Traits-personality person- formation- factors influencing personal habits of highly effective people & personality habits- Be proactive—Begin with the end in mind—Put first things first—Think win- Seek first to understand then to be understood – Synergize – Sharpen the saw.

Unit 2: Techniques in Personality development a) Self-confidence b) Mnemonics c) Goal setting d) Time Management and effective planning.

Self-development and communication: Development of Positive Personal Attitude; SWOT Analysis

Unit 3: Five Pillars of Personality Development: Introspection – Self Assessment – Self Appraisal – Self Development- Self Introduction.

Self Esteem: Terms of self-esteem- symptoms- advantages- Do's and don'ts to develop positive – Positive self-esteem & negative self esteem

Personality Formation Structure: Mind mapping, Competency mapping & 360* assessment & development, Types of Personality - What are the basic personality types? What's your personality type?

Unit 4: Communication and Ideal Personality: Communication skills: Introduction to Communication, Flow of Communication, Listening, Barriers of Communication, how to overcome barriers of communication. (Practical exercise in communication).

Effective communication & it's key aspects, Body language, Assertiveness, problem-solving, Conflict & stress management, decision making skills, Positive & creative thinking, Leadership & qualities of successful leader, character building, Lateral thinking, Time management,

Personality –A spiritual journey beyond management of Change-Good manners & etiquettes- Interpersonal relationships. Motivation, Team Building and public speaking

Unit 5: Corporate Grooming, Dressing Etiquette, Preparing for Interview, Emotional Quotient.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Analyze the determinants of personality characteristics to better understand their effects on cognitions, emotions, and behavior.
- 2) Apply the major personality domains and theories to better understand one's own behavior and the behavior of others.
- 3) Think critically about and apply theoretical and research-based explanations for human behavior in order to successfully negotiate the challenges of daily living.

Text Books:

1. Business Communication by Sri Jin Kaushal, VK Global Publications Pvt. Ltd., Delhi.
2. Personality Development and Soft Skills – Barun K. Mitra

Reference Books:

1. Dynamics of Personality Development & Projection - J.R. Bhatti
2. Basic Managerial Skill for all - Prentice Hall of India Pvt Ltd, New Delhi.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 2nd Year

Semester- III

INDIA'S DIVERSITY AND BUSINESS (BBAMBA305)

L T P

5 1 0

Course Name: India's Diversity and Business

Course Credit Hour: 6 hrs

Course Code: BBAMBA305

Total Contact Hour: 60hrs

Course Objective:

The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

Course Description:

This course provides the bases of India's diversity linkages with the people, livelihood, and occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications of the business.

Course Content:

Unit 1: 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; 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 settlements.

Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions.

Unit 2: People, Livelihood and Occupational Diversity. Traditional livelihoods and their nature - agriculture, crafts, industry and services; Region, occupation and employment

Unit 3: 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 4: Diversity and Business, Indian Consumers and marketing; Rural and Urban context; Diversity, manufacturing, industry and services; Diversity and Innovation; Workforce diversity and management

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) To develop an understanding of different types of diversity
- 2) To understand the inter linkages between diversity and socio economic challenges
- 3) To understand impact of diversity on business opportunities and decisions

Text Books:

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.
2. 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 pp 134-136)

Reference Books:

1. Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995
2. Fernando Mart ín -Elazar• Pedro M. Romero-Ferná ndez• Gonzalo Sa ´nchez-Gardey, Transforming Human Resource Management Systems to Cope with Diversity, Journal of Business Ethics, 2012, 107:511-531
3. 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 to 375)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 2nd Year

Semester- IV

BUSINESS RESEARCH (BBAMBA401)

L T P

5 1 0

Course Name: Business Research

Course Code: BBAMBA401

Course Credit Hour: 6 hrs

Total Contact Hour: 60hrs

Course Objective:

To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business marketing research.

Course Description:

A course to investigate the techniques of the research process as applied to business and economics. Experience is gained in defining research problems, designing a research project, and in collecting, analyzing, recording, and interpreting data.

Course Content:

Unit 1: Nature and Scope of Marketing Research Role of Marketing Research in decision making; Applications of Marketing Research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Marketing Research problem.

Unit 2: Research Design Concept and Importance of Research Design; Features of a good research design; Exploratory Research Design – concept, types and uses; Descriptive Research Designs – concept, types and uses; Experimental Design

Unit 3: Primary & Secondary Data Research

Primary Data Collection: Survey vs. Observations; Comparison of self- administered, telephone, mail, emails techniques. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, Secondary sources of data in Indian Context.

Unit 4: Sampling techniques; Determination of sample size; Data Analysis - Z test (mean, diff. of mean, diff. of proportion); t test (mean), paired t test; Chi square test; Report writing.

Unit 5:Qualitative Research Tools: Depth Interviews, focus groups and projective techniques; Measurement & Scaling; Primary scales of Measurement - Nominal, Ordinal, Interval & Ratio Scaling techniques; Paired comparison; Rank order; Constant sum; Semantic differential; Itemized ratings, Likert Scale; Questionnaire - Form & Design.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) To familiarize students with basic of research and the research process.
- 2) Have an understanding of various kinds of research, objectives of doing research, research process, research designs and sampling.
- 3) Be able to formulate research problem and develop a sufficiently coherent research design.
- 4) Able to understand the determination of sampling and sample design.
- 5) Able to understand the data analysis and report writing.

Text Books:

1. NareshMalhotra – Marketing Research, Pearson.
2. Kothari, C. R. (2004). Research methodology: Methods and techniques. New Age International.

Reference Books:

1. Zikmund, Babin& Carr: Business Research Methods, South-Western.
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education,
3. Churchill: Marketing Research: Methodological Foundations, Cengage Learning.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 2nd Year

Semester- IV

HUMAN RESOURCE MANAGEMENT (BBAMBA402)

L	T	P
5	1	0

Course Name: Human Resource Management

Course Code: BBAMBA402

Course Credit Hour: 6 hrs

Total Contact Hour: 60hrs

Course Objective:

The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases.

Course Description:

This course helps to familiarize students with the basic principles and techniques of human resource management. The course takes a practical view that integrates the contributions of the behavioral sciences with the technical aspects of implementing the HR function in the 'real world.' Certainly, not everyone who takes this course will become a human resource professional, although they will learn a great deal about those roles. Indeed, for many students this course will be the only HR course they take. However, all managers, no matter what their specialization, play an integral role in carrying out HR policies and practices in their organization – and they have to deal with their organization's human resources department.

Course Content:

Unit 1: Human Resource Management: Concept, Functions, roles, skills & competencies. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HR role in strategy formulation & gaining competitive advantage.

Unit 2: Human Resource Planning: Process, Forecasting demand & supply, Skill inventories, Employee turnover and Absenteeism, Job Bidding, Employee Termination. Job analysis and Design – Uses, methods, Job description & Job specifications, Job Enrichment, Enlargement, Job Rotation, Job Evaluation methods. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

Unit 3: Training and Development: Concept, Needs, Systematic approach to training, Methods of training, Goleman's domains of leadership Performance management system: concept, Administrative and Developmental uses of performance appraisal, factors that distort appraisal, Methods of Employee Appraisal. Compensation: Steps of determining compensation, Role of job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security: health, retirement & other benefits.

Unit 4: Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes-grievance, concepts, causes & grievance redressal machinery, discipline-concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining. Current issues and trends in HRM.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) To have an understanding of the basic concepts, functions and processes of human resource management
- 2) To be aware of the role, functions and functioning of human resource department of the organizations.
- 3) To Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behavior.
- 4) Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy
- 5) Evaluate the developing role of human resources in the global arena.

Programme Learning Outcome (PLOs):

- 1) Provide students with a sound theoretical base and exposure to current business challenges.
- 2) Enhance the ability of students to meet global challenges through sensitivity towards organizational, economic and cultural diversity.
- 3) Providing global perspective.
- 4) Developing critical and analytical thinking abilities.
- 5) Developing entrepreneurship Acumen.
- 6) Demonstrate the ability to create business plan.

Text Books:

1. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
2. Dessler, G. Fundamentals of Human Resource Management (4th Edition, Pearson)

Reference Books:

1. Durai, P. (2010), Human Resource Management, Pearson Education
2. Snell/ Bohlander, Human resource Management, Cengage Learning
3. David Lepak\ Mary Gowan, Human Resource Management: managing Employees for the Competitive advantage

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 2nd Year

Semester- IV

Financial Management (BBAMBA403)

L	T	P
5	1	0

Course Name: Financial Management

Course Code: BBAMBA403

Course Credit Hour: 6hrs

Total Contact Hour: 60hrs

Course Objective:

To acquaint students with the techniques of financial management and their applications for business decision making.

Course Description:

This course discusses the basics of Financial Management with an objective of making individuals without any Finance background. The readers will be able to understand the basics of financial planning, Instruments available in financial markets and personal financial planning.

Course Content:

Unit 1: Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Finance Decisions, Investment Decision, Dividend Decision; Objectives of Financial Management; Organization of finance function. Concept of Time Value of Money, present value, future value, and annuity Risk & Return: Concept of Risk - Systematic & unsystematic risk – their sources and measures.

Unit 2: Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitably Index Method. Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

Unit 3: Capital Structure: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, and Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; Combined leverage. EBIT -EPS analysis.

Unit 4: Working Capital Management: Management of Cash - Preparation of Cash Budgets; Cash management technique.

Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis;

Inventory Management - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Students will understand the basics of financial management and how these are relevant in day to day life.
- 2) Students will be aware of different types of financial markets, gather knowledge about the financial instruments available in the markets and their trading.
- 3) Students will understand different types of banks and other non-financial intermediaries.
- 4) It will enable the students to manage their personal finance.

Text Books:

1. Khan and Jain. Basic Financial Management, McGraw Hill Education
2. Prasanna Chandra, Fundamentals of Financial Management. McGraw Hill Education

Reference Books:

1. Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd.
2. Singh, Surrender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi.
3. James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 2nd Year

Semester- IV

IT TOOLS IN BUSINESS (BBAMBA404)

L	T	P
4	0	0

Course Name: IT Tools in Business

Course Code: BBAMBA404

Course Credit Hour: 4 hrs

Total Contact Hour: 40 hrs

Course Objective:

The objective of this course is to acquaint the students with Information Technology. tools which includes various Office Automation Tools for individuals and corporate.

Course Description:

This course is designed to enable students develop IT skills that are a pre-requisite today's work environment. With greater human-computer interaction in each sphere of work, this course will equip them with basic computing skills that will enhance their employability in general.

Course Content:

Unit 1: Spreadsheets: Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define.

Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae.

Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics. Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and

calculated item, creating pivot table charts, producing a report with pivot tables. Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager).

Unit 2: Word-processing: Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders.

Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents. Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style, using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography.

Unit 3: PowerPoint presentation: Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images.

Viewing and navigating a presentation: Organizing ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons. Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.

Unit 4:Databases: Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types, changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering.

Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple& advance criteria. Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups. Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Make meaningful representations of data in the form of charts and pivot tables.
- 2) Draw analysis on data using spreadsheets and use interpretation to make decisions.
- 3) Generate word documents with appropriate formatting, layout, proofing.
- 4) Manage data for generating queries, forms and reports in a database.

Text Books:

1. Microsoft Office Professional 2013 Step by Step by Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch.
2. Office 2019 for Dummies for Dummies by Wallace Wang, Wiley
3. Microsoft Office 2019 Step by Step, by Joan Lambert, Curtis Frye

Reference Books:

1. Michael Price & Mike McGrath, "Office 2016: In Easy Steps", BPB Publications
2. Elmasri & Navathe, "Fundamentals of Database Systems", Sixth Edition, Pearson Publication

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 2nd Year

Semester- IV

TAX PLANNING (BBAMBA405)

L	T	P
5	1	0

Course Name: Tax planning

Course Code: BBAMBA405

Course Credit Hour: 6hrs

Total Contact Hour: 60hrs

Course Objective:

The objective of this course is to acquaint the students with the tax structure for individuals and corporate and also its implications for planning.

Course Description:

This course is designed to make the students aware of the corporate tax laws of India. Understanding the corporate tax laws and uses it for tax planning is the basic objective of the course. The course is designed so that the students are aware of what business income is and when it gets taxed. The course also provides students with knowledge the difference between tax avoidance and tax planning.

Course Content:

Unit 1: Income tax concepts: Previous Year, Assessment Year, Person, Assesse, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.

Unit 2: Tax planning under the head Salary.

Unit 3: Computation of Income under the Head House Property and Profits and gains from Business or Profession. Computation of Income under the Head: Capital gains and Income from other sources.

Unit 4: Clubbing of Income, Set-off and carry-forward of losses, Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Students who complete this course will be able identify the difference between tax evasion and tax planning.
- 2) By the end of the course students will able to describe how the provisions in the corporate tax laws can be used for tax planning.
- 3) Students of the course will able to explain different types of incomes and their taxability and expenses and their deductibility.
- 4) Students who complete this course will be able to outline the corporate tax laws.
- 5) Students of the course will able to state the use of deductions of expenses to reduce the taxable income

Text Books:

1. Students Guide To Income Tax, 48th edition, Taxman Publication.

Reference Books:

1. Lal&Vashisht, Direct Taxes, 29th Edition, Tata McGraw Hill.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBA 3rd YEAR COURSE STRUCTURE UNDER CBCS
(Academic Session 2020 - 21)

		Periods			EVALUATION SCHEME					Credit
					Internal			ESE	Total	
		L	T	P	MT	TA	Total			
Semester V										
BBAMBA501	Quantitative Techniques for Management	5	1	0	20	20	40	60	100	6
BBAMBA502	Legal Aspects of Business	5	1	0	20	20	40	60	100	6
BBAMBA503 (Students can opt any one of the specializations in 5 th Sem. and the same will continue in the 6 th Sem.)	DSE- I FINANCE Investment Banking & Financial Services OR Managing Banks and Financial Institutions OR DSE- II: MARKETING Consumer Behavior OR Rural Marketing OR DSE- III: HUMAN RESOURCE Human Resource Metrics and Analytics DSE- IV: MANAGEMENT OF GLOBAL BUSINESS International Trade: Policies and Strategies	5	1	0	20	20	40	60	100	6

BBAMBA504	DSE - I: FINANCE Investment Analysis & Portfolio Management OR DSE- II MARKETING Retail Management OR DSE – III: HUMAN RESOURCE Training & Management Development OR Compensation and benefit Management DSE – IV: MANAGEMENT OF GLOBAL BUSINESS Global Business Environment Or Cross Cultural Management	5	1	0	20	20	40	60	100	6
BBAMBA P05	Minor Project	0	0	2	0	0	0	0	100	2
	Total									26

Semester VI

	Semester VI									
BBAMBA601	Business Policy & Strategy	5	1	0	20	20	40	60	100	6
BBAMBA602	Financial Institutions and Markets	5	1	0	20	20	40	60	100	6
BBAMBA603	DSE-I: FINANCE Project Appraisal and Analysis OR DSE-II: MARKETING Distribution and Supply Chain Management OR DSE-III: HUMAN RESOURCE HRD: Systems and Strategies OR DSE – IV:MANAGEMENT OF GLOBAL BUSINESS Multinational Business Finance	5	1	0	20	20	40	60	100	6
BBAMBA604	DSE-1: Finance Project Report	5	1	0	20	20	40	60	100	6

BBAMBA 3stYear

SEMESTER – V

QUANTITATIVE TECHNIQUES FOR MANAGEMENT (BBAMBA501)

L	T	P
5	1	0

Course Name: Quantitative Technique for Management

Course Code: BBAMBA501

Course Credit Hour: 6 hrs

Total Contact Hour: 60hrs

Course Objective:

To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course Description:

The course will cover the essential aspects of quantitative techniques useful in management viz: linear programming, Transportation and assignment problems, Dynamic and integer programming, Game theory, simulation techniques, Markov chain, and network analysis. These topics will be covered in one semester having five-hour lectures and one tutorial work per week.

Course Content:

UNIT I: Linear Programming: Formulation of L.P. Problems; Graphical Solution - Multiple optimal solution, infeasibility, unbounded solution; Simplex Method - Multiple optimal solution, infeasibility, degeneracy, unbounded solution Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

UNIT II: Elementary Transportation & Assignment Problems: Elementary Transportation Problems: Formulation of Transport Problem; Different Methods - N.W. Corner Method, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, unbalanced case, prohibited routes) Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, unbalanced case, Restrictions on assignment)

UNIT III: Network Analysis Construction of the Network diagram; Critical Path - float and slack analysis (Total float, free float, independent float); PERT; Project Time Crashing

UNIT IV: Introduction to Game Theory: Pay off Matrix- Two Person Zero- Sum game, pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation.

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and will be able to demonstrate/explain:

- 1) It will provide students with quantitative skills that are required to make business decisions. These skills involve using statistical, forecasting and estimation techniques. Formulation and application of mathematical models in business decision making scenarios.
- 2) Identify the source of a quantifiable problem, recognise the issues involved and produce an appropriate action plan.
- 3) Extrapolate from data the important trends in order to forecast as accurately as possible
- 4) Carry out a simple sample survey, analyse the results and present the findings to the class. Calculate and interpret numerous statistical values and appreciate their value to the business manager.

Text Books :

- V. K. Kapoor: Operations Research, Sultan Chand & Sons.
- J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.
- N. D. Vohra: Quantitative Management, Tata McGraw Hill.

Reference Books:

- P. K. Gupta, Man Mohan, Kanti Swarup: Operations Research, Sultan Chand.
- Taha Hamdy: Operations Research - An Introduction (Prentice-Hall)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3rd Year

SEMESTER- V

Legal Aspects of Business (BBAMBA502)

L	T	P
5	1	0

Course Name Legal Aspects of Business

Course Code: BBAMBA502

Course Credit hour: 6hrs

Total Contact hour: 60 hrs

Course Objective:

This subject aims at imparting legal knowledge pertaining to business. The information of business laws is important and the students who strive to settle down as professionals and entrepreneurs need to have the legal know how. This subject looks to equip the students with the same.

Course Description:

The course covers the importance of law and legal institutions in business. The basic understanding of the laws relating to contract, consumer protection, competition, companies and dispute resolution. These topics will be covered in one semester having five-hour lectures and one tutorial work per week.

Course Content:

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

UNIT II: Agency Contract and Contingent Contracts: Agency Contract, General rules for Law of Agency, Formation and Termination of Agency Contract. Contingent Contract, Indemnity Contract, Guarantee Contract, Difference between indemnity and Guarantee Contracts, Law of Bailment, Rights and duties of Bailor and Bailee, Termination of Bailment.

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

UNIT IV: The Companies Act 2013: Definition, characteristics and kinds of companies, steps in formation of company. Memorandum of Association, Articles of Association, prospectus. Directors and their appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Modes of winding up of a company.

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

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and Will be able to demonstrate/explain:

- 1) To create an environment conducive to the growth of business; and to make sure that business operates within the larger framework of governance in the country.
- 2) There are a number of laws that have a bearing on the conduct of business. These cover broadly areas relating to corporate legal framework; business transactions; labour; environment; dispute resolution etc.
- 3) In this course an attempt is made to introduce the students to certain important legal aspects of business.
- 4) The course is divided into four modules dealing with formation of contract, breach of contract and its remedies; competition; formation of companies and its management; and dispute resolution.

Text Books:

- Business Law, ND Kapoor
- M.C. Kuchal, & Vivek Kuchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
- Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.

References Books:

- Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
- Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3rd Year

SEMESTER- V

(DSE-I Finance)

INVESTMENT BANKING AND FINANCIAL SERVICES (BBAMBA503)

L	T	P
5	1	0

Course Name INVESTMENT BANKING AND FINANCIAL SERVICES **Course Code:** BBAMBA503

Course Credit hour: 6 hrs

Total Contact hour: 60 hrs

Course Objective:

The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

Course Description:

The course covers the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management. This course will help you to perform valuation of companies & prepare reports on important components of Investment Banking such as Mergers & Acquisitions, Project Finance, IPO Analysis etc. These topics will be covered in one semester having five-hour lectures and one tutorial work per week.

Course Content:

UNIT- I: Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers.

UNIT II: Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters.

UNIT III: Leasing and Hire Purchase: Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Instalment, difference between Hire

Purchase & Leasing, Choice criteria between Leasing and Hire Purchase, Factoring, forfaiting and its arrangement.

UNIT IV: Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology. Securitization: concept, securitization as a funding mechanism.

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and Will be able to demonstrate/explain:

- 1) Examine Financial Services management as an important and contemporary area of financial management.
- 2) Understand the various financial services and their
- 3) Determine the most suitable financial service Factoring
- 4) To enable the students get familiarized with Mutual Funds
- 5) Making a deep understanding on credit rating and its regulatory

Text Books:

- M.Y. Khan: Financial Services, Tata McGraw –Hill.
- Machiraju: Indian Financial System, Vikas Publishing House.
- J.C. Verma: A Manual of Merchant Banking, Bharath Publishing House.

Reference Books:

- K. Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
- Ennew.C. Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3Year

SEMESTER- V

(DSE-I Finance)

MANAGING BANKS AND FINANCIAL INSTITUTIONS (BBAMBA503)

L	T	P
5	1	0

Course Name: Managing Banks and financial Institutions

Course Code: BBAMBA503

Course Credit hour: 6 hrs

Total Contact hour: 60hrs

Course Objective:

Grasp how banks raise their sources and how they deploy it and manage the associated risks Understand e-banking and the threats that go with it. Developing an appreciation among the students for the Banking services and products

Course Description:

This course provides a comprehensive synthesis of the financial theories and concepts learned in previous finance courses. This course should provide a broad and specific analysis of banking/financial institutions domestically and globally. The student will develop a quantitative and qualitative understanding bank management and how decisions are made. The course will present the importance of ROE (return on equity), APY (average percentage yield), ICGR (internal capital growth rate) and other equations in determining the success of financial Institution.

Course Content:

UNIT I: Overview of the Banking System: Nuggets of Banking History/The Financial System, Banks and their Services/Banking Trends, Organization and Structure of Banks, Government Policy and Regulation, Financial Statements/ Performance Measurement of Banks

UNIT II: Funds-using Services: The Lending Function, Business Loans, Consumer Loans, The Investment Function

UNIT III: Bank Sources of Funds: Deposit Liabilities AND Non-Deposit Liabilities

UNIT IV: Fee-generating Services: International Banking- Trust Banking- Investment Banking- Bank assurance

UNIT V: High tech e-banking: Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e banking and RBI’s initiatives. Non-Banking Financial Companies- Functions of NBFCs Types and RBI Guidelines

Course Learning Outcomes (CLOs):

- 1) To learn the many roles and responsibilities of financial services in the economy.
- 2) To grasp the importance and possible detriment of the regulatory environment provided by domestic and global governments.
- 3) To understand the different types of organizations used in the banking and financial service industries and the competition that is involved.
- 4) To explore how banks are chartered by state and federal authorities. Including, the concepts of branch expansion and targeting markets for bank growth.
- 5) To delve into bank financial statements and how those statements are used by managers in determining bank performance.
- 6) To analyse varying tools applied to the financial statements used by bank management and the public to uncover inside problems and how to deal with those problems.
- 7) To point out options bankers have in regards to dealing with risk. What risk due banks face and how do them offset that reset with acceptable assets.

Text Books:

- Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi,
- Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi

References Books:

1. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3Year

SEMESTER- V

(DSE-II Marketing)

CONSUMER BEHAVIOR (BBAMBA503)

L	T	P
5	1	0

Course Name: CONSUMER BEHAVIOR

Course Code: BBAMBA503

Course Credit hour: 6 hrs

Total Contact hour: 60hrs

Course Objective:

The course of Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour oriented marketing strategies.

Course Description:

This course will explain to analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making, it will enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour. The will give the students a perspective to understand the application of market research in framing effective marketing strategies

Course Content:

UNIT I: Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour models.

UNIT II: Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, self-concept & its importance, types of involvement. Personality - Psycho-analytical Neo-Freudian and social approaches to personality, trait theory of personality. Perception - Process, interpretation, and marketing strategy, Elements, Perceptual organization and defence, consumer imagery, perceived risk & how to handle the risk. Learning & Consumer Involvement: Importance of learning on consumer behaviour, Consumer Attitudes: Formation of attitudes, functions performed by attitudes.

UNIT III Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups. Family & Consumer Behaviour: Consumer socialization process, consumer roles within a family, purchase

influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.

UNIT IV Opinion leadership & process, Dynamics, motivation and opinion leadership, Need, Measurement and corporate strategy of opinion leadership, models and role relationship, Profile of opinion leader, OL and firm's marketing strategy, Innovation, Characteristics, Types, Profile of consumer innovator, Diffusion of innovation, Adoption process. Personal influence.

UNIT V Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post-purchase evaluation; Situational Influences.

Course Learning Outcomes (CLOs):

- 1) On completion of this course, the students will be able to:
- 2) Demonstrate how knowledge of consumer behaviour can be applied to marketing.
- 3) Identify and explain factors which influence consumer behaviour.
- 4) Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.
- 5) Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.
- 6) In a team, work effectively to prepare a research report on consumer behaviour issues within a specific context.

Text Books:

- Leon G. Schiffman; Leslie L. Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
- Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
- Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.

References Books:

- Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, a: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
- Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3Year

SEMESTER- V

(DSE-II Marketing)

Rural Marketing (BBAMBA503)

L	T	P
5	1	0

Course Name: Rural Marketing

Course Code: BBAMBA503

Course Credit hour: 6 hrs

Total Contact hour: 60hrs

Course Objective:

- The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.
- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarize with the special problems related to sales in rural markets.

Course Description:

This course exposes develops a concept about rural marketing to understand the rural price, distribution, communication, product and also know about the strategy about rural marketing with recent updates.

Course Content:

UNIT I: OVERVIEW OF RURAL MARKETING

Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context Definition Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio-cultural-economic & other environmental factors affecting in Rural Marketing- A comparative Analysis of Rural Vs. Urban Marketing- Size &Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

UNIT II: RURAL MARKETS & DECISION

Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium-Classification of Rural Marketing – Regulated- Non Regulated- Marketing Mix- Segmentation- Targeting-Position-Rural Marketing Strategies- Role of Central, State Government and other Institutions in Rural Marketing Integrated Marketing Communication in Rural Marketing.

UNIT III: PRODUCT & DISTRIBUTION

Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing. Brand Management in Rural Marketing- Rural Distribution in channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity & Innovation in Rural Marketing- Sales force Management in Rural Marketing.

UNIT IV: RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH

Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail & IT models in Rural Marketing- CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing. Advertisement & Media Role in Rural Marketing Promotion Methods.

UNIT V: TRENDS IN RURAL MARKETING

e- Rural Marketing-CRM & e-CRM in Rural Marketing- Advanced Practices in Rural Marketing. Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing. Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.

Course Learning Outcomes (CLOs):

Students will be able to -

- 1) Enable to understand the structure and importance of Rural banking in Indian Economy
- 2) Helps to gain a deeper understanding of rural banking
- 3) and to explore emerging trends in rural banking

Text Books:

1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishna – Pearson Education
2. Rural Marketing: Indian Perspective by Awadhesh Kumar Singh Satyaprakash Pandey Newage publishers
3. A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs by Dr. A Sarangapani

References Books:

1. New Perspectives on Rural Marketing: Includes Agricultural Marketing by Ramkishan Y.
2. Rural Marketing, Pradeep Kashyap & Siddhartha Rout, Biztantra
3. Rural Marketing – U.C. Mathur, excel books, 1/e
4. Indian Rural Marketing Rajagopal Rawat Publishers

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3Year

SEMESTER- V

(DSE-III Human Resource)

HR METRICS AND ANALYTICS (BBAMBA503)

L	T	P
5	1	0

Course Name: HR Metrics and Analytics

Course Code: BBAMBA503

Course Credit hour: 6 hrs

Total Contact hour: 60hrs

Course Objective:

1. Understand the importance of HR metrics and analytics in measuring HR's impact and drive business results.
2. Identify the right HR metrics (what to measure, types of measurements etc.), Aligning HR and business goals.
3. Turn metrics into analytics for effective management decisions.

Course Description:

This course is specifically designed for MBA Graduates or pursuing HRM as specialization as well as HR Professionals. In this course you will learn different HR Functions and how to quantify them for effective decision making for your organization. You will have a better understanding better control, and better hold of this function, So we can contribute in the large manner to the overall business objective. All in all to align our HR objective to put it toward the overall business goal, one must have to fine tune this HR function, so that we can able to quantify them.

Course Content:

UNIT I: HR Metrics Overview

Historical Evolution of HR Metrics, Concepts and Objectives, Implementation of metrics in organization

UNIT II: Designing effective Metrics

Deciding what metrics are important for business, Principles for designing HR Metrics, Approaches for designing HR metrics: 1. The Inside-Out Approach 2. The Outside-In Approach

Align HR metrics with business strategy, goals and objectives. Link HR to the strategy map. Creating levels of metrics measures:

1. HR efficiency measures
2. HR Effectiveness measures
3. HR value / impact measures

UNIT III: Building HR functions metrics

Workforce Planning Metrics, Recruitment Metrics, Training & Development Metrics, Compensation & Benefits Metrics, Employee relations & Retention Metrics.

UNIT IV: The implementation of HR Metrics

Building the business case for HR metrics, Implementation: Building support, Implementing HR metrics Case study

UNIT V: HR Analytics Overview

What HR Analytics, Importance of HR Analytics, Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards). Predictive Analytics and its applications

Course Learning Outcomes (CLOs):

Students will able to -

- Learn what are the different HR Functions and ratios in HRM.
- Cost per hire & employee turnover
- Overpay & Absenteeism
- Length of service & Job satisfaction rate
- Profit per employee & Cost of HR per employee
- Training per employee
- Performance, Innovation, Time to hire
- Offer acceptance ratio, Ghost Rate, Fail Rate.
- Employee referral program
- Organization environment & Its Importance.
- Other metrics

Text Books:

1. HR Metrics- The World Class Way by John Sullivan, Paperback, January 2013

References Books:

1. "Winning on HR Analytics" by Ramesh Soudararajan and Kuldeep Singh, Sage Publication, October 2016.
2. "HR Analytics: The What, Why and How" by Tracy Smith, Paperback, October 2013

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3rd Year

Semester- V

(DSE-IV Management of Global Business)

INTERNATIONAL TRADE: POLICIES AND STRATEGIES (BBAMBA503)

L	T	P
5	1	0

Course Name: International Trade: Policies and Strategies

Course Code: BBAMBA503

Course Credit Hour: 6hrs

Total Contact Hour: 60hrs

Course Objective:

The paper aims to provide a thorough understanding of the basis for international trade and strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Course Description:

This course deals with the theory and practice of international trade and of trade-related policies. It focuses on analysing the gains from trade, the changing patterns of trade, the income distributional consequences of liberalising foreign trade, the relationship between trade, investment, and economic growth, and the reasons for and consequences of trade policies. The course relies predominantly on a standard collection international trade models to understand the motivations behind modern trade policies. During the weekly seminar, students then analyse the efficacy of trade policy, considering both intended and unintended consequences of policy choices with particular attention paid to the changing geopolitical environment in which these policies exist.

Course Content:

Unit 1: Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy. Trends in Global Trade and Balance of Payments with special reference to India: Historical roots of today's international trade, Composition, origin and destination of global exports and imports.

Unit 2: Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt. The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements.

Unit 3: India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones

Unit 4: Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Compare at the level of formal analysis, the major models of international trade and be able to distinguish between them in terms of their assumptions and economic implications.
- 2) Employ the principle of comparative advantage and its formal expression and interpretation within different theoretical models.
- 3) Apply partial equilibrium and (where required) general equilibrium models in analysing the economic effects of (a) trade policy instruments such as tariffs, quotas, export subsidies, (b) retaliatory measures such as anti-dumping duties and countervailing duties and (c) the creation of regional trading arrangements such as free trade areas, customs unions and common market.
- 4) Distinguish and critically analyse the main arguments for protection and conversely be able to critically evaluate the relevance and realism of arguments for free trade, taking into account the costs and benefits of trade policy measures on different sections of the community and the implications for the formulation of trade policy.
- 5) Identify major recent developments in the world trading system, and be able to critically analyse key issues raised both by the current round of WTO negotiations and by the spread of regional trading arrangements.
- 6) Develop communications skills through the presentation of your work, interactions during tutorial sessions, and appropriate use of the discussion board.

Text Books:

1. The Trade Game: Negotiation trends at WTO and concerns of developing countries, 2006. New Delhi: Academic Foundation
2. *International Trade: Theory and Evidence* by Markusen, Melvin, Kaempfer and Maskus, McGraw Hill, 1995

Reference Books:

1. Kaul, Vijay Kumar, India's diversity and globalization: Unifying forces and innovation, Working paper in Social Sciences Research Network(SSRN), June 2014
2. Kaul, Vijay Kumar, Managing Diversity, in Business Organisation and Management, chapter 35, Pearson Education, 2012.
3. Nehru J (1946) The Discovery of India, OUP, chaps 4-8 Sopher, D.E- "The Geographical Patterning of Culture of India" in David E. Sopher 'An Exploration of India- Geographical Perspectives on Society and Culture'. Cornell, Pages-289-326.
4. Thomas Kochan, Katerina Bezrukova, Robin Ely, et el, The Effects Of Diversity On Business Performance: Report Of The Diversity Research Network, Human Resource Management, Spring 2003, Vol42, No.1. pp3-21

Assessment Method: (continuous internal assessment = 40%, final examination = 60%)

Assesment-1	-05%
Assessment -2	-05%
Mid-Term exam	-20%
Assessment- 3	-05%
Assessment -4	-05%
Total Internal Assessment	-40%

BBAMBA 3rd Year

Semester- V

(DSE-I Finance)

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT (BBAMBA504)

L	T	P
5	1	0

Course Name: Investment Analysis and Portfolio Management

Course Code: BBAMBA504

Course Credit Hour: 6hrs

Total Contact Hour: 60hrs

Course Objective:

The paper aims to provide a thorough understanding of the basis for international trade and strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Course Description:

This course deals with the theory and practice of international trade and of trade-related policies. It focuses on analysing the gains from trade, the changing patterns of trade, the income distributional consequences of liberalising foreign trade, the relationship between trade, investment, and economic growth, and the reasons for and consequences of trade policies. The course relies predominantly on a standard collection international trade models to understand the motivations behind modern trade policies. During the weekly seminar, students then analyse the efficacy of trade policy, considering both intended and unintended consequences of policy choices with particular attention paid to the changing geopolitical environment in which these policies exist.

Course Content:

Unit 1: Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy. Trends in Global Trade and Balance of Payments with special reference to India: Historical roots of today's international trade, Composition, origin and destination of global exports and imports.

Unit 2: Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt. The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements.

Unit 3: India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones

Unit 4: Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators.

Course Learning Outcome (CLOs):

At the end of the course, the student would be able to:

- 1) Understand the measures of risk and return based on the characteristics of different financial assets and value assets such as stocks and bonds for investment
- 2) Will be able to analyse risk and returns of fixed income instruments and stocks using various models for the purpose of investment.
- 3) Measure the risk and return of a portfolio position and diversify and manage investment portfolios in accordance with a person's risk.
- 4) Understand and evaluate investment advice from brokers and the financial press.

Text Books:

1. Fischer, D.E. & Jordan, R.J. (2006) Security Analysis & Portfolio Management (6th edition), Pearson Education.
2. Ranganathan, M., & Madhumathi, R. (2006). Investment analysis and portfolio management. New Delhi: Pearson Education.

Reference Books:

1. Fabozzi, Frank. (2009). Bond Markets, Analysis and Strategies (7th ed.). Prentice-Hall Publishing
2. Reilly, F. K. & Brown, K.C. (2012) Analysis of Investments and Management of Portfolios (12th edition), Cengage India Pvt. Ltd.

Assessment Method: (continuous internal assessment = 40%, final examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3rd Year

SEMESTER- V

(DSE-II Marketing)

Retail Management (BBAMBA504)

L	T	P
5	1	0

Subject Name: Retail Management

Subject Credit Hours: 6 hrs

Course Code: BBAMBA504

Contact Credit Hours: 60 hrs

Course Objective: The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Course Description:

The purpose of this course is to introduce the student to the world of retailing from a managerial viewpoint. Consequently, we will study the elements that comprise the retail mix, including types of retailers, multichannel retailing, consumer buying behavior, retail marketing strategies, selecting retail site locations, supply chain management, merchandising, pricing, store management, store layout & design and customer service.

COURSE CONTENTS:

Unit I: Introduction to Retailing:

Definition, Characteristics, Emerging Trends in Retailing, And Factors Behind the change of Indian Retail Industry, Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retailing.

Unit II: Store Planning:

Design& Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management Factors determining the location decision, Steps involved in choosing retail locations, Measurement of success of location

Unit III: Retail Merchandising:

Buying function, Markups &Markdown in merchandise management, shrinkage in Retail merchandise management. Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance

Unit IV: Merchandise Pricing:

Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing, Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager – Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

Unit V Retail Industry:

Retail Industry in India, changing trends in retailing. Retail Marketing mix: Advertising; Sales Promotion, Store Positioning, Retail Marketing Mix, CRM, Advertising in Retailing.

Course Learning Outcomes (CLOs):

- 1) Develop the knowledge, understanding and skills in retail management.
- 2) Acquainted with better understanding of implementation of retail management strategies and develop analytical skills for effective decision alternatives in retail operations.
- 3) Understand how to utilize resources and techniques used in retail management.
- 4) Understand analysis of store location, merchandising, products and pricing.
- 5) To provide an academic underpinning to the above through the application of retailing theory and research.

Text Books:

1. Berman, Evans, Chatterjee; Retail Management Strategic approach;13e ,Pearson.
2. Harjit Singh: Retail Management, S. Chand Publication.
3. Retailing Management, Levy & Weitz, 9th edition, McGraw-Hill, 2014

References:

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Prentice Hall.
3. Bajaj, Tuli& Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3rd Year

SEMESTER- V

(DSE-III Human Resource)

TRAINING & MANAGEMENT DEVELOPMENT (BBAMBA504)

L	T	P
5	1	0

Subject Name: Training & Management Development

Course Code: BBAMBA504

Credit Hours: 6 hrs

Contact Credit Hours: 60 hrs

Course Objective: To familiarize the students with the concept and practice of training and development in the modern organizational setting.

Course Description:

The course will emphasize the theories of management training and development, and the practical application of these theories in today's organizations. Special emphasis will be on current topics in the field of human resource development, including: training self-directed work teams, managing a diverse workforce, and the practical application of designing programs in today's environment. This will include actually designing needs analysis and training evaluation programs.

Course Content:

Unit I :

Organization vision & plans, Assessment of training needs, setting training objectives, designing formal training Programs, Spiral model of training. Training function: Building support, overall training capacity building, Developing materials.

Unit II :

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

Unit III:

Management Development Programme Methods: -Understudy Coaching, Action Learning, Role Play, Management Games, Seminars, University level programmes, special projects, Behavioral modelling,

job rotation, case study, multiple management, and Sensitivity training. Post Training: Training evaluation, Training impact on individuals and organizations, Evaluating Training Programmes and its Objectives. Strategic perspective of Training.

Unit IV:

Organizational Development (OD): Meaning and Definition, Foundations of OD, Characteristics of OD, Managing the OD Process-OD Program phases, Theories of Planned Change (Lewin's change model, Action research model, the positive model), Action Research as a process. Role of OD Practitioners, OD Interventions and Types: Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions. Factors affecting OD Interventions.

Course Learning Outcomes (CLOs):

- 1) Describe theories and principles of training and development and by what means individuals learn and can apply that learning to change their behavior.
- 2) Recognize the importance of competent, persuasive, and effective communication in training and development.
- 3) To be able to effectively evaluate a training program using appropriate statistical methods and be able to present this effectively to management.
- 4) Describe how to effectively conduct needs assessments in organizations and justify the need for training interventions in the life of the organization.

Text Books:

1. Beebe, S., Mottet, T., & Roach, K. (2013). Training and development: Communicating for success. Boston: Pearson Education. ISBN 9780205006120
2. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.

References:

1. Blanchard P.Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
2. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
3. Bhatia S.K.: Training & Development, Deep & Deep Publishers.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3rd Year

SEMESTER- V

(DSE-III Human Resource)

COMPENSATION AND BENEFITS MANAGEMENT (BBAMBA504)

L	T	P
5	1	0

Course Name: Compensation and Benefits Management

Course Code: BBAMBA504

Course Credit hour: 6 hrs.

Total Contact hour: 60hrs

Course Objective:

1. To familiarize themselves with various aspects of compensation system in India and make them understand various issues linked with the process of fixing compensation and its components
2. Understand the importance of Compensation for sustainable competitive advantage. Devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, and relevant and track able).

Course Description:

This course includes: Wage and salary administration in private and public organizations; total compensation systems; interrelationship among employee performance, intrinsic and extrinsic rewards, perceived equitable payments, and employee satisfaction; employee benefits; employee incentive programs.

Course Content:

UNIT I: *Introduction to Compensation*

Compensation, Forms of Pay – A Pay Model – Similarities and Differences in Compensation Strategies
Developing a Total Compensation Strategy as a source of Competitive Advantage, Factors affecting compensation
Defining Internal Alignment, Job Analysis, Job Evaluation – Person and Job based Compensation
Strategy
Defining External Competitiveness – Pay Levels, Mix, and Pay Structures

UNIT II: *Incentives and Fringe Benefits*

Incentives – Definition, Types of Incentives, Individual incentives: Measured Day Work, Piece work, Standard Hour, Gain Sharing- its advantages and disadvantages, Organization Wide incentives. Incentive Plans: Scanlon Plan, Kaiser Plan, Profit sharing. Non-financial incentives: Fringe Benefits – Definition, Objectives, Types of Fringe Benefits.

UNIT III: Overview of Minimum Wages Act- 1948 and Equal Remuneration Act-1976.

Regulatory compliance including Wage and Pay commissions, Incentive Scheme-Individual, Group, Copartner ship, Stock Option: Employee Stock Option Plan (ESOP). Welfare Measures- Statutory & non- statutory, Social Security Schemes- ESIS, PF, Pension, Insurance, Gratuity and Maternity Benefits.

UNIT IV: *Calculation of Compensation and Retirement Plans*

Calculation of total compensation package, various methods of compensating cost of living, Basic Pay, Provisions for Dearness allowance, House Rent Allowance, Incentives, Perquisites Neutralization factors. Executive Compensation Plan, Retirement Plan

Practical: Preparation of pay roll on excel sheet for executive and managerial position. Emerging practices of compensating employees. (E.g. Flexi Wage system)

Course Learning Outcomes (CLOs):

Students will able to –

1. Make the HR PROFESSIONAL understand the nuances of the crucial issues in compensation management.
2. Study various techniques of employee retentions
3. Acquaint with various salary structures

Text Books:

1. Performance Management and Appraisal Systems: HR Tools for Global Competitiveness by T.V. Rao. New Delhi, Response Books.
2. Performance Management: It's About Performing Not Just Appraising by B Chadha McMillan India Ltd.

References Books:

1. Performance Management: Robert Bacal, McGraw-Hill Education, 2007.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3Year

SEMESTER- V

(DSE-IV Management of Global Business)

CROSS CULTURAL MANAGEMENT (BBAMBA504)

L	T	P
5	1	0

Course Name: Cross Cultural Management

Course Code: BBAMBA504

Course Credit hour: 6 hrs.

Total Contact hour: 60 hrs

Course Objective:

- To consider the nature of intercultural communication
- To learn to think across cultural differences
- To experiment with different ways of acting in cross-cultural situations
- To reflect on the cultural foundations of economic systems and of organizational practices
- To provide a thorough understanding of the impact of an international context on management practices based on culture.
- To explain and evaluate frameworks for guiding cultural and managerial practice in international business.

Course Description:

The course will cover:

Dimensions of Culture, Communicating across Cultures, Negotiating across Cultures, Multicultural Teams, Cross-cultural Marketing, Culture and Human Resource Management, Motivation across cultures, Cross-cultural Leadership and Skills for a Global Manager

Course Content:

UNIT I: Basic framework of Cross Cultural Management: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management – Implications for the Manager. Comparing Cultures. Shifts in the Culture – Organizational Culture – Culture and Communication – Needs and Incentives – Dispute Resolution and Negotiation.

UNIT II:

Structure of Cross Cultural Management: Formal Structures – Functions – Bureaucracy – Culture and Bureaucracy – Implications. Informal Systems – Informal Relationships – Patronage, Society and Culture – Government-Business Patronage – Guanxi – Managing Informal Systems – Implications.

UNIT III: Cultural diversity and multicultural teams: The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg's theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross cultural communication, , Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs. development, Respect cultural differences vs. stages of development, The possibility of an international subculture.

Cultural diversity and multicultural teams: National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams.

UNIT IV: Conflict and negotiation:

Gender differences, Gender, multi ethnicity, religion, geography Body language, the culture of poverty, Hofstede's dimensions, Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies

UNIT V: Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation – Emergent Strategy – Implications.

Culture and ethics

Understanding significance of cultural values & ethics in cross boarder businesses, Corporate Culture and Cross Border HRM and Employment Practices with respect to Japan, European countries, US, China, corporate social responsibility in MNC's, The McDonald's Corporation,

Course Learning Outcomes (CLOs):

At the end of the course each student should be able to:

1. Appreciate the critical role of culture in international business and the importance of managing cultural differences
2. Understand the different models of culture used in international management that will help to critically analyse the role of national culture on management practices
3. Analyse the interacting spheres of culture including organizational culture, professional culture, national culture, and industry culture.
4. Understand the influence of culture on different functions of management including communication, negotiation, marketing, leadership, motivation, human resource management and teams.
5. Gain an appreciation of different national cultures Learn some basic business etiquette and dining etiquette that will help to work in different countries across the globe.

Text Books:

1. In Deresky, International Management: Managing across Borders and Cultures, 5th Edition, Pearson Education, 2009
2. Richard M. Hodgetts & Fred Luthans, (2005), International Management, 3rd Edition, Tata McGraw Hill Publications, New Delhi,

References Books:

1. Hill, C. (2007) International Business: Competing in the Global Marketplace. (6th ed) Tata McGrawHill.
2. Cross culture management by Ms Shobhana Madhavan, Oxford University Press, 2011
3. Eastern and Cross Culture Management by N K Singh, Springer.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3rd Year

SEMESTER- V

(DSE-IV Management of Global Business)

GLOBAL BUSINESS ENVIRONMENT (BBAMBA504)

L	T	P
5	1	0

Subject Name: Global Business Environment

Subject Credit Hours:6 hrs

Subject Code: BBAMBA504

Contact Credit Hours:60 hrs

Course Objective:

This course aims to introduce students to the international business, trading and financial environment. Students are also expected to understand the basic features of the foreign exchange market and types of exchange rates. The course also creates awareness about emerging issues such as outsourcing and environmental sustainability in the context of international business.

Course Description:

This course examines key global environmental factors and issues impacting on the development of international business. Major topics include: globalisation of business; national differences in the political, social and legal environment, political and country risk; cultural differences and their impact on international business; ethical issues in international business; international trade issues; theory and politics of foreign direct investment; international competitiveness; the internationalisation of business activities and the development of multinational enterprises; foreign exchange markets; the international monetary system and development of the global capital market.

Course Content:

Unit I:

Introduction. Concept of Economic Environment; Nature and scope. Macro variables: Income, Employment, Money Supply, Price Level, Interest rates, saving and Investment. Movement and Interrelationship between different variables. Trends in Macro variables in India.

Unit II:

Institutional Framework of Economic Environment Fiscal Policy; Concept & Implications. Monetary Policy; Concept & Implications. Structure of Indian Economy: Growth Strategy in plans. Industrial Policy. Public sector & Private sector Monetary Policy. Fiscal Policy.

Unit III:

Role of Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages: Globalisation: Concept, Implications, and Policy.

Unit IV :

Regional Integration: EU, etc. World Trade Organization. World Bank, IMF, etc. Other Emerging Economies: China, Brazil, Russia. Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India. SAARC, ASEAN and India.

Course Learning Outcomes (CLOs):

- 1) Understand the process of globalization, its impact on the evolution and growth of international business and to appreciate the changing dynamics of the diverse international business environment.
- 2) Analyze the theoretical dimensions of international trade and intervention measures adopted; to appreciate the significance of different forms of regional economic integration and to understand the concept of Balance of payment account and its components.
- 3) Understand the significance of different forms of regional economic integration and to appreciate the role played by various international economic organisations such as the WTO, UNCTAD, IMF and World Bank.
- 4) Familiarize students with the international financial environment, and get them acquainted with the basic features of the foreign exchange market – its characteristics and determinants.
- 5) Critically examine the concept and form of foreign direct investment, and to create awareness about emerging issues in international business such as outsourcing and ecological issues.

Text Books:

1. Bennett, Roger. *International Business*, Delhi: Pearson
2. Charles, W L Hill and Jain, Arun Kumar, *International Business*, New Delhi: Tata McGraw Hill

References Books:

1. The Indian Economy; Problems and Prospects. Edited by Bimaljalan, Penguin
2. Daniels John. D. Lee H. Radenbaugh and David P Sullivan. *International Business*, Pearson Education.
3. Griffin, Ricky W and Michael W Pustay- *International Business-A Managerial Perspective* Prentice Hall
4. Michael R. Czinkota, et al. *International Business*. Fortforth. The Dryden Press.
5. Menipaz, E., Menipaz A. and Tripathi S.S. *International Business : Theory and Practice*. New Delhi. Sage Publications India Pvt. Ltd.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3rd Year

SEMESTER- VI

BUSINESS POLICY AND STRATEGY (BBAMBA601)

L	T	P
5	1	0

Course Name: Business Policy and Strategy

Course Code: BBAMBA601

Course Credit hour: 6

Total Contact Hour: 60 hrs

Course Objective:

To equip students with the necessary inside into designing strategies for an organisation and linking the organizations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Course Description:

This course addresses the formulation, implementation, monitoring and control of business strategies and supporting organizational policies. Students learn to evaluate the comprehensive business enterprise through an integrated view of the various functional disciplines. This course attempts to develop the conceptual and abstract skills required by leaders of businesses in a competitive environment in order to understand business issues and challenges from the perspective of all functional managers.

Course Content:

UNIT I: 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.

UNIT II: Environmental Analysis & Diagnosis: Analysis of company's external environment, Environmental impact on organizations policy and strategy, organizations dependence on the environment, internal analysis: Importance of organization's capabilities, competitive advantage and core competence.

UNIT III: Formulation of competitive strategies: Michael Porter' Five Forces Model, implementing competitive strategies, Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

UNIT IV: Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analysis – BCG, Product market evolution matrix, experience curve, life cycle portfolio matrix, Behavioural considerations affecting choice of strategy. Business Strategies of Multinational Corporations (MNCs)

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and will be able to demonstrate/explain:

- 1) Develop the critical thinking skills needed to perform external and internal analyses of organizations and their competitive environment.
- 2) Develop business landscaping mapping strategies
- 3) Demonstrate the ability to apply the management tools required and analyse the data generated from the tools to ascertain organizational performance.
- 4) Demonstrate the ability to develop global strategy formulation as part of a strategic management process comprising the three phases: diagnosis, formulation, and implementation.

Text Books:

- Azhar Kazmi - Strategic Management and Business policy, Mcgraw Hills 2. J.A. Pearce & R.B. Robinson: Strategic Management formulation implementation and control, TMH

Reference Books:

- Gerry Johnson & Kevan Scholes, Exploring corporat strategies, PHI
- Upendra Kachru: Strategic Management, Excel books
- Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3rd Year

SEMESTER- VI

FINANCIAL INSTITUTIONS AND MARKETS (BBAMBA602)

L T P

5 1 0

Course Name: Financial Institutions & Markets

Course Credit hour: 6hrs

Course Code: BBAMBA602

Total Contact Hour: 60 hrs

Course Objective:

The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Description:

This course is intended to help you understand the role of financial institutions and markets play in the business environment that you will face in the future. It also helps you to develop a series of applications of principles from finance and economics that explore the connection between financial markets, financial institutions and the economy. On the financial markets side, we will learn the term structure of interest rates, stocks, principals of derivatives, and currencies. On the institutions side, we will learn commercial banks, investment banks, insurance companies, mutual funds, the Federal Reserve Systems and their role of in the economy.

Course Content:

UNIT I: Fundamentals of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; Issues in financial reforms and restructuring; future agenda of reforms; factors affecting financial markets, linkages between economy and financial markets, integration of Indian financial markets with global financial markets

UNIT II: Fundamentals of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; Issues in financial reforms and restructuring; future agenda of reforms; factors affecting financial markets, linkages between economy and financial markets, integration of Indian financial markets with global financial markets

UNIT III: Secondary Market in India: Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Indian Stock Indices and their construction, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Trading of securities on a stock exchange; Settlement mechanism at BSE & NSE

UNIT IV: Fixed Income Securities: Bond market, Bond Characteristics, Bond Types - Sovereign, Municipal, Agency, Corporate, etc. Coupon Types - Zero Coupon, Fixed Rate Coupon, Floating Rate Coupon, Coupon Rate, Current Yield, Yield-To-Maturity, Discount Yield, Money Market Yield, Yield-To- Call/Yield-To-Put, Price Yield Relationship

Money Market Instruments: call money, notice money, term money, commercial bills, certificate of deposits, T-Bills, etc.

UNIT V: Other Financial Institutions: Clearing house mechanisms and clearing corporations, commercial banks and investment banks, broking houses, PMS, hedge funds, mutual funds and insurance firms and other NBFCs.

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and will be able to demonstrate/explain:

- 1) Interpret a variety of financial systems, how they operate, who uses them and their role in economies, including financial and economic parameters.
- 2) Critically evaluate the historical development of regulations and supervision of financial markets for both bank based and market based systems;
- 3) Assess and test the theoretical concepts underlying money and capital markets;
- 4) In the context of financial markets integrate ethical and sustainable reasoning in analyses, evaluations and decisions

Text Books:

- M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi, 2004.
- Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, 3/e, Pearson Education Asia, 2002.

Reference Books:

- Harsh V.Verma, Marketing of Services, Global Business Press, 2002
- Sames L .Heskett, Managing In the Service Economy, Harvard Business School Press, Boston,2001.
- M.Y.Khan, Indian Financial System, 4/eTata Mc Graw-Hill, New Delhi, 2004
- H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.2002.
- Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi, 2003.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3rd Year

SEMESTER- VI

(DSE-I Finance)

PROJECT APPRAISAL AND ANALYSIS (BBAMBA603)

L	T	P
5	1	0

Course Name: Project Appraisal & Analysis
Course Credit hour: 6hrs

Course Code: BBAMBA603
Total Contact Hour: 60 hrs

Course Objective:

To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects

Course Description:

This course aims at equipping participants with the skills to appraise and analyze projects. The major objective of the course is to impart participants with the skills to understand the value and practice of impact evaluation in development economies, to develop and implement impact evaluation.

Course Content:

UNIT I: Project Appraisal: An introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Identification of investment opportunities – industry analysis review of project profiles, – feasibility study, Project identification and formulation, Generation of Project ideas, Basic Principals of Project Analysis.

UNIT II: Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Sources of information: primary /secondary data, forecasting techniques. Technical Appraisal of project: Material and inputs, production technology, plant location and layouts, selection of plant and

equipment.

UNIT III: Financial analysis: Cost of project and means of financing, major cost components. Profitability and financial projections: cost of production, break even analysis, projected balance sheet, profit and loss account and cash flow statement.

UNIT IV: Social cost benefit analysis – value added concept, social surplus indirect impact of projects, and rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach. Investment appraisal: Introduction and techniques, DCF and non DCF methods, Project Appraisal parameters.

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and will be able to demonstrate/explain:

- 1) Understand the use of technical, economic, financial & risk analysis in selecting projects that meet organisational objectives
- 2) Undertake financial analysis using Payback, NPV & IRR
- 3) Identify and quantify risk & uncertainties
- 4) Evaluate and manage risks using the latest tools & techniques
- 5) Manage uncertainties using Decision Trees and Project Management techniques – Network & Critical Path Analysis, Gantt Charts, Resource Planning, Contingency Planning & Earned Value Analysis

Text Books:

- Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House

Reference Books:

- Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3rd Year

SEMESTER- VI

(DSE-II Marketing)

DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT (BBAMBA603)

L T P

5 1 0

Course Name: Distribution and Supply Chain Management
Course Credit hour: 6

Course Code: BBAMBA603
Total Contact Hour: 60 hrs

Course Objective:

This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

Course Description:

This course allows students to understand both the components of supply chain management and its role within the function and across other functions in an enterprise. The objective of supply chain management is to create value, build a competitive infrastructure, leverage worldwide logistics, synchronize supply with demand, and measure performance globally. Logistics is part of the supply chain, which deals with storage and distribution of goods and services, in the right quantity, right condition, at the right time, and in the right place. The goal of this course is to provide a high-level overview of the supply chain function and related concepts and to provide an understanding of the activities involved. This course will also provide a basic understanding of the analytical tools and applications used in SCM. The course will introduce students to some challenges in managing global supply chains. The course will also provide an opportunity to students to work in teams, explore a real-life situation related to concepts taught in the class, and do a research project.

Course Content:

UNIT I: Meaning and role of Distribution, Transportations, Inventory, Warehousing, Managing logistics, the channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.

UNIT II: Emerging Concepts in Distribution, Indian Distribution Scenario, Vertical and Horizontal Marketing Systems, Understanding Distribution of Services.

UNIT III: Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving Strategic Fit.

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

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

Course Learning Outcomes (CLOs):

After completion of the course, students will have a basic understanding of cell biology and will be able to demonstrate/explain:

- 1) Develop a sound understanding of the important role of supply chain management in today's business environment
- 2) Become familiar with current supply chain management trends Understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations
- 3) Learn to use and apply computer-based supply chain optimization tools including the use of selected state of the art supply chain software suites currently used in business
- 4) Develop and utilize critical management skills such as negotiating, working effectively within a diverse business environment, ethical decision making and use of information technology
- 5) Demonstrate the use of effective written and oral communications, critical thinking, team building and presentation skills as applied to business problems
- 6) Successfully complete a year-long team research or case project concluding with a written and oral presentation of the findings

Text Books:

- Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
- Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.

Reference Books:

- Raghuram, G., & Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. New Delhi: Macmillan.
- Shah, J. (2009). Supply chain management: Text and cases. New Delhi: Pearson Education.
- Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). Designing and managing

the supply chain (3rd ed.). New Delhi: Tata McGraw Hill.

- Coughlan, Anderson, Stern, Marketing Channels, Prentice Hall.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3rd Year

Semester- V

(DSE-III Human Resource)

HRD: SYSTEMS AND STRATEGIES (BBAMBA603)

L T P

5 1 0

Course Name: HRD: Systems and Strategies

Course Code: BBAMBA603

Course Credit Hour: 6hrs

Total Contact Hour: 60hrs

Course Objective:

Objective The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an optimal HRD climate.

Course Description:

The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an effective HRD climate.

Course Content:

Unit 1: Human Resource Development (HRD): Concept, Origin and Need, Relationship between HRM and HRD; HRD as a Total System; HRD mechanism and Subsystem, Activity Areas of HRD: Training, Education and Development; Roles and competencies of HRD professionals.

Unit 2: HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs, HRD culture. HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD.

Unit 3: HRD and diversity management; HRD Climate; HRD Audit. HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card. Integrating HRD with technology.

Unit 4: Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

Course Learning Outcomes (CLOs):

At the end of the course, the student would be able to:

- 1) The integration of HRD with other areas of HRM and overall business strategy.
- 2) The identification and uses of competencies in the process of determining development and potential
- 3) The main components and variations in management development systems within organisations.

Text Books:

- Rao T.V.: Human Resource Development, Sage publication.

Reference Books:

- Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.
- Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.
- Mankin, D.: Human resource development, Oxford University Press India.
- Rao, T.V.: Future of HRD, Macmillan Publishers India.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 3rd Year

SEMESTER- VI

(DSE-IV Management of Global Business)

Multinational Business Finance (BBAMBA603)

L	T	P
5	1	0

Course Name: Multinational Business Finance

Course Code: BBAMBA603

Course Credit hour: 6

Total Contact hour: 60

Course Objective:

The course has been designed to familiarize the students with International Monetary System and Financial Institutions. Functioning of the Foreign Exchange Markets and Financial Management of a multinational firm will be the essential component of this course.

Course Description:

This course aims to develop an understanding of the financial management of multinational companies, (MNC's), and in particular, factors influencing exchange rates and exchange rate system, international taxation, hedging of financial risk exposures and their impact on financing, foreign investment decisions and cross border mergers and acquisition.

Course Content:

UNIT I Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking.

UNIT II

International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

UNIT III

The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign Exchange Markets; determination of forward premiums and discounts, interest arbitrage – covered interest arbitrage and interest parity theory – forecasting of foreign exchange rates.

UNIT IV

Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numerical), pooling, leading and lagging as international payment settlement.

Course Learning Outcomes (CLOs):

At the end of the Course students should be able to:

- 1) Discuss and illustrate the impact of interest and inflation rates on exchange rates and the usefulness of the parity relationships.
- 2) Discuss and illustrate transaction and operating (economic) currency exposures and their management using external (derivatives and money markets) and internal techniques and policies.
- 3) Discuss the Euromarkets and factors survey evidence suggests influence the choice and mix of financing of MNC's.
- 4) Understand the factors likely to influence the evaluation and implementation of international investment projects and cross border mergers and acquisitions.
- 5) Compute a suitable cost of capital.
- 6) Illustrate an appraisal of a proposed foreign investment decisions and cross border acquisition.
- 7) Describe transfer pricing and taxation influences on MNC policies and decisions.
- 8) Discuss working capital management decisions in a multinational context.

Text Books:

- Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi,
- Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi

Reference Books:

- Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th INTEGRATED COURSE STRUCTURE (w.e.f. Session 2020 - 21)

	Semester VII									
BBAMBA701	Legal Aspects of Business	3	0	0	20	20	40	60	100	3
BBAMBA702	Business Policy and Strategic Management	4	0	0	20	20	40	60	100	4
BBAMBA703	Marketing Research	4	0	0	20	20	40	60	100	4
BBAMBA704	Organization Design	4	0	0	20	20	40	60	100	4
	Specialization Group 1 - ELECTIVE 1*	2	0	0	20	20	40	60	100	2
	Specialization Group 1 - ELECTIVE 2*	2	0	0	20	20	40	60	100	2
	Specialization Group 2 - ELECTIVE 1*	2	0	0	20	20	40	60	100	2
	Specialization Group 2 - ELECTIVE 2*	2	0	0	20	20	40	60	100	2
BBAMBAP07	Summer Training Project Report & Viva Voce	0	0	2	-	40	40	60	100	2
	TOTAL									25
	Semester VIII									

BBAMBA801	Entrepreneurship, Ethics & Corporate Governance	3	0	0	20	20	40	60	100	3
BBAMBA802	Project Management	3	0	0	20	20	40	60	100	3
BBAMBA803	Emerging Trends in Management	3	0	0	20	20	40	60	100	3
	Specialization Group 1 - ELECTIVE 3*	2	0	0	20	20	40	60	100	2
	Specialization Group 1 – ELECTIVE 4*	2	0	0	20	20	40	60	100	2
	Specialization Group 2 - ELECTIVE 3*	2	0	0	20	20	40	60	100	2
	Specialization Group 2 - ELECTIVE 4*	2	0	0	20	20	40	60	100	2
BBAMBAP08	Industry Integrated Project	0	0	4	-	100	100	100	200	4
	TOTAL									21

ESE – End Semester Examination

MT – Mid Term

TA – Teacher Assessment

Table: Elective Courses

Functional Area	Elective Courses
Finance	BBAMBAFN1 - Investment Analysis and Portfolio Management BBAMBAFN2- Managing Banks and Financial Institutions BBAMBAFN3- Project Appraisal and Finance BBAMBAFN4- Financial Markets and Services BBAMBAFN5- Mergers, Acquisitions and Corporate Restructuring BBAMBAFN6- Financial Derivatives BBAMBAFN7- Behavioral Finance BBAMBAFN8- Corporate Taxation BBAMBAFN9- Risk Management and Insurance
Marketing Management	BBAMBAMK1- Consumer Behaviour BBAMBAMK2- Retail Management BBAMBAMK3- Sales and Distribution Management BBAMBAMK4- Integrated Marketing Communications BBAMBAMK5- Digital and Social Media Marketing BBAMBAMK6- Product and Brand Management BBAMBAMK7- Services Marketing BBAMBAMK8- Marketing Metrics BBAMBAMK9- Rural Marketing

Operations Management	BBAMBAOP1- Supply Chain and Logistics Management BBAMBAOP2- Lean Six Sigma BBAMBAOP3- Inventory management & material requirements planning BBAMBAOP4- World class manufacturing & maintenance management BBAMBAOP5- Product design BBAMBAOP6- Services Operations Management BBAMBAOP7- Total Quality Management BBAMBAOP8- Operations Strategy BBAMBAOP9- Supply Chain Analytics
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<p>Human Resource Management</p>	<p>BBAMBAHR1- Talent Management</p> <p>BBAMBAHR2- Employee Retention Management</p> <p>BBAMBAHR3- Human Resource Metrics and Analytics</p> <p>BBAMBAHR4- Compensation and benefit Management</p> <p>BBAMBAHR5- Performance Management Systems</p> <p>BBAMBAHR6- Learning and Development</p> <p>BBAMBAHR7- Strategic HRM</p> <p>BBAMBAHR8- Human Resource Development</p> <p>BBAMBAHR9- Negotiation and conflict Management</p>
<p>International Business</p>	<p>BBAMBAIB1- International Marketing Management</p> <p>BBAMBAIB2- International Regulatory Environment</p> <p>BBAMBAIB3- International Business Laws</p> <p>BBAMBAIB4- International Logistics</p> <p>BBAMBAIB5- Export Import Documentation</p> <p>BBAMBAIB6- Trading Blocks & Foreign Trade Framework</p> <p>BBAMBAIB7- Cross Cultural Management</p> <p>BBAMBAIB8- International Financial Management</p> <p>BBAMBAIB9- International Financial System</p>

BBAMBA 4th Year

SEMESTER- VII

Legal Aspects of Business (BBAMBA701)

L	T	P
5	1	0

Course Name: Legal Aspects of Business

Course Code: BBAMBA701

Course Credit hour: 6 hrs.

Total Contact hour: 60hrs

Course Objectives

- To provide basic understanding of law of contract, Law of agency, Bailment & Pledge.
- To provide basic requirements of Negotiable Instruments Act, Law of Insurance and Law of Partnership for the purpose of conducting business
- To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations
- To create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business.
- To appraise the students on the leading practical application-oriented case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions.

Course Description:

It is a course related to business and mercantile law. Topics include detailed outline of contract Act, The Negotiable instrument Act, Companies Act, Sales of Goods Act. The course also has Consumer Protection Act and Information Technology Act. These topics will be covered in one semester having three lectures in a week.

Course Contents:

UNIT I: LAW OF CONTRACT: DEFINITION, ESSENTIALS AND TYPES OF CONTRACTS, OFFER – DEFINITION AND ESSENTIALS, ACCEPTANCE

Definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract. Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency.

UNIT II: NEGOTIABLE INSTRUMENTS ACT 1881:

Nature and characteristics of Negotiable instruments, kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, Negotiation, presentment, discharge and dishonor of negotiable instruments Law of partnership: Definition, essentials of partnership, formation of partnerships, kinds of partners, authorities, rights and liabilities of partners, registration of partnership, dissolution of partnership firm.

UNIT III: Companies Act

Definition, characteristics and kinds of companies, steps in formation of company. Memorandum of association, articles of association, prospectus.

Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings.

Auditor: appointment, rights and liabilities. Modes of winding up of a company.

UNIT IV: SALE OF GOODS ACT:

Essentials, sale v/s agreement to sell, Condition v/s warranties, rights of unpaid seller. Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council.

UNIT V: THE INFORMATION TECHNOLOGY ACT, 2000

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense

Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences

UNIT VI: THE RIGHT TO INFORMATION ACT, 2005:

Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

Course Learning Outcomes (CLOs)

On successful completion of this course students should be able to:

- 1- Learn about the salient features of the Indian Legal Business Framework.
- 2- About the fundamental of the Indian Legal system vice-versa the different legal system of the world.
- 3- Learn about various important legal business Acts like Contract Act, Partnership Act, Negotiable Instruments Act, Sales of Goods Act etc.
- 4- Learn how cognizable offences are different from the non-cognizable offences.

Text Books:

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014

References Books:

1. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2014
2. Nandan Kamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd. New Delhi, 2012.
3. Relevant Acts

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th Year

SEMESTER- VII

Business Policy & Strategic Management (BBAMBA702)

L	T	P
4	0	0

Course Name: Business Policy & Strategic Management

Course Code: BBAMBA702

Course Credit hour: 4 hrs.

Total Contact hour: 40hrs

Course objectives:

The aim of this course is to provide a theoretical framework of strategic management and an orientation for its practical application.

Course Description:

This is a course related to business policies and strategic decision making. Topics include an outline of business policies, decision making, Business continuity plans, business investment strategies, Strategy analysis, formulation and implementation. These topics will be covered in one semester having three lectures in a week.

Course Contents:

UNIT I: BUSINESS POLICIES:

Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmers, Types of Policies, Business Policy Statements, Corporate Culture.

Business Policy and Decision Making: Introduction, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change, Role of Policies in Strategic Management, Business Policy and Decision Making

UNIT II

Business Continuity Plan: Introduction, Concepts of Business Continuity Plan (BCP), Relevance and Importance of BCP, steps in Business Continuity Plan, Business Impact Areas, BCP and its Influence on Strategic Management, BCP and its Influence on Policy Making, Contingency Planning.

Business Investment Strategies: Introduction, Business Plan and Business Venture, Business Investment Strategies

UNIT III

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

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

UNIT IV

Strategy Analysis: Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organizational Position and Strategic Advantage Profile, Strategic Management Model

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

UNIT V

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

Strategies for Multinational Corporations: Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Techniques Employed by MNCs to Manage Markets, MNC, TNC and Global Companies

Recent Trends in Strategic Management.

Course Learning Outcomes (CLOs):

1. To develop an understanding of business policies and strategy
2. To learn about the different strategies of MNCs and their outcomes.
3. To develop understanding of expectations of the various stakeholders of business.
4. To know about the vision and mission statements of companies.

Text Books:

1. Business Policy –Azhar Kazmi –S. Chand &Co. New Delhi
2. Strategic Management: Concepts & Cases – Upendra Kachru, Excel Books.
3. Strategic Planning: Formulation of Corporate strategy – V.S. Ramaswamy, S. Namakumari-Macmillan Publishing House Ltd.

Reference Books:

1. Management Policy & Strategic Management – R.M. Shivastava, Himalaya Publishing House.
2. Creating Excellence – Craig R. Hickman & Michael A. Silva – London Universal Book Stall, New Delhi.
3. Organizational Behaviour- Stephen P. Robinson – PHI, New Delhi.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th Year

SEMESTER- VII

MARKETING RESEARCH (BBAMBA703)

L	T	P
4	0	0

Course Name: Marketing Research

Course Code: BBAMBA703

Course Credit hour: 4 hrs.

Total Contact hour: 40hrs

Course objective:

The course is designed to inculcate the analytical abilities and research skills among the students

Course Description:

This is a course related to research and its role in marketing. Topics include nature and scope of marketing research, applications of marketing research, kinds of marketing research and recent trends in marketing research. These topics will be covered in one semester having four lectures in a week.

Course Contents:

UNIT I

Marketing Research Dynamics- Introduction, Meaning of Research, Research Characteristics, Various Types of Research, Marketing Research and its Management, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information. Client-user interface – role conflict and resolution

UNIT II

Planning the Research Process- Introduction, Research Process: An Overview, Converting a manager's problem to a researcher's problem, Problem formulation, Research Methods, Research Design, Data Collection Methods, Sample Design, Data Collection, Analysis and Interpretation, Report Writing, Components of Research Proposal, Components of Research Paper.

UNIT III

Applications of Marketing Research I: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research

UNIT IV

Applications of Marketing Research II: Introduction, Advertising Research, Media research, Sales Analysis and Forecasting, Data Mining.

UNIT V

Recent Trends in Marketing Research: Introduction, Marketing Information System and Research, Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research.

Course Learning Outcomes (CLOs):

- 1) To develop an understanding of significance of marketing research.
- 2) To learn about the different kinds of marketing research and its implementation.
- 3) To develop understanding of the research process and its implications in business.
- 4) To know about the role of marketing research in 21st century.

Text Books:

- P. Green & D. Tull & G Albaum: Research for Marketing Decisions; PHI.
- Boyd & Westfall: Marketing Research: Text & Cases; All India Traveller Bookseller
- Luck and Rubin: Marketing Research; PHI
- D.R. Cooper & P.S. Schindler: Marketing Research; TMH
- Naresh K Malhotra: Marketing Research; Pearson

Reference Books:

- G C Beri: Marketing Research; Tata McGraw Hill.
- M.J. Schmidt & S. Hollensen: Marketing Research; Pearson
- Aaker & Day: Marketing Research; Wiley
- G. Churchill & D. Iacobucci; Marketing Research, South Western
- S. Easwaran & S. Singh: Marketing Research; Oxford

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th Year

SEMESTER- VII

ORGANIZATIONAL DESIGN (BBAMBA704)

L	T	P
4	0	0

Course Name: Organizational Design

Course Code: BBAMBA704

Course Credit Hours- 4

Total Contact Hours-40

Course objective: To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

Course Description:

This is a course related to organizational structure, culture and the factors leading to organizational evolution. Topics include need of organizational set up, organizational design, organizational culture and its importance, changes in organizations and resistance to change. These topics will be covered in one semester having four lectures in a week.

Course Contents:

UNIT I

ORGANISATION & ITS ENVIRONMENT

Meaning of Organisation – Need for existence - Organizational Effectiveness – Creation of Value – Measuring Organizational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT II

ORGANIZATIONAL DESIGN

Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design –Success and Failures in design - Implications for Managers.

UNIT III

ORGANISATIONAL CULTURE

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT IV

ORGANISATIONAL CHANGE

Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers

UNIT V

ORGANISATION EVOLUTION AND SUSTENANCE

Organizational life cycle – Models of transformation – Models of Organizational Decision making –Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

Course Learning Outcomes (CLOs):

- 1) To develop an understanding of organizational culture and change.
- 2) To learn about the ways necessary for the evolution of organizations.
- 3) To know about the organizational decision making and factors affecting it.
- 4) To know about organizational designs and their impact on business.

Text Books:

1. Gareth R. Jones, Organizational Theory, Design & Change, Pearson Education.
2. Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western

Reference Books:

1. Thomson G. Cummings and Christopher G. Worley, Organizational development and Change, Cengage learning,
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India.
3. Bhupen Srivastava, Organizational Design and Development: Concepts application, Biztantra.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, ResponseBooks
5. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change -A HumanResourceStrategy Approach, Wiley

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th Year
Semester VIII

ENTERPRENUERSIP, ETHICS & CORPORATE GOVERNANCE (BBAMBA801)

L	T	P
3	0	0

Course Name: Entrepreneurship, Ethics & Corporate Governance

Course Code: BBAMBA801

Course Credit Hours – 3 hrs

Total Contact Hours: 30 hrs

Course Objectives: The objective of the course is to make students aware of ethical and moral issues concerning business both in Indian and International context and develop sensitivity of students for right ethical practices in conduct of business, to understand the principles of corporate governance, to know the social responsibility of the corporate.

Course Description: The course is related to the concept of entrepreneurship and role and significance of ethics in business. The course includes competencies required for entrepreneurship, types of businesses, ethics and corporate governance. These topics will be covered in one semester having three lectures in a week.

Course Contents:

UNIT I: NATURE AND FORMS OF ENTREPRENEURSHIP:

Features - Entrepreneur's competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses - corporate entrepreneurship, intrapreneurship - Role of Government in the promotion of Entrepreneur.

UNIT II: INSTITUTIONS SUPPORTING BUSINESS ENTERPRISES:

Central level institutions - NBMSME, KVIC, The coir board, NSIC, NSTEDB, NPC, EDI, NRDCI, National entrepreneurship Development Institutes. State level Institutions - State Directorate of Industries & Commerce, DIC, SFC, SIDC, SIADB. Other institutions: NABARD, HUDCO, TCO, SIDBI, Business incubators

UNIT III: BUSINESS ETHICS AND CORPORATE ETHICS

Meaning, Importance, Functions, Unethical Practices and Ethical dilemma, Ethical theories and Approaches, Modern Decision making - Ethical Models for Decision Making, Indian Ethos, Ethics for Managers, Ethics in Business Competition.

UNIT IV: ETHICAL ASPECTS

Organisation – I: Marketing ethics and Consumer ethics – Ethical issues in Advertising, Criticisms in Marketing ethics, Ethics in HRM: Selection, Training and Development – Ethics at work place – Ethics in Performance Appraisal.

Organisation – II: Ethics in Finance: Insider trading - Ethical investment - Combating Frauds. Ethical issues in Information Technology: Information Security and Threats – Intellectual Property Rights – Cyber-crime.

UNIT V CORPORATE GOVERNANCE:

Corporate Governance: Purpose – Theories and Philosophies of Corporate Governance

Corporate Governance Structures: Directors, Committees, Institutional investors – Auditors. Corporate Social Responsibility: Stakeholders – Environment – social Development.

Course Learning Outcomes (CLOs):

- 1) To develop an understanding about entrepreneurship and competencies required.
- 2) Students will learn about the practical aspects of business and related challenges.
- 3) Students will be also exposed to role and scope of ethics in business.

Textbooks:

- Business Ethics and Corporate Governance –A.C. Fernando, Pearson Education.

Reference Books:

- “Perspectives in Business Ethics”, Laura P Hartman, Tata McGraw Hill.
- Ethics in management and Indian Ethos, Biswanath Ghosh, Vikas
- Corporate Governance and Social responsibility, Balachandran, Chandrasekharan, PHI
- Business Ethics -Concepts and Cases, Weiss, Cengage.
- Business Ethics, Himalaya, C.S.V. Murthy.
- Ethical Management, Satish Modh, McMillan.
- Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka,
- Fundamentals of Entrepreneurship, H. Nandan, PHI.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA^{4th} Year

SEMESTER – VIII

PROJECT MANAGEMENT (BBAMBA802)

L	T	P
3	0	0

Course Name: Project Management

Course Code: BBAMBA802

Course Credit Hour: 3 hrs

Total Contact Hours: 30hrs

Course Objective:

The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

Course Description:

The course is related to project management. Topic includes concept of project, identification of project, technical, financial analysis, project implementation, challenges. These topics will be covered in one semester having three lectures in a week.

Course Contents:

UNIT I: CONCEPT OF PROJECT:

Basic concepts, classification, characteristics of project, Project life cycle, Projectmanagement, Tools & Techniques of project management, project organization.

UNIT II: Project identification:

Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index

Market & Demand Analysis: Collection of data, market survey, market planning, market environment, projectrisk analysis, demand forecasting techniques.

UNIT III: TECHNICAL ANALYSIS:

Selection of technology, material input and utilities, plant capacity, location & site,machinery and equipment, structures and civil work, environmental aspects, project charts and layouts.

Financial Estimation: Project cost, source of finance, cost of production.

UNIT IV: FINANCIAL ANALYSIS:

Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability

Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

UNIT V

Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach,

Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.

Course Learning Outcomes (CLOs)

- 1) To develop an understanding about project management competencies.
- 2) Students will learn about the practical aspects of commencing a project and the challenges associated with it.
- 3) Students will be also exposed to various analysis to be undertaken to ensure success in an ongoing project.

Text Books:

1. Marwan-Project Management (Wiley Dreamtech)
2. Chaturvedi & Jauhari-Project Management (Himalaya Publishing)
3. Chandra Prasanna - Project: Preparation, Appraisal, Budgeting and Implementation. (TMH, 5th

Reference Books:

1. Mishra - Project Management (Excel Books)
2. Goyal BB – Project Management: A Development Perspective (Deep & Deep)
3. Gopalan- Project Management Core Text Book (Wiley)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA^{4th} Year

SEMESTER – VIII

EMERGING TRENDS IN MANAGEMENT (BBAMBA803)

L	T	P
3	0	0

Course Name: Emerging Trends in Management

Course Code: BBAMBA803

Course Credit Hour: 3 hrs

Total Contact Hours: 30hrs

COURSE OBJECTIVES:

To understand the emerging issues in the field of management. To know the emerging trends in various functional areas of management, to understand how the emerging issues and challenges will shape business management in future.

Course Description:

The course is related to new trends in management. Topic includes knowledge management, supply chain dynamics, logistics management, total quality management. These topics will be covered in one semester having three lectures in a week.

Course Content:

UNIT I

Knowledge Management: Concept, KM Strategies – Architecture and Tools – KM Practices. Six Sigma – Concept, steps involved in launching Six Sigma, Benefits derived. , Business Process Reengineering.

UNIT II

Mergers and Acquisitions – Concept, Types, Relevance in 21st century businesses - Regulatory control. IT Enabled Services – Business / Knowledge Process Outsourcing.

UNIT III

World Class Manufacturing: Concept and Importance, Lean Manufacturing Practices, Just in Time, Theory of Constraints. Corporate Governance.

UNIT IV

Total Quality Management- basic Concept, Framework, Barriers to TQM, Strategic Quality planning, Kaizen, Benchmarking- Process, types.

UNIT V

Supply Chain Management- Concept, Key drivers of Supply Chain management, typology of Supply Chain management, Logistic Management

Course Learning Outcomes (CLOs)

- 1) To develop an understanding in students about new changing trends in management.
- 2) Students will learn about the practical aspects of logistics and supply chain management and the challenges associated with it.
- 3) Students will be also exposed to six sigma techniques.

Textbooks:

1. Knowledge Management - Awad Elias M, Ghaziri Hassan M (Pearson Education)
2. Six Sigma for Every One - Eckes (John Wiley & Sons, New Jersey)
3. Mergers Restructuring and Corporate Control – Weston, Chung, Hong (Prentice Hall)

Reference Books: -

- 1) Corporate Governance – Dr. S. Singa (Excel Books)
- 2) World Class Manufacturing – Vol.-1 and 2 (ICFAI University Press)
- 3) Information Technology Enabled Services – Vol. 1 and 2 (ICFAI University Press)
- 4) World Class Manufacturing – B. S. Sahay
- 5) Machine that Changed the World – James Womack, Daniel Jones, Daniel Roos (Harper Perennial, New York)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th Year

SEMESTER – VIII

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT (BBAMBAFN1)

L	T	P
2	0	0

Course Name: Investment & Portfolio Management

Course Code: BBAMBAFN1

Course Credit Hour: 2 hrs

Total Contact Hours: 20hrs

Course Objective:

- To provide students with a conceptual framework of evaluating various investment avenues.
- To provide students with a conceptual and analytical framework of different financial instruments, markets, regulations, their risk and returns and strategies in managing funds.
- To familiarize students with portfolio management techniques that challenges a financial manager.
- To give an overview of the global markets and their impact on the domestic markets

Course Description:

This course is related to an important aspect of investments. Topics include investments objectives, risk and return concept, market risk, investment risks, micro and macroeconomic concepts, portfolio management. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I: Investment Setting & Securities Markets

Financial and economic meaning of Investment: Meaning, Nature and Scope, Characteristics and objectives of Investment; Types of Investment; Investment alternatives, Choice and Evaluation; Notion of Dominance. Micro & macroeconomic concepts relating to investment; Investment objective; Investment process; Investment constraints; Investment strategy: Investment v/s speculation, arbitrage, gambling; types of investors, investor behavior
Investment Risk: Interest Risk, Market Risk, Inflation Risk, Default Risk, etc.

SECURITIES MARKETS: Financial Market, Segments, Types, Participants in financial Market, Regulatory Environment; Primary Market: Methods of floating new issues, Book building, Role of primary market, Regulation of primary market; Stock exchanges in India: NSE, BSE, OTCEI, MCX, NCDEX, ISE; Regulations & Trading system in stock exchanges; SEBI.

UNIT II: Fundamental Analysis

Economic Analysis: Economic forecasting and stock Investment Decisions, Forecasting techniques;
Industry Analysis: Industry classification, Industry life cycle, Company Analysis :Measuring Earnings,
Forecasting Earnings, Applied Valuation Techniques, Graham and Dodds investor ratios; Time Value of
Money

UNIT III: Valuation of Securities

Fixed Income Securities: Bonds, Debentures, Preference Shares and Convertible Securities; Valuation
of Variable Income Securities: Equity Shares.

UNIT IV: Portfolio Management

Portfolio Selection; Portfolio analysis: Markowitz Concept, Capital Asset Pricing model; Portfolio
Revision; Portfolio Evaluation; Mutual Funds.

UNIT V: Technical Analysis & Emerging Trend in Global Market

Fundamental Analysis Vs Technical Analysis, Charting methods, Market Indicators; Trends, Trend
reversals; Patterns: Moving Average, Exponential moving Average; Oscillators; Market Indicators;
Efficient Market theory.

Emerging trend of Security Analysis in global market: Global Investment benefits, World market indexes,
Developed and Emerging Markets, ADRs, GDRs, FCCBs, Foreign Bonds, Global Mutual Funds, Relationship
between trends in global markets and the domestic markets

Course Learning Outcomes (CLOs)

- 1) The students will learn about various kinds of investments and associated risks.
- 2) The students will get an exposure of risk and return analysis which will help them to make judicious investment decisions.
- 3) Forecasting techniques and industry analysis will help students to learn real investment techniques.

Text Books:

1. Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., N.Delhi
2. Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.

Reference Books:

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning.
2. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2012.

3. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.
4. V.A. Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House,
5. V.K. Bhalla, Investment Management, S. Chand & Company Ltd., 2012.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th Year

SEMESTER VIII

MANAGING BANKS AND FINANCIAL INSTITUTIONS (BBAMBAFN2)

L	T	P
2	0	0

Course Name: Managing Banks and Financial Institutions

Course Code: BBAMBAFN2

Course Credit hours- 2

Total Contact Hours-20

Course objectives:

- Grasp how banks raise their sources and how they deploy it and manage the associated risks
- Understand e-banking and the threats that go with it.
- Developing an appreciation among the students for the Banking services and products.

Course Description:

It is an introductory course related to banks and financial institutions. Topics include the overview of banking system, organization and structure of banks, lending functions of financial institutions, banking payment systems, plastic money.

COURSE CONTENTS:

UNIT I

Overview of the Banking System: Nuggets of Banking History/The Financial System, Banks and their Services/Banking Trends, Organization and Structure of Banks, Government Policy and Regulation, Financial Statements/ Performance Measurement of Banks

UNIT II

Funds-using Services: The Lending Function, Business Loans, Consumer Loans, The Investment Function

UNIT III

Bank Sources of Funds: Deposit Liabilities AND Non-Deposit Liabilities

UNIT IV

Fee-generating Services: International Banking- Trust Banking- Investment Banking- Banc assurance

UNIT V

High tech e-banking: Payment system in India – Paper based, e-payments – Electronic banking – advantages

– Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives. Non-Banking Financial Companies- Functions of NBFCs Types and RBI Guidelines

Course Learning Outcomes (CLOs):

- 1- To have a practical understanding of banking system.
- 2- To learn about international banking and investments.
- 3- To know about RBI's guidelines and its regulation of business scenario.

TEXTBOOKS

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi,
2. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management",
3. PHI Learning Pvt. Ltd., New Delhi

REFERENCE:

1. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

PROJECT APPRAISAL AND FINANCE (BBAMBAFN3)

L	T	P
2	0	0

Course Name: Project Appraisal and Finance

Subject Code: BBAMBAFN3

Course Credit hours- 2

Total Contact Hours-20

Course Objective

This course provides the students with an overview of the process involved in financing large capital intensive projects. On completion of this course the students will be able to recognize the sources of project financing, analyses the feasibility and risks involved in large projects, and evaluate the project's profitability.

Course Description: The course is related to Project appraisal. Topics include Project Financing – Features, Elements, Historical Perspective, Requirements and Appropriateness; Rationale for Project Financing, Preparing Project Financing Plan, Discounted Cash flow Analysis ,Financial Modeling. These topics will be delivered in two lectures in a week.

COURSE CONTENTS:

UNIT I

Introduction to Project Finance Project Financing – Features, Elements, Historical Perspective, Requirements and Appropriateness; Rationale for Project Financing

UNIT II

Large Projects What is special about “Large Projects”? Sources of funds for large projects, Project Bonds, Default risk, Lead Arrangers, Managing Underwriters and Advisors

UNIT III

Analyzing & Structuring the Project, Technical Feasibility, Economic Viability, Assessing Project Risks, Implications for Project Financing, Designing Security Arrangements, Structuring of the Project

UNIT IV

Project Financing Plan Preparing Project Financing Plan, Discounted Cash flow Analysis, Financial Modeling

UNIT V

Evaluation of Project Using Real – Options Analysis to Evaluate a Project, Sources of Project Funds, Managing Project Risks

Course Learning Outcomes (CLOs):

On successful completion of the course, the student will be able to learn about

1. Various projects and their handling.
2. The deeper understanding of project analysis and evaluation.

Text Book

- Finerty, D. John (2015). Project Financing, Asset – Based Financial Engineering, 3/e; New Delhi: Wiley India

Reference Books

1. Gatti, Stefano (2012). Project Finance in Theory and Practice, Designing, Structuring and Financing Private and Public Projects, 2/e; USA: Academic Press, Elsevier
2. Yescombe, E. R, (2002). Principles of Project Finance, 1/e; USA: Academic Press, Elsevier.
3. Chandra Prasanna - Project: Preparation, Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
4. Gopalan- Project Management Core Text Book (Wiley)
5. Clifford, G. (2005). Project management. New Delhi: Tata-McGraw-Hill.
6. Machiraju, H. R. (2003). Introduction to project finance: An analytical perspective. New Delhi: Vikas publication.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

FINANCIAL MARKETS AND SERVICES (BBAMBAFN4)

L T P

2 0 0

Course Name: Financial Markets and Services

Course Code: BBAMBAFN4

Course Credit hours- 2

Total Contact Hours-20

Course Objective: The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

Course Description:

The course is related to financial markets. Topics include the structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions- Function and Role of RBI, Monetary Policy and techniques of RBI, Lease and hire purchase consumer credit and Factoring- Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance. These topics will be delivered in two lectures in a week.

COURSE CONTENTS:

UNIT I

Introduction: The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI, Monetary Policy and techniques of RBI,

UNIT II

The Banking and Non-Banking Institutions: The public and the private sectors – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI,

Insurance Companies- Role of IRDA.

UNIT III

Financial and securities Markets: Primary and Secondary Markets, Structure and functions of Money Market,

-Call money market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets: - Organization and structure, listing trading and settlement of securities market, The role and functions of SEBI

UNIT IV

Fund based services - Lease and hire purchase consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance.

UNIT V

Fee-based services - Stock broking, credit rating, Merchant Banking, portfolio services. Underwriting, Depository services, Challenges faced by investment bankers.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Financial markets and related transactions.
2. Roles of financial bodies like RBI, IMF

Text Books:

- 1- Financial Institutions and Markets, L. M. Bhole, 4/e Tata McGraw Hill.
- 2- Financial services, Gorden & Natarajan, Himalaya publishers.

References:

- 1- Financial Services and markets, Dr. Punithavathy Pandian, Vikas
- 2- Financial Markets and services, Appannaiah, Reddy and Sharma, HPH
- 3- Indian Financial System, Ramachandra and others, HPH
- 4- Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition.
- 5- Financial services, Thirpati, PHI.
- 6- Financial Markets & Services, Vasanthdesai, Himalaya.
- 7- Financial Institutions and Markets, Gupta Agarwal, Kalyani publishers.
- 8- Management of Financial Services, C. Rama Gopal, Vikas.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

(BBAMBAFN5)

L T P

2 0 0

Course Name: Mergers, Acquisitions and Corporate Restructuring

Course Code: BBAMBAFN5

Course Credit hours- 2

Total Contact Hours-20

Course objectives: To enable student to understand

- Regulatory framework for mergers and acquisitions
- Process involved in mergers and acquisitions and the available takeover defenses

Course Description:

This course has been designed to develop the understanding of Mergers and Acquisitions (M&A). During the course, delivered in the form of lectures and case studies, the participants will cover a number of key topics, including: Differentiating between a public and a private M&A process

COURSE CONTENTS:

UNIT I

INTRODUCTION: Corporate Restructuring – meaning, objectives, types and forms, motives for restructuring – meaning of Mergers and Acquisitions, types, causes, distinction between Mergers and Acquisitions, Merger procedure, Scheme for Merger, theories of Merger, cross border Mergers and Acquisitions.

UNIT II

REGULATORY FRAMEWORK FOR MERGERS AND ACQUISITION: Compliance with Indian Companies Act, Competition Act 2002, Income Tax Act 1961, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations,2011.

UNIT III

MERGER AND ACQUISITION PROCESS, FINANCING AND ACCOUNTING FRAMEWORK: Due Diligence – types, screening due diligence, challenges and checklist - Valuation for Merger and Acquisition concepts of value, methods of Enterprise and Equity valuation, Brand, Goodwill, Human resources, Customer Relationships valuation, Firm valuation, Cost of Capital, Relative valuation, Issues in Valuation, Synergy and

Value creation – Financing Mergers and Acquisitions – equity, debt and venture capital funds – Negotiation, Deal structuring and Methods of payments in mergers and acquisitions – Accounting for Mergers and Acquisitions.

UNIT IV

POST-MERGER INTEGRATION: Critical success factors for post-merger integration, Ingredients of integration, Timing and Speed of integration, approaches to integration, Challenges in integration, steps for successful integration, Cultural integration, Redesigning post-merger cultural process.

UNIT V

CORPORATE CONTROL MECHANISM AND TAKEOVER DEFENSES: Internal and External control mechanism, Takeover tactics, Takeover defenses, Regulatory aspects in India with respect to Takeover defenses.

TEXTBOOKS

1. Rajesh Kumar B., Mergers and Acquisitions, Tata McGraw Hill Education Pvt. Ltd., New Delhi,
2. Jay M. Desai and Nisarg A. Joshi, Mergers and Acquisitions, Biztantra, New Delhi, 2012.

REFERENCES

1. Kamal Ghosh Ray, PHI Learning Private Limited, New Delhi, 2010.
2. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, Second Edition, Wiley, India
3. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Fifth Edition, Wiley, India

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

FINANCIAL DERIVATIVES (BBAMBAFN6)

L	T	P
2	0	0

Course Name: Financial Derivatives

Course Code: BBAMBAFN6

Course Credit hours- 2

Total Contact Hours-20

Course Objective:

The objective of this course is to make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc. This course examines the use of forwards, futures, swaps, options, and related financial derivatives for hedging, arbitrage, and speculation in the global environment. The course focuses on understanding how firms manage interest rate risk, exchange rate risk, and commodity price risk using these derivatives.

Course Description:

This course is related to basic financial derivatives. Topics include development and growth of financial derivatives, derivative market in India, currency options, swaps. These topics will be covered in one semester having two lectures in a week.

COURSE CONTENTS:

UNIT I

Introduction to Derivatives: Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Financial and Derivative markets -Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market in India.

UNIT II

Future and Forward Market: structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures. Determination of forward and future prices - Interest rate futures, Currency futures and Forwards

UNIT III

Options: Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing,

Option Pricing Models: The Binomial Model, The Black Scholes Merton Model. Basic Option Strategies: Advanced Option Strategies, trading with Options, Hedging with Options, Currency Options.

UNIT IV

Swaps: Concept and Nature of Swaps—Major Types of Financial Swaps –Interest Rate Swaps –Currency Swaps –Commodity Swaps – Credit Risk in Swaps.

UNIT V

DERIVATIVES IN INDIA: Evolution of Derivatives Market in India – Regulations - Framework – Exchange

Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in

NSE – Contract Terminology and Specifications for Interest Rate Derivatives

Course Learning Outcomes(CLOs):

- 1- The students will learn about fundamentals of financial derivatives.
- 2- Learning about contract terminology.
- 3- The course also imparts education on Option pricing models.

Text Books:

- 1- Financial Derivatives, Gupta, 1st Edition, PHI.
- 2- Fundamentals of futures and options market, John C Hull: Pearson Education.

References:

- 1- Financial Derivatives and Risk Management, OP Agarwal, HPH
- 2- Commodities and Financial Derivatives, Kevin, PHI
- 3- Fundamentals of Financial Derivatives, Swain. P.K, HPH
- 4- Financial Derivatives, Mishra: Excel.
- 5- Risk Management & Derivatives, Stulz, Cengage.
- 6- Derivatives and Risk Management, Jayanth Rama Varma: TMH.
- 7- Risk Management Insurance and Derivatives, G. Koteswar: Himalaya

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th Year
SEMESTER VIII
BEHAVIORAL FINANCE

L	T	P
2	0	0

Subject Name: Behavioral Finance

Subject Code: MBAFN7

Course Credit hours- 2

Total Contact Hours-20

Course Objective: The purpose of this course is to introduce the student to the new field of behavioural finance. Behavioral finance is the study of how investors interpret and act on available, fallible information.

This course will help the students to identify persistent or systematic behavioral factors that influence investment behavior.

Course Description: The course is related to behavioral finance. Topics include The psychology of financial markets, The psychology of investor behavior, Behavioral Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect, External factors and investor behavior: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm. These topics will be delivered in two lectures in a week.

COURSE CONTENTS:

UNIT I

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioral

Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behavior, Behavioral Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect.

UNIT II

Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs; Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback,

predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.

UNIT III

Ellsberg's paradoxes, Rationality from an economics and evolutionary perspective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non-traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.

UNIT IV

External factors and investor behavior: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns

UNIT V

Behavioral corporate finance: Empirical data on dividend presence or absence, ex-dividend day behavior.

Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

Course Learning Outcomes(CLOs):

On successful completion of the course, the student will be able to learn about

1. The difference between expectations of efficient, rational investor behavior and actual behavior.
2. The students will learn that incorporating behavioral finance into their practice is key to enhancing the client experience, deepening relationships, retaining clients and potentially delivering better outcomes.

Text Books:

1. . Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
2. Bisen, pandey-Learning Behavioural Finance(Excel Books)
3. A History of Financial Speculation: Edward Chancellor

Reference Books:

- 1- Forbes-Behavioural Finance(WileyIndia)

2- The Little Book of Behavioral Investing (Montier)

3- The Psychology of Persuasion (Collins Business Essentials)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR
SEMESTER VIII
CORPORATE TAXATION (BBAMBAFN8)

L	T	P
2	0	0

Subject Name: Corporate Taxation

Subject Code: BBAMBAFN8

Course Credit hours- 2

Total Contact Hours-20

Course Objective:

To provide basic knowledge of corporate tax planning and its impact on decision-making.

Course Description:

The course is related to corporate taxation planning. Topics include Tax structure in India under Indian Income Act, Taxation with reference to Newly Established Business, Transfer of Assets between Holding Companies and Subsidiary Companies. These topics will be delivered in two lectures in a week.

COURSE CONTENTS:

UNIT I

INTRODUCTION 1. Historical Development of Income Tax and Corporate Tax. 2. Tax structure in India under Indian Income Act. 3. Concepts. 4. What is company? 5. Residential Status of company and its relation with tax. 6. Receipt of income. 7. Accrual of income.

UNIT II

TAXATION OF COMPANIES

1. Carry Forward and Set off of business losses and depreciation. 2. Taxable Income and Tax Liability. 3. Tax on Distribution of Profit. 4. MAT (Minimum Alternative Tax).

UNIT III

TAX IMPLICATION 1. Taxation with reference to Newly Established Business. -- a. Location of a Business.
b. Nature of Business. c. Form of Business.

UNIT IV

BUSINESS TAX PROCEDURE AND MANAGEMENT 1. Double Taxation Avoidance Agreement. 2. Advance Payment of Tax. 3. Collection of Tax at Source and E—TDS Return. 4. Tax Planning and Management.

UNIT V

TAX ON BUSINESS RESTRUCTURING 1. Amalgamation 2. Demerger. 3. Transfer of Assets between Holding Companies and Subsidiary Companies.

- Conversion of sole proprietary concern/partnership firm into Company

- Conversion of company into LLP

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Corporate Tax planning and implementation.
2. Business Tax structure.
3. TDS and other tax deductions and their implications.

TEXTBOOKS:

1. Income Tax Law by Chaturvedi & Pithisaria (Wadhwa Publication).
2. Income Tax Law by V.K. Puri (Jain Books Agency Publication)
3. Law of Income Tax by Sampath Iyengar (Bharat Publication).
4. Corporate Tax Planning by V.K. Singhanian (TAXMAN PUBLICATION).

REFERENCE BOOKS: ---

1. Corporate Tax Planning by Daniel Q. Posin (Little Brown & Company, London).
2. Corporate Tax Planning and Management Direct Tax Law & Practice by Girish Ahuja & Ravi Gupta (Bharat Publication).
3. Guide on Foreign Collaboration by Rajiv Jain (India Investment Publication).
4. Tax Incentives for Foreign Direct Investment by Alex Easson (Kluwer Law International).
5. Corporate tax planning by Daniel Q. Posin (Little Brown & Company, London).
6. Double Taxation, Tax Treaties, Treaty Shopping by Christiana HJI Panayi (Kluwer Law International).
7. International).

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4TH YEAR

SEMESTER VIII

RISK MANAGEMENT AND INSURANCE (BBAMBAFN9)

L	T	P
2	0	0

Course Name: Risk Management And Insurance

Course Code: BBAMBAFN9

Course Credit hours- 2 hrs

Total Contact Hours-20 hrs

Course objectives: Enable students to:

- Understand risk management
- Understand the basics of insurance

Course Description:

The course is related to business risks and their effective management. Topics include Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk

Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts These topics will be delivered in two lectures in a week

COURSE CONTENTS:

UNIT I

INTRODUCTION TO RISK MANAGEMENT

Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk

UNIT II

RISK AVERSION & MANAGEMENT TECHNIQUES

Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk

UNIT III

RISK MANAGEMENT TOOLS

Options – Forward contracts – Future contracts – SWAPS – Hedging – Optimal hedges for the real world.

UNIT IV

INTRODUCTION TO INSURANCE

General Insurance – Principles of general insurance – General Insurance Products (Fire, Motor, Health) – Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation.

UNIT V

INSURANCE AS A RISK MANAGEMENT TECHNIQUE

Insurance Principles – Policies – Insurance Cost & Fair Pricing – Expected claim costs – Contractual provisions that limit Insurance Coverage.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Ways of handling and managing risks which may impact business.
2. About the contract of insurance which will keep them updated in business transactions.

TEXTBOOKS

1. Harrington and Niehaus, 'Risk management and Insurance, Tata McGraw Hill Publishing, New Delhi, 3rd Edition, 2010.
2. Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning, 3rd Edition,

REFERENCES

1. Mark S. Dorfman, Introduction to Risk management and Insurance, 10th Edition, Prentice hall of India, 2011.
2. Stulz, Risk management and Derivaties, Cengage Learning, 2nd Edition, 2011.
3. Skipper and Kwon, Risk management and Insurance, Blackwell Publishing, 2009.
4. Nalini Prave Tripathy, and Prabir Pal, Insurance – Theory and Practice, Prentice hall of India,
5. George E Rejda, Principles of Risk Management and Insurance, Pearson Education.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

AREA - MARKETING MANAGEMENT

BBAMBA 4th YEAR

SEMESTER VIII

CONSUMER BEHAVIOUR

L	T	P
2	0	0

Course Name: Consumer Behaviour

Course Code: MBAMK1

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course Objectives:

- To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.
- Explain the decision-making process and how it relates to consumers and industrial buyers.
- Understand the self-concept and lifestyle and their influences on purchasing decisions.
- To apply consumer theories to the real marketing context.

Course Description:

This course deals with understanding consumer behaviour and its importance in marketing. Topics include consumer behaviour models, dimensions and factors affecting consumer behavior. The syllabus also entails the buying decision process. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

INTRODUCTION

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behavior in marketing decisions.

UNIT II

CONSUMER BEHAVIOR MODELS

Industrial and individual consumer behavior models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III

INTERNAL INFLUENCES

Psychological Influences on consumer behavior – motivation – perception – personality
Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT IV

EXTERNAL INFLUENCES

Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior

UNIT V

PURCHASE DECISION PROCESS

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues. Organizational Consumer Behavior: Organizational buying roles, buying situations & buying processes. Influences on organizational buying behavior.

Course Learning Outcomes (CLOs):

1. To gain knowledge about changing consumer behavior.
2. To know about the perception of consumers.
3. To develop understanding of different models of consumer behavior and their implementation in business.
4. To learn about buying process and decision making.
5. To help students understand concepts which impact different purchases.

Text Books:

1. Leon G. Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India,
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition

Reference Books:

1. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making.
2. Assel, Consumer Behavior - A Strategic Approach, Biztranza.
3. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd.
4. Abbael, Consumer behavior: A strategic approach (Indian edition) Wiley.
5. Hed, Hoyer. Consumer behavior, 2008 edition Wiley 2012.
6. Das Gupta. Consumer behavior, 2008 edition, Wiley 2012.
7. Shri Prakash. Theory of Consumer behavior, I edition, Vikas
8. Srabanti Mukherjee, Consumer behavior, Cengage Learning

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

RETAIL MANAGEMENT

L	T	P
2	0	0

Course Name: Retail Management

Course Code: MBA MK2

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course Objectives:

To understand the concepts of effective retailing management.

Course Description:

This course deals with understanding of retail management and its importance in marketing. Topics include global retailing-challenges and opportunities, retail formats, retail decisions, retail shopping behaviour. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

INTRODUCTION

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

UNIT II

RETAIL FORMATS

Organized and unorganized formats – Different organized retail formats – Characteristics of each format –Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT III

RETAILING DECISIONS

Choice of retail locations - internal and external atmospherics – Positioning of retail shops –Building

retail store Image - Retail service quality management – Retail Supply Chain Management – Retail PricingDecisions. Merchandising and category management – buying.

UNIT IV

RETAIL SHOP MANAGEMENT

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends.

UNIT V

RETAIL SHOPPER BEHAVIOUR

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force, Management – Challengesin Retailing in India.

Course Learning Outcomes (CLOs):

- 1-Students will learn about retail management.
- 2-To develop understanding of different retail formats and their effective usage in marketing.
- 3-The course is a valuable content for students pursuing their career in retailing.

Text Books:

1. Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata McGraw Hill
2. Ogden, Integrated Retail Management, Biztantra, India.

Reference Books:

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press.
3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill,
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
5. Ramkrishnan and Y.R. Srinivasan, Indian Retailing Text and Cases, Oxford University Press,
6. Dr. Jaspreet Kaur, Customer Relationship Management, Kogent solution.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

SALES AND DISTRIBUTION MANAGEMENT (BBAMBAMK3)

L	T	P
2	0	0

Course Name: Sales and Distribution Management

Course Code: BBAMBAMK3

Course Credit Hours- 2 hrs

Total Contact Hours-20hrs

Course objective:

- To build knowledge, understanding, and skills in Sales and Distribution management.
- Enable development and implementation of Sales and Channel management strategies.
- Help analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Channel management.

Course Description:

The course deals in sales and distribution techniques. Topics include sales management, distribution management, managing sales force, designing channel system, recent trends in sales and distribution management. These topics will be covered in one semester having two lectures in a week.

COURSE CONTENTS:

Course Contents:

UNIT I: Introduction to Sales Management

Sales Management – Evolution, Nature and Importance – Sales Management Positions – Women in Sales, Sales Objectives, Strategies and tactics, Emerging Trends – Linking Sales and Distribution Management

UNIT II: Managing the Sales force

Changing role of a sales force - Personal Selling – Planning, Sales Forecasting, and Budgeting – Designing and Managing Sales Territories – Organizing and staffing the sales force, training, motivating, compensating and leading the sales force, controlling the sales force.

UNIT III: Basics of Distribution Management

Distribution Management, Need for Distribution Channels, Marketing Channels – Evolution, Formats, and Levels – Prominent Channel Systems – Costs and Margins in the Distribution System

UNIT IV: Designing Channel Systems

Channel design and Planning Process, Channel Design Implementation – Channel Management and Channel Strategy – Channel Information systems - Elements, Performance evaluation, Channel Implementation

UNIT V: Emerging Trends in Sales and Distribution Management

Electronic form of Selling and Distribution - E-Commerce and e-tailing as a Channel of Distribution - Electronic intermediaries - e-enabled Logistics Management and Tracking Systems

Course Learning Outcomes (CLOs):

- 1- The students will learn about sales and distribution management and their techniques techniques.
- 2- The course is a great help to those willing to pursue career in sales .

Text Books:

Havaladar, K. Krishna and Cavale, M. Vasant- Sales and Distribution Management – Text and cases, 2/e; New Delhi: McGraw-Hill Education

Reference Books

1. Panda, K. Tapan and Sahadev, Sunil - Sales and Distribution Management, 2/e; New Delhi: Oxford University Press.
2. Nag, A., Sales and Distribution Management; New Delhi: McGraw-Hill Education

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4TH YEAR
SEMESTER VIII

INTEGRATED MARKETING COMMUNICATIONS
(BBAMBAMK4)

L	T	P
2	0	0

Course Name: Sales and Distribution Management

Course Code: BBAMBAMK4

Course Credit Hours- 2 hrs

Total Contact Hours-20hrs

Course objective:

This course will enable the student to understand the different types of marketing communications and their implementation. It will guide them in understanding the marketing communication process, budgetary constraints and evaluate their impact.

Course Description:

This is a course related to integrated marketing communication. Topics include IMC, publicity, Sales promotion, Ethics in IMC, personal selling. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I: Concept and Process of Integrated Marketing Communications (IMC):

Elements of IMC & Developing respective communication campaign-

- a) Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns
- b) Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising
- c) Publicity – Types of Publicity, relationship between advertising and publicity
- d) Personal Selling e) Direct marketing and direct response methods
- f) Event Management g) E-Commerce
- h) Corporate Communication I) Public Relations – Types of PR
- j) Media relations k) Community relations
- l) Industrial relations and m) Government relations

n) Employee relations (House Journals / Newsletter) o) Crisis Management

UNIT II: IMC Message Design:

AIDA model Considerations for creative idea Visualization MediaManagement -Media Process - Media Jargons - Media Buying - Strategies and execution

UNIT III: Suppliers in IMC:

Hoarding Contractors/Printers etc., Ad. Agency – Departments of Ad.Agency, ClientServicing-client Agency relationship, account Planning

UNIT IV: Ethics and social responsibility

Ethics and social responsibility in IMC campaigns. and Evaluating Marketing CommunicationPrograms.

UNIT V: Emerging Concepts and Issues in Marketing Communications:

Programmatic, native advertising, video, mobile, digital, Sponsorship, Role of E-Commerce in Marketing Communication. Corporate advertising,Advertorials and Infomercials.

Course Learning Outcomes (CLOs):

- 1) To learn about integrated marketing communication.
- 2) Quickly understand a company and its marketing communications activities.
- 3) It helps in developing a clearly thought-out Communications Audit.

Text Books: -

- 1) Integrated Marketing Communications - Kenneth Clown& Donald Bach
- 2) Advertising and Promotions - Belch & Belch, Tata McGraw Hill
- 3) Advertising Management - Rajeev Batra, John G. Myers & David A Aaker-PHI

Reference Books:

- 1) Otto Kleepner’s advertising Procedure - PH
- 2) International Edition - Contemporary Advertising Irwin/McGraw –Hill
- 3) Integrated Marketing Communications - Duncon- TMH
- 4) Foundations of Advertising Theory & Practice- S.A. Chunawalla & K.C. Sethia- Himalaya Publishing

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th

YEARSEMESTER

VIII

DIGITAL SOCIAL MEDIA MARKETING (BBAMBAMK5)

L T P

2 0 0

Course Name: Digital Social Media

Course Code: MBAOP1

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course Objectives:

- To help students understand digital marketing practices, inclination of digital consumers and role of content marketing.
- To provide understanding of the concept of E-commerce and developing marketing strategies in the virtual world.
- To impart learning on various digital channels and how to acquire and engage consumers online.
- To provide insights on building organizational competency by way of digital marketing practices and cost considerations.
- To develop understanding of the latest digital practices for marketing and promotion.

Course Description:

This is a course related to social media marketing and modern promotional avenues. Topics include digital marketing, E-Commerce and internet marketing, social media marketing, Digital channels, legal aspects of digitized communication. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices.

UNIT II

E-Commerce and Internet Marketing: Introduction to E-marketing, online marketing-mix, online consumer, customer relationship management in the virtual world, online branding, traffic building and E-commerce, managing content in a digital age – content planning and writing. Consumer buying behavior in the digital- age, and factors affecting consumer behavior

UNIT III

Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales, search marketing, mobile marketing, video marketing, and social-media marketing. Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).

Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation, future of marketing gamification and apps.

UNIT IV

Social Media marketing - Introduction to Social Media What is Social Media? How Social Media developed - Importance - Big Brands & Small business - E mail marketing - Social Media Tools – Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic.

UNIT V

The Legal side of Social Media In-house Guidelines - Copyright and Trademark Implications - Blogs, Blogger, Tumblr, WordPress, Google+, SEO, YouTube, Twitter, LinkedIn, Pinterest

a) Set-up b) Services Influencers Who are they? How to find them How to use them to benefit your brand.

Course Learning Outcomes (CLOs):

- 1) To gain knowledge about digital marketing and its implications.
- 2) To develop understanding of social media channels and their role in new age marketing.
- 3) To learn about marketing analytical tools and their impact on business.

- 4) To help students understand the role that content plays in marketing communication.

Text Books:

1. Vandana, Ahuja; Digital Marketing, Oxford University Press India.
2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional.
3. David Whiteley; E-Commerce: Strategy, Technologies and Applications, McGraw Hill Education.

Reference Books:

1. Menon, Arpita; Media Planning and Buying; McGraw Hill (1st Edition, 2010)
2. Arnold, George; Media Writer's Handbook: A Guide to Common Writing and Editing Problems; McGraw-Hill Education
3. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).
4. e-Marketing: Strass, El-Ansary, Frost 2. Digital Marketing for Dummies: Carter-Brooks-Catalano-S

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th

YEARSEMESTER

VIII

PRODUCT BRAND MANAGEMENT (BBAMBAMK6)

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Course Name: Product Brand Management

Course Code: BBAMBAMK6

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course Objectives:

The objective of the course is to provide students with detailed knowledge of Classification of Products, Product Mix, Product Line, Product Strategies, Product Positioning Strategies, Product Planning and Development for existing products, New Product Development, Brands in New economy – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity,

Course Description:

This course is related to product and brand management. Topics include product classification, new product development, branding techniques, brand equity, brand recall, brand extension. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

Product Decisions: - Product Concepts – Product Classification – Consumer Goods and Industrial Goods Classification – Product Line and Product Mix – Product Characteristics – Responsibility of Product Manager
– Types of Product Strategies

UNIT II

Product Management: Product differentiation – Product Strategies – Stages in the New Product Development

– Product Positioning Strategies – Packaging Management

UNIT III

Branding Decisions: Essentials of Good Brand Name – Types of Brands – Advantages of branding – Brand Loyalty – Brand Valuation Methods – Brand Revitalization

UNIT IV

Creating and Managing Brand Equity: Advantages of Brand Equity – Brand Building Strategies – Brand Extension – New Brand Failures -

UNIT V

Branding in Different Sectors: Branding in Industrial sector, Retail Sector, Service sector, Banking Sector and Insurance Sector.

Course Learning Outcomes (CLOs):

- 1- The students will learn about brand management and techniques.
- 2- The course also imparts education on product development and launches.

Text book:

- Marketing Management – Philip Kotler, Kevin Lane Keller, 15th Edition, Pearson.

Reference Books:

- Product & Brand Management – Text & Cases, Prof.K. Venugopal Rao, Himalaya
- Product Management in India, Ramanuj Majumdar, PHI
- Compendium of Brand Management, Chunawalla. S.A, Himalaya
- Product & Brand Management, Mathur.U.C, Excel
- Brand Positioning, Subroto Sengupta, TMH.
- Marketing and Branding, S. Ramesh Kumar, Pearson.
- What's in a Brand? John Philip Jones, TMH
- Brand Management – Text & Cases, Harsh V Verma, Excel

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

SERVICE MARKETING (BBAMBAMK7)

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2	0	0

Course Name: Service Marketing

Course Code: BBAMBAMK7

Course Credit Hours- 2

Total Contact Hours-20

Course Objectives:

This course is intended to appreciate the unique challenges involved in managing the services and analyze the strategies to deal with these challenges. It also gives insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality. At the end of this course students will be able to develop blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence.

Course Description:

The course is related to marketing of services. Topics include service marketing, service design, service delivery, service promotion strategies. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I: INTRODUCTION

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

UNIT II: SERVICE MARKETING OPPORTUNITIES

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing Environment and trends – Service market segmentation, targeting and positioning.

UNIT III: SERVICE DESIGN AND DEVELOPMENT

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

UNIT IV: SERVICE DELIVERY AND PROMOTION

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods

- Service marketing triangle - Integrated Service marketing communication.

UNIT V: SERVICE STRATEGIES

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics -
Educational –Entertainment & public utility Information Technique Services

Course Learning Outcomes (CLOs):

Examine the nature of services, and distinguish between products and services. ... Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service. Appraise the nature and development of a services marketing strategy.

Text Books:

- Valarie, A. Zeithaml, Mary Jo Bitner, Dwayne, D. Gremler, Ajay Pandit (2013).
- Services Marketing, 6/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Christopher Lovelock, Jochen Wirtz (2013). Services Marketing, 7/e; New Delhi: Pearson Education
2. Harsh, V. Verma (2012). Services Marketing: Text and Cases, 2/e; New Delhi: Pearson Education
3. Halen Woodroffe, Services Marketing, McMillan, 2003.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

MARKETING MATRICS (BBAMBAMK8)

L T P

2 0 0

Course Name: Marketing Metrics

Course Code: BBAMBAMK8

Course Credit Hours- 2

Total Contact Hours-20

Course Objectives: To Utilize Financial perspectives in Marketing Metrics.

Course Description:

The course is related to marketing metrics. Topics include customer and brand metrics, cost of customer acquisition, brand equity, communication metrics, channel and pricing metrics. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I: INTRODUCTION

Introduction to Marketing metrics – Linking Marketing to financial performance of a firm – Financial implications of marketing Strategic decisions

UNIT II: CUSTOMER AND BRAND METRICS

Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card Approach to measure customers' satisfaction - Brand metrics – Brand equity – Brand portfolio management - Brand financial performance.

UNIT III: COMMUNICATION AND PRICING METRICS

Communication metrics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.

UNIT IV: CHANNEL METRICS

Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit

UNIT V: ADDITIONAL METRICS

Financial implications on Research and development – Training of sales force.

Determination of financial incentives across Product / Service delivery system – Global

Marketing Metrics

Course Learning Outcomes (CLOs):

1. Apply their understanding of utility theory to measure customer preferences;
2. Identify what customers' value in a product, and assess what they are willing to pay for it;

Text Books:

1. Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer and David J. Reibstein, Marketing Metrics: Measuring Sales Force Effectiveness and Channel Management, Wharton School of Publishing.
2. John Davis, Measuring Marketing: 103 Key Metrics, Every Marketer Needs, Wiley Publisher.
3. Ned L. Roberto and John Davis, Metrics Driven Marketing

Reference Books:

4. Paul W. Farris, Marketing Metrics: 50 + Metrics Every Executive Should Master, Wharton School Publishing.
5. David J. Reibstein, Marketing Metrics, Pearson Education (USA).
6. Kavin Kale, Strategic Brand Management, Building Measuring & Managing Brand Keller, PHI.
7. Lilien, Kotter & Morthy, Marketing Models, PHI, 2008.
8. Dhvur Grewal and Micheal Levy, Marketing Value Based, Tata Mc Graw Hill, 2008.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th
YEARSEMESTER
VIII
RURAL MARKETING (BBAMBAMK9)

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2	0	0

Course Name: Marketing Metrics

Course Code: BBAMBAMK9

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course Objectives:

- The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.
- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarize with the special problems related to sales in rural markets.

Course Description:

The course is related to Rural marketing. Topics include evolution of rural marketing in India, rural market decisions, product distribution, rural consumer behaviour. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

OVERVIEW OF RURAL MARKETING

Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context
Definition- Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio- Cultural-economic & other environmental factors affecting in Rural Marketing-A comparative Analysis of Rural Vs Urban Marketing- Size &Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

UNIT II

RURAL MARKETS & DECISION

Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium- Classification of Rural Marketing – Regulated- Non-Regulated- Marketing Mix- Segmentation- Targeting-Position- Rural Marketing Strategies- Role of Central, State Government and other Institutions in Rural Marketing Integrated Marketing Communication in Rural Marketing.

UNIT III

PRODUCT & DISTRIBUTION

Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing- Brand Management in Rural Marketing- Rural Distribution in channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing- - Sales force Management in Rural Marketing.

UNIT IV

RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH 9

Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail &IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing. Advertisement & Media Role in Rural Marketing Promotion Methods.

UNIT V

TRENDS IN RURAL MARKETING

e- Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing. Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing. Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to ... rural industrialization – approaches to *rural marketing*- land reforms and rural development.

Text Books:

1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
2. Rural Marketing: Indian Perspective by Awadhesh Kumar Singh
Satyaprakashpandey Newage publishers
3. A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs by Dr. A Sarangapani

Reference Books:

1. New Perspectives on Rural Marketing: Includes Agricultural Marketing by Ramkishen Y.
2. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
3. Rural Marketing – U.C. Mathur, excel books, 1/e
4. Indian Rural Marketing Rajagopal Rawat Publishers
5. Integrated Rural Development – R. C. Arora (S. Chand & Co.)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

AREA – OPERATIONS MANAGEMENT

Supply Chain and Logistics Management (BBAMBAOP1)

L T P

2 0 0

Course Name: Supply Chain and Logistics Management

Course Code: BBAMBAOP1

Course Credit Hours- 2 hrs

Total Contact Hours-20hs

Course objective:

- To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.
- To provide basic understanding of warehousing and performance management tools.
- An understanding of information systems to support collaboration and concept of global supply chain.

Course Description:

This course is related to supply chain management techniques and its impact on business. Topics include logistics management, procurement, manufacturing, inventory and warehouse management. These topics will be covered in one semester having two lectures in a week.

COURSE CONTENTS:

UNIT I

TWENTY FIRST CENTURY SUPPLY CHAINS: The Supply Chain Revolution – Generalized Supply Chain

Model – Supply chain and networks – Extended organization - Integrative Management – Responsiveness – Financial Sophistication – Globalization- Digital Business Transformation

LOGISTICS: The Logistics of Business - The Logistical Value Proposition- The Work of Logistics-Logistical Operating Arrangements - Flexible Structure – Supply Chain Synchronization.

UNIT II

PROCUREMENT AND MANUFACTURING: The Quality Imperative Procurement – Manufacturing-Logistical Interfaces

INFORMATION TECHNOLOGY FRAMEWORK: Information System Functionality-Comprehensive Information System Integration-Communication Technology-Rationale for ERP Implementation-ERP System Design-Supply Chain Information System Design.

UNIT III

INVENTORY: Inventory Functionality and Definitions-Inventory Carrying Cost-Planning Inventory- Managing Uncertainty-Inventory Management Policies. Inventory Management Practices

TRANSPORTATION: Transport Functionality, Principles and Participants. Transportation Service - Transportation Economic and Pricing- Transport Administration –Documentation

WAREHOUSING: Strategic Warehousing-Warehousing Operations. Warehousing Ownership Arrangements-Warehouse Decisions.

UNIT IV

PACKAGING AND MATERIALS HANDLING: Packaging Perspectives. Packaging for Materials Handling Efficiency-Materials Handling.

OPERATIONAL INTEGRATION: Why Integration Creates Value- Systems Concept and Analysis- Logistical Integration Objectives-Enterprise Integration. Supply Chain Processes-Sales and Operations Planning (S & OP)- Supply Chain Planning Considerations-Pricing.

UNIT V

GLOBAL STRATEGIC POSITIONING: Global Supply Chain Integration. Supply Chain Security International Sourcing.

NETWORK INTEGRATION: Enterprise Facility Network- Warehouse Requirements-Total Cost Integration-Formulating Logistical Strategy.

RELATIONSHIP DEVELOPMENT AND MANAGEMENT: Development and Management of Internal Logistics Relationships-Development and Management of Supply Chain Relationships.

E COMMERCE AND SCM: E commerce advantages and disadvantages for SCM – e-commerce as an enabler – evolution of world class supplies chains – EDI – Exchanges, hubs and marketplaces – ERP.

Course Learning Outcomes(CLOs):

- 1- The students will learn about supply chain management and its role in business.
- 2- The students will get an exposure of various variables of distribution logistics like warehouse management and inventory management
- 3- Sound knowledge of supply chain management will help students get proficiency in production and logistics process..

Text Books:

1. Supply Chain Logistics Management - Bowersox, Closs & Cooper – McGraw-Hill, 2nd Indian ed.
2. World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed.

Reference Books:

1. Global operations & Logistics- Philippe - Pierre Dornier, John Wiley & sons Inc, New York, 2002.
2. Designing and Managing the supply chain - David Simchi, Levi & Philip Kaminski, McGraw-Hill Companies Inc., 2000.
3. Operations Now – Finch, Mc Graw Hill, 3rd ed.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

LEAN SIX SIGMA (BBAMBAOP2)

L	T	P
2	0	0

Course Name: Lean Six Sigma

Course Code: BBAMBAOP2

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course objective:

To gain insights about the importance of lean manufacturing and six sigma practices.

Course Description:

This course is related to lean manufacturing and six sigma practices. Topics include lean six sigma, implications of quality levels, Process mapping, Regression analysis, six sigma methodologies, six sigma challenges, These topics will be covered in one semester having two lectures in a week.

COURSE CONTENTS:

UNIT I

LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS

Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma – lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions

UNIT II

THE SCOPE OF TOOLS AND TECHNIQUES

Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis

– Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management.

UNIT III

SIX SIGMA METHODOLOGIES

Design for Six Sigma (DFSS), Design for Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change, Acceleration Process (CAP)- Developing communication plan – Stakeholder

UNIT IV

SIX SIGMA IMPLEMENTATION AND CHALLENGES

Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function

Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigmas’ – cultural challenge – customer/internal metrics.

UNIT V

EVALUATION AND CONTINUOUS IMPROVEMENT METHODS

Evaluation strategy – the economics of six sigma quality, return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S

Course Learning Outcomes (CLOs):

1. The students will learn about six sigma techniques and its role in business.
2. The students will get exposure to the relationship between implementation of six sigma and productivity.

Text Books:

1. Supply Chain Logistics Management- Bowersox, Closs & Cooper – McGraw-Hill, 2nd Indian ed.
2. World Class Supply Management- Burt, Dobbler, Starling, TMGH, 7th ed.

Reference Books:

1. Michael L. George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw-Hill 2003
2. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill, 2000
3. Fred Soleimannejed, Six Sigma, Basic Steps and Implementation, Author House, 2004

4. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, *Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success*, John Wiley & Sons, 2000

5. James P. Womack, Daniel T. Jones, *Lean Thinking*, Free Press Business, 2003.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INVENTORY MANAGEMENT & MATERIAL REQUIREMENTS

PLANNING (BBAMBAOP3)

L	T	P
2	0	0

Subject Name: Inventory Management & Material Requirements Planning

Course Code: BBAMBAOP3

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course objective:

- Understand how inventory planning and material management should be considered for profitability.
- To help students to know about functionality of materials management in business.
- To help students to understand the different tools used to storing material efficiently.
- To help students to understand the complete process of Purchasing.
- To help students to understand the different techniques of reducing inventory cost.
- To help students to understand the process buying material internationally.

Course Description:

The course is related to inventory planning and material management. Topics include inventory management, inventory control techniques, inventory models, material requirement planning. These topics will be covered in one semester having two lectures in a week.

COURSE CONTENTS:

UNIT I

Inventory Management: Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand, Responsibility for inventory management.

Strategic Inventory Management: Objectives and Importance of the inventory management function in reference to Profitability, Strategy, customer satisfaction and Competitive Advantage.

UNIT II

Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns,

Reduce throughput time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations.

UNIT III

Inventory Models: Inventory models – Fixed Order Versus Fixed Interval systems – Developing Special Quantity Discount Models – Inventory Model for Manufactured Items – Economic Lot Size when Stock Replenishment is instantaneous – Non-instantaneous Replenishment Models – Inventory Models with uncertainty – Probabilistic Inventory Models – Models with Service Levels and Safety Stock.

UNIT IV

Material Requirement Planning Systems (MRP): Meaning, purpose and advantage of MRP, Data

Requirements and Management – Files and Database – Updating Inventory Records – Bill of Materials, types of BOM, Modular BOM, Master Production Schedules - meaning, objectives process. Managing MPS inventory records, lot sizing, process of MRP, and output of MRP. Introduction to MRPII systems. Using Distribution Resource Planning to manage inventories in multiple locations.

Make or Buy Decisions: Concept of outsourcing, Factors influencing Make or Buy Decisions, Trends in Make or Buy Decisions in context of core competency.

UNIT V

Materials Management in JIT Environment: Zero inventory concept, Excess Inventory: A Roadblock to World-Class Manufacturing, Materials management in JIT environment, Vendor Managed Inventory, vendor relationship in JIT context.

Performance: Evaluation of Performance of Materials Function - Criteria and methodology of evaluation. (5)

Course Learning Outcomes (CLOs):

- 1-The students will learn about functionality of materials management in business.
- 2-To help students understand the complete process of Purchasing.
- 3-To help students understand the different techniques of **reducing inventory cost**.

Text Books:

1. Foundations of Inventory Management – Zipkin, McGraw Hill.
2. Orliky's MRP – Plossl
3. Production Planning and Inventory Control - Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, Prentice Hall of India Pvt Ltd,
4. Introduction to Materials Management, - J. R. Tony Arnold, Stephen N. Chapman - Prentice Hall.

Reference Books:

1. Principles of Inventory and Materials Management - Richard J. Tersine, Prentice Hall PTR
2. Essentials of Inventory Management - Max Muller, AMACOM/American Management Association
3. Production and Inventory Control - J H Greene, Homewood III: Richard D Irwin
4. Materials Management – A.R. Palit.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

WORLD CLASS MANUFACTURING & MAINTENANCE MANAGEMENT (BBAMBAOP4)

L	T	P
2	0	0

Course Name: World Class Manufacturing & Maintenance Management

Course Code: BBAMBAOP4

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course Objectives:

- To help students understand the global competitive environment being faced by manufacturers.
- To help students to know the impact of IT revolution on manufacturing competitiveness
- To help student's different international practices & models adopted by various organizations
- Understand various practices being taken up by Indian Industries
- To help students to know the maintenance management practices

Course Description:

The course is related to manufacturing performance. Topics include models of manufacturing, manufacturing strategies, performance measurement, Competitive Indian Manufacturing Performance and Competitiveness. Machine life depreciations, maintenance documentations& MIS. These topics will be covered in one semester having two lectures in a week

COURSE CONTENTS:

UNIT 1

Information Age and Global Competitiveness: The Emergence of Information Age; Competition and Business Challenge; Operating Environment; Globalization and International Business; Global Competitiveness and Manufacturing Excellence; World Class Manufacturing and Information Age Competition; Manufacturing Challenges, Problems in Manufacturing Industry

UNIT II

Cutting Edge Technology & Philosophy of World Class Manufacturing : Value Added Engineer in - Hall's Framework; Schonberg's Framework of WCM; Gunn's Model; Markell's Model Evolution of WCM; Ohno's View on WCM; Principles and Practices; Quality in WCM; Deming's & Shingo's Approach to Quality Management; Culmination of WCM, Generic Manufacturing Strategies for Information Age; Planning Methodology and Issues in Strategic Planning of WCM; Performance Measurement - PO-P System, TOPP System and Ambit System.

UNIT III

System and Tools for World Class Manufacturing the Integration Imperative; Overview of Systems and Tools; Information Management Tools - Product and Process Design Tools, Bar Code Systems, Kanban: A Lean Production Tool, Statistical Quality Control (SQC), Material Processing and Handling Tools; Assessment of Manufacturing Systems and Tools.

UNIT IV

Competitive Indian Manufacturing Performance and Competitiveness – Indian Firms: Manufacturing Objectives and Strategy; Usage of Management Tools and Technologies; Manufacturing Management Practices; IT Infrastructure and Practices; Strategic Intent Framework; Breadth and Integration of IT Infrastructure.

UNIT V

Function of maintenance management, dynamics of maintenance organization/ departments, types of maintenance system, maintenance planning and scheduling, universal maintenance practices, total productivity maintenance, emergencies and breakdown processes, Machine life depreciations, maintenance documentations & MIS Case Studies Accelerated Fermentation Process – Using World Class Enzymes; Birla Cellulosic Kharach

Course Learning Outcomes (CLOs):

On successful completion of the course, the student will be able to learn the key learning points for critical success factors, flexible manufacturing system, total employee involvement, Human Resources theories.

Textbooks:

1. World Class Manufacturing- A Strategic Perspective by BS Sahay, KBS Saxena & Ashish Kumar, Publisher: Rajiv Beri for Macmillan India Ltd.
2. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Publisher: Butter Worth Heinemann

Reference Books:

1. The Toyota Way by Jeffrey K. Liker, Publisher: Tata McGraw Hill
2. Managing Technology & Innovation for Competitive Advantage by V. K. Narayanan, Publisher: Prentice Hall
3. World Class Manufacturing - The Lesson of Simplicity by Richard J Schonberg, Publisher: Free Press - A Division of Simon and Schuster

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

PRODUCT DESIGN (BBAMBAOP5)

L	T	P
2	0	0

Course Name: Product Design

Course Code: BBAMBAOP5

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course objective:

Understand the application of structured methods to develop a product

Course Description:

The course is related to product design and performance. Topics include Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation –decay curve –cost expenditure curve. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs – Disruptive Technologies- Product Specification-Concept Generation– Activity-Steps & Technique. These topics will be covered in one semester having two lectures in a week.

COURSE CONTENTS:

UNIT I

INTRODUCTION

Defining Product, Types of products. Product development – characteristics, duration and cost,challenges.

Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

UNIT II

PRODUCT PLANNING

Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs – Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps &Techniques.

UNIT III

PRODUCT CONCEPT

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT IV

INDUSTRIAL DESIGN AND DESIGN TOOLS

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use Testing-Collaborative Product development. Product development economics-scoring model- financial analysis.

UNIT V

PATENTS

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

Course Learning Outcomes (CLOs):

On successful completion of the course, the student will use the Product Design and Development Process, as a means to manage the development of an idea from concept through to production.

Text Books:

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, McGraw – Hill,
2. Kenneth B. Kahn, New Product Planning, Sage, 2010.

Reference Books:

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
2. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
3. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier,
4. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill, 2006.
5. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

SERVICES OPERATIONS MANAGEMENT (BBAMBAOP6)

L	T	P
2	0	0

Course Name: Service Operations Management

Course Code: BBA MBAOP6

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course objective:

To help understand how service performance can be improved by studying services operations management.

Course Descriptions:

The course is related to service sector. Topics include importance and role of service sector, role of information technology, environmental strategies, service quality and strategy. These topics will be covered in one semester having two lectures in a week.

COURSE CONTENTS:

UNIT I

INTRODUCTION

Services – Importance, role in economy, service sector – growth; Nature of services –Service classification,

Service Package, distinctive characteristics, open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies – Environmental strategies.

UNIT II

SERVICE DESIGN

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches – Value to customer; Retail design strategies – store size – Network configuration; Managing Service Experience –experience economy, key dimensions; Vehicle Routing and Scheduling

UNIT III

SERVICE QUALITY

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL – Walkthrough Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

UNIT IV

SERVICE FACILITY

Services capes – behavior - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, center of gravity, retail outlet location, location set covering problem

UNIT V

MANAGING CAPACITY AND DEMAND

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth-expansion strategies, franchising, globalization.

Course Learning Outcomes (CLOs):

- 1- The students will learn about the importance of service sector which is the fastest growing sectors.
- 2- The course offers a valuable content for students looking to service sector to pursue their career.

Text Books:

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, McGraw
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition

References Books:

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education
3. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
4. J. Nevan Wright and Peter Race, The management of service operations, Thomson, 2nd Edition,

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

TOTAL QUALITY MANAGEMENT (BBAMBAOP7)

L T P

2 0 0

Course Name: Total Quality Management

Course Code: BBAMBAOP7

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course objective:

To learn the quality philosophies and tools in the managerial perspective

Course Description:

The course is related to the theory of TQM. Topics include Meaning and significance of statistical process control (SPC) - construction of control charts for variable and attribute data, TQM techniques, Introduction to IS/ISO9004:2000 – quality management systems, guidelines for performance improvements. Quality Audits. TQM culture, Leadership.

These topics will be covered in one semester having two lectures in a week.

COURSE CONTENTS:

UNIT I

INTRODUCTION

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II

PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III

STATISTICAL PROCESS CONTROL

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed.

Process capability – meaning, significance and measurement – Six sigma - concepts of process capability.

Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

UNIT IV

TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Benchmarking and POKA YOKE.

UNIT V

QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.

Course Learning Outcomes (CLOs):

1. On successful completion of the course, the student will be able to enumerate and justify the dimensions of product quality or service quality for the same.
2. Given the defective item analysis (type of defect, frequency, number of defects), the students will be able to draw and justify the Pareto chart to prioritize the defects.

Text Books:

1. Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Pearson Education.
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House,

Reference Books:

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, Wiley India Pvt Limited,
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson,
3. Poornima M. Charantimath, Total Quality Management, Pearson Education, First Indian Reprint
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

OPERATIONS STRATEGY (BBAMBAOP8)

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Course Name: Operations Strategy

Course Code: BBAMBAOP8

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course Objectives:

To maximize efficiency while producing goods and services that effectively fulfill customer needs

Course Description:

The course is related to the operations management strategy. Topics include Operations Management in the organizational chart –Operations as a service–Historical role of Operations Management

Current perspectives. Operations Strategy and Competitive dimensions – Operations and Corporate Strategy– Strategic Fit–A frame work for Operations Strategy in Manufacturing ,Services .Linking investments to Product Life Cycle and Risk reduction – fast market feedback – use of IT – organizational learning – Traditional accounting and financial perspectives and operations strategy. These topics will be covered in one semester having two lectures in a week.

COURSE CONTENTS:

UNIT I

OPERATIONS STRATEGY & COMPETITIVENESS: World of operations in 2020 – Operations Management in the organizational chart - Operations as a service – Historical role of Operations Management

– Current perspectives. Operations Strategy and Competitive dimensions – Operations and Corporate Strategy – Strategic Fit – A framework for Operations Strategy in Manufacturing, Services.

ROLE OF MANUFACTURING /OPERATIONS IN BUSINESS STRATEGY: Value as business concept – strategic issues in manufacturing – Value Chain Concept Focus, core competence and distinctive capabilities – stake holders & strategy.

UNIT II

METHODOLOGY FOR DEVELOPING OPERATIONS STRATEGY: Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets

– Order Winners, Order Qualifiers.

DYNAMIC MARKETS & GENERIC STRATEGIES: Technology strategy – Issues in New Product development Time to market – strategic nature of process – Business implication of Process choice – Hybrid Process.

UNIT III

PRODUCT /SERVICE PROFILING: Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions. Progression & Regression.

OPERATIONS STRATEGY IMPLEMENTATION: Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing – Quality as strategic factor – CAD/CAM/CIM. Delivering Value to customer.

UNIT IV

MANUFACTURING INFRASTRUCTURE DEVELOPMENT: Importance, issues involved – organizational issues operational approaches to improving delivery system, controlling operations – key performance Indicators, PQCDSM.

UNIT V

INVESTMENTS DECISIONS: Linking investments to Product Life Cycle and Risk reduction – fast market feedback – use of IT – organizational learning – Traditional accounting and financial perspectives and operations strategy.

Course Learning Outcomes (CLOs):

On successful completion of the course, the student will be able to understand the input–process–output framework, the extensions of it, and apply them to a wide range of operations. examine the types of transformation processes occurring within operations. define the roles and responsibilities of operations managers and the challenges they face.

Text Books:

1. Operations Strategy -- David Walters – Palgrave MacMillan
2. Operations Management for Competitive Advantage – Chase
3. Competitive Manufacturing Management – Nicholas
4. Manufacturing Strategy - Terry Hill

Reference Books:

1. Strategic Operations Management - Steve Brown, Richard Lamming, John Bessant, Peter Jones – (Butterworth Heinemann)
2. Competitive strategy – M.E Porter.
3. Operations Management – Terry Hill.
4. JIT in manufacturing – M.G. Koregaonkar (Mac Millan)
5. Managing Technology & Innovation for Competitive Advantage – Narayanan.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

SUPPLY CHAIN ANALYTICS (BBAMBAOP9)

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Course Name: Supply Chain Analytics

Course Code: BBAMBAOP9

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course Objective:

- Understand the importance of the basics of Business Analytics and Optimization.
- Understand the importance of the basics of Supply Chain Analytics and Optimization
- Analyze the level of uncertainty associated with the supply of products and services to targeted customer segments and justify the choice of a supply chain strategy and its fit with competitive strategy.

Course Description:

The course is related to supply chain analytics. Topics include Concept of Descriptive Analytics in a Supply Chain, supply chain analytics. The importance of supply chain analytics in the flows involving material, money, information and ownership. These topics will be covered in one semester having two lectures in a week.

COURSE CONTENT:

UNIT I

Context of today's supply chains (SC) analytics

Understanding and defining the supply chain analytics (SCA)

Revisions of Basic Lessons of Supply Chain Management

Why is Analytics Important in a supply chain?

Relating Operations Management with Supply chain concepts with SC Analytics

The importance of supply chain analytics in the flows involving material, money, information and ownership.

UNIT II

Supply chain analytics

Key issues in supply chain analytics

What involves in supply chain analytics

Concept of Descriptive Analytics in a Supply Chain

Discussion on some Few Supply Chains Analytics applications in India (student's participation is expected)

Decision Domains in in supply chain analytics.

UNIT III

Foundation of Business Analytics (BA)

E2: Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Supply Chain (SC) Decisions that requires mathematical or interpretative modeling.

Understanding of Data and its role in Analytics

Analytics of a Transportation problem in a Supply Chain

Managerial implication of results of analytics.

A CASE STUDY OF SUPPLY CHAIN ANALYTICS.

UNIT IV

Foundation of PRESCRIPTIVE ANALYTICS IN NETWORK PLANNING IN A SUPPLY CHAIN

Network Planning in a Supply Chain

Importance of Network Planning

Design of Logistics Network using Heuristics/optimization (Exercise 3.4 Levi (2008))

Concept of 3PL/4PL in a Supply Chain

Case Study: GATI

UNIT V

Foundation of Modeling Coordination Decisions in SUPPLY CHAIN MANAGEMENT

Foundation of PERFORMACE MANAGEMENT IN SUPPLY CHAIN MANAGEMENT

IT ENABLEMENT OF SUPPLY CHAINS

Role of ICT in Supply chains

Course Learning Outcomes (CLOs):

On successful completion of the course, the student will be able to understand develop a sound understanding of the important role of supply chain management in today's business environment. Become familiar with current supply chain management trends Understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations.

Text Books:

1. Supply Chain Analytics- Using Data to optimize supply chain process

Reference Books:

1. Supply Chain analytics and Modelling by James Ferguesen

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

TALENT MANAGEMENT (BBAMBAHR1)

L	T	P
2	0	0

Course Name: Talent Management

Course Code: BBAMBAHR1

Course Credit hours – 2 hrs

Total Contact Hours-20 hrs

Course Objectives:

- This course focuses on the attraction, acquisition, and retention of talent in organizations.
- In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people.
- Aim is to discuss the issues from two perspectives: managing talent in organizations as well as managing one's own talents as an individual.
- In addition, the course will cover the negotiation problems that managers may face in decision making processes; for example, the hiring negotiation, the promotion negotiation, the firing decision, and HR-relevant cross-cultural negotiation issues.

Course Description:

The course is related to Talent Management. Topics include Introduction to Talent Management: Introduction, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Recruitment, Selection, Human Resource Planning, Retention, Talent vs .knowledge people, Evaluation of factors affecting HRP, Strategic view of recruitment & selection. Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions. These topics will be covered in one semester having two lectures in a week.

COURSE CONTENTS:

UNIT I

Introduction to Talent Management: Introduction, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Recruitment, Selection, Human Resource Planning, Retention, Talent vs. knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent.

UNIT II

Talent Acquisition: Job Analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process (using MS-Excel and quantitative tools). Evaluation of factors affecting HRP, Strategic view of recruitment & selection. Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions.

UNIT III

Employee Engagement: Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centers, selection errors & minimizing selection errors, Reliability & Validity tests, Choosing the types of interviews.

UNIT IV

Employee Retention: Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model.

UNIT V

Emerging Trends in HR: Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Contemporary development, and Cultural development, Business Process Reengineering, Contemporary Talent Management Issues and Challenges.

Course Learning Outcomes (CLOs):

1. On successful completion of the course, the student will be able to understand talent management and discuss the process of linking talent management to organizational strategy and other HR practices
2. Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs

Text Books:

1. Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.
2. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition

References:

1. Rao VSP, Human Resource Management, Vikas Publishing, New Delhi
2. K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill
3. Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi
4. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
5. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

EMPLOYEE RELATIONS MANAGEMENT (BBAMBAHR2)

L	T	P
2	0	0

Course Name: Employee Relations Management

Course Code: BBAMBAHR2

Course Credit hours- 2 hrs

Total Contact Hours-20 hrs

Course Objectives:

This course would enable the students to understand Employee Relations against the backdrop of globalization and liberalization. The course emphasizes various issues in management of IR in the HRM dominated context of the modern business environment and developing in the participants' skills in managing these issues in general and in the Indian context in particular.

Course Description:

The course is related to employee relations management. Topics include Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management, Organizational Commitment and Engagement. These topics will be covered in one semester having two lectures in a week.

COURSE CONTENTS:

UNIT I

Introduction to Employee Relations Management (ERM): Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management.

Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, Performance Management Services, Quality, Involvement and Commitment as Competitive Advantages, the Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys

UNIT II

Organizational Aspects in Employee Relations Management: Introduction, Organizational Commitment and Engagement, How Organizations Work, Organizational Culture, Conflicts in Organizations.

Behavioural Aspects in Employee Relations Management: Introduction, Motivation, Leadership, Communication, Decision Making, Power and Authority

UNIT III

Organizational discipline: Introduction, Overview of Organizational Discipline, Types of Organizational Discipline, Types of Disciplinary Problems, Disciplinary Procedure

Grievance Handling: Introduction, Grievance, needs for Grievance Redressal, Steps in Grievance Redressal Procedure, Essential Pre-requisites of Grievance Procedure, Grievance Interview, Precautions in Grievance Handling, Conflict Resolution

UNIT IV

Industrial relations: Introduction, Overview of Industrial Relations, Composition of Industrial Relations, Importance of Industrial Relations, Perspectives of Industrial Relations

Trade Unions: Introduction, Trade Unions, Reasons for Joining Trade Unions, Functions of Trade Unions, Types of Trade Unions, Advantages and disadvantages of Trade unions, Trade Unions in India

UNIT V

Laws related to Employee Relations: Introduction, Evolution of Employee Laws in India, Laws Relevant to Employee Relations, Laws Relevant to Organizational Conflicts, Laws Relevant to Employee Wages and Compensation.

Contemporary Issues in Employee Relations: Introduction, Careerism, Stress and Employee wellness in organization, Organizational Justice, Organizational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations through Organizational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession

Course Learning Outcomes (CLOs):

1. On successful completion of the course, the student will be able to describe and critique the concept of employee engagement
2. identify problems associated with both over-engagement and disengagement
3. examine the extent to which emotional and aesthetic labour are positioned in some contemporary organisations
4. critically evaluate the measurement of employee engagement

Text Book:

- Singh, P.N. and Neeraj, Kumar (2011). Employee Relations Management, 1/e; New Delhi: Pearson

Reference Books:

1. Sinha, P.R.N., Indu Bala Sinha, and Seema Priyadarshini Shekhar (2011). Industrial Relations, Trade Unions, and Labour Legislation, 8/e; New Delhi: Pearson Education.
2. Vineet Nayar (2010). Employees First, Customers Second: Turning Conventional Management Upside Down. Harvard Business School Publishing.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

HR METRICS AND ANALYTICS (BBAMBAHR3)

L T P

2 0 0

Course Name: HR Metrics and Analytics

Course Code: BBAMBAHR3

Course Credit hours- 2hrs

Total Contact Hours-20 hrs

Course Objective: The student will be able to:

- Understand the importance of HR metrics and analytics in measuring HR's impact and drive business results.
- Identify the right HR metrics (what to measure, types of measurements etc.,) – aligning HR and business goals.
- Turn metrics into analytics for effective management decisions.

Course Description:

Course is related to various HR metrics and its importance from an enterprise point of view. Topics include concepts and objectives of HR metrics, evolution of HR metrics, alignment of HR metrics with business strategy, HR efficiency measures, HR metrics and employee relation and retention. The course will be delivered in two lectures in a week.

COURSE CONTENTS:

UNIT I

HR Metrics Overview ■ Concepts, Objectives ■ Historical evolution of HR metrics. ■ Explain how and why metrics are used in an organization

UNIT II

Designing effective Metrics that matters ■ Deciding what metrics are important to your business. ■ HR metrics design principles. ■ Approaches for designing HR metrics: ■ The Inside-Out Approach ■ The Outside-In Approach ■ Align HR metrics with business strategy, goals and objectives. ■ Link HR to the strategy map. ■ Creating levels of metrics measures: HR efficiency measures, HR Effectiveness measures, HR value / impact measures

UNIT III

Building HR functions metrics

■ Workforce Planning Metrics ■ Recruitment Metrics ■ Training & Development Metrics ■ Compensation & Benefits Metrics ■ Employee relations & Retention Metrics.

UNIT IV

THE IMPLEMENTATION OF HR METRICS

Building the business case for HR metrics • Implementation: Building support • Implementing HR metrics • Case study

UNIT V

HR Analytics Overview ■ What HR Analytics. ■ Importance of HR Analytics. ■ Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards).

Course Learning Outcomes (CLOs):

- 1- To have a practical understanding of HR metrics.
- 2- To learn about HR analytics and its application in business.
- 3- To learn about performance enhancement measures and its relation with HR metrics.

Text Books:

1. Predictive HR Analytics: Mastering the HR Metric by Dr. Martin Edwards and Kirsten Edwards
2. People analytics for Dummies by Mike West

Reference Books:

1. HR Metrics – The World Class way by John Sullivan
2. Data driven HR by Bernard Marr

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

COMPENSATION AND BENEFITS MANAGEMENT (BBAMBA4)

L T P

2 0 0

Course Name: Compensation and Benefits Management

Course Code: BBAMBAHR4

Course Credit hours- 2 hrs

Total Contact Hours-20 hrs

Course Objective: To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

At the end of this course, students would demonstrate knowledge in various components of total compensation and its relevance for achieving sustainable competitive advantage. Devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able).

Course Description:

This is a course related to the principles of HR. Topics include compensation management, job evaluation, job analysis, overview of minimum wages act, incentives and retirement benefits. These topics will be covered in one semester having two lectures in a week

COURSE CONTENTS:

UNIT I

INTRODUCTION TO COMPENSATION DEFINITION – Forms of Pay – A Pay Model – Similarities and Differences in Strategies - Strategic Choices – Developing a Total Compensation Strategy - Source of Competitive Advantage. Internal Alignment Defining Internal Alignment – Job Analysis – Evaluating Work: Job Evaluation – Person Based Structures, External Competitiveness Defining External Competitiveness – Designing Pay Levels, Mix, and Pay Structures

UNIT II

INCENTIVES AND FRINGE BENEFITS Incentives – Definition, Types of Incentives, Individual incentives: Measured day Work, Piece work, standard hour, Gain sharing, its advantages and disadvantages, Organisation Wide incentives – Scanlon Plan, Kaiser Plan, Profit sharing, Non-financial incentives, Fringe Benefits – Definition, Objectives, Types of Fringe Benefits.

UNIT III

OVERVIEW OF MINIMUM WAGES ACT- 1948 AND EQUAL REMUNERATION ACT-1976. Regulatory compliance including wage and pay commissions, incentive scheme-individual, group, profit sharing- copartner ship- stock option: ESOP, welfare Measures- Statutory & non- Statutory, social security schemes- ESIS, PF, Pension, Insurance, Gratuity and Maternity Benefits.

UNIT IV

INDIVIDUAL GROUP VARIABLE COMPENSATION

Pay for Performance, pay by Seniority, Group Piece rate, Production sharing plan, Employee Profit sharing, Employee stock ownership, Gain Sharing

UNIT V

INCENTIVES AND RETIREMENT PLANS

Basic Pay, Provisions for Dearness allowance- Calculation of total compensation, package, various methods of compensating cost of living, Neutralization factors, Executive Compensation Plan, Retirement Plan, Practical: Preparation of pay roll on excel sheet for executive and managerial position. New practices of compensating employees. (E.g. flexi wage system)

Course Learning Outcomes (CLOs):

- 1- To have a understanding of basic principles of compensation management.
- 2- To learn about various acts regulating HR activities.
- 3- To know about various policies of incentives and other benefits doled out by organizations.

REFERENCE: -

1. B.D Singh - Compensation & Rewards management – Excel Books
2. Cynthia D Fisher –Human Resource Management -5th Edition-Biztantra.
3. A M Sharma – Aspects of Labour Welfare and Social Security - HPH
4. Lawrence Kleiman-Human Resource Management -3rd Edition-Biztantra
5. R.K Sahu – Performance management systems – Excel Books

Text Book:

1. Performance Management and Appraisal Systems: HR Tools for Global Competitiveness by T.V. Rao. New Delhi, Response Books.
2. Chadha, P.- Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
3. Performance Management: Robert Bacal, McGraw-Hill Education, 2007.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

PERFORMANCE MANAGEMENT SYSTEMS (BBAMBA5)

L T P

2 0 0

Course Name: Performance Management Systems

Course Code: BBAMBAHR5

Course Credit hours - 2 hrs

Total Contact Hours - 20 hrs

Course Objective: The course intends to enhance the knowledge and skill of students in understanding and employing performance management system effectively in an enterprise. At the end of this course, students will be able to demonstrate knowledge and skills in the contemporary aspects of performance management; and will be able to design the performance management systems.

Course Description:

The course is related to performance management systems. Topics include Introduction to Performance Management, Performance Management – Concepts, Philosophy, Overview, Objectives and Standards, Performance Planning – Process, Competency and Team based PMS, Competency based Performance Management System – Managerial skills and competencies, developing competencies. These topics will be delivered in two lectures in a week.

COURSE CONTENTS:

UNIT I

Introduction to Performance Management, Performance Management – Concepts, Philosophy, Overview, Objectives and Standards, Performance Planning – Process, Contents, steps, Process of developing individual to group performance plans

UNIT II

Performance Appraisal and Review – Process and methods, Objectives, steps, Design, Types and Methods of Appraisal, Steps in Review, Effective Performance counselling, Performance Management Systems, PMS – Importance, Features, Dimensions, Performance consulting, Four pillars of PMS, Strategic Performance Management systems

UNIT III

Competency and Team based PMS, Competency based Performance Management System – Managerial skills and competencies, developing competencies, Competency Identification and Assessment Process, Competency models, Team Performance Management – Principles, work wheel, Measuring and managing team performance, Stages, Team building, role analysis

UNIT IV

Decisions based on Performance

Performance based Compensation – Concepts of compensation, Performance related compensation and benefits, skill-based pay, competency-based pay, Executive compensation – Performance based Career Planning, Career Development and Succession planning

UNIT V

Contemporary practices of PMT, Balanced Scorecard – HR Scorecard - Business Process Reengineering - McKinsey 7S framework - Lean Management - Quality management systems, Six-sigma practices, Quick Response Manufacturing.

Course Learning Outcomes(CLOs):

- 1) On successful completion of the course, the student will be able to learn about
- 2) Ways to improve employee productivity and motivation.
- 3) The importance of employee engagement, communication

Text Book

Bhattacharyya, Dipak Kumar- Performance Management, Systems and Strategies, 1/e; New Delhi: Pearson

Reference Books

1. Prem Chadha (2011). Performance Management, 1/e; New Delhi: Macmillan
2. Rao, T.V. (2008). Performance Management and Appraisal System, 1/e; New Delhi: Sage

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

LEARNING AND DEVELOPMENT (BBAMBAHR5)

L T P

2 0 0

Course Name: Learning And Development

Course Code: BBAMBAHR5

Course Credit hours- 2 hrs

Total Contact Hours-20 hrs

Course Objective:

The course would enable students to gain an understanding of the latest trends and developments in training. Students will be able to understand the learning process. After completion of the course, students would be able to design training programmes, choose appropriate training methods, and evaluate the effectiveness of learning and development programmes.

Course Description: The course is related to learning and development. Topics include Significance of Training and Development - Career Opportunities in Training - Strategic Planning – OD -Linkage between Business strategy and Training, Assessing Development Needs - Training Need Analysis - The TNA Model - Operational Performance Gaps -Framework for Conducting TNA - Approaches to TNA Design of Training - Developing Objectives -Facilitation of learning and Transfer. These topics will be delivered in two lectures in a week.

COURSE CONTENTS:

UNIT I

Training: Overview and Trends

Significance of Training and Development - Career Opportunities in Training - Strategic Planning – OD - Linkage between Business strategy and Training

UNIT II

Learning, Motivation, and Performance

Understanding Motivation and Performance - Understanding Learning – Social Learning Theory -Experiential Learning - Aligning Training Design with Learning Process

UNIT III

Training Needs Analysis and Design

Assessing Development Needs - Training Need Analysis - The TNA Model - Operational Performance Gaps - Framework for Conducting TNA - Approaches to TNA Design of Training - Developing Objectives - Facilitation of learning and Transfer

UNIT IV

Training Methods Traditional Training Methods - Lectures and demonstrations - Games and Simulations - On-the-job Training - E-learning and use of Technology in Training - Computer based training methods

UNIT V

Implementation and Evaluation of Training

Development and Implementation of Training - Transfer of Training - Areas of Organizational Training – Orientation - Diversity training - Safety training – Cross functional training - Employee Development – Team Training - Cross Functional Training.

Course Learning Outcomes(CLOs):

On successful completion of the course, the student will be able to learn about

1. The importance of training, training methods
2. Learning motivations and its relation with performance.

Text Book

Blanchard, P. Nick, Thacker, James, V. and Ram, V. Anand. Effective Training, 4/e; New Delhi: Pearson

Reference Books

1. Noe, A. Raymond and Kodwani, D. Amitabh- Employee Training and Development, 5/e; McGraw-Hill
2. Janakiram, B. (2007). Training and Development; New Delhi: Biztantra
3. Bray M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, Mc Graw Hill.
4. Udai Pareek: Understanding Organizational Behaviour, Oxford Press

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

STRATEGIC HUMAN RESOURCE MANAGEMENT (BBAMBA7)

L	T	P
2	0	0

Course Name: Strategic Human Resource Management

Course Code: BBAMBAHR7

Course Credit hours- 2 hrs

Total Contact Hours-20 hrs

Course Objective: This course will help the students to think strategically and integrate the activities of HR with the organization's goals.

Course Description:

This course is related to human resource management practices. Topics include models of strategic HRM, SHRM for competitive advantage, Staffing, training and development, global human resource management. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

Conceptual Framework of strategic HRM, models of strategic HRM, development & delivery of HR strategies, challenges in strategic human resource management, impact of strategic HRM, SHRM for competitive advantage.

UNIT II

Implementation of strategic HRM: Staffing, training & development, performance management & feedback, compensation, employee separation.

UNIT III

Components of strategic HRM – organizational HR strategies, functional HR strategies, strategic HRM in action, improving business performance through strategic HRM.

UNIT IV

Managing Strategic Organizational renewal- Managing change and OD, instituting TQM Programmes, Creating Team based Organisations, HR and BPR, Flexible work arrangement.

UNIT V

Global human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriate's selection & repatriation. Building a multicultural organization multinational organization, strategic choice, leadership & strategic issues in international assignment. Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities.

Course Learning Outcomes (CLOs)

- 1-The students will learn about SHRM as a strategic tool in a business.
- 2-The students will get exposure of Multinational, Global, and Transnational Strategies.
- 3-The course aims at imparting a valuable lesson to all candidates about training and development.

Text books:

1. Armstrong, Michael & Baron Angela. - Handbook of Strategic HRM. Jaico Publishing House.
2. Mello, Jeffrey A. Strategic Human Resource Management (2nd ed.). India: Thomson South Western.

References books:

1. Regis, Richard. (2008). Strategic Human Resource Management & Development (1st ed.) Excel Books.
2. Agarwala, T. (2007). Strategic Human Resource Management. New Delhi: Oxford University Press.
3. Dhar, Rajib Lochan. (2008). Strategic Human Resource Management (1st ed.). New Delhi: Excel Books.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

HUMAN RESOURCE DEVELOPMENT (BBAMBAHR8)

L	T	P
2	0	0

Course Name: Human Resource Development

Course Code: BBAMBAHR8

Course Credit hours- 2 hrs

Total Contact Hours-20 hrs

Course Objective: The objective of the course is to provide an understanding of the human resources development framework and focuses on management best practices, tools and models to implement an effective HRD system.

Course Description: The course is related to Human Resource Development. Topics include Introduction to Human Resource Development: Meaning, significance and objectives of Human Resource Development, Human Resource Management and Human Resource development functions, Career Management and Development: Introduction to Career management, meaning - Stages of life and Career Development-process of career Development- Issues in career development. These topics will be delivered in two lectures in a week

COURSE CONTENTS:

UNIT I

Introduction to Human Resource Development: Meaning, significance and objectives of Human Resource Development, Human Resource Management and Human Resource development functions, Human Resource Development challenges

UNIT II

HRD Need Assessment & Designing of HRD programs: Strategic/ Organizational Analysis- Task Analysis- Person Analysis- prioritizing HRD needs, defining the objectives of HRD Intervention - Selecting the trainer - Selecting the Training methods - Preparing training material Scheduling an HRD program

UNIT III

Implementation & Evaluation of HRD programs: Training methods - Classroom training Approaches - Computer based Training, Purpose of HRD Evaluation- Kirkpatrick's evaluation frame work - Data collection for HRD Evaluation - Assessing the impact of HRD programs in Monetary Terms

UNIT IV

Career Management and Development: Introduction to Career management, meaning - Stages of life and Career Development - process of career Development - Issues in career development.

UNIT V

HRD & Diversity: Introduction - Organizational culture - Labor market changes and discrimination adapting to demographic changes. HRD for culturally diverse employees, Developing global managers, HRD systems

for International managers. Applications of HRD: HRD Climate, HRD for managing organizational change, HRD for Workers (blue collar employees), HRD Audit

Course Learning Outcomes (CLOs):

On successful completion of the course, the student will be able to learn about

1. Organizational culture, application of HRD.
2. Career management techniques.
3. Importance of HRD

Text books:

- Jon M Werner, Randy L DeSimone : Human Resource development (Thomson/Cengage)
- Raymond A Noe: Employee Trainee Development (Tata McGraw Hill)

References:

- John P. Wilson Human Resource Development (Kogan Page Business Books)
- Tripathi P.C: Human Resource Development (Sultan Chand & Sons)
- Uday Kumar Haldar: Human Resource Development (Oxford)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

NEGOTIATION & CONFLICT MANAGEMENT (BBAMBAHR9)

L	T	P
2	0	0

Course Name: Negotiation & Conflict Management

Course Code: BBAMBAHR9

Course Credit hours- 2 hrs

Total Contact Hours-20 hrs

Course Objective: To familiarize the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations so as to help in managing unions effectively.

Course Description: This course is related to negotiations and conflict management. Topics include conflict, sources of conflict, negotiations skills, best practices in negotiation, conflict resolution. These topics will be covered in one semester having two lectures in a week..

COURSE CONTENTS:

UNIT I

Conflict: Meaning and Source of Conflict, Types of conflict, patterns, levels, and; traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Conflict Process, Management of conflict – Resolution & Stimulation Techniques, Dual Concern Model of Conflict Resolution

UNIT II

Dealing with Conflict: Four myths about conflict, Team Conflict, understanding individual styles for handling Inter Personal Conflict, Cross – Cultural differences in Approaches to Conflict, Importance of Emotional Intelligence.

UNIT III

The Negotiation Process – Gaining leverage through power & persuasion;
Elements of Negotiation, Multiparty Negotiations, Stages of Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations, Types, strategies and tactics in negotiation. Bargaining & Negotiation: Differences and similarities. BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness.

UNIT IV

Negotiation Skills for Effectiveness: Need for developing Negotiation skills, Breakdown of Negotiation: Causes and Consequences; Third Party Intervention, Impasse and Alternative Dispute Resolution (ADR), What causes Impasse and Intractable Negotiations, characteristics that make a Negotiation more intractable, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators.

UNIT V

The influence of culture and gender on negotiations: Understanding cultural differences in negotiation; Hofstede's Cultural Dimensions, GLOBE study on cultural dimensions, Gender issues in negotiations; role of cross-cultural differences in Negotiations; Seven pillars to negotiation wisdom. International Negotiations, Best practices in negotiations.

Course Learning Outcomes (CLOs):

- 1- The students will learn about negotiation skills.
- 2- The students will get exposure of conflict like situations and their amicable resolutions.
- 3- The course also gives fundamental knowledge of conflict management.

Text Books:

1. Carrell. R. Michael & Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education New Delhi, 2008
2. Lewicki J. Roy, Saunders M. David, Berry Bruce, Negotiation, Mc Graw Hill, 5th Edition,
3. Cohen, S. Negotiating Skills for Managers. McGraw Hill Professional

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INTERNATIONAL MARKETING MANAGEMENT (BBAMBAIB1)

L T P

2 0 0

Course Name: International Marketing Management

Course Code: BBAMBAIB1

Course Credit Hours: 2 hrs

Total Contact Hours: 20 hrs

Course Objective:

Provide understanding of the decision variables a marketing manager may use in an international marketing environment.

- To gain experience in developing international marketing strategies.
- Provide understanding of product and pricing decisions appropriate for international market.
- Develop the basic skills needed to develop an international marketing communications plan and strategy,
- Provide opportunities for practical implementation of the relevant concepts through analyzing a variety of international business scenarios.

Course Description:

This is a course related to the principles of international marketing. Topics include scope and significance of international marketing, international marketing strategies, limitations of global marketing, international marketing channels, international PLC etc. These topics will be covered in one semester having two lectures in a week.

COURSE CONTENT:

UNIT I

International Marketing: Scope and Significance of International Marketing, The importance of international marketing, Differences between international and domestic marketing, legal environment and regulatory environment of international marketing. Limitations of Global Marketing.

UNIT II

International Market Entry Strategies: Indirect Exporting, Direct Exporting, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

UNIT III

International product management: International product positioning, Product saturation Levels in global Market, New products in International Market, Products and culture, brands in International Market.

UNIT IV

International Marketing Channels: Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy, Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Grey Market goods.

UNIT V

Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

Course Learning Outcomes (CLOs):

- 1- To have a understanding of international marketing principles.
- 2- To learn about challenges being faced by international companies.
- 3- To know about international PLC and other marketing mix components.
- 4- To help students understand export procedures and EXIM policies.

Text books:

- 1- International Marketing, Michael R.Czinkota,LikkaA Ronkainen, Cengage.
- 2- GlobalmarketingManagement,Keegan,Green,4/e,Pearson

Reference Books:

1. International Marketing, Philip R .Cateora, JohnL. Graham, Prasanth Salwan, TMH.
2. Global Marketing , Management, Lee, Carter, Oxford.
3. International Marketing and Export management ,Albaum, Pearson Education.
4. Global Marketing, Johansson, TMH.
5. Integrated Marking Management– Text and Cases, Mathur, Sage.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INTERNATIONAL REGULATORY ENVIRONMENT (BBAMBA IB2)

L T P

2 0 0

Course Name: International Regulatory Environment

Course Code: MBAIB2

Course Credit hours- 2 hrs

Total Contact Hours-20 hrs

Course Objective: The purpose of this paper is to enable the students learn nature scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

Course Description:

This is a course related to international regulatory framework. Topics include global trading and financial environment, various economic institutions like World Bank, IMF, WTO, GATT etc. The subject also contains description about challenges in international investments and other regulatory bodies. These topics will be covered in one semester having two lectures in a week.

COURSE CONTENT:

UNIT I

Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications.

Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.

UNIT II

Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.

International Financial Environment: Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.

UNIT III

International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements.

UNIT IV Regional Economic Groupings in Practice: Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation. Multinational Corporations and their involvement in International Business:

UNIT V

Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.

Course Learning Outcomes (CLOs):

- 1- To have an understanding of international regulatory bodies impacting a business.
- 2- To learn about various provisions of international bodies guiding international business.
- 3- To know about financial issues faced by countries and their resolution.
- 4- To help students understand the functioning of world bodies and their roles.

Text Books:

- 1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
- 2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing,
- 3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth,

Reference Books:

- 1. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings,
- 2. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, AddisonWesley,Readings, 1999.
- 3. Hill,CharlesW.L.,InternationalBusiness,McGrawHill,NewYork,2000.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INTERNATIONAL BUSINESS LAWS (BBAMBAIB3)

L T P

2 0 0

Course Name: International Business Laws

Course Code: MBAIB3

Course Credit hours- 2 hrs

Total Contact Hours-20 hrs

Course Objectives: To expose the students to the legal and regulatory framework and their implications concerning global business operations and to have a better understanding of the functioning and objectives of various world organizations.

Course Description:

The course is related to International Business Laws. Topics include Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract, Regulatory Framework and Taxation: Electronic Commerce. These topics will be delivered in two lectures in a week.

COURSE CONTENTS:

UNIT I

Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors.

UNIT II

Regulatory Framework of WTO: Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, anti-dumping duties and other non-tariff barriers, custom valuation and dispute settlement; Implications of WTO to important sectors – GATS, TRIPs and TRIMs.

UNIT III

Legal Framework Relating to: International Licensing; Franchising; Joint Ventures, Patents and trademarks; Technology transfer, Telecommunications. Legal Framework relating to Electronic Commerce – Intellectual Property Rights.

UNIT IV

Regulatory Framework and Taxation: Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax revenues.

UNIT V

Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

Course Learning Outcomes (CLOs):

On successful completion of the course, the student will be able to learn about

1. International Business Laws and their compliance.
2. Regulatory framework and its impact on international business.

Text Books

1. Ray A. August, "International Business Law Text, Cases and Readings" (4th Edition) Amazon.com

Reference Books:

1. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business, Environments and operations.
2. Lew, Julton D.M and Clive Stand brook (eds), International Trade Law and Practice, Euromoney Publications, London.
3. Motiwal OP, Awasthi HIC: International Trade – the law and practice; Bhowmik and Company, New Delhi.
4. Kapoor ND: Commercial Law; Sultan Chand & Co., New Delhi.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INTERNATIONAL LOGISTICS (BBAMBAIB4)

L T P

2 0 0

Course Name: International Logistics

Course Code: MBAIB4

Course Credit hours - 2 hrs

Total Contact Hours -20 hrs

Course Objective: The course provides the analytical framework for understanding the logistic models and supply chain techniques in an international perspective.

- To gain a working understanding of logistics principles
- To introduce key activities performed by the logistics functions. To understand the aspects of shipping industry and freight system To understand the ports facilities and global air transportation.
- To understand the role and importance of information and communication technology in logistics management.

Course Description:

The course is related to International Logistics. Topics include Logistics Management: Concepts – Importance – Elements of the logistic System ,Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent, forwarder. These topics will be delivered in two lectures in a week.

COURSE CONTENT:

UNIT I

Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.

UNIT II

Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent, forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.

UNIT III

Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.

UNIT IV

Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management.

UNIT V

Forecasting and planning in supply chain management – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

Course Learning Outcomes (CLOs):

On successful completion of the course, the student will be able to learn about

1. International logistics management.
2. Supply chain management in international framework and related challenges.
3. Decision making in International Supply Chain.

Text Books

1. Chopra S and P Meindl “Supply chain management: Strategy, planning and operations”
David P, “International Logistics” Biztantra, New Delhi, 2006.

Reference Books:

1. Donald J Bowersox Davi J Class” Logistics Management, Tata Mc. Graw Hill, New Delhi.
2. David Stewart,” International Supply Chain Management”, Cengage publications,2008.
3. Reji Ismail, “Logistics Management” Excel Books, 2008.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

EXPORT IMPORT DOCUMENTATION (BBAMBAIB5)

L	T	P
2	0	0

Course Name: Export Import Documentation

Course Code: MBAIB5

Course Credit hours- 2 hrs

Total Contact Hours – 20 hrs

Course Objectives:

The basic objective of this course is to provide to the country a steady stream of competent young men & women with the necessary knowledge, skills and foundations for acquiring a wide range of rewarding careers into the rapidly expanding world of Import & Export Management

To promote basic understanding on the concepts of export and import documentations to enable them to realize the impact of documentations.

Course Description:

The course deals in Export Import. Topics include description of Export and Import, Export documents, Registration process, export incentives, shipment procedures. These topics will be covered in one semester having two lectures in a week

COURSE CONTENT:

UNIT I

Introduction to exports, Registration process, Selection of products and market Payment terms, Export costing and pricing, Preliminaries for exports. Registration – IEC, RCMC, EPC, Central Excise. (BCMC changed to RCMC) Categories of Export, Physical – Direct & Indirect, Deemed Exports Merchant & Manufacturer Exports

UNIT II

Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise clearance for exports, Marine insurance of Export Cargo Shipment goods, Quality and Pre Shipment inspection, EGC Services, GSP rules of origin

UNIT III

Meaning and importance of letter of credit, Documentation papers of L/C EXPORT incentives, risk and insurance, Benefits of Exports, excise clearance Benefit / Rebate, Income Tax Benefit, (IPRS is discontinued), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

UNIT IV

The organization of exports –imports firms and business planning, planning of export/import operations. Import procedures Overview of various export promotion schemes Duty Drawback Advance License, (Replenishment Licenses, Special Interest License is discontinued), Remission Scheme, DEPB Scheme

UNIT V

Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion, scheme. Export of Principal Commodities in India, SEZ, EHTP, STP & EOU's, Types of Export Houses.

Course Learning Outcomes (CLOs):

- 1- The students will learn about export import process and documentation.
- 2- The course is a great help to those pursuing careers in International Business.

Text Books:

1. New Import Export Policy - Nabhi Publications
2. EXIM Policy & Handbook of EXIM Procedure – VOL I & II

Reference Books:

1. A Guide on Export Policy Procedure & Documentation– Mahajan
2. Export Management – D.C. Kapoor

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

TRADING BLOCKS & FOREIGN TRADE FRAME WORK (BBAMBAIB6)

L	T	P
2	0	0

Course Name: Trading Blocks & Foreign Trade Frame Work

Course Code: MBAIB6

Course Credit hours – 2 hrs

Total Contact Hours – 20 hrs

Course Objectives:

- To provide specialize knowledge in international trade
- The main objective of this course is to familiarize the students with the international trade environment and the special decision variables underlying the discharge of different blocks function in a multinational corporation

Course Description:

The course is related to international trade and commerce. Topics include foreign trade policy, international trade agreements, SAARC, WTO, ASEAN, GATT, foreign direct investment. These topics will be covered in one semester having two lectures in a week.

COURSE CONTENT:

UNIT 1

India's foreign Trade policy: origin, meaning and importance, determinants of Indian FOREIGN TRADE POLICY (SALIENT FEATURES OF EXIM POLICY), Regional economic integration.

UNIT II

Flow of foreign trade and trade relations, India balance payment, Theory of balance of payment, balance of trade, Performance of India's external sector and recent trade reforms, sectorial analysis of India's foreign trade and India's trade basket, trade liberalization in transition economies, India's trade agreement with SAARC, European Unions (EU), US, ASEAN and China, BRICS, OPEC. India's with common wealth countries.

UNIT III

Institutionalization of international trade, Pre GATT scenario, Establishment of WTO, summit of WTO, Regional blocks NAFTA, SAFTA ASEAN etc. Concepts, Objectives, TRIPs, Law and procedure, Trademarks, Copy rights

UNIT IV

Settlement of disputes under WTO, India's Trade relationship with major Trade Blocs in the world India's Trade agreements with various blocks.

UNIT V

Foreign investment policy – policy framework for FDI in India. FDI trend of FII and FDI in India.

Course Learning Outcomes (CLOs):

- 1- The students will learn about important Trade agreements and regulating bodies.
- 2- The course outlines India's foreign direct investment policy which gives an understanding about environment to woo FDIs.
- 3- Another learning is about knowledge of dispute settlement under supervision of trade regulators.

Text Books:

1. Francis Cherrunilam, International Trade and Export Management, Himalaya Publications, 2009.
2. Bhagvati J (ed), International Trade, Penguin Books, 2007. 3. India's Trade statistics, published by CMIE and DGCIS.

Reference Books:

1. India's Trade statistics ,published by CMIE and DGCIS.
2. RBI Annual Reports,
3. Annual Reports of Ministry of Commerce

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

CROSS CULTURAL MANAGEMENT (BBAMBAIB7)

L T P

2 0 0

Course Name: Cross Cultural Management

Course Code: MBAIB7

Course Credit hours- 2 hrs

Total Contact Hours-20 hrs

Course objectives:

- To consider the nature of intercultural communication
- To learn to think across cultural differences
- To experiment with different ways of acting in cross-cultural situations
- To reflect on the cultural foundations of economic systems and of organizational practices
- To provide a thorough understanding of the impact of an international context on management practices based on culture.
- To explain and evaluate frameworks for guiding cultural and managerial practice in international business.

Course Description:

The course is related to Cross Culture variables. Topics include Basic framework of Cross Cultural Management: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management, Gender differences, Gender, multiethnicity, religion, geography Body language, the culture of poverty, Hofstede's dimensions, Cultural aspects of international business negotiations. These topics will be delivered in two lectures in a week.

COURSE CONTENT:

UNIT I

Basic framework of Cross Cultural Management: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management – Implications for the Manager. Comparing Cultures. Shifts in the Culture – Organizational Culture – Culture and Communication – Needs and Incentives – Dispute Resolution and Negotiation.

UNIT II

Structure of Cross Cultural Management: Formal Structures – Functions – Bureaucracy – Culture and Bureaucracy – Implications. Informal Systems – Informal Relationships – Patronage, Society and Culture – Government-Business Patronage – Guanxi – Managing Informal Systems – Implications.

UNIT III

Cultural diversity and multicultural teams: The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg's theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross cultural communication, , Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs. development, Respect cultural differences vs. stages of development, The possibility of an international subculture.

Cultural diversity and multicultural teams: National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams.

UNIT IV

Conflict and negotiation:

Gender differences, Gender, multi ethnicity, religion, geography Body language, the culture of poverty, Hofstede's dimensions, Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies

UNIT V

Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation – Emergent Strategy – Implications. Culture and ethics

Understanding significance of cultural values & ethics in cross boarder businesses, Corporate Culture and Cross Border HRM and Employment Practices with respect to Japan, European countries, US, China, corporate social responsibility in MNC's, The McDonald's Corporation,

Course Learning Outcomes (CLOs):

On successful completion of the course, the student will be able to learn about

1. Cross Culture and the ways to manage it.
2. The students will be exposed to various conflicts and strategies to handle them.

Text Books

1. Helen Deresky, International Management: Managing across Borders and Cultures, 5th Edition, Pearson Education, 2009
2. Richard M. Hodgetts & Fred Luthans, (2005), International Management, 3rd Edition, Tata McGraw Hill Publications, New Delhi,

Reference Books:

1. Hodgetts, R., M., & Luthans F, (2005), International Management, Tata McGraw Hill Publications, New Delhi.
2. Hill, C. (2007) International Business: Competing in the Global Marketplace. (6th ed) Tata McGrawHill.
3. Cross culture management by Ms Shobhana Madhavan, Oxford University Press, 2011
4. Eastern and Cross Culture Management by N K Singh, Springer.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INTERNATIONAL FINANCIAL MANAGEMENT (BBAMBAIB8)

L	T	P
2	0	0

Course Name: International Financial Management

Course Code: MBAIB8

Course Credit hours- 2 hrs

Total Contact Hours-20 hrs

Course Objective: The course aims to acquaint the students with complexities and issues in financial management of a multinational firm. This course will help students to understand various analytical tools and techniques for financial decision making in a global setting.

Course Description: The course is related to International Financial Management. Topics include Greenfield investment Vs. Cross border. Foreign exchange market-spot and forward market, Participants in foreign exchange market. Arbitrage, hedging and speculation, covered interest arbitrage, Estimation of cash flows from cross border investment projects. Valuation techniques including Adjusted Present Value method. Risks in cross border investment decision-currency risk, political risk, country risk, inflation risk etc. These topics will be delivered in two lectures in a week.

COURSE CONTENT:

UNIT I

Introduction: Globalization and the multinational firm. Complexities and issues in financial decisions of a multinational firm. Foreign investment decision; exchange rate movement and decision to invest; foreign direct investment theories and strategies. Greenfield investment Vs. Cross border. Foreign exchange market-spot and forward market, Participants in foreign exchange market. Arbitrage, hedging and speculation, covered interest arbitrage. Contemporary issues in international financial management.

UNIT II

International Capital Budgeting Decision: Estimation of cash flows from cross border investment projects. Valuation techniques including Adjusted Present Value method. Risks in cross border investment decision-currency risk, political risk, country risk, inflation risk etc. Techniques for incorporating risks in cross border investment decision. Assessment and management of political risk. Country risk analysis.

UNIT III

Financing Decision, Dividend Policy and Working Capital Management in a Multinational firm: International capital structure and cost of capital. Determinants of capital structure of MNEs. Financing of foreign subsidiaries or projects- Internal and External sources, Parent Debt and Parent Equity, Bank Guarantees etc. Dividend policy of MNEs. International working capital management- Cash management, inventory management and receivables management.

UNIT IV

Currency Risk and Interest Rate Risk Management: Types of risk exposure- Transaction exposure, Economic exposure and Translation exposure. Management of currency risk using currency forwards, currency futures,

currency options and currency swaps. Assessment of interest rate risk. Management of interest rate risk using Interest rate futures, interest rate swaps and other financial swaps.

UNIT V

International Diversification and Portfolio Investment: Risk factors in international investing. International diversification- risk and return aspects. International CAPM. Identification of optimal portfolio.

International Accounting and International Taxation: Foreign currency translation; Multinational transfer pricing and performance measurement; consolidated financial statements; International accounting standards and practices. Relevant accounting standard in India (AS-11). International tax environment; Bilateral tax treaties and tax heavens. Impact of taxation on cross-border investment decisions.

Course Learning Outcomes (CLOs):

On successful completion of the course, the student will be able to learn about

1. International finance and accounting.
2. Practical aspects of managing finance in International Markets.

Text Books:

1. Eun, Cheol S. and Resnick, Bruce G., 'International Financial Management', Tata McGraw- Hill.
2. Apte P.G., 'Multinational Financial Management', Tata -McGraw Hill, New Delhi.
3. Bekaert, Greet and Hodrick, Robert J., 'International Financial Management', Prentice Hall.

Reference Books:

1. Madura, Jeff, 'International Financial Management', Cengage Learning.
2. Shapiro, Alan C., 'Multinational Financial Management', John Wiley. 6. Levi D, Maurice, 'International Finance', Routledge.
3. Sharan, V., International Financial Management, PHI Learning Pvt. Ltd. Note: Latest edition of the readings may be used.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INTERNATIONAL FINANCIAL SYSTEM (BBAMBAIB9)

L	T	P
2	0	0

Course Name: International Financial System

Course Code: MBAIB9

Course Credit hours- 2

Total Contact Hours-20

Course Objective: The objective of this paper is to equip the students with an understanding of the international financial system, its evolution and growing importance as well as challenges thrown up by increasing globalization of finance.

Course Description:

The course is related to International Financial System. Topics include Growing importance of international finance, costs of international investment crisis and contagion. Balance of Payments-current account, capital account, official reserve account, J curve, forex reserves-costs and benefits. BOP trends in major countries, persistent current account deficits and surpluses among nations (Global Imbalances)and their repercussions These topics will be delivered in two lectures in a week.

COURSE CONTENT:

UNIT I

Introduction: Growing importance of international finance, costs of international investment crisis and contagion. Balance of Payments-current account, capital account, official reserve account, J curve, forex reserves-costs and benefits. BOP trends in major countries, persistent current account deficits and surpluses among nations (Global Imbalances) and their repercussions. Shifting global dominance of the U.S.A., Growing importance of a unified Europe and emerging Asia.

UNIT II

International Monetary System: Evolution of the international monetary system, bimetallism, Gresham's Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin's Paradox, special drawing rights, flexible exchange rate regime, present arrangements including dollarization. The European Monetary Union and its costs and benefits. Fixed versus floating exchange rate systems.

UNIT III

Exchange Rate Determination and Forecasting: Measuring exchange rate movements and volatility, factors influencing exchange rates, Government intervention-direct and indirect intervention and sterilized and non-sterilized intervention. Interest Rate Parity, covered and uncovered interest arbitrage, Purchasing Power Parity-absolute and relative, Fisher Effect and International Fisher Effect. Forecasting Exchange Rates- Technical Approach, Fundamental Approach and Efficient Market Approach.

UNIT IV

International Financial Markets: Forex Markets; spot market, direct and indirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures and options market. International money markets, international

credit markets, international bond markets and international stock markets. Regulatory asymmetry and its implications.

International Banking: Offshore banking and offshore currency trading, factors contributing to the growth of international banking and Eurocurrency trading, regulatory asymmetry, shadow banks. Bank failure and safety nets, Problem of moral hazard and systematically important financial institutions. Problems in regulating international banking, regulatory arbitrage. BIS and Basel Committee-issues and challenges.

UNIT V

Financial Crisis: Financial flows to developing countries, Problem of original sin, crisis in the Latin American countries, growth and crisis in Asia, contagion. Capital mobility-the trilemma of the exchange rate regime.

Lessons from the crisis. Role of International financial institutions like IMF and World Bank. Securitization and the financial crisis of U.S.A. (2008-09), role of credit rating agencies. Euro zone crisis and other contemporary issues.

Course Learning Outcomes (CLOs):

On successful completion of the course, the student will be able to learn about

1. International financial system and its intricacies.
2. Different aspects of financial crisis
3. International Economic Regulatory bodies and their roles.

Text Books::

1. Levi D, Maurice, International Finance, Routledge.
2. Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc, International Economics, Pearson Education.

Reference Books:

1. Madura, Jeff, International Corporate Finance, South-Western/Cengage learning.
2. Eun, Cheol S. and Resnick, Bruce G., International Financial Management, Tata McGraw- Hill.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

AREA - INFORMATION TECHNOLOGY MANAGEMENT

BUSINESS PROCESS RE-ENGINEERING (BBAMBAIT2)

L	T	P
2	0	0

Course Name: Business Process Re- Engineering

Course Code: BBAMBAIT2

Course Credit Hours- 2 hrs

Total Contact Hours-20 hrs

Course Objectives:

This course is aimed at developing an appreciation of process view of organizations among the participants. The participants are expected to work on IT enabled process redesign and process re- engineering as a part of this course.

Course Description:

The course is related to Business Process re-engineering. Topics include Definitions and Concepts. Process Improvement and Process Redesign. BPR Experiences in Indian Industry, Business Process Improvement. Business Process Redesign. Models of BPR; Business Process Management and BPR. These topics will be delivered in two lectures a week.

Course Contents:

Unit 1:

Business Process Re-engineering – Definitions and Concepts. Process Improvement and Process Redesign. BPR Experiences in Indian Industry.

Unit 2:

Process Identification and Process Mapping Tools; Role/Activity Diagrams. Best Practices and Benchmarking. Scope of BPR in Service and Manufacturing Organizations. Organizational Transformation through BPR.

Unit 3:

Business Process Improvement. Business Process Redesign.

Unit 4:

Management for BPR Implementation. Re-organizing People and Managing Change. Evolving technologies to support BPR initiatives. BPR in Public Systems.

Unit 5:

BPR Methodology. Models of BPR; Business Process Management and BPR, Critical Success Factors for successful implementation of BPR. Successes and Failures of BPR-Indian Cases

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Business Process Methodologies.
2. Live cases of BPR from industry.

Text Books:

1. Goldratt, E. M., & Jeff Cox. The Goal (2nd ed.). Hampshire: Gower.
2. Goldratt, E. M. (2000). It's not luck. Hampshire: Gower.
3. Grover, V., & Kettinger, W. J. (1998). Business process change: Re-engineering concepts, methods and technologies. London: Idea Group Publishing.

Reference Books:

1. Hammer, M., & Champy, J. (2003). Reengineering the corporation: A manifesto for business revolution. UK: Harper Collins Publishers.
2. Jacka, J. M., & Keller, P. L. (2002). Business process mapping. New York: John Wiley & Sons.
3. Johansson, H., Johansson, H. J., & Pendlebury, A. J. (2009). Business process reengineering: Breakpoint strategies for market dominance. New York: John Wiley & Sons.
4. McKnight, Lee W., Paul M. Valler, & Raul L. Katz (Eds). (2001). Creative destruction: Business survival strategies in the global internet economy. London: The MIT Press.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

AREA - INFORMATION TECHNOLOGY MANAGEMENT

SYSTEM ANALYSIS AND DESIGN (BBAMBAIT3)

L	T	P
2	0	0

Course Name: System Analysis and Design

Course Code: BBAMBAIT3

Course Credit Hours- 2 Hrs

Total Contact Hours-20 Hrs

Course Objectives:

This course is designed to equip participants with tools and techniques for undertaking Analysis and Design of computer based commercial data processing systems. The course also includes discussion on various aspects of software project management.

Course Description: The course is related to System Analysis and design. Topics include Business Systems Concept; Information System Building Blocks; Systems Development Life Cycle; Project Selection; Feasibility Study. Tools for analysis and design of business systems; Managing Software Projects. Project Communication, tracking and reporting; Software Project Planning. Software Risk Management; System Control and Quality Assurance. These topics will be delivered in two lectures a week.

Course Contents

Unit 1:

Business Systems Concept; Information System Building Blocks; Systems Development Life Cycle; Project Selection; Feasibility Study. Tools for analysis and design of business systems; Methodologies available; Need for structured techniques; structured techniques available and their relevance for SDLC.

Unit 2:

Systems Planning; Preliminary Investigations; System Requirement Specification and Analysis; Evaluating Alternative Strategies of System Requirement Analysis, Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections. Decision Analysis; Decision Trees and Tables; Expansion and Explosion.

Unit 3:

Design of databases and Normalization. Rapid Application Development. Flow Charting, Data and

Process Modelling Tools; Use Case; Systems Design, Object Oriented Design; Output Design, Input Design; File and Database Design, Normalization. System Implementation - Installation and Evaluation.

Unit 4:

Managing Software Projects. Project Communication, tracking and reporting; Software Project Planning. Software Risk Management; System Control and Quality Assurance. Documentation Tools. Software Testing Techniques. Performance and Acceptance testing criteria. Capability Maturity Model.

Unit 5:

Project management techniques for managing software projects. System Controls and System Audit. System Administration and Training. Conversion and Operations Plan.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Project management Techniques.
2. Software project planning and software risk management.
3. Decision Tree and Analysis.

Text Books:

1. Bennett, S., Mcrobb, S., & Farmer, R. (2006). Object-Oriented systems analysis and design using UML (3rd ed.). Boston: McGraw Hill.
2. Hoffer, J. A., & George, J. F. (2006). Modern system analysis and design. (4th ed.). New Delhi: Pearson Education.

Reference Books:

1. Hughes, Bob. (2006). Software project management. 4th ed.). New Delhi: Tata McGraw Hill Education.
2. Kendall, K. E., & Kendall, J. E. (2009). Systems analysis and design (8th ed.). New Delhi: Prentice-Hall.
3. Pressman, Roger S. (2009). Software engineering: A practitioner's approach (7th ed.). Boston: McGraw Hill.
4. Shelly, G. B., Cashman, T. J., & Rosenblatt, H. J. (2009). Systems analysis and design (8th ed.). Singapore: Thomson Learning.
5. Whitten, J. L. & Bentley, L. D. (2009). Systems analysis & design methods (7th ed.). New Delhi: Tata McGraw Hill.
6. Yourdon, E. L. (1979). Constantine: Structured design. New Delhi: Prentice-Hall.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

**AREA - INFORMATION TECHNOLOGY MANAGEMENT
STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY
(BBAMBAIT4)**

L	T	P
2	0	0

Course Name: Strategic Management of Information Technology

Course Code: BBAMBAIT4

Course Credit Hours – 2 Hrs

Total Contact Hours – 20 Hrs

Course Objectives:

This course is designed to inculcate an understanding for leveraging Information Technology as a Strategic Tool for organizations and industries through concepts and cases. The course focuses on development of Information Technology Leadership.

Course Description: The course is related to Strategic Management of Information Technology. Topics include IT Architecture Planning; Open Source Architecture; Strategic Information Systems Planning; Learning Organizations; Outsourcing IT Function; IT for Strategic Alliances; Organizational Transformation thru IT. These topics will be delivered in two lectures a week.

Course Contents

Unit 1:

Technology trends and models for management of information technology; Information Systems Strategy Formulation; CSF/KPI Theory; IT Architecture Planning; Open Source Architecture;

Unit 2:

Leadership in Information Technology; Information Systems Management Issues; National Information Infrastructure; Digital Signatures and Certifications;

Unit 3:

Strategic Information Systems Planning; Learning Organizations; Outsourcing IT Function; IT for Strategic Alliances; Organizational Transformation thru IT;

Unit 4:

CRM/SCM; Data Warehousing, Knowledge Management; Business Intelligence; Learning from Indian Successes and Failures.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Explain and apply the core aspects of information technology principles and tools, and manage their implementation in a business context.
2. Understand and facilitate the strategic and operational benefits of business models and technology applications

Text Books:

1. Chew, Eng K., & Gottschalk, P. (2009). Information technology strategy and management: Best practices. New York: Information Science Reference.
2. HBS. (1999). Business value of IT. Boston: Harvard Business School Press.
3. Kelley, George. (2009). Selected readings on information technology management: Contemporary issues. New York: Information Science Reference.

Reference Books:

1. Khosrow-Pour, Mehdi. (2003). Annuals of cases on information technology. London: Idea Group Publishing.
2. Meyers, L. S., Glenn, G., & Guarino, A. J. (2009). Data analysis using SAS enterprise guide. New York: Cambridge University Press.
3. Parker, M. M. (1996). Strategic transformation and information technology: paradigms for performing while transforming. New Jersey: Prentice Hall.
4. Rahman, H. (2009). Selected readings on global information technology: contemporary applications. New York: Information Science Reference.
5. Sarv, D., & Kohli, R. (2002). The IT payoff: Measuring the business value of

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

AREA - INFORMATION TECHNOLOGY MANAGEMENT

DATABASE MANAGEMENT SYSTEMS (BBAMBAIT5)

L	T	P
2	0	0

Course Name: Database Management Systems

Course Code: BBAMBAIT5

Course Credit Hours- 2 Hrs

Total Contact Hours-20 Hrs

Course Objectives:

This course is designed to introduce the participants to the theoretical fundamentals of relational database design for business applications in organizations. The course aims at providing the participants an opportunity to study the hands-on implementation of a data base in corporate environment.

Course Description: The course is related to Database Management Systems. Topics include Introduction to database and database management software system. Various generations of DBMS. Data Files and Business Applications. Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Database Management Models. These topics will be delivered in two lectures a week.

Course Contents

Unit 1:

Introduction to database and database management software system. Various generations of DBMS. Data Files and Business Applications.

Unit 2:

Data Processing Concepts; Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Database Management Models. Functions of a Database Management System. Relational Database Model

Unit 3:

Designing Tables and Queries. Database Design – DFD, E-R Diagrams, Access Queries. Normalization. Need for Normalization. Queries, Forms, and Reports. Advanced Queries. Code behind forms. Building database applications – Plan Formulation, Documentation. Database Administration.

Unit 4:

Distributed Data Base Systems; On-line Data Bases; Object Oriented Data Bases. Managerial Issues related to Data Base Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Re-organization Problems; Implementation and Maintenance Issues; Data Base Administration. Contemporary issues in management of Databases. Data base Security and Disaster Recovery Strategies.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

- 1) The basic concepts of databases and data models.
- 2) Features of database management systems, architecture of database systems, and the role of database users.
- 3) To design and implement properly structured databases that match the standards based under realistic constraints and conditions.

Text Books:

- 1) Esakkirajan, S., & Sumathi, S. (2007). Fundamentals of relational database management systems. New York: Springer.
- 2) Hoffer, Jeffrey A. (2007). Modern database management (8th ed.). New Delhi: Pearson Education.
- 3) Lightstone, S. S., & Teorey, T. J. (2007). Physical database design: The database professional's guide to exploiting indexes, views, storage, and more. San Francisco: Elsevier.

Reference Books:

- 1) Mullins, J., & Craig, S. (2002). Database administration: The complete guide to practices and procedures. Boston: Pearson Education.
- 2) Post, Gerald V. (1999). Database management systems: Designing and building business applications. Boston: Irwin McGraw-Hill.
- 3) Pratt, P., & Adamski, J. (2000). Concepts of database management (3rd ed.). Boston: Pearson Education.
- 4) Ramakrishnan, R., & Johannes, Gehrke. (2003). Database management systems (3rd ed.). Boston: McGraw Hill.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

AREA - INFORMATION TECHNOLOGY MANAGEMENT

BUSINESS ANALYTICS IN INFORMATION TECHNOLOGY

(BBAMBAIT6)

L	T	P
2	0	0

Course Name: Business Analytics in Information Technology

Course Code: BBAMBAIT6

Course Credit Hours- 2 Hrs

Total Contact Hours-20 Hrs

Course Objectives:

This course deals with the key concept of business analytics and its optimization in IT industry. It will help to provide the knowledge of Data Warehouse, Business Intelligence, Data Mining, knowledge of Big Data, Knowledge of dashboards, reports and metrics. This course provides the logical thinking and understanding of business in IT.

Course Description: The course is related to Business Analytics In Information Technology. Topics include Concepts and need, Impact of BAO, Capabilities of BAO, BAO reference architecture, challenges to manage IT data Business Analytics (BA), Capability of BA, Concept and Purpose of Data Mining, Data Mining Process, KDD Process Model, Data Mining Techniques, Define Dashboard, Types of Dashboard, Dashboard Design. These topics will be delivered in two lectures a week.

Course Contents:

Unit 1: Introduction to Business Analytics and optimization (BAO)

Concepts and need, Impact of BAO, Capabilities of BAO, BAO reference architecture, challenges to manage IT data Business Analytics (BA), Capability of BA, maximize profitability in IT using Business Analytics, types of Analytics, types of tools for analytics, Business Analytics Model

Unit 2: Data Warehouse

Concept of Decision Support Systems (DSS), 3-Tier DSS, Flow of Data, define data warehouse and its architectures, Features and usages of Data warehouse, Conceptual modelling of Data warehouse, Data warehouse design process, Multidimensional analysis techniques, Data Analysis and Online Analytical Processing (OLAP), Online Transaction Processing (OLTP)

Unit 3: Business Intelligence

Definitions of Business Intelligence (BI), Components and Architecture of BI, High level BI Process, functional areas of BI tools, Benefits of BI, maximize value from BI, Strategy and BI, Business Role of BI in IT, BI maturity model, Key areas of strategy in BI, Planning BI project, BI design and development

Unit 4: Data Mining and Dashboard

Concept and Purpose of Data Mining, Data Mining Process, KDD Process Model, Data Mining Techniques, Define Dashboard, Types of Dashboard, Dashboard Design, Kaplan – Norton Balanced Scorecard, R-J Performance Dashboard

Unit 5: Big Data Analytics

Define Big Data, Need of Big data in IT, Characteristics of Big Data, Structure of Big data, Big Data Analytics Adaptation, advantages and disadvantages of Big data, Big Data application framework and Bigdata applications.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. The importance of Big data and its use in business applications.
2. About Data Mining and Dashboard design

Text Books:

1. R N Prasad & Seema Acharya (2016), Fundamentals of Business Analytics, 2ed.
2. B. Devlin (2013), Business UnIntelligence: Insight and Innovation Beyond Analytics and Big Data

Reference Books:

1. Tan, Steinbach & Kumar, Introduction to Data Mining.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

AREA - INFORMATION TECHNOLOGY MANAGEMENT

MANAGING IT-ENABLED SERVICES (BBAMBAIT7)

L	T	P
2	0	0

Course Name: Managing IT- Enabled Service

Course Code: BBAMBAIT7

Course Credit Hours- 2 Hrs

Total Contact Hours-20 Hrs

Course Objectives:

This course is designed to introduce the participants to the newly emerging area of IT enabled services and how these are transforming the entire society. Students would be expected to undertake extensive field work on role of IT in reshaping the Services Sector.

Course Description:

The course is related to IT enabled services. Topics include The range, characteristics, success parameters, and technology drivers. Growth and acceptance of ITEs; E-Enablement as a concept. Business Process Outsourcing and Knowledge Process Outsourcing as strategic business alternatives. Customer Contact Centre Management. Cash Management System. Customer Relationship Management and Customer Experience Management. These topics will be delivered in two lectures a week.

Course Contents:

Unit 1: IT enabled services

The range, characteristics, success parameters, and technology drivers. Growth and acceptance of ITEs; E-Enablement as a concept.

Unit 2: Spectrum of IT Enabled Services

Call Centre Management; Medical Transcription Management; Back Office Operations; Outsourcing customer care and service.

Unit 3: Business Process Outsourcing and Knowledge Process Outsourcing

BPO and KPO as strategic business alternatives. Customer Contact Centre Management. Cash Management System. Customer Relationship Management and Customer Experience Management. Electronic Document Management Systems.

Unit 4:

Facilities Management. Applications Service Providers. Strategic choices for providers and aspirant companies. Innovation in ITEs; Role of ITEs as an economic growth vehicle for developing nations; Emerging models for ITEs. World and India in ITEs Space.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the students will be able to learn about

1. Spectrum of It enabled services.
2. Business Process Outsourcing and Knowledge Process Outsourcing.
3. They will also get exposed to innovation in IT industry.

Text Books:

1. Bajgoric, N. (2009). Continuous computing technologies for enhancing business continuity. New York: Information Science Reference.
2. Chen, Stephen. (2001). Strategic management of e-business. New York: John Wiley & Sons.
3. Cunningham, M. J. (2001). B-2-B: How to build a profitable e-commerce strategy. Massachusetts: Perseus Publishing.

Reference Books:

1. Earle, N., & Keen, P. (2000). From .com to .profit: Inventing business models that deliver value and profit. San-Francisco: Jossey-Bass.
2. Hagel, John-III & Armstrong, A. G. (1997). Net gain: Expanding markets through virtual communities. Boston: Harvard Business School Press.
3. Hansson, T. (2009). Handbook of research on digital information technologies: Innovations, methods, and ethical Issues. New York: Information Science Reference.
4. Hu, Wen-Chen. (2009). Selected readings on electronic commerce technologies: contemporary applications. New York: Information Science Reference.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**BBAMBA 4th YEAR
SEMESTER VIII**

AREA - INFORMATION TECHNOLOGY MANAGEMENT

NETWORK OPERATIONS, MANAGEMENT & SECURITY (BBAMBAIT8)

L	T	P
2	0	0

Course Name: Network Operations, Management & Security

Course Code: BBAMBAIT8

Course Credit Hours- 2 Hrs

Total Contact Hours-20 Hrs

Course Objectives:

This course is designed to familiarize the participants with the fundamentals of computer networking and emerging security needs. The course aims at providing the participants an opportunity to appreciate network operations issues and concerns.

Course Description: The course is related to network operations. Topics include Computer Network Systems; Network Communication Hardware/Software; Network Processing Strategies; Enterprise Wide Computing; Wireless and Mobile Networks; Business Value of Networks; Digital Certificates and Public-Key Infrastructures. Secure Data Dissemination; Comparison the SecurityArchitectures of various available platforms. These topics will be delivered in two lectures a week.

Course Contents:

Unit 1:

Computer Network Systems; Network Communication Hardware/Software; Network Processing Strategies;Enterprise Wide Computing; Wireless and Mobile Networks; Business Value of Networks;

Unit 2:

Business Applications of Networks; Networks for competitive advantage; Electronic Data Interchange – EDI; Security & Privacy Issues; Digital Signatures; Certifying Authority; Legal issues of e-Commerce. Extranets/Intranets – Applications.

Unit 3:

Introduction to Computer Networks and Threats; Network Architecture and protocols; Different layers of Protocols and Security; Web Security and Remote Access Security;

Unit 4:

Digital Certificates and Public-Key Infrastructures. Secure Data Dissemination; Comparison the SecurityArchitectures of various available platforms.

Course Learning Outcomes (CLOs):

On successful completion of the course, the students will be able to learn about

1. Computer Network systems and their Management.
2. Network security and other IT enabled applications important for business

Text Books:

1. Albert, S., Flournoy, D. M., & LeBrasseur, R. (2009). Networked communities:strategies for digitalcollaboration. New York: Information Science Reference.
2. Azari, R. (2003). Current security management & ethical issues of information technology. London:IRM Press.
3. Fugini, Mariagrazia., & Carlo, Bellettini. (2004). Information security: Policies and actions in modernintegrated systems. London: Idea Group Publishing.
4. Douglas, J. (2009). Introduction to network security. London: CRC Press.
5. Khosrow-Pour, M. (2006). Cases on telecommunications and networking. London: Idea GroupPublishing.
6. McMillan, T. (2007). Change your career: Computer network security as your new profession.Kaplan Publishing.

Reference Books:

1. Obaidat, M. S., & Boudriga, N. (2007). Security of e-systems and computer networks. Cambridge:Cambridge University Press.
2. Paiano, Roberto. Anna Lisa Guido, & Andrea Pandurino. (2008).
3. Designing complex web information systems: Integrating evolutionary process engineering. NewYork: Information Science Reference.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BBAMBA 4th YEAR

SEMESTER VIII

AREA - INFORMATION TECHNOLOGY MANAGEMENT

BUSINESS INTELLIGENCE (BBAMBAIT9)

L T P

2 0 0

Course Name: Business Intelligence

Course Code: BBAMBAIT9

Course Credit Hours- 2 Hrs

Total Contact Hours-20 Hrs

Course Objectives:

This course is designed to familiarize the participants with the emerging domain of managing businesses through data resource management and business intelligence. The participants would be expected to study availability and implementation of various business intelligence solutions.

Course Description:

The course is related to business intelligence. Topics include Business Intelligence and Information technology. Evolution of Business Intelligence in businesses. Tools and Techniques of Business intelligence, Data Mining for Decision Making; Spatial Data Mining Methods; Benchmarking Data Mining Algorithms. These topics will be delivered in two lectures a week

Course Contents:

Unit 1:

Business Intelligence and Information technology. Evolution of Business Intelligence in businesses. Tools and Techniques of Business intelligence. Role of Statistics in Business Intelligence. Real-time Systems and business intelligence. Businessintelligence management issues. Decision Support Systems and Business Intelligence.

Unit 2:

Data Warehousing, Data Mining and OLAP Systems. Designing Data Warehousing

Systems; Data Warehousing Investments; Metaphysical Concepts in Data Warehousing; Distributed Databases and Data Warehousing; Managing Data Warehousing Projects. Data Cleaning and Legacy Systems; Business Performance Management.

Unit 3:

Data Mining for Decision Making; Spatial Data Mining Methods; Benchmarking Data Mining Algorithms; Data Mining for Market Segmentation and Customer Relationship Management; Fuzzy Sets and Knowledge Management in business intelligence. Neural Networks for data mining.

Course Learning Outcomes (CLOs):

- 1) On successful completion of the *course*, the students will be able to learn about
- 2) Data Mining applications and their significance for business.
- 3) Tools and techniques of Business Intelligence and their role in enterprisemanagement.

Text Books:

- 1) Bajgoric, N. (2009). Continuous computing technologies for enhancing business continuity. New York: Information Science Reference.
- 2) Becker, S. (2002). Data warehousing & web engineering. London: IRM Press.
- 3) Giovinazzo, W. A. (2003). Internet-enabled business intelligence. New Jersey: Pearson Education.

Reference Books:

- 1) Lawrence, K. D., Stephan K., & Klimberg, R. K. (2008). Data mining methods and applications. New York: Auerbach Publications.
- 2) Moss, L. T., & Atre, A. S. (2003). Business intelligence roadmap: the complete project lifecycle for decision-support lifecycle. Boston: Pearson Education.
- 3) Ponniah, P. (2003). Data warehousing fundamentals. New York: John Wiley.
- 4) Rahman, Hr. (2009). Global information technology: Contemporary applications. New York: Information Science Reference.
- 5) Turban, E., & Aronson, J. E. (2008). Decision support and business intelligence systems (8th ed.). New Delhi: Pearson Education.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

NOIDA INTERNATIONAL UNIVERSITY

SCHOOL OF BUSINESS MANAGEMENT

SYLLABUS OF COURSES TO BE OFFERED

Core Courses, Elective Courses & Ability Enhancement Courses

Master of Business Administration

(Two Year Full Time Programme)

Choice Based Credit System (CBCS)



(Academic Year 2020-21)

Preamble

The University Grants Commission (UGC) has initiated several measures to bring equity, efficiency and excellence in the Higher Education System of country. The important measures taken to enhance academic standards and quality in higher education include innovation and improvements in curriculum, teaching-learning process, examination and evaluation systems, besides governance and other matters. The UGC has formulated various regulations and guidelines from time to time to improve the higher education system and maintain minimum standards and quality across the Higher Educational Institutions (HEIs) in India. The academic reforms recommended by the UGC in the recent past have led to overall improvement in the higher education system. However, due to lot of diversity in the system of higher education, there are multiple approaches followed by universities towards examination, evaluation and grading system. While the HEIs must have the flexibility and freedom in designing the examination and evaluation methods that best fits the curriculum, syllabi and teaching-learning methods, there is a need to devise a sensible system for awarding the grades based on the performance of students. Presently the performance of the students is reported using the conventional system of marks secured in the examinations or grades or both. The conversion from marks to letter grades and the letter grades used vary widely across the HEIs in the country. This creates difficulty for the academia and the employers to understand and infer the performance of the students graduating from different universities and colleges based on grades. The grading system is considered to be better than the conventional marks system and hence it has been followed in the top institutions in India and abroad. So it is desirable to introduce uniform grading system. This will facilitate student mobility across institutions within and across countries and also enable potential employers to assess the performance of students. To bring in the desired uniformity, in grading system and method for computing the cumulative grade point average (CGPA) based on the performance of students in the examinations, the UGC has formulated these guidelines.

CHOICE BASED CREDIT SYSTEM

The CBCS provides an opportunity for the students to choose from the prescribed courses comprising core, elective/minor or skill based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Therefore, it is necessary to introduce uniform grading system in the entire higher education in India. This will benefit the students to move across institutions within India to begin with and across countries. The uniform grading system will also enable potential employers in assessing performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point.

Average (CGPA) based on student's performance in examinations, the UGC has formulated the guidelines to be followed.

Outline of Choice Based Credit System

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a core course. The structure of course is defined under following points-
 - 1.1. All the UG degree programs shall be of either six semesters or eight semesters duration unless specified otherwise.
 - 1.2. An academic year consists of two semesters: Odd Semester and Even Semester.
 - 1.3. A semester normally extends over a period of 16 weeks (6 day week) with 90 working days.
 - 1.4. Every course offered may have three components: Lecture (L), Tutorial (T) and Practicals (P). Tutorial session consists of participatory discussion / self-study/ desk work/ brief seminar presentations by students and such other novel methods.
 - 1.5. The credit pattern for a course (L:T:P) shall be decided by the respective Board of Studies (BoS).
 - 1.6. Credit means the unit by which the course work is measured. One hour session of Lecture or Tutorial per week for 16 weeks amounts to 1 credit.
 - 1.7. Two hour session of Practicals per week for 16 weeks amounts to 1 credit per semester. The total duration of a semester is 20 weeks inclusive of semester-end examination.
 - 1.8. A course of 3 to 6 credits will be evaluated for 100 marks. A course with less than 3 credits will be evaluated for 50 marks. For any other approved course, the evaluation method shall be decided by the respective BoS.

2. **Elective Course:**

Elective Course is a course which can be chosen from a pool of courses. It may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the student's proficiency/skill.

- 2.1. Discipline Specific Elective (DSE) is a course offered under the main discipline/subject of study or a Project/Dissertation.

- 2.2. Project/Dissertation is an elective course designed to acquire special/ advanced knowledge, such as supplement study/ support study to a project work. A student has to study such a course on his/her own with advisory support of a faculty member.
 - 2.3. Generic Elective (GE) is an elective course chosen from an unrelated discipline/subject with an intention to seek exposure beyond discipline/subject.
3. **Ability Enhancement Courses (AEC):** Ability Enhancement Courses may be of two types: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC).
- 3.1. AECC courses are mandatory courses based upon the content that leads to knowledge enhancement viz., Environmental Science, Indian Constitution and English/ Modern Indian Languages (MIL) / Communication skills.
 - 3.2. SEC courses are aimed at providing hands-on-training, competencies, skills, etc.

PEOs, POs and PSOs of Master of Business Administration Programme

Programme Educational Objectives (PEOs):

PEO1: To develop in our students' competencies to pursue higher education and research in reputed institutes and industry at local and global level.

PEO2: To update, strengthen and deepen students' knowledge using a flexible research-intensive programme in concord to academia and industry requirements.

PEO3: To development a application based knowledge of Business management in all aspect of a business.

PEO4: To enable critical thinking and full-fledged grasp of essential aspects of Business management and admiration.

Programme Outcomes (POs):

PO1: To Apply knowledge of management theories and practices to solve business problems.

PO2: To Foster Analytical and critical thinking abilities for data-based decision making.

PO3: To cultivate ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO4: To upgrade skill sets of recipients and ensure their employability

Programme specific outcomes (PSOs)

PSO1: Students, will be equipped to understand the fundamental aspects of Business Management and administration.

PSO2: Undergraduate students will be able to demonstrate and understand the principles of business management in the design, application, analysis and research.

PSO3: Empower the students to acquire technological knowledge by connecting the theory and applications of management concepts.

PSO4: Detailed experience would enable them to begin a career in industry that engages in Business management, corporate application and business research and analytics.

PSO5: Students, will be able to recognise the importance of fundamental management concepts and its application in the real business world. Concepts of organisation behaviour and business communication are also taught.

PSO6: To impart in-depth practical oriented knowledge to students in various thrust areas of business management, so as to meet the demands of industry, corporate and academia.

**MBA – GENERAL COURSE STRUCTURE as per AICTE Guideline
(Academic Year 2020-21)**

SEMESTER - I

CODE	SUBJECT	EVALUATION SCHEME								
		Periods			INTERNAL			ESE	TOTAL	CREDIT
		L	T	P	MT	TA	TOTAL			
MBA101	Management Concepts and Organizational Behavior	4	0	0	20	20	40	60	100	4
MBA102	Managerial Economics	4	0	0	20	20	40	60	100	4
MBA103	Accounting for Managers	4	0	0	20	20	40	60	100	4
MBA104	Business Environment	4	0	0	20	20	40	60	100	3
MBA105	Business Communication	4	0	0	20	20	40	60	100	3
MBA106	International Business Management	4	0	0	20	20	40	60	100	3
MBA107	Indian Ethos and Business Ethics	4	0	0	20	20	40	60	100	2
MBA108	Statistics for Management	4	0	0	20	20	40	60	100	4
	TOTAL								800	27

SEMESTER - II

CODE	SUBJECT	EVALUATION SCHEME								
		Periods			INTERNAL			ESE	TOTAL	CREDIT
		L	T	P	MT	TA	TOTAL			
MBA201	Corporate Finance	4	0	0	20	20	40	60	100	3
MBA202	Marketing for Managers	4	0	0	20	20	40	60	100	3
MBA203	Human Resource Management	4	0	0	20	20	40	60	100	3
MBA204	Operation Management	4	0	0	20	20	40	60	100	3
MBA205	Computer Information System	3	0	2	20	20	40	60	100	3
MBA206	Corporate Social Responsibility & Sustainability	4	0	0	20	20	40	60	100	4
MBA207	Operation Research	4	0	0	20	20	40	60	100	4
MBA208	Business Research Methods	4	0	0	20	20	40	60	100	4
MBA209	Comprehensive VIVA VOCE	0	0	2	0	0	0	100	100	2
	TOTAL								900	29

Note: L -Lectures, T- Tutorial, P- Practical, MT- Mid Term Exam, TA-Test Assessment , ESE – External Sessional Exam

M.B.A. First Year SEMESTER -I

MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

L	T	P
4	0	0

Course Name: MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

Course Code: MBA101

Course Credit Hour: 4 Hrs

Total Contact hours:40

Course Objective:

The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

Course Description:

The course focusses on discussing the various concepts of planning, Decision making and controlling to help solving managerial problems and familiarizing the students with the contemporary issues in management. It aims at enhancing the understanding of the dynamics of interactions between individual and the organization and will facilitate a clear perspective to diagnose and effectively handle human behaviour issues in Organizations.

Course Content:

UNIT- I

Introduction: Nature, Scope and Significance of Management; Management practices from past to present, Different levels of management, Managerial skills, Roles & Functions, Manager and Business environment. Planning- Objective of planning, planning process, Types of planning, Types of plans, Corporate Planning, Management by Objective, Decision-making- types, process & techniques, making decision effective.

UNIT – II

Organising& staffing- Meaning of organization, types of organization, Organization structure, Span of management, Line and staff relationship, Departmentation, Delegation- Centralization and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development. Directing & Controlling- Principle of directing, Essence of coordination, Basic control process, Different control techniques, Management by exception.

UNIT- III

Introduction to OB: The meaning of OB, why study organizational behavior, Fundamentals of individual behaviour. Determinants of Personality, types of personality. Personal effectiveness. Attitudes: Meaning, Types, Components, Theory of attitude formation and attitude change.

UNIT- IV

Foundation of Group Behaviour: Group: Meaning, types, group dynamics, group cohesiveness, Meaning of Interpersonal Behaviour & Interpersonal skills, Transactional Analysis, Johari Window, FIRO – B, MBTI. Motivation: Meaning & definition, Traditional theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self-Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory.³

UNIT- V

Leadership: What is leadership, types of leaders and leadership styles, traits and qualities of effective leader, trait theory, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team development. Organizational Change: Meaning of organizational change; approaches to managing organizational change, creating a culture for change, implementing the change, Kurt Lewin Model of change.

Course Learning Outcomes (CLOs):

1. Students would demonstrate a thorough knowledge and understanding of organisational behaviour and management concepts.
2. Collaboratively and autonomously research, analyse and evaluate information from a wide variety of sources.
3. The students will be able to apply relevant contemporary theories, concepts and models in order to analyse organisational environments, cases and issues.

Text Books:

1. L. M. Prasad- Principles and Practices of Management, Sultan Chand & Sons, 7th edition, 2007.
2. N M Khandelwal- Indian Ethos & Values for Management- Himalyan Publishing.
3. Fred Luthans, "Organizational Behaviour", 12th Edition, McGraw Hill International Edition.
4. Stephen P. Robbins, "Organizational Behaviour", 12th Edition, Prentice Hall.
5. Aswathappa K, "Organizational Behaviour (Text, Cases and Games)", Himalaya Publication.
6. Udai Pareek, "Organizational Behavior", Oxford University Pres

Reference Books:

1. Koontz Harold & Weihrich Heinz – Essentials of management, Tata McGraw Hill, 5th Edition, 2008)
2. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
3. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential. Concepts and Applications Pearson Education, 6th Edition.
4. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective.
5. James F. Stoner, et al, Management, Pearson's Education Delhi, 2008
6. Principles of Management, George R. Terry & S.G. Franklin, AITBS, Delhi.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -I**

MANAGERIAL ECONOMICS

L	T	P
4	0	0

Course Name: MANAGERIAL ECONOMICS

Course Code: MBA102

Course Credit Hour: 4 Hrs

Total Contact hours:40

Course Objective:

Understand the relative importance of Managerial Economics. Know how the application of the principles of managerial economics can aid in achievement of business objectives

Course Description:

Students will develop an understand the modern managerial decision rules and optimization techniques. They will be equipped with the tools necessary in analysis of consumer behaviour as well as in forecasting product demand. The course will develop an understand and students will be able to apply latest pricing strategies, they will also understand and analyse the macro environment affecting the business decision making.

Course content:

UNIT –I

Basic Concepts and principles: Definition, Nature and Scope of Economics-Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective. Equi-Marginal Principle. Utility Analysis. Cardinal Utility and Ordinal Utility. **UNIT –II**

Demand and Supply Analysis: Theory of Demand. Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its measurement. Price Elasticity. Income Elasticity. Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, significance and methods. (Numerical Exercises) Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces

UNIT –III

Production and cost Analysis: Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale. Cost concept and analysis: Cost, Types of costs and Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of Revenue. Average Revenue, Marginal Revenue

UNIT –IV

Market structures: Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership.5

UNIT –V

National Income: Concepts and various methods of its measurement, Circular flows in 2 sector, 3 sector, 4 sector economies, Inflation, types and causes, Business Cycle & its phases.

Course Learning Outcomes (CLOs):

After the completion of the course, students will be able to – 1)

Understand the roles of managers in firms.

2) Understand the internal and external decisions to be made by managers.

3) Analyze the demand and supply conditions and assess the position of a company.

Text Books:

1. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed.
2. Managerial Economics: Concepts and Applications (SIE), THOMAS& MAURICE, McGraw-Hill Education, 9th Ed
3. Managerial Economics, H. L Ahuja, S. Chand, 8th Ed

Reference Books:

1. Managerial Economics, D.N. Dwivedi, Vikas Publication, 7th Ed
2. Managerial Economics – Theory and Applications, Dr.D.M. Mithani, Himalaya Publications, 7th Ed

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -I**

ACCOUNTING FOR MANAGERS

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Course Name: ACCOUNTING FOR MANAGERS

Course Credit Hour: 4 Hrs

Course Code: MBA103

Total Contact hours:40

Course Objective:

This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other

organizations. It includes the preparation of accounting statements, but their uses and limitations will also be emphasized.

Course Description:

This graduate course introduces the basic concepts and principles of accounting for preparing the financial statements such as income statement and balance sheet. The course focuses on detailed understanding of basic accounts in the Turkish context. Financial analysis techniques are overviewed, and case studies are utilized for developing a better perception of financial statements.

The course also provides information about cost accounting, cost concepts, cost accumulation systems and finally the course aims to emphasize basic decision making tools, such as break-even analysis and cost-volume-profit analysis to interrelate the topics of financial accounting and management.

Course Content:

UNIT I:

Meaning and Scope of Accounting: Overview of Accounting, Users of Accounting, Accounting Concepts Conventions, Book keeping and Accounting, Principles of Accounting, Basic Accounting terminologies, Accounting Equation, Overview to Depreciation (straight line and diminishing method).

UNIT II:

Accounting Standards and IFRS: International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting.

UNIT II:

Mechanics of Accounting: Double entry system of Accounting, journalizing of transactions; Ledger posting and Trial Balance, Preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Excel Application to make Balance sheet, Case studies and Workshops.

UNIT IV:

Analysis of financial statement: Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & banking organizations, Case Study and Workshops in analyzing Balance sheet.

UNIT V:

Concepts of Working Capital: and its types, Determinants of Working Capital, methods of calculating Working Capital, Working Capital Financing. Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

Course Learning Outcomes (CLOs):

1. Students will have accounting Information knowledge.
2. Students will possess understanding of accounting book writing, journal postings and ledger entries.
3. Students will be able to prepare, understand and present accounting reports and presentations.
4. Understanding cash flow system and ratio analysis.

Text Books:

- 1) Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas,)
- 2) Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI, 3rd Ed)
- 3) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
- 4) PC Tulsian- Financial Accounting (Pearson, 2016)

Reference Books:

- 1) Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed)
- 2) Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
- 3) Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
- 4) Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -I**

Business Environment

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Course Name: Business Environment
Course Credit Hour: 3 Hrs

Course Code: MBA104
Total Contact hours:30

Course Objective:

The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students. To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business. To provide knowledge about the Indian and International business environment

Course Description:

The course describes the business environment of different nations, the legal, economic, political, sociocultural, technological environment of India and other nations globally and how they effect the economy and business environment.

Course Content:

UNIT I:

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

UNIT II:

Economic, Political and Legal environment Role of government in Business, Legal framework in

India: Economic environment- economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy, Impact of business on Private sector, Public sector and Joint sector, Competition Act and FEMA, Monetary and fiscal policies RBI-Role and functions, Regulations related to Capital Markets, Role of SEBI and working of stock Exchanges.

UNIT III:

Social and Cultural Environment: – Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit and Social Responsibility of Business Competitive Environment – Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies. Introduction to Industrial Policy Resolutions

UNIT IV:

Natural and Technological Environment: Innovation, technological leadership and followership impact of technology on globalization, transfer of technology, time lags in technology introduction, Status of technology in India; Management of technology; Features and Impact of technology.

UNIT V:

International Environment: International forces in Business Environment, SEZ, EPZ, GATT/ WTO, Globalization – Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs – Definition, meaning, merits, demerits, MNCs in India, FDI Policy.

Course Learning Outcomes (CLOs):

1. Students should be able to do business environmental analysis.
2. Students should understand legal environment of business.
3. Understanding of various government policies.

Text Books:

1. Business Environment: Test and Cases, PAUL, McGraw Hill Education, 3rd Ed.
2. Business Environment ---Francis Cherunilam, Himalaya Publishing House.

Reference Books:

1. V. Neelamegam – Business Environment (Vrinda Publications, 2nd Edition)
2. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
3. International Business Environment—Ian Brooks, Jamie Weatherstom and Graham Wilkinson

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -I**

BUSINESS COMMUNICATION

L	T	P
4	0	0

Course Name: Business Communication

Course Code: MBA105

Course Credit Hour: 3 Hrs

Total Contact hours:30

Course Objective:

To understand business communication strategies and principles for effective communication in domestic and international business situations. To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication. To develop the ability to research and write a documented paper and/or to give an oral presentation. To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages. To

understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

Course Description:

Business Communication will provide students with communication principles, concepts, and techniques which are essential components for effective organizational behavior in oral and written communication situations. Communication strategies utilizing principles of psychology and appropriate methodology will be emphasized.

Course Content:

UNIT I:

Introduction: Nature of communication; Myths about communication; Communication process and stages in communication cycle; Barriers to effective communication; Formal and informal communication; Communication channels; Choosing the means of communication, like letters, memos, reports, fax, e-mail, presentation, telephone and multimedia; Improving the communication; Verbal and non-verbal communication; Organizational culture; Communication and ethics.

UNIT II:

Communication for Managers: Importance of communication to managers; Internal and external audiences in the organization; Planning and creating business managers; Analyzing the problem and defining the purpose; Analyzing business communication situations; Adapting the message to the audience.

UNIT III:

Written Communication: Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – Reports: Types, characteristics of business reports, purpose of reports; Planning and techniques of writing a report. Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid.

UNIT IV:

Recruitment and Employment Correspondence: Employment communication: Introduction – Job application letter; Curriculum vitae/ resumes– Group discussions – interview skills. Employment; Interview; References; Offers of employment; Job description; Letter of acceptance; Letter of resignation. Impact of Technological Advancement on Business Communication. Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing. .

UNIT V:

Interpersonal Communication: Listening, working and writing in teams; Planning, conducting and recording; Meetings; making effective oral presentation; Overcoming stage fright; Telephonic communication; Conversation and discussion; Public speaking; Seminar presentation; Conference; Group discussion. Media management – the press release press conference – media interviews Seminars – workshop – conferences. Business etiquettes.

Course Learning Outcomes (CLOs):

1. To understand the fundamentals of business communication.
2. To learn how to improve the working of organization communication.
3. To develop the ability to communicate via different formal and informal channels of communication.
4. Technologies for presenting business related works/ presentations/ reports.

Textbooks:

1. Bovee & Thill – Business Communication Essentials a Skill – Based Approach to Vital Business English. Pearson.
2. Bisen & Priya – Business Communication (New Age International Publication)

Reference Books:

1. Kalkar, Suryavanshi, Sengupta-Business Communication (Orient Blackswan)
2. Business Communication: Skill, Concepts and Applications – P D Chaturvedi, Mukesh Chaturvedi Pearson Education.
3. Asha Kaul, Business Communication, Prentice Hall of India.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -I****INTERNATIONAL BUSINESS MANAGEMENT**

L	T	P
4	0	0

Course Name: International Business Management
Course Credit Hour: 3 Hrs

Course Code: MBA106
Total Contact hours:30

Course Objectives:

To give the student an exposure to the dynamic environment of International Business To understand the impact of environment on the International Business Operations of the firm. To explain the functions and form of the global monetary system. To explain the role of International organizations and Regional Trade

Course Description:

This course provides insights on tools and practices that help to identify and interpret international business opportunities. Students will analyze international management and investment strategies. This course provides insights on tools and practices that help to identify and interpret international business opportunities. This course draws upon international business theory and practice for understanding the international business context. It aims to provide students with practical tools and theoretical knowledge related to international trade and the exploration of practical issues faced by business managers in international business situations. Students will study international business at the nation-state level and at the level of the company. Understanding international business management from the nation-state perspective, students will analyze the role of international monetary institutions as well as political and economic factor that influence foreign direct investments.

Course Content:

UNIT I:

Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment.

UNIT II:

International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product Life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy and Anti-Dumping Policy.

UNIT III:

International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.

UNIT IV:

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee.

UNIT V:

International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

Course Learning Outcomes (CLOs):

1. The understanding of global issues.
2. Development of interpersonal skills.
3. Learning and understanding of international corporate strategies.
4. Helps in understanding current trends/ challenges.
5. Understanding international business decisions.

Text Books:

1. Hill - International Business, McGraw-Hill
2. Cherunilam F- International Business: Text and Cases. PHI

Reference Books:

1. Aswathappa- International Business, McGraw-Hill
2. Cherunilam, F - International Trade and Export Management, Himalaya.
3. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -I**

INDIAN ETHOS AND BUSINESS ETHICS

L	T	P
4	0	0

Course Name: INDIAN ETHOS AND BUSINESS ETHICS
Course Credit Hour: 2 Hrs

Course Code: MBA107
Total Contact hours:20

Course Objective:

The course will sensitize the students to their ethical standards. Also, the students will be exposed to ethical problems and issues in various situations. Ultimately, it is to produce a balance, pleasant, flexible and effective managers in today's liberalized and democratic ambience.

Course Description:

This course has been designed to create a mindset of value system among the students who are the future managers. Business ethics make the students open to inherent ethical principles of business.

Course Contents:

UNIT I:

INDIAN ETHOS AND VALUES: Model of management in the Indian socio-political environment ñ Indian work ethos ñ Indian heritage in production and consumption ñ Indian perspective of values for managers in Secular vs. Spiritual values in management.

UNIT II:

INTRODUCTION TO BUSINESS ETHICS: Definition of Ethics and Business Ethics ñ Importance of Business Ethics ñ Causal chains in business ethics ñ Ethical Dilemma, Ethical Relativism, Ethical Gap ñ Factors affecting the business ethics: Economics, Law, Environment, Technology, Development, High Finance, Human Resource, Consumers, Caste and Gender.

UNIT III:

APPROACHES AND PROCESS OF ETHICAL DECISION-MAKING: Consequentialist theories,

Deontological theories, and Virtue ethics approach ñ Process of ethical decision-making in business ñ Individual differences and ethical judgement – Cognitive barriers to a good ethical judgement ñ Whistle Blowing.

UNIT IV:

ETHICS MANAGEMENT: Role of organizational culture in ethics and Structure of ethics management: Ethics Committee, Ethics Officers and the CEO in communicating ethics: Communication Principles, Channels, Training programs, and evaluation Ethical Audit in Corporate Governance and ethical responsibility ñ Transparency International and other ethical bodies.

UNIT V:

CASE STUDY: will be decided my concern faculty member.

Course Learning Outcomes (CLOs):

1. Students will be able to understand the business ethics.
2. The student will be able to Analyze corporate social Responsibility.
3. The student will be able to analyze various ethical codes in corporate governance

Text Books:

1. Chakraborty, S.K., Foundation of Managerial Work- Contributions from Indian Thought, HPH, 1998
2. Drucker, P., Managing in Turbulent Times, Pan Books, London, 1983.
3. Kumar, S. and Uberoi, N.K, Managing Secularism in the New Millennium, Excel Books, 2000.

Reference Books:

1. Chakraborty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi, 1995
2. Trevino and Nelson, Managing Business Ethics, John Wiley and Sons, 199

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -I**

Statistics for Management

L	T	P
4	0	0

Course Name: Statistics for Management
Course Credit Hour: 4 Hrs

Course Code: MBA108
Total Contact hours:40

Course Objective:

Understand the different basic concept/fundamentals of business statistics. Understand the practical application of various concepts. Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance. Understand the concept of Probability and its usage in various business applications. Understanding Decision making environment and applying the Concept of Business Analytics.

Course Description:

The fundamentals of managerial statistics are presented. Topics may include descriptive statistics, random variables, probability distributions, estimation, hypothesis testing, regression, and correlation analysis. Statistical software is used to assist in the analysis of these problems. This purpose of this course is to provide students with statistical tools needed by managers. The course emphasizes understanding the process associated with statistical decisions, defining and formulating problems, analysing the data, and using the results in decision making. Students who have laptops with Excel are invited to bring them to class.

Course Content:

UNIT I

Introduction: Descriptive Statistics Meaning, Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter-quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

UNIT II

Time Series & Index Number Time series analysis: Concept, Additive and Multiplicative models,

Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decisionmaking. Index Numbers: - Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices: - Fixed base and Chain base methods.

UNIT III

Correlation & Regression Analysis **Correlation Analysis:** Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. **Regression Analysis:** Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

UNIT IV

Probability Theory & Distribution **Probability:** Theory of Probability, Addition and Multiplication Law, Bayes' Theorem **Probability Theoretical Distributions:** Concept and application of Binomial; Poisson and Normal distributions.

UNIT V

Decision-making environments: -Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications. Concept of Business Analytics- Meaning, types and application of Business Analytics.

Course Learning Outcomes (CLOs):

1. Produce appropriate graphical and numerical descriptive statistics for different types of data.
2. Apply probability rules and concepts relating to discrete and continuous random variables to answer questions within a business context.
3. Demonstrate knowledge of the importance of the Central Limit Theorem (CLT) and its applications.
4. Conduct and interpret a variety of hypothesis tests to aid decision making in a business context.
5. Use simple/multiple regression models to analyse the underlying relationships between the variables through hypothesis testing.

Text Books:

1. G C Beri – Business Statistics, 3rd ed, Mc Graw Hill.
2. Chandrasekaran & Uma Parvathi-Statistics for Managers, 1st edition, PHI Learning Reference Book.
3. Davis, Pecar – Business Statistics using Excel, Oxford.
4. Ken Black – Business Statistics, 5th ed., Wiley India

Reference Books:

1. Levin and Rubin – statistics for Management, 7th ed., Pearson.
2. Lind, Marchal, Wathen – Statistical techniques in business and economics, McGraw Hill.
3. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson
4. S. C. Gupta – Fundamentals of Statistics, Himalaya Publishing.
5. Walpole – Probability and Statistics for Scientists and Engineers, 8th ed., Pearson

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%

Assessment 1 -05%

Assessment 2 -05%

Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -II**

CORPORATE FINANCE

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Course Name: CORPORATE FINANCE

Course Code: MBA201

Course Credit Hour: 3 Hrs

Total Contact hours:30

Course Objective:

The course is designed to provide an understanding of the essential elements of financial management and the financial environment in which the business firm operates. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context.

Course Description:

The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context. It will introduce students to Finance & Corporate Finance, Functions of Finance Manager in Modern Age, Corporate Finance, Investment Decision, Financial Decisions.

Course Content:

UNIT I

Introduction to Finance & Corporate Finance: Finance & its scope Financial Decisions, Sources of Finance Time Value of Money, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Corporate Finance Introduction: – Nature and Scope. Concept of Risk and Return.

UNIT II

Investment Decision: Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital, Cash Flows as Profit and components of Cash Flows, Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analyzing Projects.

UNIT III

Financial Decision: Capital Structure, Relevance and Irrelevancy theory. Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference.

UNIT IV

Dividend Relevance: Factors affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, and Dividend Models: Walter and Gordon Model, Miller- Modigliani (MM) Hypothesis.

UNIT V

Indian Financial System: Role of Financial Institution, Primary and Secondary Market, Lease Financing, Venture Capital, Mutual Funds. Introduction to Derivatives.

Course Learning Outcomes (CLOs):

On completion of the module, students should be able to:

1. Understand the implications of the overarching strategic objectives of the organisation for the finance function.
2. Explain the role of the organisation's financial managers in realising these strategic objectives.
3. Be able to describe and evaluate the different sources of corporate finance (e.g. equity, debt, retained earnings and so on ...), and be able to explain the relative advantages and disadvantages of each source.
4. Understand how risk and the cost of capital impact on investment appraisal, and explain how such factors affect the value of a capital project.
5. Approximate the organisation's cost of capital, and understand how this cost is impacted by taxation, "leverage" and other factors.
6. Assess the external and internal influences on a corporation's capital structure, payout policy and policy in respect of risk management (via insurance, derivatives, and other instruments).
7. Explain how the corporation's capital structure, payout policy and risk policy impact upon investment decisions.
8. Have good understanding of, and be able to discuss current topical issues under debate in the world of corporate finance.

Text Books:

- 1) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
- 2) Pandey I M - Financial Management (Vikas, 11th Ed.)
- 3) Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
- 4) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)

5) Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012.

Reference Books:

- 1.) Ravi.M Kishore – Financial Management (Taxman, 7th Ed)
- 2.) Fundamentals to Financial Management, Brigham & Houston, 14/e, Cengage Learning
- 3.) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)
- 4.) Horne Wachowicz- Fundamentals of Financial Management (Pearson,13th Ed

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -II**

MARKETING FOR MANAGERS

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Course Name: MARKETING FOR MANAGERS
Course Credit Hour: 3 Hrs

Course Code: MBA202
Total Contact hours:30

Course Objective:

To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints. To develop understanding on Consumer and business buying behaviour. To develop skill to understand Segmentation, Targeting and Positioning and develop strategy. Ability to Understand and implement the Marketing-Information System.

Course Description:

This course offers a complete introduction to professional marketing thought and action. The course explains the nature and purpose of marketing, followed by the fundamentals of each of the most important marketing tasks. It analyses the business need for customer orientation, the evaluation of markets and the targeting of market opportunities.

Course Content:

UNIT I

Marketing Management: Introduction, objectives, Scope and Importance. **Types of Market, Core Concepts of Marketing, Functions of Marketing, Marketing Orientations Marketing Environment: Introduction, Environmental Scanning, Techniques of Environment Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Marketing Planning and Implementation. Market segmentation and positioning; Buyer behaviour; consumer versus organizational buyers; Consumer decision making process.**

UNIT II

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life cycle strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

UNIT-III

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Decisions: Communication Process; Promotion mix advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion tools and techniques.

UNIT-IV

Marketing Research: Meaning and scope of marketing research; Marketing research process. Marketing Organisation and Control: Organizing and controlling marketing operations.

UNIT-V

Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

Course Learning Outcomes (CLOs):

1. Post completion of this course the student will be able to:

2. Interpret complex marketing issues and problems using relevant theories, concepts and methods with regard to ethical conduct.

3. Apply contemporary marketing theories to the demands of business and management practice.

Find and generate information/data needed to inform problem solving in marketing using appropriate methodology.

4. Analyse information/data critically and synthesise new knowledge and communicate that knowledge via engaging written and oral formats.

5. Organise information and data to reveal patterns and themes, and manage teams and evidence gathering and problem-solving processes.

Conduct the process of inquiry, and respond to feedback, accounting for ethical, social and cultural (ESC) issues.

Text Books:

1. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.

Reference Books:

1. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.
2. Ramaswamy, V. S., & Namakumari, S. (2009). Marketing management: global perspective Indian context (4th ed.). New Delhi: Macmillan.
3. Saxena, R. (2009). Marketing management (4th ed.). New Delhi: Tata McGrawHill

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -II**

HUMAN RESOURCE MANAGEMENT

L	T	P
4	0	0

Course Name: HUMAN RESOURCE MANAGEMENT

Course Code: MBA203

Course Credit Hour: 3 Hrs

Total Contact hours:30

Course Objective:

In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as to how to use Human Resource as a tool to implement strategies.

Course Description:

The course develops a critical understanding of the role and functions of the various human resource activities in an organisation, providing students with a comprehensive review of key HRM concepts, techniques and issues. Topics include job analysis and design, recruitment and selection, evaluation, performance management, occupational health and safety, and the strategic contribution of HRM to organisational performance and evaluating HRM effectiveness. Working with contemporary case studies, students not only engage in collaborative and individual work processes but use communication and discourse characteristic of the HRM context and environment.

Course Content:

UNIT I

Essentials of HRM: Nature of HRM, Scope, functions and importance of HRM, HRM vs. HRD, SHRM: Introduction, characteristics and scope of SHRM, SHRM vs. Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, HRM linkage with TQM and productivity.

UNIT II

Human Resource Planning and Employee Hiring: Nature of job Analysis, job design, Human Resource Planning, Demand forecasting for manpower planning, HR supply forecasting, factors influencing HRP, Employee hiring- Nature of Recruitment, Sources of recruitment, Employee selection, process of employee selection, recent trends in recruitment.

UNIT III

Employee Training & Development: Nature and importance of Training, methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisals, Job Evaluation: Meaning and methods of job evaluation.

UNIT IV

Compensation Management and Employee Relations: Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management. Meaning and nature of employee relation and industrial relations.

UNIT V

Employee Safety/ Health and International Human Resource Management: Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

Course Learning Outcomes (CLOs):

After successfully completing this course, students should be able to:

1. Effectively manage and plan key human resource functions within organizations
2. Examine current issues, trends, practices, and processes in HRM
3. Contribute to employee performance management and organizational effectiveness

Text Books:

1. V.S.P. Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
2. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
3. Gary Dessler and BijuVarkkey Human Resource Management, Person Publication, 2013, 14th Edition.

Reference Books:

1. Seema Sanghi, Human Resource Management, Vikas Publications, 2014, 5th Edition.
2. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -II
OPERATIONS MANAGEMENT**

**L T P
4 0 0**

Course Name: OPERATIONS MANAGEMENT
Course Credit Hour: 3 Hrs

Course Code: MBA204
Total Contact hours:30

Course Objective:

To understand the role of Operations in overall Business Strategy of the firm. To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms. To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.

Course Description:

To understand the trends and challenges of Operations Management in the current business environment. To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

Course Content:

UNIT I

Production Concept Difference between Production and Operations Management, Productivity, Work Study, Productivity measurement, Factors affecting Productivity. Production Technology – Types of Manufacturing processes.

UNIT II

Operations Concept Difference between product and service, Product and service design, Characteristics of service, Classification of service, factors affecting service operations, Service capacity planning, SERVQUAL model of measuring service quality.

UNIT III

Material and Inventory Management Types of production planning, process of Production planning and control (PPC) – Routing, Scheduling, Loading, Just-in-time (JIT), KANBAN. Types of inventories, Inventory control

techniques- EOQ, ABC and others. (Simple numerical on Inventory control techniques) Factors affecting Plant Location, Types of Plant layout.

UNIT IV

Supply Chain Management Conceptual model of SCM, Supply chain drivers, Demand forecasting in Supply Chain – Simple moving average, weighted moving average, exponential smoothing method, Supply Chain efficiency, Core and reverse Supply Chain, International Supply Chain, Aggregate planning, inbound and outbound SCM, bullwhip effect in SCM. Latest trend in Production and operation – Lean manufacturing, agile manufacturing.

UNIT V

Productivity and Quality TQM, Deming's 14 principles, PDCA cycle - KAIZEN, Quality Circles, 7QC tools and its advancements, ISO 9000-2000 clauses, Six Sigma, Total Productive Maintenance (TPM),

Course Learning Outcomes (CLOs):

After studying this course, students should be able to:

1. Understand the input–process–output framework, the extensions of it, and apply them to a wide range of operations.
2. Examine the types of transformation processes occurring within operations.
3. Define the roles and responsibilities of operations managers and the challenges they face.

Text Books:

1. MAHADEVAN: Operations Management: Theory and Practice (PEARSON) (with MLSA)
2. Chase, Shankar, Jacobs – Operations & Supply Chain Management (Tata McGraw-Hill) 3. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
4. Bisen& Singh - Operation & Logistics Management (Excel Books).

Reference Books:

1. R.V. Badi& N.V. Badi - Production & Operation Management (Vrinda Publications 3rd Edition)
2. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Edition)
3. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
4. Adam JrEveretl E. R J – Production and Operations Management (Prentice-Hall)

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%

Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -II**

COMPUTER INFORMATION SYSTEM

L	T	P
3	0	2

Course Name: COMPUTER INFORMATION SYSTEM

Course Code: MBA205

Course Credit Hour: 3 Hrs

Total Contact hours:30

Course Objective:

The course aims to provide knowledge about basic components of a computer and their significance. To provide hands on learning of applications of MS Office and Internet in businesses. To provide an orientation about the increasing role of management information system in managerial decision making to gain Competitive edge in all aspects of Business.

Course Description:

To understand various MIS operating in functional areas of an organization. To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making. To provide hands on learning of applications of MS Office and Internet in businesses.

Course Content:

UNIT I:

Conceptual Framework Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory. Software:

Types of software with examples; Introduction to languages, compiler, interpreter and Assembler, Operating System Functions, Types and Classification, Elements of GUI based operating system.

UNIT II

Communication Technology Network and Internet: Types of computer networks (LAN, WAN and MAN), Network topologies, EDI. Internet: Netiquettes, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail.

UNIT III

Office tools for Business Use of MS-Office: Word: Paragraph formatting, Page formatting, Header and footer, Bullets and numbering, Finding and replacing text, Mail merge, Macros. Cell referencing, Ranges. Excel: Formulae, Functions, Auto sum, copying formula, formatting data, creating charts, creating Database, sorting data, filtering. Power Point: Formatting text on slides, inserting charts, adding tables, Clipping, Slide animation, Slide shows.

UNIT IV

Information System Classification: Concept of Data and Information, Operations Support System (OSS), Management Support System (MSS), Transaction Processing System(TPS), Process Control System (PCS), Enterprise Collaboration 22 System(ECS), Management Information System(MIS), Decision Support System (DSS), Executive Information System(EIS). Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality, Expert System (ES).

UNIT V

Information Systems for Business Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges of IT, Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues, Cyber Laws, IT Act 2000.

Course Learning Outcomes (CLOs):

1. Accurately read and communicate technical information;
2. Analyse current technology issues;
3. Develop solutions to technology issues;
4. Demonstrate skills for entry-level employment in information technology; and
5. Identify basic business terminology, concepts, and principles.

Text Books:

1. Srivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).

Reference Books:

1. ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).

2. Introduction to Computers, Norton P. (TATA McGraw Hill)

3. Leon - Fundamentals of Information Technology, (Vikas

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.B.A. First Year SEMESTER -II

CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY

L	T	P
4	0	0

Course Name: CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY

Course Code: MBA206

Course Credit Hour: 4 Hrs

Total Contact hours:40

Course Objective:

Develop the knowledge about a new sustainable challenge in economic development and financial development, To acquire the skills to develop own knowledge about the key issues in sustainability and corporate social responsibility.

Course Description:

To apply the knowledge of sustainability and corporate social responsibility to the current socioeconomic topics and students will have a clearer understanding of global sustainable and CSR issues, especially in the context of responsible banking.

Course Content:

UNIT I

Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of

CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

UNIT II

International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011.

UN guiding principles on business and human rights. OECD CSR policy tool. **UNIT III**

CSR-Legislation in India & the world. Section 135 of Companies Act 2013. Scope for CSR Activities under Schedule VII. The Drivers of CSR in India Performance in major business and programs. Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Non-profit & Local Self-Governance in implementing. Review current trends and opportunities in CSR. Case Studies of Major CSR Initiatives.

UNIT IV

Sustainability and sustainable development: Why sustainability? - Concept and seven key factors of Sustainability – UN Sustainable Development Goals and Sustainability – Environmental Sustainability: Global Initiatives on Environmental Sustainability. Corporate Sustainability Footprint: The Value Chain Footprint - Sustainability and Greenhouse gases (GHG) - Facility Operations: Energy Efficiency & Green Building - Sustainable Procurement & Logistics. - Sustainable Production and Consumption-Process view and Life Cycle Assessment - Industry and competition analysis.

UNIT V

Corporate Sustainability Strategy: Developing strategy through benchmarking and balanced scorecard - Entrepreneurs and employee engagement - Operationalizing Sustainability -24 Corporate Sustainability Management System: Determining sustainability “current state” – Corporate level; Benchmark sustainability program – Gap analysis; Creating sustainability strategy - Sustainability Challenges and Solutions.

Course Learning Outcomes (CLOs):

1. The course introduces the student to the most common theoretical perspectives for understanding Corporate Social Responsibility (CSR) and the role of business in sustainable development, mainly from the disciplines of political economy and political science.
2. It examines the development of the idea of corporate social responsibility, and gives the student an understanding of the political, social, and economic drivers behind CSR.

Text Books:

1. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
2. The World Guide to CSR - Wayne Visser and Nick Tolhurst
3. Innovative CSR by Lelouche, Idowu and Filho.
4. Corporate Social Responsibility in India - Sanjay K Agarwal
5. Handbook on Corporate Social Responsibility in India, CII.

Reference Books:

1. Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique.
2. Growth, Sustainability, and India's Economic Reforms – Srinivasan
3. Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad 4. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press. 5. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press. 6. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
7. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -II
OPERATION RESEARCH**

L	T	P
4	0	0

Course Name: OPERATION RESEARCH
Course Credit Hour: 4 Hrs

Course Code: MBA207
Total Contact hours:40

Course Objective:

To make better decisions in complex scenarios by the application of a set of advanced analytical methods. It couples theories, results and theorems of mathematics, statistics and probability with its own theories and algorithms for problem solving.

Course Description:

Operations Research (OR) is a discipline that helps to make better decisions in complex scenarios by the application of a set of advanced analytical methods. It couples theories, results and theorems of mathematics, statistics and probability with its own theories and algorithms for problem solving. Applications of OR techniques spread over various fields in engineering, management and public systems.

This course introduces the students to the following topics: Linear Programming, Transportation problems, Assignment problems. Advanced topics on duality. At the end of this course students will be able to understand, formulate linear programming problems and applications.

Course Content:

UNIT I

Operations Research Introduction: - Introduction, Historical Background, Scope of Operations Research, Phases of Operations Research, Types of Operations Research Models, Limitations of Operations Research.

UNIT II

Linear Programming Problem & Transportation Problem Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality. Transportation problem: Various methods of finding Initial basic feasible Solution-North West Corner Method, Least Cost Method & VAM Method and optimal Solution-Stepping Stone & MODI Method, Maximization Transportation Problem.

UNIT III

Assignment model & Game Theory Assignment model: Hungarian Algorithm and its applications, Maximization Assignment Problem. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

UNIT IV

Sequencing & Queuing Theory Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems. Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

UNIT V

Replacement Problem & Project Management Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.

Course Learning Outcomes (CLOs):

1. Knowledge and Understanding: of basic and advanced tools relative to Mathematical Programming, involving n real variables;
2. Capability to Apply Knowledge and Understanding: to generate/manipulate quantitative models of Mathematical Programming, with reference to all applied sciences;
3. Capability to Judge and Interpret: using and manipulating mathematical models, on the basis of specific and analytical indicators.

Text Books:

1. R. Panneerselvam - Operations Research (PHI, 2nd Edition)
2. Sharma J K - Operations Research (Pearson, 3rd Edition).

Reference Books:

- 1) Apte-Operation Research and Quantitative Techniques (Excel Books)
- 2) S Kalawathy-Operation Research (VikasIVth Edition)
- 3) Natarajan- Operation Research (Pearson)
- 4) Singh & Kumar—Operation Research (UDH Publisher edition 2013)
- 5) TahaHamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
- 6) Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
- 7) Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition)

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

**M.B.A. First Year
SEMESTER -II**

BUSINESS RESEARCH METHODS

L	T	P
4	0	0

Course Name: BUSINESS RESEARCH METHODS
Course Credit Hour: 4 Hrs

Course Code: MBA208
Total Contact hours:40

Course Objective:

Understand the concept / fundamentals of research and their types. Understand the practical application of various research techniques. Understand the importance of scaling & measurement techniques and sampling techniques. Understand the importance of coding, editing, tabulation and analysis in doing research. Understanding and applying the concept of statistical analysis which includes various parametric test and nonparametric test and ANOVA technique and understand technique of report writing.

Course Description:

It provides the theoretical and practical preparation for business research. The course covers the necessary skills and requirements for a literature review, qualitative and quantitative methods, and a research proposal in addition to the pragmatics of ethics and project management.

Course Content:

UNIT I

Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research. Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question Research Proposal – Elements of a Research Proposal, drafting a Research Proposal, evaluating a research proposal.

UNIT II

Research Design: Concept, features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

UNIT III

Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

UNIT IV

Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non-Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. 28 Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination.

UNIT V

Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram. Hypothesis: Qualities of a good Hypothesis – Framing Null Hypothesis & Alternative Hypothesis. Concept of

Hypothesis Testing – Logic & Importance. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Cross tabulations, Chi-square test; Analysis of Variance: One way and two-way Classifications. Mechanism of Report Writing- Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation.

Course Learning Outcomes (CLOs):

On successful completion of this module, you should be able to:

1. Learn the fundamentals of Research
2. Learn about the application of research in the field of business.
3. Learn about making questionnaire and interview schedule Learn about measurement scaling.

Text Books:

1. Research Methodology, Deepak Chawla, Neena Sondhi, Vikas Publication
2. Business Research Methods, Naval Bajpai, Pearson Education Reference Book
3. Research Methodology, C R Kothari, New Age International.
4. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.

Reference Books:

1. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2nd Edition.
2. Business Research Methods by T N Srivastava & Shailaja Rao, TMH Publication, 2nd Edition.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

SEMESTER - III

CODE	SUBJECT	EVALUATION SCHEME								
		Periods			INTERNAL			ESE	TOTAL	CREDIT
		L	T	P	MT	TA	TOTAL			
MBA301	Legal Aspects of Business	4	0	0	20	20	40	60	100	3
MBA302	Business Policy and Strategic Management	4	0	0	20	20	40	60	100	4

MBA303	Marketing Research	4	0	0	20	20	40	60	100	4
MBA304	Organization Design	4	0	0	20	20	40	60	100	4
	Specialization Group 1 - ELECTIVE 1*	2	0	0	20	20	40	60	100	2
	Specialization Group 1 - ELECTIVE 2*	2	0	0	20	20	40	60	100	2
	Specialization Group 2 - ELECTIVE 1*	2	0	0	20	20	40	60	100	2
	Specialization Group 2 - ELECTIVE 2*	2	0	0	20	20	40	60	100	2
MBAPRO1	Summer Training Project Report & Viva Voce	0	0	4	-	40	40	60	100	2
	TOTAL								900	25

ESE- End Semester Examination

MT – Mid Term

TA - Teacher Assessment

SEMESTER - IV

CODE	SUBJECT	EVALUATION SCHEME								
		Periods			INTERNAL			ESE	TOTAL	CREDIT
		L	T	P	MT	TA	TOTAL			
MBA401	Entrepreneurship, Ethics & Corporate Governance	4	0	0	20	20	40	60	100	3
MBA402	Project Management	4	0	0	20	20	40	60	100	3
MBA403	Emerging Trends in Management	4	0	0	20	20	40	60	100	3
	Specialization Group 1 - ELECTIVE 3*	2	0	0	20	20	40	60	100	2
	Specialization Group 1 - ELECTIVE 4*	2	0	0	20	20	40	60	100	2
	Specialization Group 2 - ELECTIVE 3*	2	0	0	20	20	40	60	100	2
	Specialization Group 2 - ELECTIVE 4*	2	0	0	20	20	40	60	100	2
MBAPRO2	Industry Integrated Project	0	0	8	-	100	100	100	200	4
	TOTAL								900	21

ESE- End Semester Examination

MT – Mid Term

TA - Teacher Assessment

TABLE: ELECTIVE COURSES

Functional Area	Elective Courses
Finance	FN1 - Investment Analysis and Portfolio Management
	FN2- Managing Banks and Financial Institutions
	FN3- Project Appraisal and Finance
	FN4- Financial Markets and Services
	FN5- Mergers, Acquisitions and Corporate Restructuring
	FN6- Financial Derivatives
	FN7- Behavioral Finance
	FN8- Corporate Taxation
	FN9- Risk Management and Insurance
Marketing Management	MK1- Consumer Behaviour
	MK2- Retail Management
	MK3- Sales and Distribution Management
	MK4- Integrated Marketing Communications
	MK5- Digital and Social Media Marketing
	MK6- Product and Brand Management
	MK7- Services Marketing
	MK8- Marketing Metrics
	MK9- Rural Marketing
Operations Management	OP1- Supply Chain and Logistics Management
	OP2- Lean Six Sigma
	OP3- Inventory management & material requirements planning
	OP4- World class manufacturing & maintenance management

	OP5- Product design
	OP6- Services Operations Management
	OP7- Total Quality Management

	OP8- Operations Strategy
	OP9- Supply Chain Analytics
Human Resources Management	HR1- Talent Management
	HR2- Employee Relations Management
	HR3- Human Resource Metrics and Analytics

	HR4- Compensation and Benefits Management
	HR5- Performance Management Systems
	HR6- Learning and development
	HR7- Strategic HRM
	HR8- Human resource development
	HR9- Negotiation & conflict management
International Business	IB1- International Marketing Management
	IB2- International Regulatory Environment
	IB3- International Business Laws
	IB4- International Logistics
	IB5- Export Import Documentation
	IB6- Trading Blocks & Foreign Trade Frame Work
	IB7- Cross Cultural Management
	IB8- International Financial Management
	IB9- International Financial System

Information Technology	IT1- Managing E-Business
	IT2- Business Process Re-Engineering
	IT3- System Analysis and Design
	IT4- Strategic Management of Information Technology
	IT5- Database Management Systems
	IT6- Business Analytics in Information Technology

	IT7- Managing IT- Enabled Services
	IT8- Network Operations, Management & Security
	IT9- Business Intelligence

M.B.A. Second Year
SEMESTER -III
LEGAL ASPECTS OF BUSINESS

L T P
4 0 0

Course Name: Legal Aspects of Business

Course Code: MBA301

Course Credit Hours: 3hrs

Total Contact hours-30

Course Objectives

- To provide basic understanding of law of contract, Law of agency, Bailment & Pledge.
- To provide basic requirements of Negotiable Instruments Act, Law of Insurance and Law of Partnership for the purpose of conducting business
- To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations
- To create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business.
- To appraise the students on the leading practical application-oriented case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions.

Course Description:

It is a course related to business and mercantile law. Topics include detailed outline of contract

Act, The Negotiable instrument Act, Companies Act, Sales of Goods Act. The course also has Consumer Protection Act and Information Technology Act. These topics will be covered in one semester having three lectures in a week.

Course Contents:

UNIT I

Law of Contract: Definition, essentials and types of contracts, offer – definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privacy of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract. Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency.

UNIT II

Negotiable instruments act 1881: Nature and characteristics of Negotiable instruments, kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, Negotiation, presentment, discharge and dishonor of negotiable instruments Law of partnership: Definition, essentials of partnership, formation of partnerships, kinds of partners,

authorities, rights and liabilities of partners, registration of partnership, dissolution of partnership firm.

UNIT III

Companies Act: definition, characteristics and kinds of companies, steps in formation of company. Memorandum of association, articles of association, prospectus.

Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings.

Auditor: appointment, rights and liabilities. Modes of winding up of a company.

UNIT IV

Sale of goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller.

Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council.

UNIT V

The Information Technology Act, 2000: Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense

Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

The Right to Information Act, 2005: Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

Course Learning Outcomes (CLOs)

On successful completion of this course students should be able to:

- 1-Learn about the salient features of the Indian Legal Business Framework.
- 2-About the fundamental of the Indian Legal system vice-versa the different legal system of the world.
- 3-Learn about various important legal business Acts like Contract Act, Partnership Act, Negotiable Instruments Act, Sales of Goods Act etc.
- 4-Learn how cognizable offences are different from the non-cognizable offences.

Text Books:

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014

Reference Books:

1. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2014
2. Nandan Kamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd. New Delhi, 2012.
3. Relevant Acts

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

M.B.A. Second Year
SEMESTER -III
BUSINESS POLICY AND STRATEGIC MANAGEMENT

L T P

4 0 0

Course Name: Business Policy & Strategic Management

Course Code: MBA302

Course Credit Hour- 4 hrs

Total Contact Hours: 40hrs

Course objectives:

The aim of this course is to provide a theoretical framework of strategic management and an orientation for its practical application.

Course Description:

This is a course related to business policies and strategic decision making. Topics include an outline of business policies, decision making, Business continuity plans, business investment strategies, Strategy analysis, formulation and implementation. These topics will be covered in one semester having three lectures in a week.

Course Contents:

UNIT I

Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture.

Business Policy and Decision Making: Introduction, Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies, Policy Cycle and its Stages, Implementation of Policy Change, Role of Policies in Strategic Management, Business Policy and Decision Making

UNIT II

Business Continuity Plan: Introduction, Concepts of Business Continuity Plan (BCP), Relevance and Importance of BCP, steps in Business Continuity Plan, Business Impact Areas, BCP and its Influence on Strategic Management, BCP and its Influence on Policy Making, Contingency Planning.

Business Investment Strategies: Introduction, Business Plan and Business Venture, Business Investment Strategies

UNIT III

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

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

UNIT IV

Strategy Analysis: Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organizational Position and Strategic Advantage Profile, Strategic Management Model

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

UNIT V

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

Strategies for Multinational Corporations: Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Techniques Employed by MNCs to Manage Markets, MNC, TNC and Global Companies

Recent Trends in Strategic Management.

Course Learning Outcomes (CLOs):

- 1-To develop an understanding of business policies and strategy
- 2-To learn about the different strategies of MNCs and their outcomes.
- 3-To develop understanding of expectations of the various stakeholders of business.
- 4-To know about the vision and mission statements of companies.

Text Books:

1. Business Policy –Azhar Kazmi –S. Chand &Co. New Delhi
2. Strategic Management: Concepts & Cases – Upendra Kachru, Excel Books.
3. Strategic Planning: Formulation of Corporate strategy – V.S. Ramaswamy, S. Namakumari-

Macmillan Publishing House Ltd.

Reference Books:

1. Management Policy & Strategic Management – R.M. Shivastava, Himalaya Publishing House.
2. Creating Excellence – Craig R. Hickman & Michael A. Silva – London Universal Book Stall, New Delhi.
3. Organizational Behaviour- Stephen P. Robinson – PHI, New Delhi.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**M.B.A. Second Year
SEMESTER -III
MARKETING RESEARCH**

L T P
4 0 0

Course Name: Marketing Research

Course Code: MBA 303

Course Credit Hours- 4hrs

Total Contact hours-40

Course objective:

The course is designed to inculcate the analytical abilities and research skills among the students

Course Description:

This is a course related to research and its role in marketing. Topics include nature and scope of marketing research, applications of marketing research, kinds of marketing research and recent trends in marketing research. These topics will be covered in one semester having four lectures in a week.

Course Contents:

UNIT I

Marketing Research Dynamics- Introduction, Meaning of **Research**, Research Characteristics, Various Types of Research, **Marketing Research and its Management**, Nature and Scope of **Marketing Research**, Marketing Research in the 21st Century (Indian Scenario), Marketing Research: **Value and Cost of Information. Client-user interface – role conflict and resolution** **UNIT II**

Planning the Research Process- Introduction, Research Process: An Overview, Converting a manager's problem to a researcher's problem, **Problem formulation, Research Methods, Research Design, Data Collection Methods, Sample Design, Data Collection, Analysis and Interpretation, Report Writing, Components of Research Proposal, Components of Research Paper.**

UNIT III

Applications of Marketing Research I: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research

UNIT IV

Applications of Marketing Research II: Introduction, **Advertising Research, Media research, Sales Analysis and Forecasting, Data Mining.**

UNIT V

Recent Trends in Marketing Research: Introduction, Marketing Information System and Research, Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research.

Course Learning Outcomes (CLOs):

- 1-To develop an understanding of significance of marketing research.
- 2-To learn about the different kinds of marketing research and its implementation.
- 3-To develop understanding of the research process and its implications in business.
- 4-To know about the role of marketing research in 21st century.

Text Books:

- a. P. Green & D. Tull & G Albaum: Research for Marketing Decisions; PHI.
- b. Boyd & Westfall: Marketing Research: Text & Cases; All India Traveller Bookseller
- c. Luck and Rubin: Marketing Research; PHI
- d. D.R. Cooper & P.S. Schindler: Marketing Research; TMH
- e. Naresh K Malhotra: Marketing Research; Pearson

Reference Books:

- f. G C Beri: Marketing Research; Tata McGraw Hill.
- g. M.J. Schmidt & S. Hollensen: Marketing Research; Pearson
- h. Aaker & Day: Marketing Research; Wiley
- i. G. Churchill & D. Iacobucci; Marketing Research, South Western
- j. S. Easwaran & S. Singh: Marketing Research; Oxford

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

SEMESTER -III ORGANIZATIONAL DESIGN

L	T	P
4	0	0

Course Name: Organizational Design

Course Code: MBA 304

Course Credit Hours- 4

Total Contact Hours-40

Course objective: To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

Course Description:

This is a course related to organizational structure, culture and the factors leading to organizational evolution. Topics include need of organizational set up, organizational design, organizational culture and its importance, changes in organizations and resistance to change. These topics will be covered in one semester having four lectures in a week.

Course Contents:

UNIT I

ORGANISATION & ITS ENVIRONMENT

Meaning of Organisation – Need for existence - Organizational Effectiveness – Creation of Value – Measuring Organizational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT II

ORGANIZATIONAL DESIGN

Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

UNIT III

ORGANISATIONAL CULTURE

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT IV

ORGANISATIONAL CHANGE

Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

UNIT V

ORGANISATION EVOLUTION AND SUSTENANCE

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

Course Learning Outcomes (CLOs):

- 1-To develop an understanding of organizational culture and change.
- 2-To learn about the ways necessary for the evolution of organizations.
- 3-To know about the organizational decision making and factors affecting it.
- 4-To know about organizational designs and their impact on business.

Text Books:

1. Gareth R. Jones, Organizational Theory, Design & Change, Pearson Education.
2. Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western

Reference Books:

1. Thomson G. Cummings and Christopher G. Worley, Organizational development and Change, Cengage learning,
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India.
3. Bhupen Srivastava, Organizational Design and Development: Concepts application, Biztantra.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books
5. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

M.B.A. Second Year
SEMESTER -IV
ENTERPRENUERSIP, ETHICS & CORPORATE GOVERNANCE

L	T	P
4	0	0

Course Name: Entrepreneurship, Ethics & Corporate Governance

Course Code: MBA 401

Course Credit Hours- 3

Total Contact Hours: 30

Course Objectives: The objective of the course is to make students aware of ethical and moral issues concerning business both in Indian and International context and develop sensitivity of students for right ethical practices in conduct of business, to understand the principles of corporate governance, to know the social responsibility of the corporate.

Course Description: The course is related to the concept of entrepreneurship and role and significance of ethics in business. The course includes competencies required for entrepreneurship, types of businesses, ethics and corporate governance. These topics will be covered in one semester having three lectures in a week.

Course Contents:

UNIT I

Nature and Forms of Entrepreneurship: Features - Entrepreneur's competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses - corporate entrepreneurship, intrapreneurship - Role of Government in the promotion of Entrepreneur.

UNIT II

Institutions supporting business enterprises: Central level institutions - NBMSME, KVIC, The coir board, NSIC, NSTEDB, NPC, EDI, NRDCI, National entrepreneurship Development Institutes. State level Institutions - State Directorate of Industries & Commerce, DIC, SFC, SIDC, SIADB. Other institutions: NABARD, HUDCO, TCO, SIDBI, Business incubators

UNIT III

Business Ethics and Corporate Ethics – Meaning, Importance, Functions, Unethical Practices and Ethical dilemma, Ethical theories and Approaches, Modern Decision making - Ethical Models for Decision Making, Indian Ethos, Ethics for Managers, Ethics in Business Competition.

UNIT IV

Ethical Aspects in Organisation – I: Marketing ethics and Consumer ethics – Ethical issues in Advertising, Criticisms in Marketing ethics, Ethics in HRM: Selection, Training and Development – Ethics at work place – Ethics in Performance Appraisal.

Ethical Aspects in Organisation – II: Ethics in Finance: Insider trading - Ethical investment - Combating Frauds. Ethical issues in Information Technology: Information Security and Threats – Intellectual Property Rights – Cyber-crime.

UNIT V

Corporate Governance: Purpose – Theories and Philosophies of Corporate Governance

Corporate Governance Structures: Directors, Committees, Institutional investors – Auditors. Corporate Social Responsibility: Stakeholders – Environment – social Development.

Course Learning Outcomes (CLOs):

- 1-To develop an understanding about entrepreneurship and competencies required.
- 2-Students will learn about the practical aspects of business and related challenges.
- 3-Students will be also exposed to role and scope of ethics in business.

Textbooks:

- Business Ethics and Corporate Governance –A.C. Fernando, Pearson Education.

Reference Books:

- “Perspectives in Business Ethics”, Laura P Hartman, Tata McGraw Hill.
- Ethics in management and Indian Ethos, Biswanath Ghosh, Vikas
- Corporate Governance and Social responsibility, Balachandran, Chandrasekharan, PHI
- Business Ethics -Concepts and Cases, Weiss, Cengage.
- Business Ethics, Himalaya, C.S.V. Murthy.
- Ethical Management, Satish Modh, McMillan.
- Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka, □Fundamentals of Entrepreneurship, H. Nandan, PHI.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

M.B.A. Second Year
SEMESTER -IV
PROJECT MANAGEMENT

L	T	P
4	0	0

Course Name: Project Management

Course Code: MBA 402

Course Credit Hours:3

Total Contact Hours: 30

Course Objectives: The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

Course Description:

The course is related to project management. Topic includes concept of project, identification of project, technical, financial analysis, project implementation, challenges. These topics will be covered in one semester having three lectures in a week.

Course Contents:

UNIT 1

Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.

UNIT II

Project identification: Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index.

Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.

UNIT III

Technical Analysis: selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts. **Financial Estimation:** Project cost, source of finance, cost of production.

UNIT IV

Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability.

Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

UNIT V

Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach,

Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.

Course Learning Outcomes (CLOs):

- 1-To develop an understanding about project management competencies.
- 2- Students will learn about the practical aspects of commencing a project and the challenges associated with it.
- 3- Students will be also exposed to various analysis to be undertaken to ensure success in an ongoing project.

Text Books:

1. Marwan-Project Management (Wiley Dreamtech)
2. Chaturvedi & Jauhari-Project Management (Himalaya Publishing)
3. Chandra Prasanna - Project: Preparation, Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)

Reference Books:

- 1.Mishra - Project Management (Excel Books)
- 2.Goyal BB – Project Management: A Development Perspective (Deep & Deep)
- 3.Gopalan- Project Management Core Text Book (Wiley)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**M.B.A. Second Year
SEMESTER -IV**

EMERGING TRENDS IN MANAGEMENT

L	T	P
4	0	0

Course Name: Emerging Trends in Management

Course Code: MBA 403

Course Credit Hours: 3

Total Contact Hours: 30

Course Objectives:

The course aims at providing fundamental knowledge of the emerging trends of management. The course provides a framework of total quality management and supply chain management.

Course Description:

The course is related to new trends in management. Topic includes knowledge management, supply chain dynamics, logistics management, total quality management. These topics will be covered in one semester having three lectures in a week.

Course Contents:

UNIT I

Knowledge Management: Concept, KM Strategies – Architecture and Tools – KM

Practices. Six Sigma – Concept, steps involved in launching Six Sigma, Benefits derived.

UNIT II

Mergers and Acquisitions – Concept, Types, Relevance in 21st century businesses - Regulatory control. IT Enabled Services – Business / Knowledge Process Outsourcing.

UNIT III

World Class Manufacturing: Concept and Importance, Lean Manufacturing Practices, Just in Time, Theory of Constraints.

UNIT IV

TOTAL QUALITY MANAGEMENT

UNIT V

SUPPLY CHAIN

MANAGEMENT LOGISTIC

MANAGEMENT

Course Learning Outcomes (CLOs):

- 1.To develop an understanding in students about new changing trends in management.
- 2.Students will learn about the practical aspects of logistics and supply chain management and the challenges associated with it.
- 3.Students will be also exposed to six sigma techniques.

Text Book :-

- 1.Knowledge Management - Awad Elias M, Ghaziri Hassan M (Pearson Education)
- 2.Six Sigma for Every One - Eckes (John Wiley & Sons, New Jersey)
- 3.Mergers Restructuring and Corporate Control – Weston, Chung, Hong (Prentice Hall)
4. Corporate Governance – Dr. S. Singa (Excel Books)

Reference Books:

1. World Class Manufacturing – Vol.-1 and 2 (ICFAI University Press)
2. Information Technology Enabled Services – Vol. 1 and 2 (ICFAI University Press)
3. World Class Manufacturing – B. S. Sahay
4. Machine that Changed the World – James Womack, Daniel Jones, Daniel Roos (Harper Perennial, New York)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

ELECTIVE COURSE
AREA- FINANCE

FN 1 - INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

L	T	P
2	0	0

Course Name: Investment Analysis & Portfolio Management
Course Credit hours- 2

Course Code: MBAFN 1
Total Contact Hours-20

COURSE OBJECTIVES: Enables student to

1. To provide students with a conceptual framework of evaluating various investment avenues.
2. To provide students with a conceptual and analytical framework of different financial instruments, markets, regulations, their risk and returns and strategies in managing funds.
3. To familiarize students with portfolio management techniques that challenges a financial manager.
4. To give an overview of the global markets and their impact on the domestic markets

Course Description:

This course is related to an important aspect of investments. Topics include investments objectives, risk and return concept, market risk, investment risks, micro and macroeconomic concepts, portfolio management. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

INVESTMENT SETTING: Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts. Investment: Meaning, Nature and Scope, Decision Process; Environment; Investment Risks– Interest Risk, Market Risk, Inflation Risk, Default Risk, etc; Valuation of Securities. Notion of Dominance. micro & macroeconomic concepts relating to investment - investment objective — investment process - investment constraints —investment strategy — investment v/s speculation — arbitrage - gambling — types of investors — investor behavior

UNIT II

SECURITIES MARKETS: Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT III

FUNDAMENTAL ANALYSIS: Economic Analysis – Economic forecasting and stock Investment Decisions

– Forecasting techniques. Industry Analysis: Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

UNIT IV

TECHNICAL ANALYSIS: Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators

– Market Indicators – Efficient Market theory.

UNIT V

PORTFOLIO MANAGEMENT: Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

Emerging trend of Security Analysis in global market. Global Investment benefits, World market indexes, Developed and Emerging Markets, ADRs, GDRs, FCCBs, Foreign Bonds, Global Mutual Funds, Relationship between trends in global markets and the domestic markets,

Course Learning Outcomes (CLOs):

- 1-The students will learn about various kinds of investments and associated risks.
- 2-The students will get an exposure of risk and return analysis which will help them to make judicious investment decisions.
- 3-Forecasting techniques and industry analysis will help students to learn real investment techniques.

Text Books:

1. Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., N. Delhi
2. Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.

Reference Books:

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning.
2. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2012.
3. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.
4. V.A. Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House,
5. V.K. Bhalla, Investment Management, S. Chand & Company Ltd., 2012.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

ELECTIVE COURSE

MANAGING BANKS AND FINANCIAL INSTITUTIONS

L	T	P
2	0	0

Course Name: Managing Banks & Financial Institutions

Course Code: MBAFN2

Course Credit Hours: 2

Total contact Hours: 20

Course objectives:

- Grasp how banks raise their sources and how they deploy it and manage the associated risks
Understand e-banking and the threats that go with it.
- Developing an appreciation among the students for the Banking services and products.

Course Description:

It is an introductory course related to banks and financial institutions. Topics include the overview of banking system, organization and structure of banks, lending functions of financial institutions, banking payment systems, plastic money. These topics will be covered in one semester having four-hour lectures and one two-hour laboratory work per week.

Course Contents:

UNIT I

Overview of the Banking System: Nuggets of Banking History/The Financial System, Banks and their Services/Banking Trends, Organization and Structure of Banks, Government Policy and Regulation, Financial Statements/ Performance Measurement of Banks

UNIT II

Funds-using Services: The Lending Function, Business Loans, Consumer Loans, The Investment Function

UNIT III

Bank Sources of Funds: Deposit Liabilities AND Non-Deposit Liabilities

UNIT IV

Fee-generating Services: International Banking- Trust Banking- Investment Banking- Banc assurance

UNIT V

High tech e-banking: Payment system in India – Paper based, e-payments – Electronic banking – advantages

– Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI’s initiatives. Non-Banking Financial Companies- Functions of NBFCs Types and RBI Guidelines

Course Learning Outcomes (CLOs):

- 1-To have a practical understanding of banking system.
- 2-To learn about international banking and investments.
- 3-To know about RBI’s guidelines and its regulation of business scenario.

Text Books:

- 1. Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi,
- 2. Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi

Reference Books:

- 1. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

ELECTIVE COURSE

PROJECT APPRAISAL AND FINANCE

L T P

Course Name: International Financial Management
Course Credit Hours:2

2 0 0
Course Code: MBA FN3
Total Contact Hours:20

Course Objectives:

This course provides the students with an overview of the process involved in financing large capital-intensive projects. On completion of this course the students will be able to recognize the sources of project financing, analyses the feasibility and risks involved in large projects, and evaluate the project's profitability.

Course Description: The course is related to Project appraisal. Topics include Project Financing – Features, Elements, Historical Perspective, Requirements and Appropriateness; Rationale for Project Financing, Preparing Project Financing Plan, Discounted Cash flow Analysis, Financial Modeling. These topics will be delivered in two lectures in a week.

Course Contents:

UNIT I

Introduction to Project Finance
Project Financing – Features, Elements, Historical Perspective, Requirements and Appropriateness;
Rationale for Project Financing

UNIT II

Large Projects

What is special about “Large Projects”? Sources of funds for large projects, Project Bonds’ Default risk, Lead Arrangers, Managing Underwriters and Advisors

UNIT III

Analyzing & Structuring the Project, Technical Feasibility, Economic Viability, Assessing Project Risks, Implications for Project Financing, Designing Security Arrangements, Structuring of the Project

UNIT IV

Project Financing Plan

Preparing Project Financing Plan, Discounted Cash flow Analysis, Financial Modeling

UNIT V

Evaluation of Project

Using Real – Options Analysis to Evaluate a Project, Sources of Project Funds, Managing Project Risks

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Various projects and their handling.
2. The deeper understanding of project analysis and evaluation.

Text Books:

1. Finerty, D. John (2015). Project Financing, Asset – Based Financial Engineering, 3/e; New Delhi: Wiley India

Reference Books:

1. Gatti, Stefano (2012). Project Finance in Theory and Practice, Designing, Structuring and Financing Private and Public Projects, 2/e; USA: Academic Press, Elsevier
2. Yescombe, E. R, (2002). Principles of Project Finance, 1/e; USA: Academic Press, Elsevier.
3. Chandra Prasanna - Project: Preparation, Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
4. Gopalan- Project Management Core Text Book (Wiley)
5. Clifford, G. (2005). Project management. New Delhi: Tata-McGraw-Hill.
6. Machiraju, H. R. (2003). Introduction to project finance: An analytical perspective. New Delhi: Vikas publication.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

ELECTIVE COURSE

FINANCIAL MARKETS AND SERVICES

L T P

2 0 0

Course Name: Financial Markets and Services
Course Credit Hours:2

Course Code: MBA FN4
Total Contact Hours:20

Course Objectives: The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

Course Description: The course is related to financial markets. Topics include the structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI, Monetary Policy and techniques of RBI, Lease and hire purchase consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance. These topics will be delivered in two lectures in a week.

Course Contents:

UNIT I

Introduction: The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI, Monetary Policy and techniques of RBI,

UNIT II

The Banking and Non-Banking Institutions: The public and the private sectors – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA.

UNIT III

Financial and securities Markets: Primary and Secondary Markets, Structure and functions of Money Market, -Call money market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets: - Organization and structure, listing trading and settlement of securities market, The role and functions of SEBI

UNIT IV

Fund based services - Lease and hire purchase consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance.

UNIT V

Fee-based services - Stock broking, credit rating, Merchant Banking, portfolio services. Underwriting, Depository services, Challenges faced by investment bankers.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Financial markets and related transactions.
2. Roles of financial bodies like RBI, IMF

Text Books:

- Financial Institutions and Markets, L. M. Bhole, 4/e Tata McGraw Hill.
- Financial services, Gordon & Natarajan, Himalaya publishers.

Reference Books:

- Financial Services and markets, Dr. Punithavathy Pandian, Vikas
- Financial Markets and services, Appannaiah, Reddy and Sharma, HPH
- Indian Financial System, Ramachandra and others, HPH
- Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition. □Financial services, Thirpati, PHI.
- Financial Markets & Services, Vasanthdesai, Himalaya.
- Financial Institutions and Markets, Gupta Agarwal, Kalyani publishers. □Management of Financial Services, C. Rama Gopal, Vikas.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

ELECTIVE COURSE

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

L	T	P
2	0	0

Course Name: Mergers, Acquisitions & Corporate Restructuring **Course Code:** MBA FN5

Course Credit Hours-2

Total Contact Hours-20

Course objectives: To enable student to understand

- Regulatory framework for mergers and acquisitions
- Process involved in mergers and acquisitions and the available takeover defenses

Course Description: Course is related to mergers and acquisitions. Topics include Mergers and Acquisitions, types, causes, distinction between Mergers and Acquisitions, Merger procedure, Scheme

for Merger, theories of Merger, Companies Act, Competition Act 2002, Income Tax Act 1961, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations. The course will be delivered in two lectures in a week.

Course Contents:

UNIT I

INTRODUCTION: Corporate Restructuring – meaning, objectives, types and forms, motives for restructuring

– meaning of Mergers and Acquisitions, types, causes, distinction between Mergers and Acquisitions, Merger procedure, Scheme for Merger, theories of Merger, cross border Mergers and Acquisitions.

UNIT II

REGULATORY FRAMEWORK FOR MERGERS AND ACQUISITION: Compliance with Indian

Companies Act, Competition Act 2002, Income Tax Act 1961, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.

UNIT III

MERGER AND ACQUISITION PROCESS, FINANCING AND ACCOUNTING FRAMEWORK: Due

Diligence – types, screening due diligence, challenges and checklist - Valuation for Merger and Acquisition- concepts of value, methods of Enterprise and Equity valuation, Brand, Goodwill, Human resources, Customer Relationships valuation, Firm valuation, Cost of Capital, Relative valuation, Issues in Valuation, Synergy and Value creation – Financing Mergers and Acquisitions – equity, debt and venture capital funds – Negotiation, Deal structuring and Methods of payments in mergers and acquisitions – Accounting for Mergers and Acquisitions.

UNIT IV

POST-MERGER INTEGRATION: Critical success factors for post-merger integration, Ingredients of integration, Timing and Speed of integration, approaches to integration, Challenges in integration, steps for successful integration, Cultural integration, Redesigning post-merger cultural process.

UNIT V

CORPORATE CONTROL MECHANISM AND TAKEOVER DEFENSES: Internal and External control mechanism, Takeover tactics, Takeover defenses, Regulatory aspects in India with respect to Takeover defenses.

Course Learning Outcomes (CLOs):

- 1- The students will learn about the practical aspects of mergers and acquisitions.

2- The course also touches upon few important acts like Companies Act and Income Tax act to enhance student's knowledge and understanding.

Text Books:

1. Rajesh Kumar B., Mergers and Acquisitions, Tata McGraw Hill Education Pvt. Ltd., New Delhi,
2. Jay M. Desai and Nisarg A. Joshi, Mergers and Acquisitions, Biztantra, New Delhi, 2012.

Reference Books:

1. Kamal Ghosh Ray, PHI Learning Private Limited, New Delhi, 2010.
2. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, Second Edition, Wiley, India
3. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Fifth Edition, Wiley, India

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

ELECTIVE COURSE
FINANCIAL DERIVATIVES

L	T	P
2	0	0

Course Name: Financial Derivatives

Course Code: MBA FN6

Course Credit Hours:2

Total Contact Hours:20

Course Objectives:

The objective of this course is to make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc. This course examines the use of forwards, futures, swaps, options, and related financial derivatives for hedging, arbitrage, and speculation in the global environment. The course focuses on understanding how firms manage interest rate risk, exchange rate risk, and commodity price risk using these derivatives.

Course Description:

This course is related to basic financial derivatives. Topics include development and growth of financial derivatives, derivative market in India, currency options, swaps. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

Introduction to Derivatives: Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Financial and Derivative markets -Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market in India.

UNIT II

Future and Forward Market: structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures. Determination of forward and future prices - Interest rate futures, Currency futures and Forwards

UNIT III

Options: Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black Scholes Merton Model. Basic Option Strategies: Advanced Option Strategies, trading with Options, Hedging with Options, Currency Options.

UNIT IV

Swaps: Concept and Nature of Swaps—Major Types of Financial Swaps –Interest Rate Swaps – Currency Swaps –Commodity Swaps – Credit Risk in Swaps.

UNIT V

DERIVATIVES IN INDIA: Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives

Course Learning Outcomes (CLOs):

- 1-The students will learn about fundamentals of financial derivatives.
- 2-Learning about contract terminology.
- 3-The course also imparts education on Option pricing models.

Text Books:

- Financial Derivatives, Gupta, 1st Edition, PHI.
- Fundamentals of futures and options market, John C Hull: Pearson Education.

References Books:

- Financial Derivatives and Risk Management, OP Agarwal, HPH
- Commodities and Financial Derivatives, Kevin, PHI □Fundamentals of Financial Derivatives, Swain. P.K, HPH □Financial Derivatives, Mishra: Excel.
- Risk Management & Derivatives, Stulz, Cengage.
- Derivatives and Risk Management, Jayanth Rama Varma: TMH.
- Risk Management Insurance and Derivatives, G. Koteswar: Himalaya

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

ELECTIVE COURSE
BEHAVIORAL FINANCE

L T P
2 0 0

Course Name: Behavioral Finance

Course Code: MBA FN7

Course Credit Hours:2

Total Contact Hours:20

Course Objectives: The purpose of this course is to introduce the student to the new field of behavioural finance. Behavioral finance is the study of how investors interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioral factors that influence investment behavior.

Course Description: The course is related to behavioral finance. Topics include The psychology of financial markets, The psychology of investor behavior, Behavioral Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect, External factors and investor behavior: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm. These topics will be delivered in two lectures in a week.

Course Contents:

UNIT I

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioral Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behavior, Behavioral Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect.

UNIT II

Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short- selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.

UNIT III

Ellsberg's paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non-traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.

UNIT IV

External factors and investor behavior: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns

UNIT V

Behavioral corporate finance: Empirical data on dividend presence or absence, ex-dividend day behavior. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. The difference between expectations of efficient, rational investor behavior and actual behavior.
2. The students will learn that incorporating behavioral finance into their practice is key to enhancing the client experience, deepening relationships, retaining clients and potentially delivering better outcomes

Text Books:

1. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
2. Bisen, pandey-Learning Behavioural Finance (Excel Books)
3. A History of Financial Speculation: Edward Chancellor

Reference Books:

4. Forbes- Behavioural Finance (Wiley India)
5. The Little Book of Behavioral Investing (Montier)
6. The Psychology of Persuasion (Collins Business Essentials)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

ELECTIVE COURSE

CORPORATE TAXATION

L	T	P
2	0	0

Course Name: Corporate Taxation
Course Credit Hours:2

Course Code: MBA FN8
Total Contact Hours:20

Course Objectives: To provide basic knowledge of corporate tax planning and its impact on decision-making.

Course Description: The course is related to corporate taxation planning. Topics include Tax structure in India under Indian Income Act, Taxation with reference to Newly Established Business, Transfer of Assets between Holding Companies and Subsidiary Companies. These topics will be delivered in two lectures in a week.

Course Contents:

UNIT I

INTRODUCTION 1. Historical Development of Income Tax and Corporate Tax. 2. Tax structure in India under Indian Income Act. 3. Concepts. 4. What is company? 5. Residential Status of company and its relation with tax. 6. Receipt of income. 7. Accrual of income.

UNIT II

TAXATION OF COMPANIES

1. Carry Forward and Set off of business losses and depreciation. 2. Taxable Income and Tax Liability. 3. Tax on Distribution of Profit. 4. MAT (Minimum Alternative Tax).

UNIT III

TAX IMPLICATION 1. Taxation with reference to Newly Established Business. -- a. Location of a Business.
b. Nature of Business. c. Form of Business.

UNIT IV

BUSINESS TAX PROCEDURE AND MANAGEMENT 1. Double Taxation Avoidance Agreement. 2. Advance Payment of Tax. 3. Collection of Tax at Source and E—TDS Return. 4. Tax Planning and Management.

UNIT V

TAX ON BUSINESS RESTRUCTURING 1. Amalgamation 2. Demerger. 3. Transfer of Assets between Holding Companies and Subsidiary Companies.

- Conversion of sole proprietary concern/partnership firm into Company

- Conversion of company into LLP

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Corporate Tax planning and implementation.
2. Business Tax structure.
3. TDS and other tax deductions and their implications.

Text Books:

1. Income Tax Law by Chaturvedi & Pithisaria (Wadhwa Publication).
2. Income Tax Law by V.K. Puri (Jain Books Agency Publication)
3. Law of Income Tax by Sampath Iyengar (Bharat Publication).
4. Corporate Tax Planning by V.K. Singhania (TAXMAN PUBLICATION).

Reference Books:

1. Corporate Tax Planning by Daniel Q. Posin (Little Brown & Company, London).
2. Corporate Tax Planning and Management Direct Tax Law & Practice by Girish Ahuja & Ravi Gupta (Bharat Publication).
3. Guide on Foreign Collaboration by Rajiv Jain (India Investment Publication).

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

ELECTIVE COURSE

RISK MANAGEMENT AND INSURANCE

L T P

2 0 0

Course Name: Risk Management & Insurance

Course Code: MBA FN9

Course Credit Hours:2

Total Contact Hours:20

Course objectives: Enable students to:

Understand risk management

Understand the basics of insurance

Course Description: The course is related to business risks and their effective management. Topics include Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk, Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts These topics will be delivered in two lectures in a week.

Course Contents:

UNIT I

INTRODUCTION TO RISK MANAGEMENT

Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk

UNIT II

RISK AVERSION & MANAGEMENT TECHNIQUES

Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk

UNIT III

RISK MANAGEMENT TOOLS

Options – Forward contracts – Future contracts – SWAPS – Hedging – Optimal hedges for the real world.

UNIT IV

INTRODUCTION TO INSURANCE

General Insurance – Principles of general insurance – General Insurance Products (Fire, Motor, Health) – Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation.

UNIT V

INSURANCE AS A RISK MANAGEMENT TECHNIQUE

Insurance Principles – Policies – Insurance Cost & Fair Pricing – Expected claim costs – Contractual provisions that limit Insurance Coverage.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Ways of handling and managing risks which may impact business.
2. About the contract of insurance which will keep them updated in business transactions.

Text Books:

1. Harrington and Niehaus, 'Risk management and Insurance, Tata McGraw Hill Publishing, New Delhi, 3rd Edition, 2010.
2. Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning, 3rd Edition,

Reference Books:

1. Mark S. Dorfman, Introduction to Risk management and Insurance, 10th Edition, Prentice hall of India, 2011.
2. Stulz, Risk management and Derivatives, Cengage Learning, 2nd Edition, 2011.
3. Skipper and Kwon, Risk management and Insurance, Blackwell Publishing, 2009.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

AREA - MARKETING MANAGEMENT

CONSUMER BEHAVIOUR

L T P

2 0 0

Course Name: Consumer Behaviour

Course Code: MBA MK1

Course Credit Hours- 2

Total Contact Hours-20

Course Objectives:

- To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.
- Explain the decision-making process and how it relates to consumers and industrial buyers.
- Understand the self-concept and lifestyle and their influences on purchasing decisions.
- To apply consumer theories to the real marketing context.

Course Description:

This course deals with understanding consumer behaviour and its importance in marketing. Topics include consumer behaviour models, dimensions and factors affecting consumer behavior. The syllabus also entails the buying decision process. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

INTRODUCTION

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behavior in marketing decisions.

UNIT II

CONSUMER BEHAVIOR MODELS

Industrial and individual consumer behavior models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III

INTERNAL INFLUENCES

Psychological Influences on consumer behavior – motivation – perception – personality
Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT IV

EXTERNAL INFLUENCES

Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior

UNIT V

PURCHASE DECISION PROCESS

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues. Organizational Consumer Behavior: Organizational buying roles, buying situations & buying processes. Influences on organizational buying behavior.

Course Learning Outcomes (CLOs):

- 1- To gain knowledge about changing consumer behavior.
- 2-
- 3-To develop understanding of different models of consumer behavior and their implementation in business.
- 4-To learn about buying process and decision making.
- 5-To help students understand concepts which impact different purchases.

Text Books:

1. Leon G. Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India,
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition

Reference Books:

1. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making.
2. Assel, Consumer Behavior - A Strategic Approach, Biztranza.
3. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd.
4. Abbael, Consumer behavior: A strategic approach (Indian edition) Wiley.
5. Hed, Hoyer. Consumer behavior, 2008 edition Wiley 2012.
6. Das Gupta. Consumer behavior, 2008 edition, Wiley 2012.
7. Shri Prakash. Theory of Consumer behavior, I edition, Vikas
8. Srabanti Mukherjee, Consumer behavior, Cengage Learning

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%

Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

RETAIL MANAGEMENT

L	T	P
2	0	0

Course Name: Retail Management

Course Code: MBA MK2

Course Credit Hours- 2

Total Contact Hours-20

Course Objectives: To understand the concepts of effective retailing management.

Course Description:

This course deals with understanding of retail management and its importance in marketing. Topics include global retailing-challenges and opportunities, retail formats, retail decisions, retail shopping behaviour. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

INTRODUCTION

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

UNIT II

RETAIL FORMATS

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT III

RETAILING DECISIONS

Choice of retail locations - internal and external atmospherics – Positioning of retail shops –Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.

UNIT IV

RETAIL SHOP MANAGEMENT

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends.

UNIT V

RETAIL SHOPPER BEHAVIOUR

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force, Management – Challenges in Retailing in India.

Course Learning Outcomes (CLOs):

- 1-Students will learn about retail management.
- 2-To develop understanding of different retail formats and their effective usage in marketing.
- 3-The course is a valuable content for students pursuing their career in retailing.

Text Books:

1. Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata McGraw Hill
2. Ogden, Integrated Retail Management, Biztantra, India.

Reference Books:

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press.
3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill,
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
5. Ramkrishnan and Y.R. Srinivasan, Indian Retailing Text and Cases, Oxford University Press,
6. Dr. Jaspreet Kaur, Customer Relationship Management, Kogent solution.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

SALES AND DISTRIBUTION MANAGEMENT

L T P
2 0 0

Course Name: Sales and Distribution Management
Course Credit Hours:2

Course Code: MBA MK3
Total Contact Hours:20

Course Objectives:

- To build knowledge, understanding, and skills in Sales and Distribution management.
- Enable development and implementation of Sales and Channel management strategies.
- Help analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Channel management.

Course Description:

The course deals in sales and distribution techniques. Topics include sales management, distribution management, managing sales force, designing channel system, recent trends in sales and distribution management. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

Introduction to Sales Management

Sales Management – Evolution, Nature and Importance – Sales Management Positions – Women in Sales, Sales Objectives, Strategies and tactics, Emerging Trends –Linking Sales and Distribution Management

UNIT II

Managing the Sales force

Changing role of a sales force - Personal Selling – Planning, Sales Forecasting, and Budgeting – Designing and Managing Sales Territories – Organizing and staffing the sales force, training, motivating, compensating and leading the sales force, controlling the sales force.

UNIT III

Basics of Distribution Management

Distribution Management, Need for Distribution Channels, Marketing Channels – Evolution, Formats, and Levels – Prominent Channel Systems – Costs and Margins in the Distribution System

UNIT IV

Designing Channel Systems

Channel design and Planning Process, Channel Design Implementation – Channel Management and Channel Strategy – Channel Information systems - Elements, Performance evaluation, Channel Implementation

UNIT V

Emerging Trends in Sales and Distribution Management

Electronic form of Selling and Distribution - E-Commerce and e-tailing as a Channel of Distribution - Electronic intermediaries - e-enabled Logistics Management and Tracking Systems

Course Learning Outcomes (CLOs):

- 1- The students will learn about sales and distribution management and their techniques techniques.
- 2- The course is a great help to those willing to pursue career in sales .

Text Books:

Havaldar, K. Krishna and Cavale, M. Vasant- Sales and Distribution Management – Text and cases, 2/e; New Delhi: McGraw-Hill Education

Reference Books

1. Panda, K. Tapan and Sahadev, Sunil - Sales and Distribution Management, 2/e; New Delhi: Oxford University Press.
2. Nag, A., Sales and Distribution Management; New Delhi: McGraw-Hill Education

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INTEGRATED MARKETING COMMUNICATIONS/ PROMOTION STRATEGY

L T P

2 0 0

Course Name: Integrated Marketing Communications

Course Code: MBAMK4

Course Credit Hours- 2hrs

Total Contact Hours-20

Course Objectives:

The objective of the course is to help students understand the principles and practices of marketing communications, involving tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning.

Course Description:

This is a course related to integrated marketing communication. Topics include IMC, publicity, Sales promotion, Ethics in IMC, personal selling. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

Concept and Process of Integrated Marketing Communications (IMC): Elements of IMC &

Developing respective communication campaign-

a) Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns

b) Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising

c) Publicity – Types of Publicity, relationship between advertising and publicity

d) Personal Selling e) Direct marketing and direct response methods

f) Event Management g) E-Commerce

h) Corporate Communication I) Public Relations – Types of PR

j) Media relations k) Community relations

l) Industrial relations and m) Government relations

n) Employee relations (House Journals / Newsletter) o) Crisis Management p) Trade Fairs and Exhibitions

UNIT II

IMC Message Design: AIDA model Considerations for creative idea Visualization Media Management - Media Process - Media Jargons - Media Buying - Strategies and execution

UNIT III

Suppliers in IMC: Hoarding Contractors/Printers etc., Ad. Agency – Departments of Ad. Agency, Client Servicing-client Agency relationship, account Planning

UNIT IV

Ethics and social responsibility in IMC campaigns. AND Evaluating Marketing Communication Programs.

UNIT V

Emerging Concepts and Issues in Marketing Communications: Programmatic, native advertising, video, mobile, digital, Sponsorship, Role of E-Commerce in Marketing Communication. Corporate advertising, Advertorials and Infomercials.

Course Learning Outcomes (CLOs):

- 1- To learn about integrated marketing communication.
- 2- Quickly understand a company and its marketing communications activities.
- 3- It helps in developing a clearly thought-out Communications Audit.

Text Books: -

1. Integrated Marketing Communications - Kenneth Clown& Donald Bach
2. Advertising and Promotions - Belch & Belch, Tata McGraw Hill
3. Advertising Management - Rajeev Batra, John G. Myers & David A Aaker-PHI

Reference Books:

4. Otto Kleepner's advertising Procedure - PH
 5. International Edition - Contemporary Advertising Irwin/McGraw –Hill
 6. Integrated Marketing Communications - Duncon- TMH
 7. Foundations of Advertising Theory & Practice- S.A. Chunawalla & K.C. Sethia- Himalaya Publishing
- Assessment method:** (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

DIGITAL AND SOCIAL MEDIA MARKETING

L T P

2 0 0

Course Name: Digital and Social Media Marketing

Course Code: MBAMK5

Course Credit Hours- 2hrs

Total Contact Hours-20

Course Objectives:

- To help students understand digital marketing practices, inclination of digital consumers and role of content marketing.
- To provide understanding of the concept of E-commerce and developing marketing strategies in the virtual world.
- To impart learning on various digital channels and how to acquire and engage consumers online.
- To provide insights on building organizational competency by way of digital marketing practices and cost considerations.
- To develop understanding of the latest digital practices for marketing and promotion.

Course Description:

This is a course related to social media marketing and modern promotional avenues. Topics include digital marketing, E-Commerce and internet marketing, social media marketing, Digital channels, legal aspects of digitized communication. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices.

UNIT II

E-Commerce and Internet Marketing: Introduction to E-marketing, online marketing-mix, online consumer, customer relationship management in the virtual world, online branding, traffic building and E-commerce, managing content in a digital age – content planning and writing. Consumer buying behavior in the digital- age, and factors affecting consumer behavior.

UNIT III

Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales, search marketing, mobile marketing, video marketing,

and social-media marketing. Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).

Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation, future of marketing gamification and apps.

UNIT IV

Social Media marketing - Introduction to Social Media What is Social Media? How Social Media developed - Importance - Big Brands & Small business - E mail marketing - Social Media Tools – Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic.

UNIT V

The Legal side of Social Media In-house Guidelines - Copyright and Trademark Implications - Blogs, Blogger, Tumblr, WordPress, Google+, SEO, YouTube, Twitter, LinkedIn, Pinterest

a) Set-up b) Services Influencers Who are they? How to find them How to use them to benefit your brand.

Course Learning Outcomes (CLOs):

- 4-To gain knowledge about digital marketing and its implications.
- 5-To develop understanding of social media channels and their role in new age marketing.
- 6-To learn about marketing analytical tools and their impact on business.
- 7-To help students understand the role that content plays in marketing communication.

Text Books:

1. Vandana, Ahuja; Digital Marketing, Oxford University Press India.
2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional.
3. David Whiteley; E-Commerce: Strategy, Technologies and Applications, McGraw Hill Education.

Reference Books:

1. Menon, Arpita; Media Planning and Buying; McGraw Hill (1st Edition, 2010)
2. Arnold, George; Media Writer's Handbook: A Guide to Common Writing and Editing Problems; McGraw- Hill Education
3. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).
4. e-Marketing: Strass, El-Ansary, Frost 2. Digital Marketing for Dummies: Carter-Brooks-Catalano-S

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1

- 05%

Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

PRODUCT AND BRAND MANAGEMENT

L T P

2 0 0

Course Name: Product and Brand Management

Course Code: MBA MK6

Course Credit Hours:2

Total Contact Hours:20

Course Objectives: The objective of the course is to provide students with detailed knowledge of Classification of Products, Product Mix, Product Line, Product Strategies, Product Positioning Strategies, Product Planning and Development for existing products, New Product Development, Brands in New economy – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity,

Course Description:

This course is related to product and brand management. Topics include product classification, new product development, branding techniques, brand equity, brand recall, brand extension. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

Product Decisions: - Product Concepts – Product Classification – Consumer Goods and Industrial Goods Classification – Product Line and Product Mix – Product Characteristics – Responsibility of Product Manager
 – Types of Product Strategies

UNIT II

Product Management: Product differentiation – Product Strategies – Stages in the New Product Development
 – Product Positioning Strategies – Packaging Management

UNIT III

Branding Decisions: Essentials of Good Brand Name – Types of Brands – Advantages of branding – Brand Loyalty – Brand Valuation Methods – Brand Revitalization

UNIT IV

Creating and Managing Brand Equity: Advantages of Brand Equity – Brand Building Strategies – Brand Extension – New Brand Failures -

UNIT V

Branding in Different Sectors: Branding in Industrial sector, Retail Sector, Service sector, Banking Sector and Insurance Sector.

Course Learning Outcomes (CLOs):

- 1-The students will learn about brand management and techniques.
- 2-The course also imparts education on product development and launches.

Text book:

- Marketing Management –Philip Kotler, Kevin Lane Keller ,15th Edition, Pearson.

Reference Books:

- Product & Brand Management – Text & Cases, Prof.K. Venugopal Rao, Himalaya
- Product Management in India, Ramanuj Majumdar, PHI
- Compendium of Brand Management, Chunawalla. S.A, Himalaya □Product & Brand Management, Mathur.U.C, Excel □ Brand Positioning, Subroto Sengupta, TMH.
- Marketing and Branding, S. Ramesh Kumar, Pearson.
- What's in a Brand? John Philip Jones, TMH
- Brand Management – Text & Cases, Harsh V Verma, Excel

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

SERVICES MARKETING

L T P

2 0 0

Course Name: Service Marketing

Course Code: MBA MK7

Course Credit Hours:2

Total Contact Hours:20

Course Objectives: This course is intended to appreciate the unique challenges involved in managing the services and analyze the strategies to deal with these challenges. It also gives insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality. At the end of this course students will be able to develop blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence.

Course Description:

The course is related to marketing of services. Topics include service marketing, service design, service delivery, service promotion strategies. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

INTRODUCTION

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

UNIT II

SERVICE MARKETING OPPORTUNITIES

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing

– Environment and trends – Service market segmentation, targeting and positioning.

UNIT III

SERVICE DESIGN AND DEVELOPMENT

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

UNIT IV

SERVICE DELIVERY AND PROMOTION

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods

– Service marketing triangle - Integrated Service marketing communication.

UNIT V

SERVICE STRATEGIES

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information Technique Services

Course Learning Outcomes (CLOs):

Examine the nature of services, and distinguish between products and services. ... Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service. Appraise the nature and development of a services marketing strategy.

Text Books:

- Valarie, A. Zeithaml, Mary Jo Bitner, Dwayne, D. Gremler, Ajay Pandit (2013). □
Services Marketing, 6/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Christopher Lovelock, Jochen Wirtz (2013). Services Marketing, 7/e; New Delhi: Pearson Education 2.
- Harsh, V. Verma (2012). Services Marketing: Text and Cases, 2/e; New Delhi: Pearson Education
3. Halen Woodroffe, Services Marketing, McMillan, 2003.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

MARKETING METRICS

L T P
2 0 0

Course Name: Marketing Metrics
Course Credit Hours:2

Course Code: MBAMK8
Total Contact Hours:20

Course Objectives:

To Utilize Financial perspectives in Marketing Metrics.

Course Description:

The course is related to marketing metrics. Topics include customer and brand metrics, cost of customer acquisition, brand equity, communication metrics, channel and pricing metrics. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

INTRODUCTION

Introduction to Marketing metrics – Linking Marketing to financial performance of a firm – Financial implications of marketing Strategic decisions.

UNIT II

CUSTOMER AND BRAND METRICS

Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card Approach to measure customers' satisfaction - Brand metrics – Brand equity – Brand portfolio management - Brand financial performance.

UNIT III

COMMUNICATION AND PRICING METRICS

Communication metrics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.

UNIT IV

CHANNEL METRICS

Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.

UNIT V

ADDITIONAL METRICS

Financial implications on Research and development – Training of sales force. Determination of financial incentives across Product / Service delivery system – Global Marketing Metrics.

Course Learning Outcomes (CLOs):

1. Apply their understanding of utility theory to measure customer preferences;
2. Identify what customers' value in a product, and assess what they are willing to pay for it;

Text Books:

1. Paul W. Farris, Neil T. Bendle, Puillip E. Pfeifer and David J. Reibstein, Marketing Metrics: Measuring Salesforce Effectiveness and Channel Management, Wharton School of Publishing.
2. John Davis, Measuring Marketing: 103 Key Metrics, Every Marketer Needs, Wiley Publisher.
3. Ned L. Roberto and John Davis, Metrics Driven Marketing,

Reference Books:

4. Paul W. Farris, Marketing Metrics: 50 + Metrics Every Executive Should Master, Wharton School Publishing.
5. David J. Reibstein, Marketing Metrics, Pearson Education (USA).
6. Kavin Kale, Strategic Brand Management, Building Measuring & Managing Brand Keller, PHI.
7. Lilien, Kotter & Morthy, Marketing Models, PHI, 2008.
8. Dhvur Grewal and Micheal Levy, Marketing Value Based, Tata Mc Graw Hill, 2008.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

RURAL MARKETING

L	T	P
2	0	0

Course Name: Rural Marketing

Course Code: MBA MK9

Course Credit Hours:2

Total Contact Hours:20

Course Objectives:

- The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.
- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarize with the special problems related to sales in rural markets.

Course Description:

The course is related to Rural marketing. Topics include evolution of rural marketing in India, rural market decisions, product distribution, rural consumer behaviour. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

OVERVIEW OF RURAL MARKETING

Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context

Definition- Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio- Cultural-economic & other environmental factors affecting in Rural Marketing-A comparative Analysis of Rural Vs Urban Marketing- Size &Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

UNIT II

RURAL MARKETS & DECISION

Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market EquilibriumClassification of Rural Marketing – Regulated- Non-Regulated- Marketing Mix- Segmentation- Targeting-Position- Rural Marketing Strategies- Role of Central, State Government and other Institutions in Rural Marketing Integrated Marketing Communication in Rural Marketing.

UNIT III

PRODUCT & DISTRIBUTION

Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing.

Brand Management in Rural Marketing- Rural Distribution in channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing- Sales force Management in Rural Marketing.

UNIT IV

RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH 9

Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail &IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing. Advertisement & Media Role in Rural Marketing Promotion Methods.

UNIT V

TRENDS IN RURAL MARKETING

e- Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing. Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing. Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to ... rural industrialization – approaches to *rural marketing*- land reforms and rural development.

Text Books:

1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
2. Rural Marketing: Indian Perspective by Awadhesh Kumar Singh Satyaprakash pandey New age publishers
3. A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs by Dr. A Sarangapani

Reference Books:

1. New Perspectives on Rural Marketing: Includes Agricultural Marketing by Ramkishen Y.
2. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
3. Rural Marketing – U.C. Mathur, excel books, 1/e
4. Indian Rural Marketing Rajagopal Rawat Publishers

5. Integrated Rural Development – R. C. Arora (S. Chand & Co.)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

**AREA - HUMAN RESOURCES MANAGEMENT
TALENT MANAGEMENT**

L	T	P
2	0	0

Course Name: Talent Management

Course Code: MBA HR1

Course Credit Hours:2

Total Contact Hours:20

Course Objectives:

- This course focuses on the attraction, acquisition, and retention of talent in organizations.
- In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people.
- Aim is to discuss the issues from two perspectives: managing talent in organizations as well as managing one's own talents as an individual.
- In addition, the course will cover the negotiation problems that managers may face in decision-making processes; for example, the hiring negotiation, the promotion negotiation, the firing decision, and HR-relevant cross-cultural negotiation issues.

Course Description: The course is related to Talent Management. Topics include Introduction to Talent Management: Introduction, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Recruitment, Selection, Human Resource Planning, Retention, Talent vs. knowledge people, Evaluation of factors affecting HRP, Strategic view of recruitment & selection. Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

Introduction to Talent Management: Introduction, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Recruitment, Selection, Human Resource Planning, Retention, Talent vs. knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent.

UNIT II

Talent Acquisition: Job Analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process (using MS-Excel and quantitative tools). Evaluation of factors affecting HRP, Strategic view of recruitment & selection. Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions.

UNIT III

Employee Engagement: Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centers, selection errors & minimizing selection errors, Reliability & Validity tests, Choosing the types of interviews.

UNIT IV

Employee Retention: Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model.

UNIT V

Emerging Trends in HR: Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Contemporary development, and Cultural development, Business Process Re-engineering, Contemporary Talent Management Issues and Challenges.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to understand talent management and discuss the process of linking talent management to organizational strategy and other HR practices

2.) Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.

Text Books:

- Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.
- Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition

Reference Books:

- Rao VSP, Human Resource Management, Vikas Publishing, New Delhi
- K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill
- Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi
- Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
- Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

EMPLOYEE RELATIONS MANAGEMENT

L	T	P
2	0	0

Course Name: Employee Relations Management
Course Credit Hours:2

Course Code: MBA HR2
Total Contact Hours:20

Course Objectives

This course would enable the students to understand Employee Relations against the backdrop of globalization and liberalization. The course emphasizes various issues in management of IR in the HRM- dominated context of the modern business environment and developing in the participants' skills in managing these issues in general and in the Indian context in particular.

Course Description: The course is related to employee relations management. Topics include Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management, Organizational Commitment and Engagement. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

Introduction to Employee Relations Management (ERM): Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management.

Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, Performance Management Services, Quality, Involvement and Commitment as Competitive Advantages, the Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys

UNIT II

Organizational Aspects in Employee Relations Management: Introduction, Organizational Commitment and Engagement, How Organizations Work, Organizational Culture, Conflicts in Organizations.

Behavioural Aspects in Employee Relations Management: Introduction, Motivation, Leadership, Communication, Decision Making, Power and Authority

UNIT III

Organizational discipline: Introduction, Overview of Organizational Discipline, Types of Organizational Discipline, Types of Disciplinary Problems, Disciplinary Procedure

Grievance Handling: Introduction, Grievance, needs for Grievance Redressal, Steps in Grievance Redressal Procedure, Essential Pre-requisites of Grievance Procedure, Grievance Interview, Precautions in Grievance Handling, Conflict Resolution

UNIT IV

Industrial relations: Introduction, Overview of Industrial Relations, Composition of Industrial Relations, Importance of Industrial Relations, Perspectives of Industrial Relations

Trade Unions: Introduction, Trade Unions, Reasons for Joining Trade Unions, Functions of Trade Unions, Types of Trade Unions, Advantages and disadvantages of Trade unions, Trade Unions in India

UNIT V

Laws related to Employee Relations: Introduction, Evolution of Employee Laws in India, Laws Relevant to Employee Relations, Laws Relevant to Organizational Conflicts, Laws Relevant to Employee Wages and Compensation.

Contemporary Issues in Employee Relations: Introduction, Careerism, Stress and Employee wellness in organization, Organizational Justice, Organizational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations through Organizational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession

Course Learning Outcomes (CLOs):

- On successful completion of the *course*, the student will be able to describe and critique the concept of employee engagement
- identify problems associated with both over-engagement and disengagement
- examine the extent to which emotional and aesthetic labour are positioned in some contemporary organisations
- critically evaluate the measurement of employee engagement

Text Books:

- Singh, P.N. and Neeraj, Kumar (2011).
- Employee Relations Management, 1/e; New Delhi: Pearson

Reference Books:

1. Sinha, P.R.N., Indu Bala Sinha, and Seema Priyadarshini Shekhar (2011). Industrial Relations, Trade Unions, and Labour Legislation, 8/e; New Delhi: Pearson Education.
2. Vineet Nayar (2010). Employees First, Customers Second: Turning Conventional Management Upside Down. Harvard Business School Publishing.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

HR METRICS AND ANALYTICS

L	T	P
2	0	0

Course Name: HR Metrics and Analytics
Course Credit Hours-2

Course Code: MBA HR 3
Total Contact Hours-20

Course Objectives: The student will be able to:

- Understand the importance of HR metrics and analytics in measuring HR's impact and drive business results.
- Identify the right HR metrics (what to measure, types of measurements etc.,) – aligning HR and business goals.
- Turn metrics into analytics for effective management decisions.

Course Description:

Course is related to various HR metrics and its importance from an enterprise point of view. Topics include concepts and objectives of HR metrics, evolution of HR metrics, alignment of HR metrics with business strategy, HR efficiency measures, HR metrics and employee relation and retention. The course will be delivered in two lectures in a week.

Course Contents:

UNIT I

HR Metrics Overview ■ Concepts, Objectives ■ Historical evolution of HR metrics. ■ Explain how and why metrics are used in an organization

UNIT II

Designing effective Metrics that matters ■ Deciding what metrics are important to your business.

■ HR metrics design principles. ■ Approaches for designing HR metrics: ■ The Inside-Out Approach ■ The Outside-In Approach ■ Align HR metrics with business strategy, goals and objectives. ■ Link HR to the strategy map. ■ Creating levels of metrics measures: HR efficiency measures, HR Effectiveness measures, HR value / impact measures

UNIT III

Building HR functions metrics

■ Workforce Planning Metrics ■ Recruitment Metrics ■ Training & Development Metrics ■ Compensation & Benefits Metrics ■ Employee relations & Retention Metrics.

UNIT IV

THE IMPLEMENTATION OF HR METRICS

Building the business case for HR metrics Implementation: Building support Implementing HR metrics

□

Case study

UNIT V

HR Analytics Overview ■ What HR Analytics. ■ Importance of HR Analytics. ■ Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards).

Course Learning Outcomes (CLOs):

- 1-To have a practical understanding of HR metrics.
- 2-To learn about HR analytics and its application in business.
- 3-To lean about performance enhancement measures and its relation with HR metrics.

Text Books:

1. Predictive HR Analytics: Mastering the HR Metric by Dr. Martin Edwards and Kirsten Edwards
2. People analytics for Dummies by Mike West

Reference Books:

- 1.HR Metrics – The World Class way by John Sullivan
- 2-Data driven HR by Bernard Marr

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

COMPENSATION AND BENEFITS MANAGEMENT

L	T	P
2	0	0

Course Name: Compensation and Benefits Management
Course Credit Hours: 2

Course Code: MBA HR4
Total Contact hours- 20

Course Objectives: To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

At the end of this course, students would demonstrate knowledge in various components of total compensation and its relevance for achieving sustainable competitive advantage. Devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able).

Course Description:

This is a course related to the principles of HR. Topics include compensation management, job evaluation, job analysis, overview of minimum wages act, incentives and retirement benefits. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

INTRODUCTION TO COMPENSATION DEFINITION – Forms of Pay – A Pay Model – Similarities and Differences in Strategies - Strategic Choices – Developing a Total Compensation Strategy - Source of Competitive Advantage. Internal Alignment Defining Internal Alignment – Job Analysis – Evaluating Work: Job Evaluation – Person Based Structures, External Competitiveness Defining External Competitiveness – Designing Pay Levels, Mix, and Pay Structures

UNIT II

INCENTIVES AND FRINGE BENEFITS Incentives – Definition, Types of Incentives, Individual incentives: Measured day Work, Piece work, standard hour, Gain sharing, its advantages and disadvantages, Organisation Wide incentives – Scanlon Plan, Kaiser Plan, Profit sharing, Nonfinancial incentives, Fringe Benefits – Definition, Objectives, Types of Fringe Benefits.

UNIT III

OVERVIEW OF MINIMUM WAGES ACT- 1948 AND EQUAL REMUNERATION ACT-1976. Regulatory compliance including wage and pay commissions, incentive scheme-individual, group, profit sharing- copartner ship- stock option: ESOP, welfare Measures- Statutory & non- Statutory, social security schemes- ESIS, PF, Pension, Insurance, Gratuity and Maternity Benefits.

UNIT IV

INDIVIDUAL GROUP VARIABLE COMPENSATION

Pay for Performance, pay by Seniority, Group Piece rate, Production sharing plan, Employee Profit sharing, Employee stock ownership, Gain Sharing

UNIT V

INCENTIVES AND RETIREMENT PLANS

Basic Pay, Provisions for Dearness allowance- Calculation of total compensation, package, various methods of compensating cost of living, Neutralization factors, Executive Compensation Plan, Retirement Plan, Practical: Preparation of pay roll on excel sheet for executive and managerial position. New practices of compensating employees. (E.g. flexi wage system)

Course Learning Outcomes (CLOs):

- 1-To have a understanding of basic principles of compensation management.
- 2-To learn about various acts regulating HR activities.
- 3-To know about various policies of incentives and other benefits doled out by organizations.

Text Books:

1. Performance Management and Appraisal Systems: HR Tools for Global Competitiveness by T.V. Rao. New Delhi, Response Books.
2. Chadha, P.- Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
3. Performance Management: Robert Bacal, McGraw-Hill Education, 2007.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

PERFORMANCE MANAGEMENT SYSTEMS

L	T	P
2	0	0

Course Name: Performance Management System
Course Credit Hours:2

Course Code: MBA HR5
Total Contact Hours:20

Course Objectives: The course intends to enhance the knowledge and skill of students in understanding and employing performance management system effectively in an enterprise. At the end of this course, students will be able to demonstrate knowledge and skills in the contemporary aspects of performance management; and will be able to design the performance management systems.

Course Description:

The course is related to performance management systems. Topics include Introduction to Performance Management, Performance Management – Concepts, Philosophy, Overview, Objectives and Standards, Performance Planning – Process, Competency and Team based PMS, Competency based Performance Management System – Managerial skills and competencies, developing competencies. These topics will be delivered in two lectures in a week.

Course Contents:

UNIT I

Introduction to Performance Management, Performance Management – Concepts, Philosophy, Overview, Objectives and Standards, Performance Planning – Process, Contents, steps, Process of developing individual to group performance plans

UNIT II

Performance Appraisal and Review – Process and methods, Objectives, steps, Design, Types and Methods of Appraisal, Steps in Review, Effective Performance counselling, Performance Management Systems, PMS – Importance, Features, Dimensions, Performance consulting, Four pillars of PMS, Strategic Performance Management systems

UNIT III

Competency and Team based PMS, Competency based Performance Management System – Managerial skills and competencies, developing competencies, Competency Identification and Assessment Process, Competency models, Team Performance Management – Principles, work wheel, Measuring and managing team performance, Stages, Team building, role analysis

UNIT IV

Decisions based on Performance

Performance based Compensation – Concepts of compensation, Performance related compensation and benefits, skill-based pay, competency-based pay, Executive compensation – Performance based Career Planning, Career Development and Succession planning

UNIT V

Contemporary practices of PMT, Balanced Scorecard – HR Scorecard - Business Process Reengineering - McKinsey 7S framework - Lean Management - Quality management systems, Six-sigma practices, Quick Response Manufacturing

Course Learning Outcomes (CLOs):

- On successful completion of the *course*, the student will be able to learn about 1-
Ways to improve employee productivity and motivation.
2- The importance of employee engagement, communication

Text Books:

Bhattacharyya, Dipak Kumar- Performance Management, Systems and Strategies, 1/e; New Delhi: Pearson

Reference Books:

1. Prem Chadha (2011). Performance Management, 1/e; New Delhi: Macmillan
2. Rao, T.V. (2008). Performance Management and Appraisal System, 1/e; New Delhi: Sage

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

LEARNING AND DEVELOPMENT

L T P

2 0 0

Course Name: Learning and Development

Course Code: MBA HR6

Course Credit Hours:2

Total Contact Hours:20

Course Objectives: The course would enable students to gain an understanding of the latest trends and developments in training. Students will be able to understand the learning process. After completion of the course, students would be able to design training programmes, choose appropriate training methods, and evaluate the effectiveness of learning and development programmes.

Course Description: The course is related to learning and development. Topics include Significance of Training and Development - Career Opportunities in Training - Strategic Planning – OD - Linkage between Business strategy and Training, Assessing Development Needs - Training Need Analysis - The TNA Model - Operational Performance Gaps - Framework for Conducting TNA - Approaches to TNA Design of Training - Developing Objectives - Facilitation of learning and Transfer. These topics will be delivered in two lectures in a week.

Course Contents:

UNIT I

Training: Overview and Trends

Significance of Training and Development - Career Opportunities in Training - Strategic Planning – OD - Linkage between Business strategy and Training

UNIT II

Learning, Motivation, and Performance

Understanding Motivation and Performance - Understanding Learning – Social Learning

Theory - Experiential Learning - Aligning Training Design with Learning Process

UNIT III

Training Needs Analysis and Design

Assessing Development Needs - Training Need Analysis - The TNA Model - Operational

Performance Gaps - Framework for Conducting TNA - Approaches to TNA Design of Training - Developing Objectives - Facilitation of learning and Transfer

UNIT IV

Training Methods

Traditional Training Methods - Lectures and demonstrations - Games and Simulations - On-the-job Training - E-learning and use of Technology in Training - Computer based training methods

UNIT V

Implementation and Evaluation of Training

Development and Implementation of Training - Transfer of Training - Areas of Organizational Training – Orientation - Diversity training - Safety training – Cross functional training - Employee Development - Team Training - Cross Functional Training

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. The importance of training, training methods
2. Learning motivations and its relation with performance.

Text Books:

Blanchard, P. Nick, Thacker, James, V. and Ram, V. Anand. Effective Training, 4/e; New Delhi: Pearson

Reference Books:

1. Noe, A. Raymond and Kodwani, D. Amitabh- Employee Training and Development, 5/e; McGrawHill
2. Janakiram, B. (2007). Training and Development; New Delhi: Biztantra
3. Bray M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, McGraw Hill.
4. Udai Pareek: Understanding Organizational Behaviour, Oxford Press

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%

Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

L T P
2 0 0

Course Name: Strategic Human Resource Management
Course Credit Hours:2

Course Code: MBA HR7
Total Contact Hours:20

Course Objectives:

This course will help the students to think strategically and integrate the activities of HR with the organization's goals.

Course Description:

This course is related to human resource management practices. Topics include models of strategic HRM, SHRM for competitive advantage, Staffing, training and development, global human resource management. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

Conceptual Framework of strategic HRM, models of strategic HRM, development & delivery of HR strategies, challenges in strategic human resource management, impact of strategic HRM, SHRM for competitive advantage.

UNIT II

Implementation of strategic HRM: Staffing, training & development, performance management & feedback, compensation, employee separation.

UNIT III

Components of strategic HRM – organizational HR strategies, functional HR strategies, strategic HRM in action, improving business performance through strategic HRM.

UNIT IV

Managing Strategic Organizational renewal- Managing change and OD, instituting TQM Programmes, Creating Team based Organisations, HR and BPR, Flexible work arrangement.

UNIT V

Global human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriate's selection & repatriation. Building a multicultural organization multinational organization, strategic choice, leadership & strategic issues in international assignment.

Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities.

Course Learning Outcomes (CLOs):

- 1-The students will learn about SHRM as a strategic tool in a business.
- 2-The students will get exposure of Multinational, Global, and Transnational Strategies.
- 3-The course aims at imparting a valuable lesson to all candidates about training and development.

Text books:

- 1. Armstrong, Michael & Baron Angela. - Handbook of Strategic HRM. Jaico Publishing House.
- 2. Mello, Jeffrey A. Strategic Human Resource Management (2nd ed.). India: Thomson South Western.

Reference Books:

- 1. Regis, Richard. (2008). Strategic Human Resource Management & Development (1st ed.) Excel Books.
- 2. Agarwala, T. (2007). Strategic Human Resource Management. New Delhi: Oxford University Press.
- 3. Dhar, Rajib Lochan. (2008). Strategic Human Resource Management (1st ed.). New Delhi: Excel Books.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

HUMAN RESOURCE DEVELOPMENT

L T P
2 0 0

Course Name: Human Resource Development
Course Credit Hours:2

Course Code: MBA HR8
Total Contact Hours:20

Course Objectives: The objective of the course is to provide an understanding of the human resources development framework and focuses on management best practices, tools and models to implement an effective HRD system

Course Description: The course is related to Human Resource Development. Topics include Introduction to Human Resource Development: Meaning, significance and objectives of Human Resource Development, Human Resource Management and Human Resource development functions, Career Management and Development: Introduction to Career management, meaning - Stages of life and Career Development - process of career Development - Issues in career development. These topics will be delivered in two lectures in a week **Course Contents:**

UNIT I

Introduction to Human Resource Development: Meaning, significance and objectives of Human Resource Development, Human Resource Management and Human Resource development functions, Human Resource Development challenges

UNIT II

HRD Need Assessment & Designing of HRD programs: Strategic/ Organizational Analysis- Task Analysis- Person Analysis- prioritizing HRD needs, defining the objectives of HRD Intervention - **Selecting the trainer - Selecting the Training methods - Preparing training material Scheduling an HRD program**

UNIT III

Implementation & Evaluation of HRD programs: Training methods - Classroom training Approaches - Computer based Training, Purpose of HRD Evaluation- Kirkpatrick's evaluation frame work - Data collection for HRD Evaluation - Assessing the impact of HRD programs in Monetary Terms

UNIT IV

Career Management and Development: Introduction to Career management, meaning - Stages of life and Career Development - process of career Development - Issues in career development.

UNIT V

HRD & Diversity: Introduction - Organizational culture - Labor market changes and discrimination adapting to demographic changes. HRD for culturally diverse employees, Developing global managers, HRD systems for International managers. Applications of HRD: HRD Climate, HRD for managing organizational change, HRD for Workers (blue collar employees), HRD Audit

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Organizational culture, application of HRD.
2. Career management techniques.
3. Importance of HRD.

Text books:

- Jon M Werner, Randy L DeSimone : Human Resource development (Thomson/Cengage)
- Raymond A Noe: Employee Trainee Development (Tata McGraw Hill)

Reference Books:

- John P. Wilson Human Resource Development (Kogan Page Business Books)
- Tripathi P.C: Human Resource Development (Sultan Chand & Sons)
- Uday Kumar Halidar: Human Resource Development (Oxford)

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

NEGOTIATION & CONFLICT MANAGEMENT

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Course Name: Negotiation & Conflict Management

Course Code: MBA HR9

Course Credit Hours:2

Total Contact Hours:20

Course Objectives: To familiarize the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations so as to help in managing unions effectively.

Course Description:

This course is related to negotiations and conflict management. Topics include conflict, sources of conflict, negotiations skills, best practices in negotiation, conflict resolution. These topics will be covered in one semester having two lectures in a week.

Course Contents:**UNIT I**

Conflict: Meaning and Source of Conflict, Types of conflict, patterns, levels, and; traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Conflict Process, Management of conflict – Resolution & Stimulation Techniques, Dual Concern Model of Conflict Resolution

UNIT II

Dealing with Conflict: Four myths about conflict, **Team Conflict**, understanding individual styles for handling Inter Personal Conflict, Cross – Cultural differences in Approaches to Conflict, Importance of Emotional Intelligence.

UNIT III

The Negotiation Process – Gaining leverage through power & persuasion:

Elements of Negotiation, Multiparty Negotiations, Stages of Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations, Types, strategies and tactics in negotiation. Bargaining & Negotiation: Differences and similarities. BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness.

UNIT IV

Negotiation Skills for Effectiveness: Need for developing Negotiation skills, Breakdown of Negotiation: Causes and Consequences; Third Party Intervention, Impasse and Alternative Dispute Resolution (ADR), What causes Impasse and Intractable Negotiations, characteristics that make a Negotiation more intractable, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators.

UNIT V

The influence of culture and gender on negotiations: Understanding cultural differences in negotiation; Hofstede’s Cultural Dimensions, GLOBE study on cultural dimensions, Gender issues in negotiations; role of cross-cultural differences in Negotiations; Seven pillars to negotiation wisdom. International Negotiations, Best practices in negotiations.

Course Learning Outcomes (CLOs):

- 1-The students will learn about negotiation skills.
- 2-The students will get exposure of conflict like situations and their amicable resolutions.
- 3-The course also gives fundamental knowledge of conflict management.

Text Books:

1.Carrell. R. Michael & Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education New Delhi, 2008

Reference Books:

- 1.Lewicki J. Roy, Saunders M. David, Berry Bruce, Negotiation, Mc Graw Hill, 5th Edition,
- 2.Cohen, S. Negotiating Skills for Managers. McGraw Hill Professional

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%

Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

AREA- INTERNATIONAL BUSINESS INTERNATIONAL MARKETING MANAGEMENT

L	T	P
2	0	0

Course Name: International Marketing Management
Course Credit Hours-2

Course Code: MBAIB1
Total Contact Hours-20

Course Objectives:

- Provide understanding of the decision variables a marketing manager may use in an international marketing environment.
- To gain experience in developing international marketing strategies.
- Provide understanding of product and pricing decisions appropriate for international market.
- Develop the basic skills needed to develop an international marketing communications plan and strategy,
- Provide opportunities for practical implementation of the relevant concepts through analyzing a variety of international business scenarios.

Course Description:

This is a course related to the principles of international marketing. Topics include scope and significance of international marketing, international marketing strategies, limitations of global marketing, international marketing channels, international PLC etc. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

International Marketing: Scope and Significance of International Marketing, The importance of international marketing, Differences between international and domestic marketing, legal environment and regulatory environment of international marketing. Limitations of Global Marketing.

UNIT II

International Market Entry Strategies: Indirect Exporting, Direct Exporting, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

UNIT III

International product management: International product positioning, Product saturation Levels in global Market, New products in International Market, Products and culture, brands in International Market.

UNIT IV

International Marketing Channels: Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy, Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Grey Market goods.

UNIT V

Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

Course Learning Outcomes (CLOs):

- 1-To have a understanding of international marketing principles.
- 2-To learn about challenges being faced by international companies.
- 3-To know about international PLC and other marketing mix components.
- 4-To help students understand export procedures and EXIM policies.

Text books:

- International Marketing, Michael R. Czinkota, Likka A Ronkainen, Cengage.
- Global marketing Management, Keegan, Green, 4/e, Pearson

Reference Books:

- International Marketing, Philip R. Cateora, John L. Graham, Prasanth Salwan, TMH.
- Global Maketing, Management, Lee, Carter, Oxford.
- International Marketing and Export management, Albaum, Pearson Education.
- Global Marketing, Johansson, TMH.
- Integrated Marking Management – Text and Cases, Mathur, Sage.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%

Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INTERNATIONAL REGULATORY ENVIRONMENT

L	T	P
2	0	0

Course Name: International Regulatory Environment
Course Credit Hours: 2

Course Code: MBA IB2
Total Contact Hours: 20

Course Objectives: The purpose of this paper is to enable the students learn nature scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

Course Description:

This is a course related to international regulatory framework. Topics include global trading and financial environment, various economic institutions like World Bank, IMF, WTO, GATT etc. The subject also contains description about challenges in international investments and other regulatory bodies. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications. Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.

UNIT II

Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.

International Financial Environment: Foreign Investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.

UNIT III

International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements.

UNIT IV

Regional Economic Groupings in Practice: Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation. Multinational Corporations and their involvement in International Business:

UNIT V

Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.

Course Learning Outcomes (CLOs):

- 1- To have an understanding of international regulatory bodies impacting a business.
- 2- To learn about various provisions of international bodies guiding international business.
- 3- To know about financial issues faced by countries and their resolution.
- 4- To help students understand the functioning of world bodies and their roles.

Text Books:

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing,
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth,

Reference Books:

1. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings,
2. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
3. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INTERNATIONAL BUSINESS LAWS

L	T	P
2	0	0

Course Name: International Business Laws
Course Credit Hours:2

Course Code: MBA IB3
Total Contact Hours:20

Course Objectives: To expose the students to the legal and regulatory framework and their implications concerning global business operations and to have a better understanding of the functioning and objectives of various world organizations.

Course Description: The course is related to International Business Laws. Topics include Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract, Regulatory Framework and Taxation: Electronic Commerce These topics will be delivered in two lectures in a week.

Course Contents:

UNIT I

Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors.

UNIT II

Regulatory Framework of WTO: Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, anti-dumping duties and other non-tariff barriers, custom valuation and dispute settlement; Implications of WTO to important sectors – GATS, TRIPs and TRIMs.

UNIT III

Legal Framework Relating to: International Licensing; Franchising; Joint Ventures, Patents and trademarks; Technology transfer, Telecommunications. Legal Framework relating to Electronic Commerce – Intellectual Property Rights.

UNIT IV

Regulatory Framework and Taxation: Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax revenues.

UNIT V

Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. International Business Laws and their compliance.
2. Regulatory framework and its impact on international business.

Text Books:

1. Ray A. August, “International Business Law Text, Cases and Readings” (4th Edition) Amazon.com

Reference Books:

1. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business, Environments and operations.
2. Lew, Julton D.M and Clive Stand brook (eds), International Trade Law and Practice, Euromoney Publications, London.
3. Schmothoff C.R: Export Trade – The Law and Practice of International Trade.
4. Motiwal OP, Awasthi HIC: International Trade – the law and practice; Bhowmik and Company, New Delhi.
5. Kapoor ND: Commercial Law; Sultan Chand & Co., New Delhi.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INTERNATIONAL LOGISTICS

L T P

2 0 0

Course Name: International Logistics

Course Code: MBA IB4

Course Credit Hours:2

Total Contact Hours:20

Course Objectives: The course provides the analytical framework for understanding the logistic models and supply chain techniques in an international perspective.

- To gain a working understanding of logistics principles
- To introduce key activities performed by the logistics functions. □
- To understand the aspects of shipping industry and freight system □
- To understand the ports facilities and global air transportation.
- To understand the role and importance of information and communication technology in logistics management.

Course Description: The course is related to International Logistics. Topics include Logistics Management: Concepts – Importance – Elements of the logistic System , Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent, forwarder These topics will be delivered in two lectures in a week.

Course Contents:

UNIT I

Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.

UNIT II

Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent, forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.

UNIT III

Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.

UNIT IV

Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management.

UNIT V

Forecasting and planning in supply chain management – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. International logistics management.
2. Supply chain management in international framework and related challenges.
3. Decision making in International Supply Chain. **Programme Learning**

Text Books:

1. Chopra S and P Meindl “Supply chain management: Strategy, planning and operations”
David P, “International Logistics” Biztantra, New Delhi, 2006.

Reference Books:

1. Donald J Bowersox Davi J Class” Logistics Management, Tata Mc. Graw Hill, New Delhi.
2. David Stewart,” International Supply Chain Management”, Cengage publications,2008.
3. Reji Ismail, “Logistics Management” Excel Books, 2008.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

EXPORT IMPORT DOCUMENTATION

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Course Name: Export Import Documentation
Credit Hours:2

Course Code: MBA IB5 Course
Total Contact Hours:20

Course Objectives:

□ The basic objective of this course is to provide to the country a steady stream of competent young men & women with the necessary knowledge, skills and foundations for acquiring a wide range of rewarding careers into the rapidly expanding world of Import & Export Management □ To promote basic understanding on the concepts of export and import documentations to enable them to realize the impact of documentations.

Course Description:

The course deals in Export Import. Topics include description of Export and Import, Export documents, Registration process, export incentives, shipment procedures. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT 1

Introduction to exports, Registration process, Selection of products and market Payment terms, Export costing and pricing, Preliminaries for exports. Registration – IEC, RCMC, EPC, Central Excise. (BMC changed to RCMC) Categories of Export, Physical – Direct & Indirect, Deemed Exports Merchant & Manufacturer Exports

UNIT II

Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise clearance for exports, Marine insurance of Export Cargo Shipment goods, Quality and Pre Shipment inspection, EGC Services, GSP rules of origin

UNIT III

Meaning and importance of letter of credit, Documentation papers of L/C EXPORT incentives, risk and insurance, Benefits of Exports, excise clearance Benefit / Rebate, Income Tax Benefit, (IPRS is discontinued), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

UNIT IV

The organization of exports –imports firms and business planning, planning of export/import operations. Import procedures Overview of various export promotion schemes Duty Drawback Advance License, (Replenishment Licenses, Special Interest License is discontinued), Remission Scheme, DEPB Scheme

UNIT V

Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion, scheme. Export of Principal Commodities in India, SEZ, EHTP, STP & EOU's, Types of Export Houses.

Course Learning Outcomes (CLOs):

- 1- The students will learn about export import process and documentation.
- 2- The course is a great help to those pursuing careers in International Business.

Text Books:

1. New Import Export Policy - Nabhi Publications
2. EXIM Policy & Handbook of EXIM Procedure – VOL I & II

Reference Books:

1. A Guide on Export Policy Procedure & Documentation– Mahajan
2. How to Export – Nabhi Publications
3. Export Management – D.C. Kapoor

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

TRADING BLOCKS & FOREIGN TRADE FRAME WORK

L	T	P
2	0	0

Course Name: Trading Blocks & Foreign Trade Frame Work **Course Code:** MBA IB6
Course Credit Hours:2 **Total Contact Hours:**20

Course Objectives:

- To provide specialize knowledge in international trade
- The main objective of this course is to familiarize the students with the international trade environment and the special decision variables underlying the discharge of different blocks function in a multinational corporation

Course Descriptions:

The course is related to international trade and commerce. Topics include foreign trade policy, international trade agreements, SAARC, WTO, ASEAN, GATT, foreign direct investment. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT 1

India's foreign Trade policy: origin, meaning and importance, determinants of Indian FOREIGN TRADE POLICY (SALIENT FEATURES OF EXIM POLICY), Regional economic integration.

UNIT II

Flow of foreign trade and trade relations, India balance payment, Theory of balance of payment, balance of trade, Performance of India's external sector and recent trade reforms, sectoral analysis of India's foreign trade and India's trade basket, trade liberalization in transition economies, India's trade agreement with SAARC, European Unions (EU), US, ASEAN and China, BRICS, OPEC. India's with common wealth countries.

UNIT III

Institutionalization of international trade, Pre GATT scenario, Establishment of WTO, summit of WTO, Regional blocks NAFTA, SAFTA ASEAN etc. Concepts, Objectives, TRIPS, Law and procedure, Trademarks, Copy rights

UNIT IV

Settlement of disputes under WTO, India's Trade relationship with major Trade Blocs in the world India's Trade agreements with various blocks.

UNIT V

Foreign investment policy – policy framework for FDI in India. FDI trend of FII and FDI in India.

Course Learning Outcomes (CLOs):

- 1- The students will learn about important Trade agreements and regulating bodies.
- 2- The course outlines India's foreign direct investment policy which gives an understanding about environment to woo FDIs.
- 3- Another learning is about knowledge of dispute settlement under supervision of trade regulators.

Text Books:

1. Francis Cherrunilam, International Trade and Export Management, Himalaya Publications, 2009.
2. Bhagvati J (ed), International Trade, Penguin Books, 2007.

Reference Books:

1. India's Trade statistics, published by CMIE and DGCIS.

- 2.RBI Annual Reports,
- 3.Annual Reports of Ministry of Commerce

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

CROSS CULTURAL MANAGEMENT

L	T	P
2	0	0

Course Name: Cross Cultural Management
Course Credit Hours:2

Course Code: MBA IB7
Total Contact Hours:20

Course objectives:

- To consider the nature of intercultural communication
- To learn to think across cultural differences
- To experiment with different ways of acting in cross-cultural situations
- To reflect on the cultural foundations of economic systems and of organizational practices To provide a thorough understanding of the impact of an international context on management practices based on culture.
- To explain and evaluate frameworks for guiding cultural and managerial practice in international business.

Course Description: The course is related to Cross Culture variables. Topics include Basic framework of Cross Cultural Management: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management, Gender differences, Gender, multiethnicity, religion, geography Body language, the culture of poverty, Hofstede’s dimensions, Cultural aspects of international business negotiations. These topics will be delivered in two lectures in a week.

Course Contents:

UNIT I

Basic framework of Cross Cultural Management: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management – Implications for the Manager. Comparing Cultures. Shifts in the Culture – Organizational Culture – Culture and Communication – Needs and Incentives – Dispute Resolution and Negotiation.

UNIT II

Structure of Cross Cultural Management: Formal Structures – Functions – Bureaucracy – Culture and Bureaucracy – Implications. Informal Systems – Informal Relationships – Patronage, Society and Culture – Government-Business Patronage – Guanxi – Managing Informal Systems – Implications.

UNIT III

Cultural diversity and multicultural teams: The impact of cultural differences on individuals, Verbal and non- verbal communication across cultures, Kohlberg's theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross cultural communication, , Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs. development, Respect cultural differences vs. stages of development, The possibility of an international subculture.

Cultural diversity and multicultural teams: National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, motivating across cultures, Management of cross- culture teams, Leadership traits required for managing cross culture teams.

UNIT IV

Conflict and negotiation:

Gender differences, Gender, multiethnicity, religion, geography Body language, the culture of poverty, Hofstede's dimensions, Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies

UNIT V

Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation – Emergent Strategy
– Implications. Culture and ethics: Understanding significance of cultural values & ethics in cross boarder businesses, Corporate

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Cross Culture and the ways to manage it.
2. The students will be exposed to various conflicts and strategies to handle them.

Text Books:

1. Helen Deresky, International Management: Managing across Borders and Cultures, 5th Edition, Pearson Education, 2009
2. Richard M. Hodgetts & Fred Luthans, (2005), International Management, 3rd Edition, Tata McGraw Hill Publications, New Delhi,

Reference Books:

1. Hodgetts, R., M., & Luthans F, (2005), International Management, Tata McGraw Hill Publications, New Delhi.
2. Hill, C. (2007) International Business: Competing in the Global Marketplace. (6th ed) Tata McGrawHill.
3. Cross culture management by Ms Shobhana Madhavan, Oxford University Press, 2011
4. Eastern and Cross Culture Management by N K Singh, Springer.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INTERNATIONAL FINANCIAL MANAGEMENT

L	T	P
2	0	0

Course Name: International Financial Management
Course Credit Hours:2

Course Code: MBA IB8
Total Contact Hours:20

Course Objectives: The course aims to acquaint the students with complexities and issues in financial management of a multinational firm. This course will help students to understand various analytical tools and techniques for financial decision making in a global setting.

Course Description: The course is related to International Financial Management. Topics include Greenfield investment Vs. Cross border. Foreign exchange market- spot and forward market, Participants in foreign exchange market. Arbitrage, hedging and speculation, covered interest arbitrage, Estimation of cash flows from cross border investment projects. Valuation techniques including Adjusted Present Value method. Risks in cross border investment decision- currency risk, political risk, country risk, inflation risk etc. These topics will be delivered in two lectures in a week.

Course Contents:

UNIT I

Introduction: Globalization and the multinational firm. Complexities and issues in financial decisions of a multinational firm. Foreign investment decision; exchange rate movement and decision to invest; foreign direct investment theories and strategies. Greenfield investment Vs. Cross border. Foreign exchange market- spot and forward market, Participants in foreign exchange market. Arbitrage, hedging and speculation, covered interest arbitrage. Contemporary issues in international financial management.

UNIT II

International Capital Budgeting Decision: Estimation of cash flows from cross border investment projects. Valuation techniques including Adjusted Present Value method. Risks in cross border investment decision- currency risk, political risk, country risk, inflation risk etc. Techniques for incorporating risks in cross border investment decision. Assessment and management of political risk. Country risk analysis.

UNIT III

Financing Decision, Dividend Policy and Working Capital Management in a Multinational firm: International capital structure and cost of capital. Determinants of capital structure of MNEs. Financing of foreign subsidiaries or projects- Internal and External sources, Parent Debt and Parent Equity, Bank Guarantees etc. Dividend policy of MNEs. International working capital management- Cash management, inventory management and receivables management.

UNIT IV

Currency Risk and Interest Rate Risk Management: Types of risk exposure- Transaction exposure, Economic exposure and Translation exposure. Management of currency risk using currency forwards, currency futures, currency options and currency swaps. Assessment of interest rate risk. Management of interest rate risk using Interest rate futures, interest rate swaps and other financial swaps.

UNIT V

International Diversification and Portfolio Investment: Risk factors in international investing. International diversification- risk and return aspects. International CAPM. Identification of optimal portfolio.

International Accounting and International Taxation: Foreign currency translation; Multinational transfer pricing and performance measurement; consolidated financial statements; International accounting standards and practices. Relevant accounting standard in India (AS-11). International tax environment; Bilateral tax treaties and tax heavens. Impact of taxation on cross-border investment decisions.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. International finance and accounting.
2. Practical aspects of managing finance in International Markets.

Text Books:

1. Eun, Cheol S. and Resnick, Bruce G., 'International Financial Management', Tata McGraw- Hill.
2. Apte P.G., 'Multinational Financial Management', Tata -McGraw Hill, New Delhi.
3. Bekaert, Greet and Hodrick, Robert J., 'International Financial Management', Prentice Hall.

Reference Books:

4. Madura, Jeff, 'International Financial Management', Cengage Learning.
5. Shapiro, Alan C., 'Multinational Financial Management', John Wiley.
6. Levi D, Maurice, 'International Finance', Routledge.
7. Sharan, V., International Financial Management, PHI Learning Pvt. Ltd.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INTERNATIONAL FINANCIAL SYSTEM

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Course Name: International Financial Management
Course Credit Hours:2

Course Code: MBA IB9
Total Contact Hours:20

Course Objectives: The objective of this paper is to equip the students with an understanding of the international financial system, its evolution and growing importance as well as challenges thrown up by increasing globalization of finance.

Course Description: The course is related to International Financial System. Topics include Growing importance of international finance, costs of international investment crisis and contagion. Balance of Payments-current account, capital account, official reserve account, J curve, forex reserves-costs and benefits. BOP trends in major countries, persistent current account deficits and surpluses among nations (Global Imbalances) and their repercussions. These topics will be delivered in two lectures in a week.

Course Contents: UNIT

I

Introduction: Growing importance of international finance, costs of international investment crisis and contagion. Balance of Payments-current account, capital account, official reserve account, J curve, forex reserves-costs and benefits. BOP trends in major countries, persistent current account deficits and surpluses among nations (Global Imbalances) and their repercussions. Shifting global dominance of the U.S.A., Growing importance of a unified Europe and emerging Asia.

UNIT II

International Monetary System: Evolution of the international monetary system, bimetallism, Gresham's Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin's Paradox, special drawing rights, flexible exchange rate regime, present arrangements including dollarization. The European Monetary Union and its costs and benefits. Fixed versus floating exchange rate systems.

UNIT III

Exchange Rate Determination and Forecasting: Measuring exchange rate movements and volatility, factors influencing exchange rates, Government intervention-direct and indirect intervention and sterilized and non-sterilized intervention. Interest Rate Parity, covered and uncovered interest arbitrage, Purchasing Power Parity-absolute and relative, Fisher Effect and International Fisher Effect. Forecasting Exchange Rates- Technical Approach, Fundamental Approach and Efficient Market Approach.

UNIT IV

International Financial Markets: Forex Markets; spot market, direct and indirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures and options market. International money markets, international credit markets, international bond markets and international stock markets. Regulatory asymmetry and its implications.

International Banking: Offshore banking and offshore currency trading, factors contributing to the growth of international banking and Eurocurrency trading, regulatory asymmetry, shadow banks. Bank failure and safety nets, Problem of moral hazard and systematically important financial institutions. Problems in regulating international banking, regulatory arbitrage. BIS and Basel Committee-issues and challenges.

UNIT V

Financial Crisis: Financial flows to developing countries, Problem of original sin, crisis in the Latin American countries, growth and crisis in Asia, contagion. Capital mobility-the trilemma of the exchange rate regime. Lessons from the crisis. Role of International financial institutions like IMF and World Bank. Securitization and the financial crisis of U.S.A. (2008-09), role of credit rating agencies. Euro zone crisis and other contemporary issues.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

- 1.International financial system and its intricacies.
- 2.Different aspects of financial crisis
3. International Economic Regulatory bodies and their roles.

Text Books:

- 1.Levi D, Maurice, International Finance, Routledge.
- 2.Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc, International Economics, Pearson Education.

Reference Books:

- 1.Madura, Jeff, International Corporate Finance, South-Western/Cengage learning.
- 2.Eun, Cheol S. and Resnick, Bruce G., International Financial Management, Tata McGraw- Hill.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

AREA – OPERATIONS MANAGEMENT

Supply Chain and Logistics Management

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Course Name: Supply Chain & Logistics Management

Course Code: MBA OP1

Course Credit Hours: 2

Total Contact Hours- 20

Course objectives:

- To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.
- To provide basic understanding of warehousing and performance management tools.
- An understanding of information systems to support collaboration and concept of global supply chain.

Course Description:

This course is related to supply chain management techniques and its impact on business. Topics include logistics management, procurement, manufacturing, inventory and warehouse management. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

TWENTY FIRST CENTURY SUPPLY CHAINS: The Supply Chain Revolution – Generalized Supply Chain Model – Supply chain and networks – Extended organization - Integrative Management – Responsiveness – Financial Sophistication – Globalization- Digital Business Transformation

LOGISTICS: The Logistics of Business - The Logistical Value Proposition- The Work of Logistics Logistical Operating Arrangements - Flexible Structure – Supply Chain Synchronization.

UNIT II

PROCUREMENT AND MANUFACTURING: The Quality Imperative Procurement – Manufacturing- Logistical Interfaces

INFORMATION TECHNOLOGY FRAMEWORK: Information System Functionality- Comprehensive Information System Integration-Communication Technology-Rationale for ERP Implementation-ERP System Design-Supply Chain Information System Design.

UNIT III

INVENTORY: Inventory Functionality and Definitions-Inventory Carrying Cost-Planning

Inventory- Managing Uncertainty-Inventory Management Policies. Inventory Management Practices
TRANSPORTATION: Transport Functionality, Principles and Participants.

Transportation Service - Transportation Economic and Pricing- Transport Administration –
Documentation

WAREHOUSING: Strategic Warehousing-Warehousing Operations. Warehousing Ownership
Arrangements- Warehouse Decisions.

UNIT IV

PACKAGING AND MATERIALS HANDLING: Packaging Perspectives. Packaging for Materials
Handling Efficiency-Materials Handling.

OPERATIONAL INTEGRATION: Why Integration Creates Value- Systems Concept and
Analysis- Logistical Integration Objectives-Enterprise Integration. Supply Chain Processes
Sales and Operations Planning (S & OP)-Supply Chain Planning Considerations-Pricing.

UNIT V

GLOBAL STRATEGIC POSITIONING: Global Supply Chain Integration. Supply Chain Security
International Sourcing.

NETWORK INTEGRATION: Enterprise Facility Network- Warehouse Requirements-Total Cost
Integration- Formulating Logistical Strategy.

RELATIONSHIP DEVELOPMENT AND MANAGEMENT: Development and Management of
Internal Logistics Relationships-Development and Management of Supply Chain Relationships.

E COMMERCE AND SCM: E commerce advantages and disadvantages for SCM – ecommerce
as an enabler – evolution of world class supplies chains – EDI – Exchanges, hubs and
marketplaces – ERP.

Course Learning Outcomes (CLOs):

- 1-The students will learn about supply chain management and its role in business.
- 2-The students will get an exposure of various variables of distribution logistics like warehouse management and inventory management.
- 3-Sound knowledge of supply chain management will help students get proficiency in production and logistics process..

Text Books:

1. Supply Chain Logistics Management - Bowersox, Closs & Cooper – McGraw-Hill, 2nd Indian ed.
2. World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed.

Reference Books:

- 1.Global operations & Logistics- Philippe - Pierre Dornier, John Wiley & sons Inc, New York, 2002.
- 2.Designing and Managing the supply chain - David Simchi, Levi & Philip Kaminski, McGraw-Hill Companies Inc., 2000.

3. Operations Now – Finch, Mc Graw Hill, 3rd ed.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

LEAN SIX SIGMA

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Course Name: Lean Six Sigma

Course Credit Hours-2

Course Code: MBAOP2

Total Contact Hours-20

Course objectives:

To gain insights about the importance of lean manufacturing and six sigma practices.

Course Description:

This course is related to lean manufacturing and six sigma practices. Topics include lean six sigma, implications of quality levels, Process mapping, Regression analysis, six sigma methodologies, six sigma challenges. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS

Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma – lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality

(COPQ), Cost of Doing Nothing

– assessment questions

UNIT II

THE SCOPE OF TOOLS AND TECHNIQUES

Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis

– Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management.

UNIT III

SIX SIGMA METHODOLOGIES

Design for Six Sigma (DFSS), Design for Six Sigma Method - Failure Mode Effect Analysis

(FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed

leadership – Change, Acceleration Process (CAP)- Developing communication plan – Stakeholder

UNIT IV

SIX SIGMA IMPLEMENTATION AND CHALLENGES

Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach – implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigmas’ – cultural challenge – customer/internal metrics.

UNIT V

EVALUATION AND CONTINUOUS IMPROVEMENT METHODS

Evaluation strategy – the economics of six sigma quality, return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S

Course Learning Outcomes (CLOs):

- 1.The students will learn about six sigma techniques and its role in business.
- 2.The students will get exposure to the relationship between implementation of six sigma and productivity.

Text Books:

- 1.Supply Chain Logistics Management - Bowersox, Closs & Cooper – McGraw-Hill, 2nd Indian ed.
- 2.World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed.

Reference Books:

1. Michael L. George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003
2. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill,2000
3. Fred Soleimannejed, Six Sigma, Basic Steps and Implementation, Author House, 2004
4. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000
5. James P. Womack, Daniel T. Jones, Lean Thinking, Free Press Business, 2003.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

INVENTORY MANAGEMENT & MATERIAL REQUIREMENTS PLANNING

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Course Name: Inventory Management & Material Requirements.

Course Code: MBA OP3

Course Credit Hours:2

Total Contact Hours:20

Course objectives:

- Understand how inventory planning and material management should be considered for profitability.
- To help students to know about functionality of materials management in business.
- To help students to understand the different tools used to storing material efficiently.
- To help students to understand the complete process of Purchasing.
- To help students to understand the different techniques of reducing inventory cost.
- To help students to understand the process buying material internationally.

Course Description:

The course is related to inventory planning and material management. Topics include inventory management, inventory control techniques, inventory models, material requirement planning. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

Inventory Management: Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand, Responsibility for inventory management.

Strategic Inventory Management: Objectives and Importance of the inventory management function in reference to Profitability, Strategy, customer satisfaction and Competitive Advantage.

UNIT II

Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns, Reduce throughput time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations.

UNIT III

Inventory Models: Inventory models – Fixed Order Versus Fixed Interval systems –

Developing Special Quantity Discount Models – Inventory Model for Manufactured Items –

Economic Lot Size when Stock Replenishment is instantaneous – Non-instantaneous Replenishment Models – Inventory Models with uncertainty – Probabilistic Inventory Models – Models with Service Levels and Safety Stock.

UNIT IV

Material Requirement Planning Systems (MRP): Meaning, purpose and advantage of MRP, Data Requirements and Management – Files and Database – Updating Inventory Records – Bill of Materials, types of BOM, Modular BOM, Master Production Schedules - meaning, objectives process. Managing MPS inventory records, lot sizing, process of MRP, and output of MRP. Introduction to MRPII systems. Using Distribution Resource Planning to manage inventories in multiple locations.

Make or Buy Decisions: Concept of outsourcing, Factors influencing Make or Buy Decisions, Trends in Make or Buy Decisions in context of core competency.

UNIT V

Materials Management in JIT Environment: Zero inventory concept, Excess Inventory: A Roadblock to World-Class Manufacturing, Materials management in JIT environment, Vendor Managed Inventory, vendor relationship in JIT context.

Performance: Evaluation of Performance of Materials Function - Criteria and methodology of evaluation. (5)

Course Learning Outcomes (CLOs):

- 1-The students will learn about functionality of materials management in business.
- 2-To help students to understand the complete process of Purchasing.
- 3-To help students to understand the different techniques of reducing inventory cost.

Text Books:

1. Foundations of Inventory Management – Zipkin, McGraw Hill.
2. Orliky's MRP – Plossl
3. Production Planning and Inventory Control - Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, Prentice Hall of India Pvt Ltd,
4. Introduction to Materials Management, - J. R. Tony Arnold, Stephen N. Chapman - Prentice Hall

Reference Books:

- 1.Principles of Inventory and Materials Management - Richard J. Tersine, Prentice Hall PTR
- 2.Essentials of Inventory Management - Max Muller, AMACOM/American Management Association
- 3.Production and Inventory Control - J H Greene, Homewood III: Richard D Irwin
- 4.Materials Management – A.R. Palit.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

WORLD CLASS MANUFACTURING & MAINTENANCE MANAGEMENT

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Course Name: World Class Manufacturing & Maintenance **Course Code:** MBA OP4
Course Credit Hours: 2 **Total Contact Hours:** 20

Course Objectives:

- To help students understand the global competitive environment being faced by manufacturers.
- To help students to know the impact of IT revolution on manufacturing competitiveness
- To help student’s different international practices & models adopted by various organizations
- Understand various practices being taken up by Indian Industries
- To help students to know the maintenance management practices

Course Description:

The course is related to manufacturing performance. Topics include models of manufacturing, manufacturing strategies, performance measurement, Competitive Indian Manufacturing Performance and Competitiveness. Machine life depreciations, maintenance documentations & MIS. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT 1

Information Age and Global Competitiveness: The Emergence of Information Age; Competition and Business Challenge; Operating Environment; Globalization and International Business; Global Competitiveness and Manufacturing Excellence; World Class Manufacturing and Information Age Competition; Manufacturing Challenges, Problems in Manufacturing Industry

UNIT II

Cutting Edge Technology & Philosophy of World Class Manufacturing : Value Added Engineer in - Hall's Framework; Schonberg's Framework of WCM; Gunn's Model; Markell's Model Evolution of WCM; Ohno's View on WCM; Principles and Practices; Quality in WCM; Deming's & Shingo's Approach to Quality Management; Culmination of WCM, Generic Manufacturing Strategies for Information Age; Planning Methodology and Issues in Strategic Planning of WCM; Performance Measurement - PO-P System, TOPP System and Ambit System.

UNIT III

System and Tools for World Class Manufacturing the Integration Imperative; Overview of Systems and Tools; Information Management Tools - Product and Process Design Tools, Bar Code Systems, Kanban: A Lean Production Tool, Statistical Quality Control (SQC), Material Processing and Handling Tools; Assessment of Manufacturing Systems and Tools.

UNIT IV

Competitive Indian Manufacturing Performance and Competitiveness – Indian Firms: Manufacturing Objectives and Strategy; Usage of Management Tools and Technologies; Manufacturing Management Practices; IT Infrastructure and Practices; Strategic Intent Framework; Breadth and Integration of IT Infrastructure.

UNIT V

Function of maintenance management, dynamics of maintenance organization/ departments, types of maintenance system, maintenance planning and scheduling, universal maintenance practices, total productivity maintenance, emergencies and breakdown processes, Machine life depreciations, maintenance documentations & MIS

Case Studies Accelerated Fermentation Process – Using World Class Enzymes; Birla Cellulosic Kharach

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn the key *learning* points for critical success factors, flexible *manufacturing* system, total employee involvement, Human Resources theories.

Text books:

1. World Class Manufacturing- A Strategic Perspective by BS Sahay, KBS Saxena & Ashish Kumar, Publisher: Rajiv Beri for Macmillan India Ltd.
2. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Publisher: Butter Worth Heinemann

Reference Books:

3. The Toyota Way by Jeffrey K. Liker, Publisher: Tata McGraw Hill
4. Managing Technology & Innovation for Competitive Advantage by V. K. Narayanan, Publisher: Prentice Hall

5. World Class Manufacturing - The Lesson of Simplicity by Richard J Schonberg, Publisher: Free Press - A Division of Simon and Schuster

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

PRODUCT DESIGN

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Course Name: Product Design

Course Code: MBA OP5

Course Credit Hours:2

Total Contact Hours:20

Course objective:

- Understand the application of structured methods to develop a product

Course Description:

The course is related to product design and performance. Topics include Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps &Technique. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

INTRODUCTION

Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

UNIT II

PRODUCT PLANNING

Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps &Techniques.

UNIT III

PRODUCT CONCEPT

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT IV

INDUSTRIAL DESIGN AND DESIGN TOOLS

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use Testing-Collaborative Product development. Product development economics-scoring model- financial analysis.

UNIT V

PATENTS

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will use the Product Design and Development Process, as a means to manage the development of an idea from concept through to production.

Text Books:

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, McGraw – Hill, 2.
2. Kenneth B. Kahn, New Product Planning, Sage, 2010.

Reference Books:

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
2. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
3. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier,
4. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill, 2006.
5. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

SERVICES OPERATIONS MANAGEMENT

L T P

2 0 0

Course Name: Services Operations Management

Course Code: MBA OP6

Course Credit Hours:2

Total Contact Hours:20

Course Objectives: To help understand how service performance can be improved by studying services operations management

Course Descriptions:

The course is related to service sector. Topics include importance and role of service sector, role of information technology, environmental strategies, service quality and strategy. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

INTRODUCTION

Services – Importance, role in economy, service sector – growth; Nature of services –Service classification, Service Package, distinctive characteristics, open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies – Environmental strategies.

UNIT II

SERVICE DESIGN

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration; Managing Service Experience –experience economy, key dimensions; Vehicle Routing and Scheduling

UNIT III

SERVICE QUALITY

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL - Walk- through Audit; Quality service by design - Service Recovery - Service Guarantees; Service

Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

UNIT IV

SERVICE FACILITY

Services capes – behavior - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, center of gravity, retail outlet location, location set covering problem

UNIT V

MANAGING CAPACITY AND DEMAND

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising, globalization.

Course Learning Outcomes (CLOs):

- 1- The students will learn about the importance of service sector which is the fastest growing sectors.
- 2- The course offers a valuable content for students looking to service sector to pursue their career.

Text Books:

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, McGraw
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition

Reference Books:

- 1- Operations Management- Theory & Practice
- 2- Service Management by James.A

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

TOTAL QUALITY MANAGEMENT

L T P

2 0 0

Course Name: Total Quality Management

Course Code: MBA OP7

Course Credit Hours:2

Total Contact Hours:20

Course Objectives:

To learn the quality philosophies and tools in the managerial perspective.

Course Description:

The course is related to the theory of TQM. Topics include Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed, TQM techniques, Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership.

These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

INTRODUCTION

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II

PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III

STATISTICAL PROCESS CONTROL

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed.

Process capability – meaning, significance and measurement – Six sigma - concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

UNIT IV

TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE.

UNIT V

QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.

Course Learning Outcomes (CLOs):

1. On successful completion of the *course*, the student will be able to enumerate and justify the dimensions of product quality or service quality for the same.
2. Given the defective item analysis (type of defect, frequency, number of defects), the students will be able to draw and justify the Pareto chart to prioritize the defects.

Text Books:

1. Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Pearson Education.
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, **Reference Books:**
 1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, Wiley India Pvt Limited,
 2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson,
 3. Poornima M. Charantimath, Total Quality Management, Pearson Education, First Indian Reprint

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%

Total Internal Assessment

- 40%

OPERATIONS STRATEGY

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Course Name: Operations Strategy

Course Code: MBA OP8

Course Credit Hours:2

Total Contact Hours:20

Course Objectives: to maximize efficiency while producing goods and services that effectively fulfill customer needs

Course Description:

The course is related to the operations management strategy. Topics include Operations Management in the organizational chart - Operations as a service – Historical role of Operations Management

Current perspectives. Operations Strategy and Competitive dimensions – Operations and Corporate Strategy – Strategic Fit – A framework for Operations Strategy in Manufacturing, Services. Linking investments to Product Life Cycle and Risk reduction – fast market feedback – use of IT – organizational learning – Traditional accounting and financial perspectives and operations strategy. These topics will be covered in one semester having two lectures in a week.

Course Contents:

UNIT I

OPERATIONS STRATEGY & COMPETITIVENESS: World of operations in 2020 – Operations Management in the organizational chart - Operations as a service – Historical role of Operations Management

– Current perspectives. Operations Strategy and Competitive dimensions – Operations and Corporate Strategy – Strategic Fit – A framework for Operations Strategy in Manufacturing, Services.

ROLE OF MANUFACTURING /OPERATIONS IN BUSINESS STRATEGY: Value as business concept – strategic issues in manufacturing – Value Chain Concept Focus, core competence and distinctive capabilities
– stake holders & strategy.

UNIT II

METHODOLOGY FOR DEVELOPING OPERATIONS STRATEGY: Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets
– Order Winners, Order Qualifiers.

DYNAMIC MARKETS & GENERIC STRATEGIES: Technology strategy – Issues in New Product development Time to market – strategic nature of process – Business implication of Process choice – Hybrid Process.

UNIT III

PRODUCT /SERVICE PROFILING: Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions. Progression & Regression.

OPERATIONS STRATEGY IMPLEMENTATION: Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing – Quality as strategic factor – CAD/CAM/CIM. Delivering Value to customer.

UNIT IV

MANUFACTURING INFRASTRUCTURE DEVELOPMENT: Importance, issues involved – organizational issues operational approaches to improving delivery system, controlling operations – key performance Indicators, PQCDMS.

UNIT V

INVESTMENTS DECISIONS: Linking investments to Product Life Cycle and Risk reduction – fast market feedback – use of IT – organizational learning – Traditional accounting and financial perspectives and operations strategy.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to understand the input–process–output framework, the extensions of it, and apply them to a wide range of operations. examine the types of transformation processes occurring within operations. define the roles and responsibilities of operations managers and the challenges they face.

Text Books:

1. Operations Strategy -- David Walters – Palgrave MacMillan
2. Operations Management for Competitive Advantage – Chase
3. Competitive Manufacturing Management – Nicholas
4. Manufacturing Strategy - Terry Hill

Reference Books:

5. Strategic Operations Management - Steve Brown, Richard Lamming, John Bessant, Peter Jones – (Butterworth Heinemann)
6. Competitive strategy – M.E Porter.
7. Operations Management – Terry Hill.
8. JIT in manufacturing – M.G. Koregaonkar (Mac Millan)
9. Managing Technology & Innovation for Competitive Advantage – Narayanan.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

SUPPLY CHAIN ANALYTICS

L	T	P
2	0	0

Course Name: Supply Chain Analytics
Course Credit Hours:2

Course Code: MBA OP9
Total Contact Hours:20

Course Objectives: Understand the importance of the basics of Business Analytics and Optimization. Understand the importance of the basics of Supply Chain Analytics and Optimization Analyze the level of uncertainty associated with the supply of products and services to targeted customer segments and justify the choice of a supply chain strategy and its fit with competitive strategy.

Course Description: The course is related to supply chain analytics. Topics include Concept of Descriptive Analytics in a Supply Chain, supply chain analytics, The importance of supply chain analytics in the flows involving material, money, information and ownership. These topics will be covered in one semester having two lectures in a week.

Course Content:

UNIT I

Context of today's supply chains (SC) analytics Understanding and defining the supply chain analytics (SCA) Revisions of Basic Lessons of Supply Chain Management Why is Analytics Important in a supply chain?

Relating Operations Management with Supply chain concepts with SC Analytics

The importance of supply chain analytics in the flows involving material, money, information and ownership.

UNIT II

Supply chain analytics

Key issues in supply chain analytics What involves in supply chain analytics

Concept of Descriptive Analytics in a Supply Chain

Discussion on some Few Supply Chains Analytics applications in India (student's participation is expected)

Decision Domains in in supply chain analytics.

UNIT III

Foundation of Business Analytics (BA)

E2: Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software,

Supply Chain (SC) Decisions that requires mathematical or interpretative modeling.

Understanding of Data and its role in Analytics Analytics of

a Transportation problem in a Supply Chain Managerial implication of results of analytics.

A CASE STUDY OF SUPPLY CHAIN ANALYTICS.

UNIT IV

Foundation of **PRESCRIPTIVE ANALYTICS IN NETWORK PLANNING IN A SUPPLY CHAIN**

Network Planning in a Supply Chain

Importance of Network Planning

Design of Logistics Network using Heuristics/optimization (Exercise 3.4 Levi (2008))

Concept of 3PL/4PL in a Supply Chain

Case Study: GATI

UNIT V

Foundation of **Modeling Coordination Decisions in SUPPLY CHAIN MANAGEMENT**

Foundation of PERFORMANCE MANAGEMENT IN SUPPLY CHAIN MANAGEMENT

IT ENABLEMENT OF SUPPLY CHAINS

Role of ICT in Supply chains

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to understand develop a sound understanding of the important role of supply chain management in today's business environment. Become familiar with current supply chain management trends Understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations.

Text Books:

1. Supply Chain Analytics- Using Data to optimize supply chain process

Reference Books:

1. Supply Chain analytics and Modelling by James Ferguesen

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%

Total Internal Assessment

- 40%

AREA - INFORMATION TECHNOLOGY MANAGEMENT

MANAGING E-BUSINESS

L T P

2 0 0

Course Name: Managing E-Business

Course Code: MBA IT1

Course Credit Hours:2

Total Contact Hours:20

Course Objectives:

This course is aimed at developing an understanding of emerging e-business paradigms, with special reference to various issues and concerns imperative to implementation of e-business strategies. The course will focus on analysis of factors responsible for successes and failures of e-business initiatives.

Course Description: The course is related to managing electronic business. Topics include Role of transactions on the electronic media. Growth of E-Business in an organization. Impact of EBusiness on industries; Components of E- Business technology; Implementing B-2-B ECommerce. Supply-Chain Integration; Enterprise Application Integration. E-Commerce Value Chain. Internet Business Models; Internet Business Strategy. These topics will be delivered in two lectures in a week.

Course Contents

Unit 1:

Managing businesses electronically. E-Business and E-Commerce. Role of transactions on the electronic media. Growth of E-Business in an organization. Impact of E-Business on industries; Components of E- Business technology; Role of websites and Internet in E-Business. Emerging technologies for E-Business solutions.

Unit 2:

Introduction to e-Commerce. Role of EDI in e-Commerce. Different types of e- Commerce. Emerging paradigms of e-commerce – M-Commerce, T-Commerce, and WAP. Knowledge management in the e- Commerce Era. Indian e-Commerce Scenario; IT Act; Indian Convergence Bill; Cyber Appellate and PKI.

Unit 3:

Electronic Payment Systems. Paying via the Net. Payment Protocols; Payment Gateways; Payment and Content Management; Role of ASPs in Payment via the Net. Security and Privacy Issues related to E- Commerce. On-line, Pre-paid and post-paid Electronic Payment Systems. Architectural Framework for E- Business.

Unit 4:

Implementing B-2-B E-Commerce. Supply-Chain Integration; Enterprise Application Integration. ECommerce Value Chain. Internet Business Models; Internet Business Strategy; Implementation Strategies. Search Engines and Internet Advertising. Building Virtual Communities.

Unit 5:

Building e-Alliances; Business Exchanges and Intermediaries. E-Business Strategies and Economics of E- Business.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. E- Business as one of the most happening business models.
2. Learnings about various E-Business models like B-2B,B-2C.
3. Internet and social media advertising.

Text Books:

1. Amor, D. (2000). The E-Business revolution: Living and working in an interconnected world. New Jersey: Prentice Hall Inc.
2. Bhaskar, B. (2009). Electronic commerce: Framework, technologies and applications (3rd ed.). New Delhi: Tata McGraw Hill Education.
3. Chaffey, D. (2007). E-Business and e-commerce management (3rd ed.). Pearson Education.
4. Josph, P. T. (2005). E-Commerce: An Indian perspective (2nd ed.). New Delhi: Prentice-Hall of India.

Reference Books:

5. Kalakota, R., & Whinston, A. B. (2009). Electronic commerce: A manager's guide. New Delhi: Pearson Education.
6. Leon, A., & Leon, M. (2001). The E-Biz primer: How to design profitable websites and web portals. New Delhi: Tata McGraw Hill Education.
7. Stephen, C. (2004). Strategic management of e-business. New York: John Wiley & Sons.
8. Vince, C., & Cripe, B. (2008). Reshaping your business with web 2.0. New Delhi: McGraw Hill Computing.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BUSINESS PROCESS RE-ENGINEERING

L T P

2 0 0

Course Name: Business Process Re-Engineering

Course Code: MBA IT2

Course Credit Hours:2

Total Contact Hours:20

Course Objectives:

This course is aimed at developing an appreciation of process view of organizations among the participants. The participants are expected to work on IT enabled process redesign and process reengineering as a part of this course.

Course Description: The course is related to Business Process re-engineering. Topics include Definitions and Concepts. Process Improvement and Process Redesign. BPR Experiences in Indian Industry, Business Process Improvement. Business Process Redesign. Models of BPR; Business Process Management and BPR. These topics will be delivered in two lectures a week.

Course Contents

Unit 1:

Business Process Re-engineering – Definitions and Concepts. Process Improvement and Process Redesign. BPR Experiences in Indian Industry.

Unit 2:

Process Identification and Process Mapping Tools; Role/Activity Diagrams. Best Practices and Benchmarking. Scope of BPR in Service and Manufacturing Organizations. Organizational Transformation thru BPR.

Unit 3:

Business Process Improvement. Business Process Redesign.

Unit 4:

Management for BPR Implementation. Re-organizing People and Managing Change. Evolving technologies to support BPR initiatives. BPR in Public Systems.

Unit 5:

BPR Methodology. Models of BPR; Business Process Management and BPR, Critical Success Factors for successful implementation of BPR. Successes and Failures of BPR-Indian Cases.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Business Process Methodologies. 2. Live cases of BPR from industry.

Text Books:

1. Goldratt, E. M., & Jeff Cox. The Goal (2nd ed.). Hampshire: Gower.
2. Goldratt, E. M. (2000). It's not luck. Hampshire: Gower.
3. Grover, V., & Kettinger, W. J. (1998). Business process change: Re-engineering concepts, methods and technologies. London: Idea Group Publishing.

Reference Books:

4. Hammer, M., & Champy, J. (2003). Reengineering the corporation: A manifesto for business revolution. UK: Harper Collins Publishers.
5. Jacka, J. M., & Keller, P. L. (2002). Business process mapping. New York: John Wiley & Sons.
6. Johansson, H., Johansson, H. J., & Pendlebury, A. J. (2009). Business process reengineering: Breakpoint strategies for market dominance. New York: John Wiley & Sons.
7. McKnight, Lee W., Paul M. Valler, & Raul L. Katz (Eds). (2001). Creative destruction: Business survival strategies in the global internet economy. London: The MIT Press.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

SYSTEM ANALYSIS AND DESIGN

L T P
2 0 0

Course Name: System Analysis and Design

Course Code: MBA IT3

Course Credit Hours:2

Total Contact Hours-20

Course Objectives:

This course is designed to equip participants with tools and techniques for undertaking Analysis and Design of computer based commercial data processing systems. The course also includes discussion on various aspects of software project management.

Course Description: The course is related to System Analysis and design. Topics include Business Systems Concept; Information System Building Blocks; Systems Development Life Cycle; Project Selection; Feasibility Study. Tools for analysis and design of business systems; Managing Software Projects. Project Communication, tracking and reporting; Software Project Planning. Software Risk Management; System Control and Quality Assurance. These topics will be delivered in two lectures a week.

Course Contents

Unit 1:

Business Systems Concept; Information System Building Blocks; Systems Development Life Cycle; Project Selection; Feasibility Study. Tools for analysis and design of business systems; Methodologies available; Need for structured techniques; structured techniques available and their relevance for SDLC.

Unit 2:

Systems Planning; Preliminary Investigations; System Requirement Specification and Analysis; Evaluating Alternative Strategies of System Requirement Analysis, Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections. Decision Analysis; Decision Trees and Tables; Expansion and Explosion.

Unit 3:

Design of databases and Normalization. Rapid Application Development. Flow Charting, Data and Process Modelling Tools; Use Case; Systems Design, Object Oriented Design; Output Design, Input Design; File and Database Design, Normalization. System Implementation - Installation and Evaluation.

Unit 4:

Managing Software Projects. Project Communication, tracking and reporting; Software Project Planning. Software Risk Management; System Control and Quality Assurance. Documentation Tools. Software Testing Techniques. Performance and Acceptance testing criteria. Capability Maturity Model.

Unit 5:

Project management techniques for managing software projects. System Controls and System Audit. System Administration and Training. Conversion and Operations Plan.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

Course Objectives:

This course is designed to inculcate an understanding for leveraging Information Technology as a Strategic Tool for organizations and industries through concepts and cases. The course focuses on development of Information Technology Leadership.

Course Description: The course is related to Strategic Management of Information Technology.

Topics include IT Architecture Planning; Open Source Architecture; Strategic Information Systems Planning; Learning Organizations; Outsourcing IT Function; IT for Strategic Alliances; Organizational Transformation thru IT. These topics will be delivered in two lectures a week.

Course Contents

Unit 1:

Technology trends and models for management of information technology; Information Systems Strategy Formulation; CSF/KPI Theory; IT Architecture Planning; Open Source Architecture;

Unit 2:

Leadership in Information Technology; Information Systems Management Issues; National Information Infrastructure; Digital Signatures and Certifications;

Unit 3:

Strategic Information Systems Planning; Learning Organizations; Outsourcing IT Function; IT for Strategic Alliances; Organizational Transformation thru IT;

Unit 4:

CRM/SCM; Data Warehousing, Knowledge Management; Business Intelligence; Learning from Indian Successes and Failures.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. Explain and apply the core aspects of information technology principles and tools, and manage their implementation in a business context.
2. Understand and facilitate the strategic and operational benefits of business models and technology applications

Text Books:

1. Chew, Eng K., & Gottschalk, P. (2009). Information technology strategy and management: Best practices. New York: Information Science Reference.
2. HBS. (1999). Business value of IT. Boston: Harvard Business School Press.
3. Kelley, George. (2009). Selected readings on information technology management: Contemporary issues. New York: Information Science Reference.

Reference Books:

4. Khosrow-Pour, Mehdi. (2003). Annuals of cases on information technology. London: Idea Group Publishing.
5. Meyers, L. S., Glenn, G., & Guarino, A. J. (2009). Data analysis using SAS enterprise guide. New York: Cambridge University Press.
6. Parker, M. M. (1996). Strategic transformation and information technology: paradigms for performing while transforming. New Jersey: Prentice Hall.
7. Rahman, H. (2009). Selected readings on global information technology: contemporary applications. New York: Information Science Reference.
8. Sarv, D., & Kohli, R. (2002). The IT payoff: Measuring the business value of

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

DATABASE MANAGEMENT SYSTEMS

L	T	P
2	0	0

Course Name: Database Management Systems

Course Code: MBA IT5

Course Credit Hours:2

Total Contact Hours:20

Course Objectives:

This course is designed to introduce the participants to the theoretical fundamentals of relational database design for business applications in organizations. The course aims at providing the participants an opportunity to study the hands-on implementation of a data base in corporate environment.

Course Description: The course is related to Database Management Systems. Topics include Introduction to database and database management software system. Various generations of DBMS.

Data Files and Business Applications. Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Database Management Models. These topics will be delivered in two lectures a week.

Course Contents

Unit 1:

Introduction to database and database management software system. Various generations of DBMS. Data Files and Business Applications.

Unit 2:

Data Processing Concepts; Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Database Management Models. Functions of a Database Management System. Relational Database Model

Unit 3:

Designing Tables and Queries. Database Design – DFD, E-R Diagrams, Access Queries. Normalization. Need for Normalization. Queries, Forms, and Reports. Advanced Queries. Code behind forms. Building database applications – Plan Formulation, Documentation. Database Administration.

Unit 4:

Distributed Data Base Systems; On-line Data Bases; Object Oriented Data Bases. Managerial Issues related to Data Base Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Reorganization Problems; Implementation and Maintenance Issues; Data Base Administration. Contemporary issues in management of Databases. Data base Security and Disaster Recovery Strategies.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. The basic concepts of databases and data models.
2. Features of database management systems, architecture of database systems, and the role of database users.
3. To design and implement properly structured databases that match the standards based under realistic constraints and conditions.

Text Books:

1. Esakkirajan, S., & Sumathi, S. (2007). Fundamentals of relational database management systems. New York: Springer.
2. Hoffer, Jeffrey A. (2007). Modern database management (8th ed.). New Delhi: Pearson Education.

- Lightstone, S. S., & Teorey, T. J. (2007). Physical database design: The database professional's guide to exploiting indexes, views, storage, and more. San Francisco: Elsevier.

Reference Books:

- Mullins, J., & Craig, S. (2002). Database administration: The complete guide to practices and procedures. Boston: Pearson Education.
- Post, Gerald V. (1999). Database management systems: Designing and building business applications. Boston: Irwin McGraw-Hill.
- Pratt, P., & Adamski, J. (2000). Concepts of database management (3rd ed.). Boston: Pearson Education.
- Ramakrishnan, R., & Johannes, Gehrke. (2003). Database management systems (3rd ed.). Boston: McGraw Hill.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BUSINESS ANALYTICS IN INFORMATION TECHNOLOGY

L T P
2 0 0

Course Name: Business Analytics In Information Technology **Course Code:** MBA IT6

Course Credit Hours:2

Total Contact Hours:20

Course Objectives:

This course deals with the key concept of business analytics and its optimization in IT industry. It will help to provide the knowledge of Data Warehouse, Business Intelligence, Data Mining, knowledge of Big Data, Knowledge of dashboards, reports and metrics. This course provides the logical thinking and understanding of business in IT.

Course Description: The course is related to Business Analytics In Information Technology. Topics include Concepts and need, Impact of BAO, Capabilities of BAO, BAO reference architecture, challenges to manage IT data Business Analytics (BA), Capability of BA, Concept and Purpose of Data Mining, Data Mining Process, KDD Process Model, Data Mining Techniques, Define Dashboard, Types of Dashboard, Dashboard Design. These topics will be delivered in two lectures a week.

Course Contents:

Unit 1:

Introduction to Business Analytics and optimization (BAO):

Concepts and need, Impact of BAO, Capabilities of BAO, BAO reference architecture, challenges to manage IT data Business Analytics (BA), Capability of BA, maximize profitability in IT using Business Analytics, types of Analytics, types of tools for analytics, Business Analytics Model

Unit 2:

Data Warehouse

Concept of Decision Support Systems (DSS), 3-Tier DSS, Flow of Data, define data warehouse and its architectures, Features and usages of Data warehouse, Conceptual modelling of Data warehouse, Data warehouse design process, Multidimensional analysis techniques, Data Analysis and Online Analytical Processing (OLAP), Online Transaction Processing (OLTP)

Unit 3:

Business Intelligence

Definitions of Business Intelligence (BI), Components and Architecture of BI, High level BI Process, functional areas of BI tools, Benefits of BI, maximize value from BI, Strategy and BI, Business Role of BI in IT, BI maturity model, Key areas of strategy in BI, Planning BI project, BI design and development

Unit 4:

Data Mining and Dashboard

Concept and Purpose of Data Mining, Data Mining Process, KDD Process Model, Data Mining Techniques, Define Dashboard, Types of Dashboard, Dashboard Design, Kaplan – Norton Balanced Scorecard, R-J Performance Dashboard

Unit 5:

Big Data Analytics

Define Big Data, Need of Big data in IT, Characteristics of Big Data, Structure of Big data, Big Data Analytics Adaptation, advantages and disadvantages of Big data, Big Data application framework and Big data applications.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the student will be able to learn about

1. The importance of Big data and its use in business applications.
2. About Data Mining and Dashboard design

Text Books:

1. R N Prasad & Seema Acharya (2016), Fundamentals of Business Analytics, 2ed.
2. B. Devlin (2013), Business UnIntelligence: Insight and Innovation Beyond Analytics and Big Data

Reference Books:

1. Tan, Steinbach & Kumar, Introduction to Data Mining.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

MANAGING IT-ENABLED SERVICES

L T P

2 0 0

Course Name: Managing IT-Enabled Services

Course Code: MBA IT7

Course Credit Hours:2

Total Contact Hours:20

Course Objectives:

This course is designed to introduce the participants to the newly emerging area of IT enabled services and how these are transforming the entire society. Students would be expected to undertake extensive field work on role of IT in reshaping the Services Sector.

Course Description: The course is related to IT enabled services. Topics include the range, characteristics, success parameters, and technology drivers. Growth and acceptance of ITEs; Enablement as a concept. Business Process Outsourcing and Knowledge Process Outsourcing as strategic business alternatives. Customer Contact Centre Management. Cash Management System. Customer Relationship Management and Customer Experience Management. These topics will be delivered in two lectures a week.

Course Contents:

Unit 1:

IT enabled services – The range, characteristics, success parameters, and technology drivers. Growth and acceptance of ITEs; E-Enablement as a concept.

Unit 2:

Spectrum of IT enabled services - Call Centre Management; Medical Transcription Management; Back Office Operations; Outsourcing customer care and service.

Unit 3:

Business Process Outsourcing and Knowledge Process Outsourcing as strategic business alternatives. Customer Contact Centre Management. Cash Management System. Customer Relationship Management and Customer Experience Management. Electronic Document Management Systems.

Unit 4:

Facilities Management. Applications Service Providers. Strategic choices for providers and aspirant companies. Innovation in ITes; Role of ITes as an economic growth vehicle for developing nations; Emerging models for ITes. World and India in ITes Space.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the students will be able to learn about

1. Spectrum of It enabled services.
2. Business Process Outsourcing and Knowledge Process Outsourcing.
3. They will also get exposed to innovation in IT industry.

Text Books:

1. Bajgoric, N. (2009). Continuous computing technologies for enhancing business continuity. New York: Information Science Reference.
2. Chen, Stephen. (2001). Strategic management of e-business. New York: John Wiley & Sons.
3. Cunningham, M. J. (2001). B-2-B: How to build a profitable e-commerce strategy. Massachusetts: Perseus Publishing.

Reference Books:

1. Earle, N., & Keen, P. (2000). From .com to profit: Inventing business models that deliver value and profit. San-Francisco: Jossey-Bass.
2. Hagel, John-III & Armstrong, A. G. (1997). Net gain: Expanding markets through virtual communities. Boston: Harvard Business School Press.
3. Hansson, T. (2009). Handbook of research on digital information technologies: Innovations, methods, and ethical Issues. New York: Information Science Reference.
4. Hu, Wen-Chen. (2009). Selected readings on electronic commerce technologies: contemporary applications. New York: Information Science Reference.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%

Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

NETWORK OPERATIONS, MANAGEMENT & SECURITY

L	T	P
2	0	0

Course Name: Network Operations, Management & Security

Course Code: MBA IT8

Course Credit Hours:2

Total Contact Hours:20

Course Objectives:

This course is designed to familiarize the participants with the fundamentals of computer networking and emerging security needs. The course aims at providing the participants an opportunity to appreciate network operations issues and concerns.

Course Description: The course is related to network operations. Topics include Computer Network Systems; Network Communication Hardware/Software; Network Processing Strategies; Enterprise Wide Computing; Wireless and Mobile Networks; Business Value of Networks; Digital Certificates and Public-Key Infrastructures. Secure Data Dissemination; Comparison the Security Architectures of various available platforms. These topics will be delivered in two lectures a week.

Course Contents:

Unit 1:

Computer Network Systems; Network Communication Hardware/Software; Network Processing Strategies; Enterprise Wide Computing; Wireless and Mobile Networks; Business Value of Networks;

Unit 2:

Business Applications of Networks; Networks for competitive advantage; Electronic Data Interchange – EDI; Security & Privacy Issues; Digital Signatures; Certifying Authority; Legal issues of e-Commerce. Extranets/Intranets – Applications.

Unit 3:

Introduction to Computer Networks and Threats; Network Architecture and protocols; Different layers of Protocols and Security; Web Security and Remote Access Security;

Unit 4:

Digital Certificates and Public-Key Infrastructures. Secure Data Dissemination; Comparison the Security Architectures of various available platforms.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the students will be able to learn about

1. Computer Network systems and their Management.
2. Network security and other IT enabled applications important for business,

Text Books:

1. Albert, S., Flournoy, D. M., & LeBrasseur, R. (2009). Networked communities: strategies for digital collaboration. New York: Information Science Reference.
2. Azari, R. (2003). Current security management & ethical issues of information technology. London: IRM Press.
3. Fugini, Mariagrazia., & Carlo, Bellettini. (2004). Information security: Policies and actions in modern integrated systems. London: Idea Group Publishing.
4. Douglas, J. (2009). Introduction to network security. London: CRC Press.
5. Khosrow-Pour, M. (2006). Cases on telecommunications and networking. London: Idea Group Publishing.
6. McMillan, T. (2007). Change your career: Computer network security as your new profession. Kaplan Publishing.

Reference Books:

1. Obaidat, M. S., & Boudriga, N. (2007). Security of e-systems and computer networks. Cambridge: Cambridge University Press.
2. Paiano, Roberto. Anna Lisa Guido, & Andrea Pandurino. (2008).
3. Designing complex web information systems: Integrating evolutionary process engineering. New York: Information Science Reference.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

BUSINESS INTELLIGENCE

L T P

Course Name: Business Intelligence
Course Credit Hours:2

2 0 0
Course Code: MBA IT9
Total Contact Hours:20

Course Objectives:

This course is designed to familiarize the participants with the emerging domain of managing businesses through data resource management and business intelligence. The participants would be expected to study availability and implementation of various business intelligence solutions.

Course Description: The course is related to business intelligence. Topics include Business Intelligence and Information technology. Evolution of Business Intelligence in businesses. Tools and Techniques of Business intelligence, Data Mining for Decision Making; Spatial Data Mining Methods; Benchmarking Data Mining Algorithms. These topics will be delivered in two lectures a week

Course Contents:

Unit 1:

Business Intelligence and Information technology. Evolution of Business Intelligence in businesses. Tools and Techniques of Business intelligence. Role of Statistics in Business Intelligence. Real-time Systems and business intelligence. Business intelligence management issues. Decision Support Systems and Business Intelligence.

Unit 2:

Data Warehousing, Data Mining and OLAP Systems. Designing Data Warehousing Systems; Data Warehousing Investments; Metaphysical Concepts in Data Warehousing; Distributed Databases and Data Warehousing; Managing Data Warehousing Projects. Data Cleaning and Legacy Systems; Business Performance Management.

Unit 3:

Data Mining for Decision Making; Spatial Data Mining Methods; Benchmarking Data Mining Algorithms; Data Mining for Market Segmentation and Customer Relationship Management; Fuzzy Sets and Knowledge Management in business intelligence. Neural Networks for data mining.

Course Learning Outcomes (CLOs):

On successful completion of the *course*, the students will be able to learn about

- 1.Data Mining applications and their significance for business.
2. Tools and techniques of Business Intelligence and their role in enterprise management.

Text Books:

1. Bajgoric, N. (2009). Continuous computing technologies for enhancing business continuity. New York: Information Science Reference.

2. Becker, S. (2002). Data warehousing & web engineering. London: IRM Press.
3. Giovinazzo, W. A. (2003). Internet-enabled business intelligence. New Jersey: Pearson Education.

Reference Books:

1. Lawrence, K. D., Stephan K., & Klimberg, R. K. (2008). Data mining methods and applications. New York: Auerbach Publications.
2. Moss, L. T., & Atre, A. S. (2003). Business intelligence roadmap: the complete project lifecycle for decision-support lifecycle. Boston: Pearson Education.
3. Ponniah, P. (2003). Data warehousing fundamentals. New York: John Wiley.
4. Rahman, Hr. (2009). Global information technology: Contemporary applications. New York: Information Science Reference.
5. Turban, E., & Aronson, J. E. (2008). Decision support and business intelligence systems (8th ed.). New Delhi: Pearson Education.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1	- 05%
Assessment-2	- 05%
Mid-term exam	- 20%
Assessment-3	- 05%
Assessment-4	- 05%
Total Internal Assessment	- 40%

NOIDA INTERNATIONAL UNIVERSITY

SCHOOL OF BUSINESS MANAGEMENT

SYLLABUS OF COURSES TO BE OFFERED

Core Courses, Elective Courses & Ability Enhancement Courses

Masters of Commerce (M.Com.)

(Two Year Full Time Programme)

Choice Based Credit System (CBCS)



(Academic Year 2020-21)

Preamble

The University Grants Commission (UGC) has initiated several measures to bring equity, efficiency and excellence in the Higher Education System of country. The important measures taken to enhance academic standards and quality in higher education include innovation and improvements in curriculum, teaching- learning process, examination and evaluation systems, besides governance and other matters. The UGC has formulated various regulations and guidelines from time to time to improve the higher education system and maintain minimum standards and quality across the Higher Educational Institutions (HEIs) in India. The academic reforms recommended by the UGC in the recent past have led to overall improvement in the higher education system. However, due to lot of diversity in the system of higher education, there are multiple approaches followed by universities towards examination, evaluation and grading system. While the HEIs must have the flexibility and freedom in designing the examination and evaluation methods that best fits the curriculum, syllabi and teaching-learning methods, there is a need to devise a sensible system for awarding the grades based on the performance of students. Presently the performance of the students is reported using the conventional system of marks secured in the examinations or grades or both. The conversion from marks to letter grades and the letter grades used vary widely across the HEIs in the country. This creates difficulty for the academia and the employers to understand and infer the performance of the students graduating from different universities and colleges based on grades. The grading system is considered to be better than the conventional marks system and hence it has been followed in the top institutions in India and abroad. So it is desirable to introduce uniform grading system. This will facilitate student mobility across institutions within and across countries and also enable potential employers to assess the performance of students. To bring in the desired uniformity, in grading system and method for computing the cumulative grade point average (CGPA) based on the performance of students in the examinations, the UGC has formulated these guidelines.

CHOICE BASED CREDIT SYSTEM

The CBCS provides an opportunity for the students to choose from the prescribed courses comprising core, elective/minor or skill based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Therefore, it is necessary to introduce uniform grading system in the entire higher education in India. This will benefit the students to move across institutions within India to begin with and across countries. The uniform grading system will also enable potential employers in assessing performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point.

Average (CGPA) based on student's performance in examinations, the UGC has formulated the guidelines to be followed.

Outline of Choice Based Credit System

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a core course. The structure of course is defined under following points-
 - 1.1. All the UG degree programs shall be of either six semesters or eight semesters duration unless specified otherwise.
 - 1.2. An academic year consists of two semesters: Odd Semester and Even Semester.
 - 1.3. A semester normally extends over a period of 16 weeks (6 day week) with 90 working days.
 - 1.4. Every course offered may have three components: Lecture (L), Tutorial (T) and Practicals (P).

Tutorial session consists of participatory discussion / self-study/ desk work/ brief seminar presentations by students and such other novel methods.
 - 1.5. The credit pattern for a course (L:T:P) shall be decided by the respective Board of Studies (BOS).
 - 1.6. Credit means the unit by which the course work is measured. One hour session of Lecture or Tutorial per week for 16 weeks amounts to 1 credit.
 - 1.7. Two hour session of Practical per week for 16 weeks amounts to 1 credit per semester. The total duration of a semester is 20 weeks inclusive of semester-end examination.
 - 1.8. A course of 3 to 6 credits will be evaluated for 100 marks. For any other approved course, the evaluation method shall be decided by the respective BoS.
2. **Elective Course:**

Elective Course is a course which can be chosen from a pool of courses. It may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the student's proficiency/skill.

- 2.1. Discipline Specific Elective (DSE) is a course offered under the main discipline/subject of study or a Project/Dissertation.
 - 2.2. Project/Dissertation is an elective course designed to acquire special/ advanced knowledge, such as supplement study/ support study to a project work. A student has to study such a course on his/her own with advisory support of a faculty member.
 - 2.3. Generic Elective (GE) is an elective course chosen from an unrelated discipline/subject with an intention to seek exposure beyond discipline/subject.
3. **Ability Enhancement Courses (AEC):** Ability Enhancement Courses may be of two types: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC).
- 3.1. AECC courses are mandatory courses based upon the content that leads to knowledge enhancement viz., Environmental Science, Indian Constitution and English/ Modern Indian Languages (MIL) / Communication skills.
 - 3.2. SEC courses are aimed at providing hands-on-training, competencies, skills, etc.

PEO's, PO's & PSO's of Master of Commerce

Programme Educational Objectives (PEOs):

PEO1: Become well versed and competent in the core concepts of the Programme.

PEO2: Be recognized for quantitative, qualitative, cognitive and analytical skills to identify, analyze, design and create business opportunities in a dynamic environment on the Global map.

PEO3: Become successful entrepreneurs and finance professionals in the field of Banking, Insurance, Manufacturing, Transport, Telecom, Service, Hospitality, IT and to pursue career in teaching and for advanced studies.

PEO4: Become with professional integrity and humanitarian values to fulfill the societal needs at regional, state, national and global levels.

Program Outcomes (PO's)

PO1: Acquire in-depth knowledge of Commerce discipline, including wider and global perspectives, with an ability to discriminate, evaluate, analyze and synthesize existing and new knowledge, and integration of the same for enhancement of knowledge. (Academic result & International / global reach)

PO2: Analyze complex business problems critically; apply independent judgment for synthesizing information to make intellectual and/or creative advances for conducting research in a wider theoretical, practical and policy context. (Research and Innovation)

PO3: Think laterally and originally, conceptualize and solve Business problems, evaluate a wide range of potential solutions for those problems and arrive at feasible, optimal solutions after considering public health and safety, cultural, societal and environmental factors in the core areas of expertise at the national and International level.

PO4: : Demonstrate ability to understand commerce in multifunctional areas like Banking and Finance, Auditing and taxation, Marketing & Entrepreneurship. Also they will be able to demonstrate ability to understand and derive meaningful inferences about organizational performance. (Functional Specialization)

Program Specific Outcomes (PLOs):

PSO1: After completing masters in commerce students are able to develop an ability to apply knowledge acquired in problem solving.

PSO2: Ability to work in teams with enhanced interpersonal skills and communication. The students can work in different domains like accounting, taxation, HRM, banking and administration.

PSO3: Through this program, students will be able to start their own business and even can work

for different companies.

PSO4: The program will help them in developing teamwork, leadership and administrative skills. Students can go further for professional courses like CA/CS/CMA/CFA.

M.COM COURSE STRUCTURE
UNDER CBCS GUIDELINE (ACADEMIC YEAR 2020 – 21)

SEMESTER - I

CODE	SUBJECT	EVALUATION SCHEME								
		Periods			INTERNAL			ESE	TOTAL	CREDIT
		L	T	P	MT	TA	TOTAL			
MCOMCC01	Global Marketing	3	0	0	20	20	40	60	100	3
MCOMCC02	Advanced Financial Accounting	4	0	0	20	20	40	60	100	4
MCOMCC03	Indian Financial System and Modern Banking	4	0	0	20	20	40	60	100	4
MCOMCC04	Financial Management	4	0	0	20	20	40	60	100	4
MCOMEL01	Elective I (Any one)	3	0	0	20	20	40	60	100	3
	(a) Organizational Behavior									
	(b) Office Management and Business Communication									
MCOMP01	Comprehensive Viva	0	0	2	0	0	0	0	100	2
	TOTAL								600	20

SEMESTER - II

CODE	SUBJECT	EVALUATION SCHEME								
		Periods			INTERNAL			ESE	TOTAL	CREDIT
		L	T	P	MT	TA	TOTAL			
MCOMCC05	Managerial Economics	3	0	0	20	20	40	60	100	3
MCOMCC06	Investment Analysis & Portfolio Management	4	0	0	20	20	40	60	100	4
MCOMCC07	Advanced Cost & Management Accounting	4	0	0	20	20	40	60	100	4
MCOMCC08	International Business	4	0	0	20	20	40	60	100	4
MCOMEL02	Elective II (Any one)	3	0	0	20	20	40	60	100	3
	(a) E-Commerce									
	(b) International Finance									
MCOMP02	Term Paper	0	0	2	0	0	0	0	100	2
	TOTAL								600	20

SEMESTER - III

CODE	SUBJECT	Periods			EVALUATION SCHEME					CREDIT
		INTERNAL			ESE	TOTAL				
		L	T	P			MT	TA	TOTAL	
MCOMCC09	Corporate Accounting and Legal Framework	4	0	0	20	20	40	60	100	4
MCOMCC10	Strategic Management	3	0	0	20	20	40	60	100	3
MCOMCC11	Research Methodology and Statistical Applications	4	0	0	20	20	40	60	100	4
MCOMCC12	Income Tax and Tax Planning	4	0	0	20	20	40	60	100	4
MCOMEL03	Elective III (Any one)	3	0	0	20	20	40	60	100	3
	(a) Entrepreneurial Development									
	(b) Resource Management Techniques									
MCOMP03	Minor Project	0	0	2	0	0	0	0	100	2
	TOTAL								600	20

SEMESTER - IV

CODE	SUBJECT	Periods			EVALUATION SCHEME					CREDIT
		INTERNAL			ESE	TOTAL				
		L	T	P			MT	TA	TOTAL	
MCOMCC13	Human Resource Management	3	0	0	20	20	40	60	100	3
MCOMCC14	Indirect Taxes	3	0	0	20	20	40	60	100	3
MCOMCC15	Project-Work & Viva Voce	0	0	6	-	100	100	100	100	9
MCOMEL04	Elective IV (Any one)	3	0	0	20	20	40	60	100	3
	(a) Insurance and Risk Management									
	(b) Advertisement and Sables Management									
MCOMP04	Seminar on Emerging trends – Paper presentation and Publication	0	0	2	0	0	0	0	100	2
	TOTAL								500	20

M.COM. First Year
SEMESTER -I
GLOBAL MARKETING

L	T	P
3	0	0

Course Name: Global Marketing

Course Code: MCOMCC01

Course Credit Hour: 3 Hrs

Total Contact hours: 30

Course Objective:

To understand the meaning and importance of changing international marketing environment and to understand the significance of marketing in the growth of multinational companies.

Course Description:

It has become more important than ever for firms to recognize that they compete in a global environment. Consequently, managers must seek to develop the empathy, knowledge, sensitivity, and skills required to successfully operate in a dynamic global market place. Global marketing uses and builds upon the primary concepts studied previously in principles of marketing and will enable you to practice applying those concepts to a global environment. The successful global marketer must broaden his/her knowledge to include the myriad of activities required to select, gain entry and compete outside the “home” country. In addition, the global marketer must also appreciate how crucial culture, environment, government regulation and economic systems are in affecting a firm’s competitive advantage and strategic positioning. This course will offer an overview of each of these vital concepts for global marketers

Course Content:

UNIT I:

Global Marketing - Scope - Importance - Global vs. National Marketing - Global Marketing Environment - Social - Cultural - Political - Legal and Regulatory Environments.

UNIT II :

International infrastructure for global trade promotion - GATT/ WTO - Export Promotion Councils - Services Institutions - IIFT - NCTI - ECGC - EXIM Bank - Export Promotion Council - Directorate General of Shipping - Global pricing - Objectives and Strategies.

UNIT III :

Global Customers –(STP) Segmentation, Targeting and Positioning - Global Product Positioning - Product life Cycle in Global Marketing - Global pricing - Objectives and Strategies & its impact on international business.

UNIT IV:

Global Marketing Channels and Physical Distribution - Channel Objectives and Constraints - Channel Strategy - Physical Distribution and Logistics - Global Advertising and Branding - Global Communication. Examples of few international communication campaigns.

UNIT V:

Global Trade Procedure - Export Documentation - Processing of Export Procedure - Payment terms and conditions - Letter of Credit - Pre-shipment and Post Shipment finance - Forfeiting - Buyers Credit - Global Trade Assistance.

Course Learning Outcomes (CLOs):

This course will give in depth knowledge of global marketing. Practical knowledge about export working. Understanding of different aspects of global marketing. Analyse management problems about exports. Design competitive strategies for marketing.

Text Books:

1. Varshney, R.L. and Bhattacharya B: International Marketing Management, Sultan Chand and Sons, New Delhi.
2. Warnen J.Keegan: Global Marketing Management, Prentice Hall of India, New Delhi

Reference Books:

1. Cherian and Jacob: Export Marketing, Himalaya Publishing House, Mumbai.
2. Dubey V.K.: Export Marketing, Common Wealth Publishers, New Delhi

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. First Year

SEMESTER -I

ADVANCED FINANCIAL ACCOUNTING

L	T	P
4	0	0

Course Name: Advanced Financial Accounting

Course Code: MCOMCC01

Course Credit Hour: 4 Hrs

Total Contact hours: 40

Course Objective:

To familiarize the students with the theory of evolution of accounting ideas and their application to specialized sectors at the national and international level.

Course Description:

To familiarize the students with the theory of evolution of accounting ideas and their application to specialized sectors at the national and international level. It introduces different types of inter-entity relationships and related accounting issues and accounting treatments.

Course Content:

UNIT I:

Accounting Standards: Meaning, Objectives, Benefits, Scope; Stages and Process of Standards settings in India, Accounting Standards issued by ICAI, Compliance and Applicability of Accounting Standards in India, The Companies (Indian Accounting Standards) Rules, 2015. International Financial Reporting Standards: Meaning, History, Objectives, Scope; Convergence of Indian Accounting Standards with IFRS: Current Status and Challenges; IASB: History, Objectives, Scope; FASB: History and its Pronouncements. Harmonization in Accounting and Reporting.

UNIT II :

Financial Disclosures and Reporting: Objectives and Concepts, Developments on Financial Reporting Objectives: True blood Report, Corporate Report, Stamp Report, IASB's and FASB's Conceptual Framework, Corporate Annual Report, Segment Reporting and Interim Financial Reporting.

UNIT III :

Valuation of Goodwill and Shares: Meaning, factors affecting the value of goodwill, simple profit method, capitalization of profit method, super profit method, valuation of shares, its need, methods of valuation of shares, Net Assets Method, Yield Method

UNIT IV:

Investment Accounts: Importance, classification of expenses between revenue and capital, preparation of bonds, debentures, shares (equity) accounts, investors account in the ledger of brokers. Introduction to Government Accounting: Objectives, difference between government and commercial accounting, general principles, classification of government accounts System of financial administration in India.

UNIT V:

Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers
Contemporary Issues in Accounting: - Human Resource Accounting, Corporate Social Reporting, Inflation Accounting, Social Accounting, Lease Financing, Forensic Accounting and Reporting. Environmental Reporting.

Course Learning Outcomes (CLOs):

It introduces different types of inter-entity relationships and related accounting issues and accounting treatments. Students will learn how to prepare, read, analyse and evaluate the consolidated financial statements based on the guidelines provided under the relevant Accounting Standards.

Text Books:

- 1) Dr. S. N. Maheshwari: Corporate Accounting (Vikas Publishing House Pvt. Ltd. New Delhi)
- 2) Kumar, Anil S. – Advanced Financial Accounting – Himalaya Publication House

Reference Books:

- 1) Shukla and Grewal: Advanced Accounts (S. Chand & Ltd. New Delhi)
- 2) Jain and Narang: Advanced Accounts (Kalyani Publishers, Ludhiana)
- 3) Robert Anthony, D. F. Hawkins & K. A. Merchant: Accounting Text & Cases (McGraw Hill)
- 4) Dr. Ashok Sehgal & Dr. Deepak Sehgal: Advanced Accounting (Taxmann, New Delhi)

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. First Year

SEMESTER -I

INDIAN FINANCIAL SYSTEM AND MODERN BANKING

L T P

4 0 0

Course Name: Indian Financial System
Modern Banking

Course Code: MCOMCC03

Course Credit Hour: 4 Hrs

Total Contact hours: 40

Course Objective:

The purpose of the course is to provide a sound information and knowledge of broad framework of Financial System and its constituents. The course will provide the students an understanding of the inter-linkages and regulatory frame-work within which the system operates in India.

Course Description:

This course gives the insights about different components of financial system, recent developments in the Indian financial system, participants and operations of money market.

Course Content:

UNIT I:

Components of formal financial system- Structure & Functions of Financial system, Nature and role of financial institutions and financial markets, financial system and economic growth, Pre and post reform scenario in financial system. Money Markets - Overview of money markets, functions & operations, instruments, Treasury Bills and types, Commercial papers, Commercial bills, Call money market, Money market intermediaries, Money markets and monetary policies in India.

UNIT II :

Banking - Definition, creation of money, Present structure of commercial banking system in India, Brief history; functions, Forms of banking Managerial functions in banks. Management of deposits and Advances, Lending practices, types of advances, principles of sound bank lending, preparation of reports, Limits of credit, bank investments, Liquidity and profitability, government securities, Management of Bank Finance - Bank Accounts, Records, Reports, Statement of advances, Evaluation of loan applications, ALM and NPA Management. Fee based Vs. Fund based services, Types of fee-based services offered, merchant banking services. Role of Technology in Banking services Innovation.

UNIT III :

Insurance: Insurance Basics, Insurance Vs. other savings and investment options, tax benefits , life cycle need solutions, customer needs and available products, proposal form and other relevant forms, policy contract. Life Insurance Products - Traditional and Unit linked policies, individual and group policies, with profit and without profit policies, Different type of insurance products, Medi-Claim and health insurance products - Salient features, Tax treatment, Operations and other procedures involved in claim settlement. General Insurance Products - Different types of products available in the market, Salient features. LIC – Constitution, objectives and functions. Role of IRDA in regulating the industry. Product Portability.

UNIT IV:

Capital Markets - History of Indian capital markets, Reforms in capital markets, Primary Markets – functions, free pricing, book building, Private placements, Secondary Markets – Organization, membership, and management of stock exchanges, Listing, trading, clearing and settlement mechanism, listing categories, functioning of BSE, NSE, OTCEI, ICSEI. Online trading. Mutual fund, objectives, functions & operations, types of schemes, salient features.

UNIT V:

Regulatory Bodies & services: SEBI – Organization, powers and functions, Investor protection measures, achievements, RBI – objectives, organization, role, fiscal & monetary policy, Pension fund authority, CRISIL, SHCIL- objectives & functions. EXIM bank, Foreign Exchange Markets, Currency transactions; Foreign Exchange Risk: Types of risks. Risk management.

Course Learning Outcomes (CLOs):

Students will have more clear understanding about concept of financial markets, Banking and insurance sector and OTC market. Evaluate the functioning of different financial institutions. Illustrate the functioning of financial market and government security market in the development of Indian financial system.

Program Learning Outcomes (PLOs):

After completing masters in commerce students are able to develop an ability to apply knowledge acquired in problem solving. Ability to work in teams with enhanced interpersonal skills and communication. The students can work in different domains like accounting, taxation, HRM, banking and administration. They will be able to start their own business and even can work for different companies. The program will help them in developing teamwork, leadership and administrative skills. Students can go further for professional courses like CA/CS/CMA/CFA.

Text Books:

- 1) Indian financial system, M Y Khan, McGraw Hill
- 2) Insurance & Risk Management, Dr. P. K. Gupta, Himalaya Publishing House

Reference Books:

- 1) Principles of Bank Management by Vasant Desai, Himalaya Publishing house,
- 2) Indian Financial System by Bharti V. Pathak, Pearson education
- 3) Financial Markets & Services, E. Gordon & K. Natarajan, Himalaya Publishing
- 4) Indian financial system, P Bezborah, R Singh, Kalyani pub
- 5) Indian financial system, K Gupta, N Aggarwal, Kalyani publications

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. First Year
SEMESTER -I
FINANCIAL MANAGEMENT

L	T	P
4	0	0

Course Name: Financial Management

Course Code: MCOMCC04

Course Credit Hour: 4 Hrs

Total Contact hours: 40

Course Objective:

To develop adequate level of knowledge of broad areas of financial decisions and also to introduce to the students the basic analytical techniques and methods of Financial Management of Organizations.

Course Description:

This course introduces current financial concepts and tools towards money management in organizations participating in the local and global economies.

The course covers the current best practices in financial analysis and planning through the application of financial concepts. These include financial performance ratios, time value of money, financial markets and institutions, securities and valuation of firms, cost of capital, risks and return, long-term financial budgeting and working capital management.

In addition, the course also introduces topics on lease financing, hybrid securities and derivatives, trust funds, mergers and acquisitions and international corporate finance.

Course Content:

UNIT I:

Financial Management: Nature, Objectives and Scope, Modern concept of finance, Financial Decisions - Types, Role of Finance Manager, Risk-return Framework for Financial Decision Making, Time value of money

UNIT II :

Investment Decisions: Nature and Kinds of Capital Budgeting, Techniques of Evaluating Capital Budgeting Decisions – Pay back, NPV, IRR etc., Capital Budgeting Under Risk and Uncertainty, Analysis of Real Life Capital Budgeting Decisions- Some Case Studies.

UNIT III :

Cost of capital: Cost of Debenture, Preference and Equity capital, Composite Cost of Capital

Capital Structure: Theories of Capital Structure- net income approach, operating income approach, miller – Modigliani approach, Determinants of Capital Structure.

UNIT IV:

Dividend Decisions: Dividend and its form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy.

Working Capital Management: Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

UNIT V:

Corporate Restructuring: Merger and Acquisitions-Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies. The Empirical Evidences on Theories and the Case Studies Relevant for above Topics are required be Discussed.

Course Learning Outcomes (CLOs):

The primary focus of the course is to enable participants to understand the relevance of key financial management concepts and appreciate the responsibility of financial managers towards integrated business analysis and decisions towards overall corporate strategy. Corporate finance is closely related to and draws business models from Economics, Accounting, Marketing and Quantitative Analysis. Specific unit/module outcomes are posted under each Unit (below).

The current best practices are illustrated through use of management cases and examples outlined in the text and the assignments, through the analysis and interpretation of corporate information leading to business decisions.

Text Books:

- 1) Pandey, I.M: Financial Management. 9th Ed. Vikas Publishing.
- 2) Khan and Jain: Financial Management. McGraw Hill.

Reference Books:

- 1) Van Horne James C.: Financial Management and Policy, Prentice Hall of India 12th Ed,208.
- 2) Prashna Chandra: Financial Management. McGraw Hill.
- 3) Ross S.A., R.W: Westerfield and J. Jaffe, Corporate Finance, 7th Ed. McGraw Hill.
- 4) Breabley R.A. and S.C. Myers: Principles of Corporate Finance, McGraw Hill, 6th Ed.
- 5) V.Saran, Financial Management, PHI.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. First Year

SEMESTER -I

ELCTIVE (CHOOSE ANY ONE)

(A) ORGANISATIONAL BEHAVIOUR

L	T	P
3	0	0

Course Name: Organisational Behaviour

Course Code: MCOMEL01

Course Credit Hour: 3 Hrs

Total Contact hours: 30

Course Objective:

The objective of this course is to provide basic knowledge about the concepts and theories of Organizational Behaviour and develop an understanding of organizational and individual variants that affect organizations.

Course Description:

Students study the behavior of individuals and groups as a part of the social and technical system in workplace. They examine individual behavior and group behavior, communication, conflict and various management styles, motivational techniques and coordination in the work environment and apply these concepts to the department of an organizations' human resources.

Course Content:

UNIT I:

Organisational Setting- Introduction to Organisational Behaviour (OB) – Concept, Nature, Foundation, Disciplines and Scope of OB. Evolution of OB–Evolution – Stages, Models of OB.

UNIT II :

Foundation of Individual Behaviour- Factors affecting Individual behaviour- Personal, Psychological, Organisation System, Environmental.

Personality- Nature of personality, Determinants of personality, Personality Traits.

Perception- Factors Influencing Perception, Managing perception Process, Perception and OB
Attitude – Nature, components , work related attitudes, Barriers to attitudinal Change, Measures to attitudinal change.

UNIT III :

Motivation - Early theories - Maslow's, Herzberg's, McClelland Theory, Contemporary theories of motivation, Motivation at work

Leadership - Leadership, types of leaders and leadership styles, traits and qualities of effective leader.

Power and Politics- Conflict -causes, Conflict Management

UNIT IV:

Group Dynamics and Behaviour- Group – Types of groups, Stages of Group Development, Group Decision making – Advantages and Problems. Work place behaviour – Determinants of Group Behaviour

Power and Politics –Sources of Power, Types of Organisational politics.

Conflict – Levels of Conflict, Strategies for resolving Conflict and Guidelines for effective negotiation.

UNIT V:

Emerging Challenges- Stress Management – Sources, Effects, Strategies, Stress and Performance.
Workforce Diversity – Concept, Managing Diversity effectively.

Course Learning Outcomes (CLOs):

After the completion of course students will be able to analyze and compare different models used to explain individual behavior related to motivation and rewards. They will be able to explain organization culture and describe its dimensions.

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Program Learning Outcomes (PLOs):

After completing masters in commerce students are able to develop an ability to apply knowledge acquired in problem solving. Ability to work in teams with enhanced interpersonal skills and communication. The students can work in different domains like accounting, taxation, HRM, banking and administration. They will be able to start their own business and even can work for different companies. The program will help them in developing teamwork, leadership and administrative skills. Students can go further for professional courses like CA/CS/CMA/CFA.

Text Books:

- 1) Stephen Robbins, Organisational Behaviour, 0th Ed. Pearson Education, 2001
- 2) Fred Luthans, Organizational Behavior, McGraw Hill, 1998

Reference Books:

- 1) Wagner, Organizational Behaviour, Thomson Learning, 2002.

2) S.S. Khanka, Organisational Behaviour, S.Chand & Co.,,New Delhi Edn,2007

3) Dr.S. Shajahan & Linu shajahan, Organisational Behaviour, New age International Publishers, New Delhi.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. First Year

SEMESTER -I

(B) OFFICE MANAGEMENT AND BUSINESS COMMUNICATION

L	T	P
3	0	0

Course Name: Global Marketing

Course Code: MBA104

Course Credit Hour: 3 Hrs

Total Contact hours: 30

Course Objective:

The objective of this course is to introduce students to the principles, processes and skills of communication, equip them with skills to critically analyse oral, written and multi-modal texts based on purpose, audience, message, organization and style.

Course Description:

Application of business communication principles through creation of effective business documents and oral presentations. Includes study and application of team communication and use of technology to facilitate the communication process.

Course Content:

UNIT I:

Introduction: Nature of communication; Myths about communication; Communication process and stages in communication cycle; Barriers to effective communication; Formal and informal communication; Communication channels; Choosing the means of communication, like letters, memos, reports, fax, e-mail, presentation, telephone and multimedia; Improving the communication; Verbal and non-verbal communication; Organisational culture; Communication and ethics.

UNIT II :

Communication for Managers: Importance of communication to managers; Internal and external audiences in the organization; Planning and creating business managers; Analysing the problem and defining the purpose; Analysing business communication situations; Adapting the message to the audience.

UNIT III :

Written Communication: Planning, writing and revising business document; Designing documents; Slides and screens; Polishing the writing; Editing for grammar and punctuation; Choosing the right word; Revising sentences and paragraphs, letters, memos, emails and web writing, informative and positive message, negative messages, persuasive messages; Reports: Types, characteristics of business reports, purpose of reports; Planning and techniques of writing a report.

UNIT IV:

Recruitment and Employment Correspondence: Researching job; Job application letter; Curriculum vitae/ resumes; Employment; Interview; References; Offers of employment; Job description; Letter of acceptance; Letter of resignation.

Interpersonal Communication: Listening, working and writing in teams; Planning, conducting and recording; Meetings; making effective oral presentation; Overcoming stage fright; Telephonic communication; Conversation and discussion; Public speaking; Seminar presentation; Conference; Group discussion

UNIT V:

OFFICE MANAGEMENT: Introduction: Meaning, functions and importance of office management; office management and organization. Principles of office management and organization. Principal departments of modern office. Centralization vs. decentralization of office services.

Correspondence: Routine of handling mail. Importance of correspondence in business and Govt. offices. Essentials of good business and official correspondence. Various forms of correspondence. Main provisions of Official Language Act applicable to Govt. offices.

Course Learning Outcomes (CLOs):

Student should be able to apply business communication strategies and principles to prepare effective communication for domestic and international business situations. And identify ethical, legal, cultural, and global issues affecting business communication. They can utilize analytical and problem-solving skills appropriate to business communication and select appropriate organizational formats and channels used in developing and presenting business messages. They can compose and revise accurate business documents using computer technology.

Text Books:

- 1) Raman and Singh(2006) Business Communication, Oxford University Press
- 2) Rayudu C.S, Communication (2018), Himalaya Publishing House

Reference Books:

- 1) Business Communication Today, Bovee, Thill and Chaturvedi, Pearson Education, Ninth Edition
- 2) Deborah Britt Roebuck. Improving Business Communication Skills.
- 3) Lesikar and Flatley. Basic Business Communication. 11th Ed. New Delhi: Tata McGraw-Hill Publishers 2008.
- 4) Locker, K.O., and Kaczmarek, S.K., Business Communication: Building Critical Skill, 2nd ed., Tata McGraw-Hill, 2002.
- 5) Bovee, C.L., et al., Business Communication Today, Pearson Education, 2009

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. First Year
SEMESTER -II
MANAGERIAL ECONOMICS

L	T	P
3	0	0

Course Name: Managerial Economics

Course Code: MCOMCC05

Course Credit Hour: 3 Hrs

Total Contact hours: 30

Course Objective:

To build a strong theoretical foundation of the subject for commerce and management students. To develop managerial perspective to economic principle as aid for making decision under given environmental constraints.

Course Description:

Managerial Economics is the use of economic theory and mathematical and statistical techniques in order to examine how a firm can make optimal managerial decisions given the constraints it faces. The main objective of this course is to equip students with the necessary theory and techniques and the ability to apply them in order to inform and enhance managerial decision making. Topics covered include: goals of the firm, optimization techniques, demand theory and estimation, forecasting and measurement, theory of production and estimation, cost theory and estimation, pricing and output determination under different market structures, game theory, and pricing in practice.

Course Content:

UNIT I:

Introduction: Meaning, definition nature and scope of managerial economics, significance of economic analysis in business decisions. Role and responsibilities of managerial economists, objectives of a business firm.

UNIT II :

Demand Analysis & Elasticity of Demand: Meaning, determinants, types and importance of Demand. Law of Demand, Individual & Market Demand, Movement & Shift in the demand curves. **Demand forecasting**, methods of demand forecasting, criteria of a good forecasting, forecasting of an established product, forecasting of a new product. Meaning, Definition, Determinants, types & Importance of elasticity of demand, using elasticity of demand in managerial decisions.

UNIT III :

Production Theory: Production function, law of variable proportions, Law of returns to scale, economies of scale.

Theory of Costs: Short run and long run costs & their nature, shape and inter relationships, Cost estimation, methods of cost estimation. Cost forecasting, cost reduction and cost control- An overview.

UNIT IV:

Pricing Policies and Methods : Objectives of pricing policy, factors affecting on pricing policy, methods of pricing, cost plus pricing, going rate pricing, marginal cost pricing, skimming price, low penetration pricing, transfer pricing, price discrimination, international price discrimination and dumping.

UNIT V:

Business Cycles: Nature and phase of business cycles, theory of business cycle, over investment theory, under consumption theory, Keynes's saving and investment theory, measures to be taken for reducing evil effects of business cycles.

Inflation: Meaning, definition, characteristics and types of inflation, effects of inflation.

Course Learning Outcomes (CLOs):

Students will be able to define the economics way of thinking. They can define the main economic tools and theories available for decision making policies to stabilize and stimulate the economy and distinguish between the different market structures and pricing practices available to and used by firms.

Text Books:

- 1) Ahuja H.L.(2011) , Managerial Economics, S. Chand Co., New Delhi.
- 2) Salvatore Dominick, Managerial Economics in a Global Economy – Mc Graw Hill, New York.
- 3) Dholkiya R.H. and Oza A.L. Micro Economics for Management Students, Oxford University Press, New Delhi.

Reference Books:

- 1) Baya Michael R. Managerial Economics and Business Strategy Mc Graw Hill, New York.
- 2) Dean Joel, Managerial Economics-Prentice Hall, New Delhi.
- 3) Petersen H. and W. Cris lewis Managerial Economics prentice Hall, Delhi.
- 4) Haynes W.W. Mote and Poul, Managerial Economics Analysis and Cases Prentice Hall, Delhi.
- 5) Gough J. and S. Hills Fundamentals of Managerial Economics, MacMillan London.
- 6) Varshney and Maheshwari, Managerial Economics-Sultan Chand and Sons, New Delhi.
- 7) Chopra O.P., Managerial Economics- McGraw Hill, Delhi

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. First Year

SEMESTER -II

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

L T P

4 0 0

**Course Name: Investment Analysis and
Portfolio Management**

Course Code: MCOMCC06

Course Credit Hour: 4 Hrs

Total Contact hours: 40

Course Objective:

Security Analysis & Portfolio Management, as an academic discipline, is constantly changing and stimulating. The main objective of the paper is to explain the investment decision making and investment process. It focuses on the investment analyses.

Course Description:

The syllabus includes the following: Global investment environment, portfolio theory and practice, fixed income securities, security analysis, derivative securities analysis and derivative securities market, evaluation of asset management, applied portfolio management.

Course Content:

UNIT I:

Investments : Nature, Scope, Avenues, Elements, Process of Investment; Tax and Transactions Cost in Investment; Sources of Financial Information. Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis, Earnings of the Company, Financial Analysis, Growth in Earnings. Time Value of Money

UNIT II :

Valuation of Securities:

Fixed Income Securities – Bonds, Debentures, Preference Shares and Convertible Securities; Valuation of Variable Income Securities – Equity Shares.

UNIT III :

Portfolio Management – Meaning, Importance, Objectives and Various Issues in Portfolio Construction, Portfolio Performance Evaluation – Measure of Return, Risk Adjusted Measures of Performance Evaluation, Market Timing, Evaluation Criteria and Procedures. Portfolio Analysis - Estimating Rate of Return and Standard Deviation of Portfolio Return; Effects of Combining

Securities; Markowitz Risk – Return Optimization. Portfolio Construction - Techniques of Portfolio Construction, Feasible Portfolio, Efficient Frontier

UNIT IV:

Single Index Model – Systematic Risk, Unsystematic Risk, Minimising Risk Exposure, and Risk Management, Portfolio Total Risk, Portfolio Market Risk and Unique Risk; Capital Market Theory – Capital Market Line, Security Market Line; Risk Free Lending and Borrowing; Sharpe’s Optimization Solution

UNIT V:

Technical Analysis: Technical Analysis, Assumptions, History of Technical Analysis, Technical Tools, Dow Theory, Primary Trend, the Secondary Trend, Minor Trend, Support and Resistance Level, Indicators.

Efficient Market Theory: Basic Concept, the Random Walk Theory, Weak, Semi-strong and Strong Markets; Testing of different forms of Market Efficiency and their Significance

Course Learning Outcomes (CLOs):

On successful completion of the module students will be able to show a systematic knowledge, understanding and critical awareness of the theory and comprehensive understanding of the complex techniques applicable to solve problems. They will be able to demonstrate a comprehensive understanding of the complex current issues relevant to the investment market.

Text Books:

- 1) Prasanna Chandra, International management Tat McGraw Hill New Delhi.
- 2) V.K. Bhalla, Investment Management, S. Chand & Company Ltd.,

Reference Books:

- 1) Fischer, Donald E. and Jordan, Ronald J.: Security Analysis and Portfolio Management, PHI, New Delhi.
- 2) Bhall, V. K.: Investment Management – Security Analysis and Portfolio Management, S. Chand, New Delhi
- 3) V.A. Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

MCOM First Year
SEMESTER -II
ADVANCED COST AND MANAGEMENT ACCOUNTING

L	T	P
4	0	0

Course Name: Advanced Cost and Management Accounting

Course Code: MCOMCC07

Course Credit Hour: 4 Hrs

Total Contact hours: 40

Course Objective:

The objective of this course to impart knowledge of various accounting tools and techniques useful for business decision making.

Course Description:

This course is designed as a course at POst-graduate level. The main aim of this module is to present the contemporary themes in managerial accounting and their impact on management accounting techniques. The module will cover a wide range of topics including pricing decision, balanced scorecard and quality cost, time and theory of constraints, transfer pricing and performance measurement and compensation scheme.

Course Content:

UNIT I:

(a) Management Accounting: Concept, Importance, Nature and Functions, Financial vs Management Accounting, Cost vs Management Accounting, Role of Management Accountant.

(b) Basic Concepts of Costing: Basic Cost Terms and Concepts, Type and Elements of Cost,

Cost Allocation- Absorption Costing, Marginal Costing, Activity Based Costing.

UNIT II :

Financial Statement Analysis: Trend Analysis, Ratio Analysis, Preparation and Analysis of Fund Flow Statement and Cash Flow Statement (Revised AS).

UNIT III :

(a) Use of Marginal Costing in Decision Making.

(b) Cost Volume Profit (CVP) Analysis: Contribution Margin, Break-Even Analysis, Profit Volume (P/V) Analysis, Multiple Product Analysis, Optimal Use of Limited Resources.

UNIT IV:

Budget and Budgetary Control: Preparation of Different Types of Budgets, Fixed Versus Flexible Budgets.

Standard Costing: Concept, Advantage, Types of Standards, Variance Analysis Material, Labour, Overheads, Managerial Use of Variances.

UNIT V:

Developments in Management Accounting , Responsibility Accounting: Definition- Principles- Process, Responsibility Centres – cost centre, profit centre, Investment centre.-Residual Income and Return on Investment - Benefits- Implementation of responsibility accounting- - Measuring managerial performance - Total quality management-Optimized production technology-Just in time concept- Economic Value Added [EVA]- Market Value Added [MVA]-Manufacturing Resources Planning [MRP].

Course Learning Outcomes (CLOs):

On the completion of this course students will be able to Identify the nature and operations of managerial accounting and recognize theories and concepts used in the managerial accounting . they will be able to identify the new trends and techniques used in managerial accounting and Acquire an understanding of the contribution and role of managerial accounting in decision-making process.

Text Books:

- 1) S.N. Maheshwari: Management Accounting.
- 2) Jawahar Lal, Advanced Management Accounting, Text Problems and Cases, S. Chand & Co., New Delhi, 2009.

Reference Books:

- 1) Homgreen Charies T., and Gary L. Sundem and Shalliam O. Stration, Introduction to Management Accounting, Prentice Hall of India, 2006.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. First Year
SEMESTER -II
INTERNATIONAL BUSINESS

L	T	P
4	0	0

Course Name: International Business

Course Code: MCOMCC08

Course Credit Hour: 4 Hrs

Total Contact hours:40

Course Objective:

The objective of this course is to acquaint students with the theoretical framework of International Business and the Impact of its Environmental dynamics on International Business operations of a firm.

Course Description:

The course provides an introduction to international business. The focus is upon the introduction of international business, international economic environment, International financial environment, issues of international business.

Course Content:

UNIT I:

International Business: Meaning, Concept, Importance and Scope of international business, Environment analysis; Geographical, Socio-cultural, Political and legal. Theoretical Foundations of International Business: Theories of International trade, Gains from international trade; Balance of payments analysis.

UNIT II :

International Economic Environment: International economic institutions and agreement; WTO, IMF, World Bank.

UNIT III :

(a) Regional Economic Co- Operation: Forms of regional blocks, BRICKS; Integration efforts among countries in Europe, North America, and Asia.

(b) International Financial Environment: International financial system and institution; Foreign exchange markets and risk management; Foreign investments types and flows; Foreign investment in Indian perspective.

UNIT IV:

(a) Organisational Structure for International Business Operations: Key issues involved in making international production, finance and human resource decisions; International business negotiations.

(b) **Developments and Issues in International business:** Outsourcing and its potentials for India; strategic alliances, mergers and acquisitions; Role of IT in international business; international business and ecological considerations.

UNIT V:

(a) **Foreign trade promotion measures and organizations in India;** special economic zones (SEZs), EPZ and export oriented units (EOUs); FTA , measures for promoting foreign investments into and from Indian, FII & FDI; Indian joint ventures and acquisitions abroad.

(b) **Financing of foreign trade and payments terms.**

Course Learning Outcomes (CLOs):

At the end of the course, students will be able to successfully assess and advise on business operations and relationships (with JV partners, government agencies) in complex international business environments and apply the principal theories of international business. They will be able to integrate in international business endeavors critical intracompany departments such as marketing, manufacturing, accounting, finance, and human resources.

Text Books:

- 1) Adhikari Manab: Global Business Management Mac Millan New Delhi.
- 2) Black and Sundaram: International Business Environment prentice hall New Delhi

Reference Books:

- 1) Sodersten, B.O: International Economics Mac Millan Landon.
- 2) Tayeb, Monis H: The Global Business Environment-An Introduction sage publication New Delhi
- 3) Charles, W.L. Hill and Arun K. Jain, International Business, McGraw- Hill, New Delhi, 2008
- 4) Cherunilam, Francis, International Business: Text and Cases, Prentice-Hall of India Ltd., 2004
- 5) Justin, Paul, International Business, Prentice- Hall of India Ltd., 2003

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. First Year
SEMESTER -II
ELCTIVE (CHOOSE ANY ONE)

a) E-COMMERCE

L	T	P
3	0	0

Course Name: E-COMMERCE

Course Code: MCOMEL02

Course Credit Hour: 3 Hrs

Total Contact hours: 30

Course Objective:

To understand basics concept of E-commerce, E-Commerce model, Electronic payment system , E-Commerce Security and Legal issue.

Course Description:

This course focuses on principles of e-commerce from a business perspective, providing an overview of business and technology topics, business models, virtual value chains and social innovation and marketing strategies. In addition, some of the major issues associated with e-commerce—security, privacy, intellectual property rights, authentication, encryption, acceptable use policies, and legal liabilities—will be explored. Students will build their own web presence and market it using an online platform.

Course Content:

UNIT I:

Introduction to e-commerce: Meaning and concept: electronic commerce versus traditional commerce; Media convergence; E-commerce and e-business; Channels of e-commerce; Business application of ecommerce; need for e-commerce; E-Commerce Consumer applications, E-Commerce Organisation, applications of e-commerce as an electronic trading system, special features. Internet Concept and technologies: concept and evolution of Internet.

UNIT II :

Business models of e-commerce and Infrastructure: E-commerce models; supply chain management, product and service digitations remote servicing, procurement; on line marketing and advertising ecommerce resources and infrastructure resources and planning for infrastructure. E - Business: Workflow management, mass customization and product differentiation; Organization restructuring; Integrated logistics and distribution; Knowledge management issues and role of ecommerce infrastructure.

UNIT III :

Electronic Payment System: Special features required in payment systems for ecommerce, Types of e-payment systems; E-cash and currency servers, e-cheques Digital token based credit cards, smart cards, electronic purses and debit cards; digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting), risks involved in e-payments. Risk management options in e-payment system; Components of an effective electronic payment system.

UNIT IV:

Security Issues in E-Commerce: Security risks of e-commerce, exposure of resources, types of threats, source of threats, security tools and risk-management approach e-commerce security and a rational Security policy for e-commerce: Corporate Digital Library; I.T. Act 2000

UNIT V:

E-commerce applications in various industries like {banking, insurance, payment of utility bills, online marketing, e-tailing (popularity, benefits, problems and features), online services (financial, travel and career), auctions, online portal, online learning, publishing and entertainment} Online shopping (amazon, snapdeal, alibaba, flipkart, etc.)

Course Learning Outcomes (CLOs):

At the end of this course, students should be able to Design components, systems and/or processes to meet required specifications for a web presence, discuss electronic commerce and the stakeholders and their capabilities and limitations in the strategic convergence of technology and business, Demonstrate awareness of ethical, social and legal aspects of e-commerce. They will be able to analyse features of existing e-commerce businesses, and propose future directions or innovations for specific businesses.

Text Books:

- 1) P.T. Joseph S.J., E-Commerce, second edition PHI 2007, PHI Pvt. Ltd., New Delhi.
- 2) Pandey U.S., Shukla Saurabh, E- and Mobile Commerce Technologies, S.Chand Publishing

Reference Books:

- 1) Agarwal, K.N and Deeksha Ararwalar; Business on the Net; What's and How's of E-Commerce; Macmillan, New Delhi. 2006
- 2) Agarwal, K.N and Deeksha Ararwala: Business on the Net; Bridge to the Online Storefront; Macmillan, New Delhi. 200
- 3) Cady, Glcc Harrab and McGregor Pat: mastering the Internet, BPB Publication, and New Delhi. 1996
- 4) Diwan, Prag and Sunil Sharma: Electronic Commerce – A Manager's Guide to E – Business, Vanity Books International, Delhi. (out of published) 2002
- 5) Minoli and Minol; Web Commerce Technology Hand Book, McGraw Hill, New Delhi. 2007
- 6) O'Brien J: Management Information Systems, McGraw Hill, New Delhi. 2008

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. First Year

SEMESTER -II

ELCTIVE (CHOOSE ANY ONE)

b) INTERNATIONAL FINANCE

L	T	P
3	0	0

Course Name: INTERNATIONAL FINANCE

Course Code: MCOMEL02

Course Credit Hour: 3 Hrs

Total Contact hours: 30

Course Objective:

To give the students an overall view of the international financial system – instruments and markets.

Course Description:

The course aims at providing a solid understanding of international finance within a complex capital markets and financial system context. It emphasizes the managerial perspective of finance for a multinational corporation (MNC).

Course Content:

UNIT I:

International Monetary and Financial System

Importance of International Finance; Bretton Woods Conference and afterwards, IMF and the World Bank; European Monetary System – Meaning and Scope.

UNIT II :

Balance of Payments and International Linkages Balance of payments and its Components; International Flow of Goods, Services and Capital; Coping with Current Account Deficit.

International Financial Market and Instruments: International Capital and Money Markets; Money and Capital Market Instruments; Salient Features of different International Markets; Arbitrage Opportunities; Integration of Markets; Role of Financial Intermediaries.

UNIT III :

Foreign Exchange Markets

Determining Exchange Rates; Fixed and Flexible Exchange Rate System; Theory for Determination of Exchange Rate; Participants in the Foreign Exchange Market; Foreign Exchange Markets – Cash and Spot Markets; Exchange Rate Quotes; LERMS; Factors Affecting Exchange Rates – Spot Rates, Forward Exchange Rates, Forward Exchange Contracts; Foreign Exchange Dealings and Currency Possession; Information and Communication; Foreign Exchange Trades.

UNIT IV:

Foreign Exchange Risk

Transaction Exposure, Translation Exposure and Economic Exposure; Management of Exposures – Internal Techniques, Netting, Marketing, Leading and Lagging, Pricing Policy, Assets and Liability Management and Techniques.

UNIT V:

International Capital and Money Market Instruments

GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, Floating Rate Instruments, Loan Syndication and Euro Deposits.

Current Developments: International Indebtedness; Current and Capital Account, Convertibility – Pros and Cons; Innovations in International Financial Instruments.

Course Learning Outcomes (CLOs):

Students will be prepared to, and provided with the skills required for, international investment management, cross-border acquisitions, international capital budgeting, and Foreign exchange market.

Text Books:

- 1) Shapiro, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi
- 2) Apte, P. G.: International Financial Management, McGraw Hill, New Delhi

Reference Books:

- 1) Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi
- 2) Eitman, D. K. and A. I. Stenehill: Multinational Business Cash Finance, Addison Wesley, New York
- 3) Henning, C. N., W. Pggot and W. H. Scott: International Financial Management, McGraw Hill, International Edition.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. Second Year

SEMESTER -III

Corporate Accounting and Legal Framework

L	T	P
4	0	0

Course name: Corporate Accounting and Legal Framework

Course Code: MCOMCC09

Course Credit Hour: 4 Hrs

Total Contact hours: 40

Course Objective:

The objective of paper is to help students understand accounting with relation to the corporate world and to introduce to the recent accounting concepts and conventions.

Course Description:

To inculcate the competency to the students to solve problems relating Special areas in accounting including accounting for Corporate Sector. Facilitate students to acquire sound knowledge of concepts, methods and techniques of corporate accounting. To encourage the development of students' skills in legal reasoning and analysis through study of statutes, case law and regulatory practice relating to company law.

Course Content:

UNIT I

Corporate Financial Reporting • Introduction of Financial Reporting • Need for reporting • Contents of Financial Report • Recent trends in financial reporting.

Valuation of Business for Amalgamation & Merger Meaning, Need & Approach Methods of valuation.

Consolidated Financial Statement: Meaning, Stand Alone Financial Statements Consolidated Financial statements – Applicability, Advantages & Disadvantages Procedure of consolidation of Balance-sheet & Profit & Loss Account (Excluding cross holding, Chain Holding & Foreign Subsidiary).

UNIT-II

Winding up of companies – Meaning – Modes of winding up - Accounts relating to liquidation of companies - Meaning of liquidation - preferential payments - Role of liquidators and their duties - preparation of statement of affairs - Liquidation final statement of account.

UNIT-III

Corporate Laws: Importance - objectives. Doctrine of indoor Management. Liability of Misstatement - Mergers and Acquisitions.

Information Technology Act: Intellectual Property Rights - Patents Act - Foreign Exchange Management Act - 2000 (FEMA) - Competition Act - 2002.

UNIT-IV

SEBI ACT: SEBI Regulations - Corporate Governance - Transparency and Disclosures - Latest trends. Audit Committee. Nolin Committee

ENVIRONMENT PROTECTION ACT - 1986. Power of Government - Air (Prevention and Control of Pollution) Act, 1981. Water (Prevention and Control of Pollution) Act, 1974.

UNIT-V

CONSUMER PROTECTION ACT, 1986 & Competition Act 2002-Definitions-Competitive Agreements-Abuse of dominant position-combination-regulation of combinations-competition commission of India, duties, Powers and functions of Commission-Competition Appellate Tribunal.

Course Learning Outcomes (CLOs):

To give a broad view of the provisions to be followed for the preparation of final accounts of companies as per Companies Act 2013. To give a detailed view of legal provisions regarding calculation of managerial remuneration. To explain the concept of divisible profits and its implications in various accounting procedures leading to preparation of Final Accounts if a Company as per Company Act. To give a comprehensive view of legal provisions governing audit of Companies and its various kinds.

Text Books:

- 1) Gupta R.L. and Radhasamy, Advanced Accounting, Sultan Chand & Sons, New Delhi, 2011 edition.
- 2) N.D. Kapoor, Elements of Company Law, Sultan Chand & sons, New Delhi.
- 3) Kuchhal, M.C. Mercantile Law, Vikas Publishing House, New Delhi

Reference Books:

- 1) Gulshan, S.S., A Hand book of Corporate Laws, S. Chand & Co, New Delhi.
- 2) Shukla, M.C. a Manual of Mercantile Law, S. Chand & Co., New Delhi.
- 3) Shukla M.C. & T.S.Grewal, Advanced Accounting, S.Chand & Sons, New Delhi 2008 edition.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. Second Year
SEMESTER -III
STRATEGIC MANAGEMENT

L	T	P
4	0	0

Course Name: Strategic Management

Course Code: MCOMCC10

Course Credit Hour: 3 Hrs

Total Contact hours: 30

Course Objective:

The objective of the course is to help the students develop an understanding of the basic inputs in making and implementing corporate strategic decisions and also familiarize those with the issues and practices involved.

Course Description:

To describe the role of strategic management in the success of successful companies. To enable the students, understand the components which formulate a strategic intent. To make students understand and formulate different strategies at business level and corporate level. To discuss the role of corporate governance and social responsibility in the strategic management of an organization.

Course Content:

UNIT 1

An overview of Strategic Management : Understanding strategy – Defining and explaining strategy Mission – objectives, Goals, Targets, Levels at which strategy operates- Approaches to Strategic Decision-making - Elements in Strategic Management

UNIT II

Environmental Scanning : Environment of Strategic Management - Environmental Analysis – External Environment – Social , Technological, Economic & Political Environment–.-Internal Environment – Resource Based Strategy – Approaches to Internal Analysis - SWOT Analysis – GAP Analysis - Industry Analysis - Porter's Five Forces Model of competition - Competitive Advantage – Resources, Capabilities & Competencies – Core Competency.

UNIT III

Diversification Strategy: Diversification : Concepts, Reasons, -Different types of diversification strategies-Change and different strategies-Need to formulate R&D strategy-Formulating R&D strategy R&D- Planning Process in India.

UNIT IV

International Strategic Management : International strategic management- strategic planning- Formulating strategy- international functional strategies- Managing political risk and negotiation – Organizational structure- Decision-making and control system- The trajectory to global maturity- Obstacles to progress.

UNIT V

Strategic Human Resource Management: Strategic human resource management-Recent developments-Human capital management- Talent management: the new SHRM imperative- Benchmarking for SHRM- SHRM in different cultures.

Strategic Evaluation and Control: Concept, strategic control, Strategic evaluation and control.

Course Learning Outcomes (CLOs):

Familiarization with the strategic management process. Understanding about the techniques to scan an environment and the role of environment scanning in hurdle less strategic management of an organization. Understanding about the equal importance of strategy formulation and strategy implementation. Clarity about the strategies followed by different companies in the corporate world.

Text Books:

- 1) Strategic Management – P.Subba Rao, Himalaya Publishing House, Mumbai.
- 2) Business Policy and Strategic Management – Azhar Kazmi, McGraw Hill Publishing Co. Ltd., New Delhi.

Reference Books:

- 1) Management Policy and Strategic Management Concept, Skills and Practices – R.M. Shrivastava, Himalaya Publishing House, Mumbai.
- 2) Global Strategic Management – Neeta Baorikar, Himalaya Publishing House, Mumbai.
- 3) Strategic Management – G. Sudarasana Reddy, Himalaya Publishing House, Mumbai.
- 4) Strategic Management – Dr. M.Jayarathnam, Himalaya Publishing House, Mumbai.
- 5) Bhattachary S.K. and N. Venkataramin : Managing Business Enterpresis : Strategies, Structures and Systems. Vikas Publishing House, New Delhi.
- 6) Glueck, William F. and Lawrence R. Jauch : Business Policy and Strategic Management, McGraw Hill, International Edition.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. Second Year

SEMESTER -III

RESEARCH METHODOLOGY AND STATISTICAL APPLICATIONS

L	T	P
4	0	0

Course Name: Research Methodology and Statistical Applications

Course Credit Hour: 4 Hrs

Course Code: MCOMCC11

Total Contact hours: 40

Course Objective:

The objective this course is to help students design and carry out research, as well as, the application of statistical tools and techniques for decision making.

Course Description:

To introduce the concept of Research and Research Methodology. To enable the students to understand the Quantitative and Qualitative Methods for conducting research. To make students understand about Tabular and Graphical Description of Data. To enable the students to use SPSS for solving the research data. To enable the students to understand the Structure and Components of Research Report. To enable the students to write the research report using hypothetical data.

Course Content:

UNIT – I

Business Research – Meaning – Scope and Significance – Utility of Business research – Qualities of good researcher – Types of research – Research process – Identification, Selection and formulation of research problems – Hypothesis – Research design.

UNIT – II

Measures of Central tendency – Standard deviation – Correlation- simple, partial and multiple correlation – Path analysis – Auto correlation – Regression models – Ordinary Least Square methods – Multiple regression.

UNIT – III

Sampling & Data Collection – Methods and techniques – Sample size – Sampling error – Fieldwork and data collection Tools of data collection – Interview schedule - Questionnaire – Observation, interview and mailed questionnaire – pilot study and final collection of data

UNIT – IV

Measurement and scaling techniques – Reliability and validity Processing and analysis of data – Editing – Coding - Classification – Tabulation – Interpretations, Report writing – Steps- Types of reports

UNIT – V

Test of significance –t Test - large sample and f Test, test of significance for attributes analysis of variance (ANOVA) – Chi-square test-Statutory **Report writing**- Steps in writing report-Bibliography and appendix. **Introduction to SPSS** and its working.

Course Learning Outcomes (CLOs):

Familiarization with Research and research problems. Understanding of the Quantitative and Qualitative Methods of research. Ability to represent data in tabular as well as graphical manner. Skill to write Research paper. Detailed knowledge about SPSS and its application.

Text Books:

1. Kothari C.R. Research Methodology, Himalaya Publication, Bombay.
2. Pillai R.S.N. & Bagavathi V, Statistics Sultan Chand, Publication, New Delhi, 2008 edition

Reference Books:

1. Cooper, Business Research Method, McGraw Hill, New Delhi.
2. Suchdeva J.K., Business Research Methodology, Himalaya Publication, Bombay
3. Gupta S.P., „Statistical Methods, Sultan Chand, Publication, New Delhi, 2009 edition

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. Second Year

SEMESTER -III

INCOME TAX AND TAX PLANNING

L	T	P
4	0	0

Course Name: Income Tax and Tax Planning **Course Code: MCOMCC12**

Course Credit Hour: 4 Hrs **Total Contact hours: 40**

Course Objective:

The purpose of this course is to enable the student to understand the tax liabilities under the Acts, as well as, be able to file returns.

Course Description:

To make aware about provisions of direct tax with regard to IT Act, 1961 and IT Rules, 1962. To make aware about agriculture income, residential status and incidence/charge of tax. To understand the provisions and procedure to compute total income under five heads of income i.e., salaries, house property, profits & gains from business & profession, capital gains and other sources. To understand the provision and procedure for clubbing & aggregation of incomes and set-off & carry forward of losses. To understand the various deductions to be made from gross total income U/s 80-C to 80-U in computing total income. To understand the provisions and procedure to compute total income and tax payable by an individual. HUF, Firms and AOP/BOI. To understand various tax rebate & relief and procedure to file IT return. To understand the concept of TDS and advance payment of tax. To understand the concept of recovery and refund of tax.

Course Content:

UNIT I

Introduction: Basic concepts, Residential Status, Exempted Income.

UNIT II

Various heads of Income and Computation of Income under different heads of Income

UNIT III

Deduction from gross total income, Rules of set off and carry forward of losses, clubbing of income, tax authorities, various types of Assessment.

UNIT IV

Assessment and computation of Income of Individuals, Firms and Company.

UNIT V

Appeal and Revision, Payment of Advance Tax, Deduction at source and Tax Planning.

Course Learning Outcomes (CLOs):

Students differentiate among the Tax planning, tax management, tax avoidance and tax evasion. They also understand the concept of tax structure of India. Able to file IT return on individual basis. Able to compute total income and define tax complications and structure. Able to understand amendments made from time to time in Finance Act. Differentiate between direct and indirect tax assessment. Able to file IT return on individual basis. Define tax complications and structure. Aware about IT authorities and their powers. Aware about appeal & revision, tax penalties, offences and prosecutions.

Text Books:

- 1) Dr. Girish Ahuja and Dr. Ravi Gupta: Direct Taxes Law & Practice: Bharat Law House Pvt. Ltd.
- 2) Vinod K Singhania Kapil Singhania: Direct Taxes Law & Practice, Taxman publications

Reference Books:

- 1) Dr. H.C. Mehrotra and Dr. S.P. Goyal: Mehrotra, H.C: Direct Tax Laws and Practice, Sahitya Bhawan Publications.
- 2) Dr. N. Hariharan: Income Tax Law & Practice

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. Second Year

SEMESTER -III

ELECTIVE III (CHOOSE ANY ONE)

(A) ENTREPRENEURIAL DEVELOPMENT

L	T	P
4	0	0

Course Name: Entrepreneurial Development **Course Code: MCOMEL03**

Course Credit Hour: 3 Hrs **Total Contact hours: 30**

Course Objective:

The objective of the course is to help the students understand the dynamics of management of MSME's encompassing generation of business idea, setting up an enterprise, raising necessary funds and other management aspects.

Course Description:

Our students will learn the strategic understanding of entrepreneurship and innovation and be able to take into account the relationships between this discipline. Our students will assess the interdependent, fast-changing, and diverse world of entrepreneurship and innovation, as well as global economic changes. Our students will learn critical thinking skills, making the intellectual connection between quantitative and qualitative tools, theories and context to properly and effectively solve problems and make decisions, as well as develop new and innovative business opportunities. Our students will learn to communicate using business specific terminology in written and verbal form and facilitate information flow in a variety of organizational, social, and intercultural contexts. Our students will learn ethical reasoning skills, understand social, civic, and professional responsibilities and aspire to add value to society.

Course Content:

UNIT I

Entrepreneurship: Definition, Concept, Growth and role. The Entrepreneur: types, Characteristics, theories of Entrepreneurial class, Urges and importance of Entrepreneurship Stimulants; Seed-Beds of Entrepreneurship, Influencing Factors; Problems (Operational and Non-Operational) and Obstacles. Entrepreneurial Management. Role of socio-economic environment.

UNIT II

Theories of Entrepreneurship, Schumpeter's, Ducker's and Walker's views on Entrepreneur; Evolution of Entrepreneurs in India; Business-skills, Inventory in Entrepreneurs; Information as a strategic catalyst of Entrepreneurial Development; Managers and entrepreneurs; Similarities, Creation of Dream for Entrepreneurs.

UNIT III

Skills for a New Class of Entrepreneurs; The Ideal Entrepreneurs; The Entrepreneurship Audit; Identification of opportunities by an entrepreneur; The steps to identify the project /ventures; Process of converting business opportunities into reality. Feasibility Report and analysis; Process of setting up a small-scale industry / unit.

Entrepreneurial Behaviour, Innovations and Entrepreneurs, Behavioural and Psycho Theories, social responsibility and Entrepreneurial Problems. Location Problems before Entrepreneurs.

UNIT IV

Promotion of a venture, External Environment Analysis: Economic, Social, Technological and competition; Legal Framework for establishing and fund-raising Venture Capital: Sources and Documents required.

Entrepreneurial Development: Meaning, Need, Programmes, Cycle and Objective. Rural Area and ED, Structuring the EDPs; Inputs for and methods of Training, entrepreneurship Development Programmes in India: An Evaluation

UNIT V

Managing the Enterprise

Financial Management: Working Capital Management- Financial Planning &Control – Accounting, Financial Statement Analysis - Marketing Management: Marketing Plan & Control, CRM – Product Development & Marketing – Production Management: Inventory Control, Productivity, and Break-Even Analysis – Human Resource Management: Manpower Planning – Labour Productivity – Industrial Relations.

Course Learning Outcomes (CLOs):

Students will demonstrate knowledge of the legal and ethical environment impacting business organizations and exhibit an understanding and appreciation of the ethical implications of decisions. Students will demonstrate an understanding of and appreciation for the importance of the impact of globalization and diversity in modern organizations. Students will demonstrate an ability to engage in critical thinking by analyzing situations and constructing and selecting viable solutions to solve problems. students will demonstrate an ability to work effectively with others. Students will demonstrate knowledge of current information, theories and models, and techniques and practices in all of the major business disciplines including the general areas of Accounting and Finance, information Technologies, Management, Marketing and Quantitative Analysis.

Text Books:

1. Poornima M. Charantimath, ‘Entrepreneurial Development and Small Business Enterprises’, Pearson Education Licensee, New Delhi 2006.
2. S. Nagendra, V.S. Manjunath, “Entrepreneurship and Management”, Pearson Education Licensee, New Delhi 2011.

Reference Books:

- 1) Matthias Fink, Sascha Kraus, The Management of Small and Medium Enterprises, Routledge Studies in Small Business, 2009.
- 2) Thomas Henschel, Risk Management Practices of SMEs. Evaluating and Implementing Effective Risk Management Systems.
- 3) Lev & Powell, Strategies for Growth in SME’s, Elsevier Ltd.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. Second Year

SEMESTER -III

(B) RESOURCE MANAGEMENT TECHNIQUES

L	T	P
4	0	0

Course Name: Resource Management Techniques Course Code: MCOMEL03

Course Credit Hour: 3 Hrs

Total Contact hours: 30

Course Objective:

To apply Quantitative methods for the usage in Accounts and Finance, to apply Quantitative methods for decision making process and to emphasis only applications no proof required.

Course Description:

Students will Learn to Estimate the mean and standard deviation of the marginal distribution of the response variable and use this information to inform a business decision. Students will Learn to Obtain a point estimate for the variance and standard deviation of the conditional distribution of the response variable given a value for the predictor. Students will Learn to Construct a confidence interval for the slope of the regression line. Students will Learn to Obtain an interval estimate for the mean of the conditional distribution of the response variable given a value for the predictor and use this information to inform a business decision. Students will Learn to Construct a prediction interval for the response given a value of the predictor and use this information to inform a business decision. Students will Learn to Fit a simple linear regressions model and interpret the slope and intercept (when appropriate).

Course Content:

UNIT I:

Overview of Operations Research: Concept of Linear Programming Model; Linear Programming Methods - Graphical Method; Simplex Method.

UNIT II:

Transportation & Assignment Problems: Transportation Problem: Definition; Formulation and solution of Transportation Models: The Row minima, Column minima, Matrix minima; Vogel's approximation Method: MODI method of finding Optimum solution
Assignment Problem: Travelling salesmen Problem

UNIT III:

Sequencing Problem & Queuing Theory: Processing n jobs through 2 machines; Processing n jobs through 3 machines; Processing each of n jobs through m machines; Processing 2 jobs through m machines.
Queuing Theory: Meaning; Elements of Queuing system - M/M/1(Simple Problems only).

UNIT IV:

Replacement Problem & Inventory Models: Replacement Policies: Equipment Deteriorate Gradually, Time Value of Money Considered, Equipment Fail Suddenly (Group Replacement), Staff Replacement.

Inventory Models: With Probabilistic & Deterministic Demand, Classic EOQ, EOQ with bulk purchasing, EOQ with storage limitations, and Simulation on Inventory System.

UNIT V:

Decision Making - Network Techniques & Game Theory: Types of Decision-making situations (except conflict of competition), Network Techniques: PERT /CPM Techniques, Game Theory: Two-person Zero sum Game, Saddle Point, Mixed strategies, Reducing Game by Dominance Rules, Graphical solution of $2 \times n$ and $m \times 2$ Games.

Course Learning Outcomes (CLOs):

Student will able to apply knowledge to solve simple tasks using computer (MS Excel). Student will able to independently calculate basic statistical parameters (mean, measures of dispersion, correlation coefficient, indexes). Student will able to interpret the meaning of the calculated statistical indicators. Student will able to choose a statistical method for solving practical problems. Student will able to explain probability theory and probability distributions in relation to general statistical analysis. Student will able to Understand and appreciate the need to solve a variety of business-related problems using a systematic approach involving accepted statistical techniques.

Text Books:

- 1) Sharma J K - Operations Research (Pearson Publication)
- 2) Sundaresan, V, Ganapathy Subramanian, K.S. and Ganesan, K - Resource Management Techniques, A.R.Publications - Nagapattinam.

Reference Books:

- 1) S Kalawathy - Operation Research (Vikas Publication)
- 2) Kalavathy, S - Operations Research, Vikas publishing House pvt, Reprint, New Delhi.
- 3) Apte - Operation Research and Quantitative Techniques (Excel Books)

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. Second Year

SEMESTER -IV

HUMAN RESOURCE MANAGEMENT

L	T	P
4	0	0

Course Name: Human Resource Management

Course Code: MCOMCC13

Course Credit Hour: 3 Hrs

Total Contact hours: 30

Course Objective:

To develop the sound knowledge and understanding of the subject, making students up to date with the recent trends and techniques relating to Human Resource Management.

Course Description:

To understand the techniques of job analysis, job description and job specification. To understand the procedure of recruitment, selection and performance appraisal. To understand the various methods of training and job evaluation. To understand the concept of E-HRM and HRIS. To study about various models of International HRM.

Course Content:

UNIT I

Human Resource Management: Introduction, Objectives, Scope and Limitations. HRM V/s HRD, Role of Human Resource Manager, Human Resource Planning: Objectives and Process. HR Functions.

UNIT II

Recruitment and Selection: Job Design, Job Analysis and Job Evaluation; Recruitment and Selection: Process, Source, Techniques; Steps in Selection: Interview and Final Selection, Induction and Placement.

UNIT III

Developing Human Resources: Employee Training and Development – General and Specific Training, Training Objectives, Designing a Training Programme, Knowledge and Skill Development, Evaluating Training Effectiveness. Training for Executive Development: Methods and Techniques. HRD Mechanism, HRD for organizational effectiveness.

UNIT IV

Performance and Compensation Management:

a. Performance Appraisal – Objectives, Importance and Methods.

b. Wage and Salary Administration: Objectives, Essentials of a Sound Wages and Salary Structure, Methods of Wage Payment, Wage Policy in India.

UNIT V

Industrial Relations and Industrial Disputes: Objectives, Causes of Poor Industrial Relations, Measures for Improving Industrial Relations. Industrial Disputes: Causes, Prevention and Settlement of Industrial Disputes.

Course Learning Outcomes (CLOs):

Fulfil corporate objectives and face challenges. Define pay band system, ESOP and flexi-time schedule. Capable to measure intellectual capital. Define international dimensions of HRM and employee empowerment. Define importance and implication of international HRM models.

Text Books:

- 1) VPS, Rao: Human Resource Management, Excel Books, New Delhi
- 2) L. M. Prasad: Human Resource Management, Sultan Chand, New Delhi
- 3) K. Ashwathappa: Human Resource Management, McGraw Hills

Reference Books:

- 1) Beardwel & Holden: Human Resource Management, Macmillan Co. Ltd.
- 2) V. P. Michael: Human Resource Management, HPH, New Delhi.
- 3) Lloyd, L. Byais & Leslie, W. Rue: Human Resource Management, - McGraw Hills.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. Second Year

SEMESTER -IV

INDIRECT TAXES

L	T	P
4	0	0

Course Name: Indirect Taxes

Course Code: MCOMCC14

Course Credit Hour: 3 Hrs

Total Contact hours: 30

Course Objective:

To understand the indirect tax provisions and recent amendments regarding indirect tax system in India that can contribute to expert opinion to finalize management decisions in connection with various indirect tax issues. To provide students with a working knowledge of principles and provisions of GST and Customs Law.

Course Description:

The syllabus includes the following: Global investment environment, portfolio theory and practice, fixed income securities, security analysis, derivative securities analysis and derivative securities market, evaluation of asset management, applied portfolio management.

Course Content:

UNIT I

Introduction: Constitutional framework of Indirect Taxes before GST (Taxation Powers of Union & State Government); Concept of VAT: Meaning, Variants and Methods; Major Defects in the structure of Indirect Taxes prior to GST; Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council, GST Network, State Compensation Mechanism, Registration.

UNIT II

Levy and collection of GST: Taxable event- “Supply” of Goods and Services; Place of Supply: Within state, Interstate, Import and Export; Time of supply; Valuation for GST- Valuation rules, taxability of reimbursement of expenses; Exemption from GST: Small supplies and Composition Scheme; Classification of Goods and Services: Composite and Mixed Supplies.

UNIT III

Input Tax Credit: Eligible and Ineligible Input Tax Credit; Apportionments of Credit and Blocked Credits; Tax Credit in respect of Capital Goods; Recovery of Excess Tax Credit; Availability of Tax Credit in special circumstances; Transfer of Input Credit (Input Service Distribution); Payment of Taxes; Refund; Doctrine of unjust enrichment; TDS, TCS. Reverse Charge Mechanism, Job work.

UNIT IV

Procedures: Tax Invoice, Credit and Debit Notes, Returns, Audit in GST, Assessment: Self-Assessment, Summary and Scrutiny.

Special Provisions: Taxability of E-Commerce, Anti-Profitteering, Avoidance of dual control, E-way bills, zero-rated supply, Offences and Penalties, Appeals

UNIT V

Customs Law: Basic Concepts, Territorial Waters, High Seas, Types of Custom Duties, Valuation, Baggage Rules & Exemptions.

Course Learning Outcomes (CLOs):

On successful completion of the module students will be able to show a systematic knowledge, understanding and critical awareness of the theory and comprehensive understanding of the complex techniques applicable to solve problems. They will be able to demonstrate a comprehensive understanding of the complex current issues relevant to the investment market.

Text Books:

- 1) The Goods and Services Tax (Compensation to States), 2017
- 2) Gupta, S.S., Vastu and Sevakar, Taxmann Publications, 2017

Reference Books:

- 1) The Central Goods and Services Tax, 2017
- 2) The Integrated Goods and Services Tax, 2017
- 3) The Union Territory Goods and Services Tax, 2017

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. Second Year

SEMESTER -IV

ELECTIVE (CHOOSE ANY ONE)

(A) INSURANCE AND RISK MANAGEMENT

L	T	P
4	0	0

Course Name: Insurance and Risk Management **Course Code: MCOMEL04**

Course Credit Hour: 3 Hrs

Total Contact hours: 30

Course Objective:

Designed for students planning to make a career in the field of Insurance, the course objective is to apprise the students with the conceptual and practical aspects of Insurance and Risk Management and also to familiarize them with the operations and methodology followed by Insurance Companies in India.

Course Description:

This course offers a comprehensive overview and a broad prospective of the principles of Risk Management and Insurance. While emphasizing traditional risk management and insurance, this course introduces other types of risk management and stresses that professionals may use the same general framework to manage all types of risk. Students are provided a framework for (a) making risk management and insurance decisions to increase business value, (b) understanding insurance contracts and the insurance industry's institutional features, and (c) understanding the effects of and the rationale for public policies that affect risk.

Course Content:

UNIT I

The Insurance Policy: Components, the Preamble, Cover Note, The Insuring Clause, The Policy Holder, Excluded Perils, Un-insurable Perils; Policy Conditions, Express and Implied Conditions, Notice of Loss, Cancellation of Policy, Assignment, Pro-rata Clause, Renewals, Non-Payment of Premiums, Insurance Lapses, Policy Revival.

UNIT II

Underwriting the Risk: Selection of Risk, Factors considered for selection of risk, Insurance of Sub-standard Lives: Insurable Lives, Uninsurable Lives, Sub-standard Lives, Factors contributing to Sub-standard Lives, Methods of Treating Sub-standard Lives. **LIC of India: Organisation, Management & Working**

UNIT III

Risk Management: Certainty, Risk and Uncertainty; Classification of Risks, Property Risk, Personal Risk, Liability Risk, Loss of Income Risk, Fundamental and Particular Risks, Risk Management Principles, Risk Management Techniques, Risk Avoidance, Risk Reduction, Risk Retention, Risk Combination, Risk Transfer, Risk Hedging, Risk Management, Process-Risk Analysis, Risk Control, Risk Financing, Insurance as Risk Management Tool.

UNIT IV

Health Insurance: Salient features of Health Insurance in India, Functioning of TPAs, IRDA Regulations for TPAs, Mediclaim – Terms and Conditions, Exclusions.

Banc assurance: Concept, Bank–Insurance Companies Interface, Strengths, Weaknesses, Distribution Channels in banc assurance, banc assurance Strategy.

UNIT V

Miscellaneous Insurance:

Motor Insurance, Aviation Insurance, Burglary Insurance, Cattle Insurance, Crop Insurance, Employers' Liability Insurance. Globalization of insurance sector; regulation of risk reduction by IRDA; reinsurance; coinsurance assignment.

Course Learning Outcomes (CLOs):

This course equip the students with risk management exposure from insurance product perspective. After learning this course, the common practice to manage risk by insurance products is supposed to be adequately grasped. Understand the principles of risk management and insurance. You should be able to understand the methodology in the identification, analysis and management of risks. The basic principles of insurance, as one possible risk financing tool, is also expected to be understood.

Text Books:

- 1) Tripathi, N. P.: Principles of Insurance, PHI, New Delhi
- 2) Gupta, P. K.: Insurance and Risk Management, HPH, Mumbai.

Reference Books:

- 1) Huebner, S. S.: Life Insurance, Appleton – Century-Crofts, Inc (NY)
- 2) Motihar, M.: Principle and Practices of Insurance, Sharda Pustak Bhawan, Allahabad.
- 3) Khan, Arif M.: Theory and Practices of Insurance, Educational Book House, Aligarh.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

M.COM. Second Year

SEMESTER -IV

ELECTIVE (CHOOSE ANY ONE)

(B) ADVERTISING AND SALES MANAGEMENT

L	T	P
4	0	0

Course Name: Advertising and Sales Management **Course Code: MCOMEL04**

Course Credit Hour: 3 Hrs

Total Contact hours: 30

Course Objective:

The course aims at enabling the students to develop an in-depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast-growing area of marketing.

Course Description:

This course is designed to enhance the skills of students in terms of creating advertising. By developing actual advertising campaigns from scratch, students will experience how all the functional areas of advertising (research, media, creative, and account management) work together in the process of creating an advertising plan. Students will analyse brands, decide communication strategy, and design creative works (e.g., preparing storyboard for TV commercials, writing scripts, and rough layout for print ads and the internet), and decide and implement IMC components for clients to solve any problems identified from their primary and secondary market research.

Course Content:

Section A: Advertising

UNIT I

Communication process: Nature of communication process and its different elements, obstacles in communication process. Communication process, communication process in marketing: Importance and applications of communication process in marketing, different elements of promotional mix and communication process relevant to them, communication process in corporate image building.

UNIT II

Advertisement: Importance of advertising in modern marketing, Different types of advertising, role of advertising in the national economy, setting of advertising objectives, advertising budget, factors affecting the advertising expenditure in a company, advertising department and its organization, advertising agencies, their organization and functions.

UNIT III

Message and copy: Message strategy and design, elements of advertising copy, developing effective advertising copy, creativity and visualizing in advertising, media planning: Comparative study of different advertising media, Media selection, media scheduling.

Section B: Sales Management

UNIT IV

Introduction: Nature and importance of personal selling, personal selling versus advertising, types of sales persons, selling as a career, process of effective selling.

UNIT V

Management of the sales force: recruitment and selection; Training and development; direction, motivation, compensation, performance appraisal, sales planning and control; Market analysis, sales budget, sales territory, sales quota.

Course Learning Outcomes (CLOs):

The students are expected to apply basic concepts of advertising and sales promotion to develop advertising and sales promotion strategies. The purpose of this course is to develop an understanding about concepts, methods and strategies of sales promotion.

Text Books:

- 1) Chunnawala & Sethia: Advertising management
- 2) Still, Cundiff & Govoni: Sales Management
- 3) Subroto Sengupta: Cases in advertising and communication

Reference Books:

- 1) Wright, Wintersand zeigers: Advertising Management
- 2) Dunnand Barban- Advertisng: Its role in modern marketing advertising
- 3) Spiro: Management of sales force.

Assessment method (Continuous Internal Assessment =40%, Final Examination =60%)

Assessment 1	-05%
Assessment 2	-05%
Mid-term exam	-20%
Assessment 3	-05%
Assessment 4	-05%
Total Internal Assessment	-40%

NOIDA INTERNATIONAL UNIVERSITY

SCHOOL OF BUSINESS MANAGEMENT

SYLLABUS OF COURSES TO BE OFFERED

Core Courses, Elective Courses & Ability Enhancement Courses

M.A. Economics

(Two Year Full Time Programme)

Choice Based Credit System (CBCS)



(Academic Year 2020-21)

Preamble

The University Grants Commission (UGC) has initiated several measures to bring equity, efficiency and excellence in the Higher Education System of country. The important measures taken to enhance academic standards and quality in higher education include innovation and improvements in curriculum, teaching-learning process, examination and evaluation systems, besides governance and other matters. The UGC has formulated various regulations and guidelines from time to time to improve the higher education system and maintain minimum standards and quality across the Higher Educational Institutions (HEIs) in India. The academic reforms recommended by the UGC in the recent past have led to overall improvement in the higher education system. However, due to lot of diversity in the system of higher education, there are multiple approaches followed by universities towards examination, evaluation and grading system. While the HEIs must have the flexibility and freedom in designing the examination and evaluation methods that best fits the curriculum, syllabi and teaching-learning methods, there is a need to devise a sensible system for awarding the grades based on the performance of students. Presently the performance of the students is reported using the conventional system of marks secured in the examinations or grades or both. The conversion from marks to letter grades and the letter grades used vary widely across the HEIs in the country. This creates difficulty for the academia and the employers to understand and infer the performance of the students graduating from different universities and colleges based on grades. The grading system is considered to be better than the conventional marks system and hence it has been followed in the top institutions in India and abroad. So it is desirable to introduce uniform grading system. This will facilitate student mobility across institutions within and across countries and also enable potential employers to assess the performance of students. To bring in the desired uniformity, in grading system and method for computing the cumulative grade point average (CGPA) based on the performance of students in the examinations, the UGC has formulated these guidelines.

Programme Educational Objectives (PEOs), Programme Outcome (POs) & Programme Specific Outcomes (PSOs) of M.A. Economics

Programme Educational Objectives (PEO's)

PEO1: To provide elaborate knowledge of the principles of Economics and apply in day to day life

PEO2: To enrich the students with prevailing domestic and international economic issues

PEO3: To develop analytical thinking skill to study and evaluate the various socio-economic issues and policies

PEO4: To equip students with quantitative skills and analyse problems with empirical evidence

PEO5: To expose students to the theory and functioning of the monetary and financial sectors of the economy

PEO6: To equip the students with policy formulation and economic administration

PEO7: To enable the students to examine the impact of trade policies followed both at national and international level

PEO8: To enlighten the students with research issues in Economics and to develop scientific approach in the analysis of social problems

PEO9: To provide employability skills through skill-oriented and application-oriented courses and in-service training

PEO10: To equip students to absorb socially desirable values through innovative teaching and outreach programmes

Programme Outcome (POs):

The M.A. in Economics program emphasizes practical applications of economic theory. It is organized to provide students with analytical tools by which they can solve many economic problems existing in the real world. The students will be able to apply:

PLO 1: Critical Thinking

- a. Apply economic analysis to evaluate everyday problems
- b. Apply economic analysis to evaluate specific policy proposals

PLO 2: Quantitative Reasoning Skills

- a. Understand how to use empirical evidence to evaluate an economic argument
- b. Obtain or collect relevant data using specific research methods
- c. Interpret statistical results
- d. Perform appropriate statistical analysis of data
- e. Develop deeper quantitative thinking skills

PLO 3: Problem-Solving Skills

- a. Analyse problems that have clear solutions
- b. Propose solutions for problems that do not have clear answers

PLO 4: Communication Skills

- a. Communicate effectively in written or spoken form about specific economic issues
- b. Develop a well-organized written argument that states hypothesis
- c. Present an economic argument orally

Programme Specific Outcomes (PSOs):

PSO1: To impart in depth knowledge to students about economic theory regarding utilization and allocation of resources including labour, natural resources and capital.

PSO 2: To develop students understanding about how market for goods and services function and how income is generated and distributed.

PSO3: To give students in depth knowledge into special fields of choice like agricultural economics, industrial economics, financial market, development economics, international trade, urban economics econometrics, mathematical economics etc.

PSO4: To make students familiar with economic theories and their relevance, econometrics, quantitative techniques and applied research in a wide variety of fields within economics.

PSO5: Students would know how the economy is influenced by economic policy, technological advances and demographic conditions

CHOICE BASED CREDIT SYSTEM

The CBCS provides an opportunity for the students to choose from the prescribed courses comprising core, elective/minor or skill based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Therefore, it is necessary to introduce uniform grading system in the entire higher education in India. This will benefit the students to move across institutions within India to begin with and across countries. The uniform grading system will also enable potential employers in assessing performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point, Average (CGPA) based on student's performance in examinations, the UGC has formulated the guidelines to be followed.

Outline of Choice Based Credit System

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a core course. The structure of course is defined under following points-

- 1.1. All the UG degree programs shall be of either six semesters or eight semesters duration unless specified otherwise.
- 1.2. An academic year consists of two semesters: Odd Semester and Even Semester.
- 1.3. . A semester normally extends over a period of 16 weeks (6 day week) with 90 working days.
- 1.4. Every course offered may have three components: Lecture (L), Tutorial (T) and Practicals (P). Tutorial session consists of participatory discussion / self-study/ desk work/ brief seminar presentations by students and such other novel methods.
- 1.5. The credit pattern for a course (L:T:P) shall be decided by the respective Board of Studies (BoS).
- 1.6. Credit means the unit by which the course work is measured. One hour session of Lecture or Tutorial per week for 16 weeks amounts to 1 credit.
- 1.7. Two hour session of Practicals per week for 16 weeks amounts to 1 credit per semester. The total duration of a semester is 20 weeks inclusive of semester-end examination.
- 1.8. A course of 3 to 6 credits will be evaluated for 100 marks. A course with less than 3 credits will be evaluated for 50 marks. For any other approved course, the evaluation method shall be decided by the respective BoS.

2. **Elective Course:**

Elective Course is a course which can be chosen from a pool of courses. It may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the student's proficiency/skill.

- 2.1. Discipline Specific Elective (DSE) is a course offered under the main discipline/subject of study or a Project/Dissertation.
- 2.2. Project/Dissertation is an elective course designed to acquire special/ advanced knowledge, such as supplement study/ support study to a project work. A student has to study such a course on his/her own with advisory support of a faculty member.

2.3. Generic Elective (GE) is an elective course chosen from an unrelated discipline/subject with an intention to seek exposure beyond discipline/subject.

3. **Ability Enhancement Courses (AEC):** Ability Enhancement Courses may be of two types: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC).
 - 3.1. AECC courses are mandatory courses based upon the content that leads to knowledge enhancement viz., Environmental Science, Indian Constitution and English/ Modern Indian Languages (MIL) / Communication skills.
 - 3.2. . SEC courses are aimed at providing hands-on-training, competencies, skills, etc.

**PROPOSED MA ECONOMICS COURSE STRUCTURE under CBCS Guidelines
(Academic Year 2020-21)**

SEMESTER - I

CODE	SUBJECT	EVALUATION SCHEME								CREDIT
		Periods			INTERNAL			E S E	TOT AL	
		L	T	P	MT	TA	TOT AL			
MAC101	Microeconomics I	3	0	0	20	20	40	60	100	3
MAC102	Macroeconomics I	3	0	0	20	20	40	60	100	3
MAC103	International Trade	3	0	0	20	20	40	60	100	3
MAC104	Quantitative Methods I	3	0	0	20	20	40	60	100	3
MAC105	Economics of Development	3	0	0	20	20	40	60	100	3
MAC106	Indian Economy	3	0	0	20	20	40	60	100	3
MACP01	Comprehensive Viva	0	0	2	0	0	0	100	100	2
	TOTAL								700	20

SEMESTER - II

CODE	SUBJECT	EVALUATION SCHEME								CREDIT
		Periods			INTERNAL			E S E	TOT AL	
		L	T	P	MT	TA	TOT AL			
MAC201	Microeconomics II	3	0	0	20	20	40	60	100	3
MAC202	Macroeconomics II	3	0	0	20	20	40	60	100	3
MAC203	Public Economics	3	0	0	20	20	40	60	100	3
MAC204	Quantitative Methods II	3	0	0	20	20	40	60	100	3
MAC205	Economics of Growth	3	0	0	20	20	40	60	100	3
MAC206	Labour Economics	3	0	0	20	20	40	60	100	3
MACP02	Term Paper	0	0	2	0	0	0	100	100	2
	TOTAL								700	20

MA Economics Ist Year

Semester- I

MICROECONOMICS I

L	T	P
3	0	0

Course Name: Microeconomics I
Course Credit Hour: 3 hrs

Course Code: MAC101
Total Contact Hour: 30 hrs

Course Objective:

This course is designed to familiarize the students with the basic concept of microeconomics. The focus is to make student understand the demand and supply analysis in practical world along with provide information to students regarding the production and cost structure under different stages of production. This course helps students in understand the pricing and output decisions under various markets structure and apply the various decision tools to understand the market structure.

Course Description:

This course provides students with the foundation theories of basic microeconomics including an introduction into the study of economics and analyses of economic agents' behaviors, particularly that of the individual and the firm. The course begins with a description of the subject area, and continues to introduce the basic concepts and theories that are used as the foundation of microeconomic theory and analysis. This includes discussions and applications of the theory of the consumer; theory of producer; market operations; and market structures.

Course Content:

UNIT- I: Basic concepts

Choice and Scarcity

Positive Vs Normative Economics

Inductive and Deductive Methods

Static and Dynamic Analysis

Partial Vs General Equilibrium Analysis

UNIT-II: Theory of Demand

Utility and Preference Analysis

Demand and Supply Equilibrium

Price, Income and Cross Elasticity of Demand

Derivation of Demand curves (Hicks and Marshall)

Revealed Preference Theory

UNIT-III: Hicksian Analysis

Income and Substitution Effects

Slutsky Theorem

Revision of Demand theory by Hicks – Cobweb Theorem

UNIT-IV: Production and Costs

Production Functions
Least cost contribution and Producer's
Equilibrium Cobb–Douglas and CES
Production Function
Law of Returns and
Returns to Scale
Cost Output Relation
Short–run and long–run Cost
Minimization Modern theory of
Costs

UNIT-V: Market

Structure

Equilibrium of the
Firm and Industry
Monopoly and Price
Discrimination
Measure and Control
of Monopoly
Monopolistic competition – Chamberlains
approach Marginal Cost Pricing
Collusive and Non – Collusive Oligopoly

Course Learning Outcome:

After completion of the course, students will have a basic understanding of microeconomics and will be able to:

CLO 1: Explain the nature of microeconomics

CLO 2: Understand the functioning of market economy through demand and supply.

CLO 3: Apply the concepts of demand and supply to explain the price and quantity equilibrium of a market.

CLO 4: Apply microeconomic tools in real economic context.

CLO 5: Become familiar with some major economic issues.

Text Books:

- Salvatore, D. 2003. Micro Economics; Theory and Applications. Oxford University Press, New Delhi.
- Perloff, J. M. 2001. Microeconomics. Addison Wisely Longman, India.
- Nicholson, W. 1992. Microeconomic Theory: Basic Principals and Extensions. The Dryden Press, USA
- Pindyck R. S. and Ruboinfeld, D. L. 1999. Microeconomics. Prentice Hall of India.
- Koutsoyiannis, A. 1979. Modern Microeconomics. Macmillan Press, London.

Reference Books

- Layard, P. R. G. and Walters, A.W. 1978. Microeconomic Theory. McGraw Hill, New York.

- Sen. A. K. 1999. Microeconomics - Theory and Applications. Oxford University Press, New Delhi
- Boumol, W. J. 1982. Economic Theory and Operational Analysis. Prentice Hall of India, New Delhi.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

MA Economics Ist Year
Semester- I
MACROECONOMICS I

L T P
3 0 0

Course Name: Microeconomics I
Course Credit Hour: 3 hrs

Course Code: MAC102
Total Contact Hour: 30 hrs

Course Objectives:

Macroeconomics finds the functional relationship essential for the proper comprehension of the different policies and issues at an aggregate level. It is more scientific and blends itself with some empirical economic knowledge. Macro-economic imbalances and correcting policies are part of the New Economic Policy implemented in India, introduced in the year 1990-91.

Course Description:

This course aims to introduce the students to the basic concepts of Macroeconomics. Macroeconomics deals with the aggregate economy. This course discusses the preliminary concepts associated with the determination and measurement of aggregate macroeconomic variable like savings, investment, GDP, money, inflation, and the balance of payments.

Course Content:

UNIT-I: National Income Accounts

National Income Components
Circular flow of income in two, three and four sector models
Stock – flow relationship
Concepts of Social Accounting
Input – Output Accounting, and Balance of Payments Accounting
Economic welfare and its measurement

UNIT-II: Theory of Employment

Classical theory of employment - Say's law of markets
Keynesian Determination of Output and Employment
Vertical Aggregate Supply Curve

UNIT-III: Consumption Theory

Short-run and Long-run Consumption Function
Developments in consumption functions (Absolute income, Relative income, Permanent income and Life cycle hypothesis)
Empirical studies and policy implications of Consumption theory
Multiplier theory
Super - Multiplier theory

UNIT-IV: Investment Theory

Marginal Efficiency of capital and the Rate of Interest
Private and Public Investment
Interaction of Multiplier and Accelerator

Profit and Neo - Classical theory
Influence of Policy Measures on Investment - Empirical Evidence

UNIT-V: Neo-Classical and Keynesian views on Interest

Keynes IS – LM curve
Secular Stagnation
IS – LM model with the Government sector
Extension to Open Economy
IS – LM Models with Labour market and Flexible prices

Course Learning Outcomes (CLOs):

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

- CLO1:** To explain the concept of macroeconomics.
- CLO2:** To apply the circular flow of income and expenditure.
- CLO3:** To analyze the income determination through classical and Keynesian economics.
- CLO4:** To integrate the role of fiscal and monetary policies in regulating economy.

Text Book:

- Shapiro, E. 2005. Macro-Economic Analysis (5th Edition).Galgotia Publications. New Delhi.
- Froyen R. T. 2005. Macroeconomics (7th Edition).Pearson Education. Delhi
- Dornbusch, Fischer, Stratz 2004. Macroeconomics, (9th Edition). Tata McGraw-Hill. New Delhi.
- Mankiw, N. G. 2006. Macroeconomics, (5th Edition), Worth Publications. New York.
- Carlin, W. and Soskice, D. 2007. Macroeconomics (Indian Edition)
- Mishkin, F. S. 1997. The Economics of Money, Banking and Financial Markets, (5thEdition), Addison Wesley, New York.
- Levacic, R. and Rebman, A. 1982. Macroeconomics- An Introduction to Keynesian Neoclassical Controversies, (2nd Edition), MacMillan, London.

Reference Books:

- Hall, R. E. and Taylor, J. B. 1997. Macroeconomics (5th Edition), W.W. Norton and Company.New York/ London.
- Sebold, V. Macroeconomic Models and Policy. WIE Wiley.
- Gupta, R D and Rana A S. 1997. Keynes Post KeynesianEconomics.Kalyani Publishers, New Delhi.
- Miles D. and Scott, A. 2005. Macroeconomics – Understanding the Wealth of Nations.JohnWiely and Sons, Inc. England.
- Roger, E. and Salanti A. (Eds.) 2004. Macroeconomics and the Real World—Keynesian Economics, Unemployment and Policy (Vol. 2). Oxford University Press, New York.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

MA Economics Ist Year
Semester- I

INTERNATIONAL TRADE

L	T	P
3	0	0

Course Name: International Trade
Course Credit Hour: 3 hrs

Course Code: MAC103
Total Contact Hour: 30 hrs

Course Objectives:

To make the student to understand the theoretical aspects related to international trade and other international organization and to enable the students to know the importance of the international trade.

Course Description:

This course deals with the theory and practice of international trade and of trade-related policies. It focuses on analyzing the gains from trade, the changing patterns of trade, the income distributional consequences of liberalizing foreign trade, the relationship between trade, investment, and economic growth, and the reasons for and consequences of trade policies. The course relies predominantly on a standard collection international trade models to understand the motivations behind modern trade policies. During the weekly seminar, students then analyse the efficacy of trade policy, considering both intended and unintended consequences of policy choices with particular attention paid to the changing geopolitical environment in which these policies exist.

Course Content:

UNIT-I

1. The Basis of International Trade, Comparative cost Theory, Heckscher-Ohlin Trade Theory. Leontief Paradox –Factor Price Equalization Theories.
2. Demand conditions in international Trade Theory- Reciprocal Demand Theory- Marshall Edge worth, Offer Curve technique, Terms of trade affecting the balance of trade.

UNIT-II

1. The Gains from trade
2. Transport Rent International Trade.
3. Trade and Welfare; Theory of optimal tariff. Theory of Effective protection, Theory of Customs Union.

UNIT-III

1. International Trade and Economic Development.

UNIT-IV

1. Foreign Exchange Market: Demand and supply of Foreign Exchange, Flexible Exchange Rate, Spot and Forward markets for foreign Exchange, Fixed Exchange rate.
2. Foreign Exchange Rate: Purchasing Power Parity Theory, Balance of Payment Theory.
3. Balance Payment and its adjustment, national income and balance of payment. Balance of International Payment. Disequilibrium in International payment. Adjustment mechanism under flexible exchange rates. Tariffs, Import controls, multiple exchange rates as instruments of balance of Payment policy. Internal and external balance

UNIT-V

1. The Theory of Capital Movements. The transfer problem and the optimum amount foreign investment.
2. Commercial Policy
3. The international Monetary Fund: Reforms of the International Monetary system

Course Learning Outcomes (CLOs):

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

CLO 1: Compare at the level of formal analysis, the major models of international trade and be able to distinguish between them in terms of their assumptions and economic implications.

CLO 2: Employ the principle of comparative advantage and its formal expression and interpretation within different theoretical models.

CLO 3: Apply partial equilibrium and (where required) general equilibrium models in analysing the economic effects of (a) trade policy instruments such as tariffs, quotas, export subsidies, (b) retaliatory measures such as anti-dumping duties and countervailing duties and (c) the creation of regional trading arrangements such as free trade areas, customs unions and common market.

CLO 4: Distinguish and critically analyze the main arguments for protection and conversely be able to critically evaluate the relevance and realism of arguments for free trade, taking into account the costs and benefits of trade policy measures on different sections of the community and the implications for the formulation of trade policy.

Text Books:

- International Economics: Analysis and Issues- Charles E. Stanley
- International Economics-Rober A. Mundell
- International Economics-Bo Soderstein
- Studies in the Pure Theory of International Trade- Raveendra N. Batra
- International Trade and Development-G. M. Meir
- International Economics-Haberler

Reference Books:

- International Economics-Kindleberger
- Trade and Economic Structure-R. E. Caves
- Readings in the Theory of International Trade (Ed.)-Caves and Johnson
- International Trade-Jagdish Bhagwati

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

MA Economics Ist Year
Semester- I
QUANTITATIVE METHODS-I

L	T	P
3	0	0

Course Name: Quantitative Method-I
Course Credit Hour: 3 hrs

Course Code: MAC104
Total Contact Hour: 30 hrs

Course Objective:

This course focuses on the mathematical methods and models that are required to understand current economics and to investigate economic models. Topics may include limits, sequences and series, combinatorics, set theory; univariate and multivariate calculus and applications in economic models.

Course Description:

This is the first of a compulsory two-course sequence. The objective of this sequence is to transmit the body of basic mathematics that enables the study of economic theory at the postgraduate level, specifically the courses on microeconomic theory, macroeconomic theory, statistics and econometrics set out in this syllabus. In this course, particular economic models are not the ends, but the means for illustrating the method of applying mathematical techniques to economic theory in general. The level of sophistication at which the material is to be taught is indicated by the contents of the prescribed textbook.

Course Content:

UNIT-I

Concept of function and types of functions; Multivariable functions; Interpretation of revenue, cost, demand, supply functions; Types of production functions; Limit, Continuity and derivatives; Rules of differentiation; Elasticity and their types; Rules of Partial differentiation and interpretation of partial derivatives; Rules of differentiation; Elasticity and their types; Rules of partial differentiation and Interpretation of partial derivatives.

UNIT-II

Problem of maxima and minima in single and multivariable function; Unconstrained and constrained optimization in simple economic problems; Concept and simple rules of integration; Application to Consumer's and producer' surplus

UNIT-III

Concept of Matrix and Determinant – their types, simple operations on matrices, matrix inversion and rank of matrix; Solution of simultaneous equations through Cramer's rule and Matrix inverse method; Introduction to input-output analysis

UNIT-IV

Difference equations – Solution of first order and second order difference equations; Applications in trade cycle models; Growth models and lagged market equilibrium models

UNIT-V

Linear programming – Basic concept, Nature of feasible, basic and optimal solution; Solution of linear programming problem through graphical and simplex method; Concept of a game; Two person Zero sum game; value of a game; strategies- simple and mixed; Dominance rule; Solution of a game by linear programming

Course Learning Outcome:

A central aim to this course is to increase "mathematical maturity", confidence and familiarity with the types of economic problems that will be encountered and built upon later. On successful completion of this course, students will be able to:

CLO 1: Use appropriate techniques to solve economic problems with calculus

CLO 2: Model economic questions as mathematical problems.

CLO 3: Analyze economic models by using formal mathematical methods.

CLO 4: Acquire mathematical skills used in economic analysis

Text Books:

- Quantitative Methods for Business and Economics by Adil H. Mouhammed, PHI, New Delhi, 2003
- Quantitative Methods by D.R. Aggarwal
- Basic Mathematics for Economists by R.C. Joshi, New Academic Publishing
- Aggarwal, H.S.: Modern Micro -Economics, Konark, New Delhi, 1998.
- Taro Yamane, Mathematics for Economists, PHI, 1973.

Reference Books:

- Quantitative Techniques in Management by N.D. Vohra, TMH.
- Allen R.G.D. (1974), Mathematical Analysis for Economists, Macmillan Press, London.
- Black, J. and J.F. Bradley (1973), Essential Mathematics for Economists, John Wiley and Sons.
- Chiang, A.C. (1986), Fundamental Methods of Mathematical Economics (3rd Edition), McGraw Hill, New Delhi

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

MA Economics Ist Year
Semester- I
ECONOMICS OF DEVELOPMENT

L T P
3 0 0

Course Name: Economics of Development
Course Credit Hour: 3 hrs

Course Code: MAC105
Total Contact Hour: 30 hrs

Course Objectives:

This course aims to introduce the students to know and understand the theoretical concepts of economic development, different indices of the measurement of development, issues related to poverty & inequality and, introduced the measures of fiscal and monetary policies.

Course Description:

The course deals with the principal issues of economic development, with the objective of preparing students for advanced study and policy-oriented research in this subject area. Emphasis will be on economy-wide aspects of economic development, with special references to international dimensions of national development policy making. The basic approach is to present the relevant theory, examine the empirical validity of alternative models and draw out their policy implications.

Course Content:

UNIT-I: Economic development

Meaning of undeveloped, underdevelopment and development, Measuring Development: Income Measures, Basic Needs Approach, PQLI, HDI and Capabilities Approach of Amartya Sen common characteristics of developing nations, Poverty, Inequality and Development: Measurement, Impact and Policy options
Pre-conditions for economic development, obstacles to economic development, structural changes underdevelopment development gap, international comparisons of developments

UNIT-II: Poverty, Inequality, and Development

Development gap—concept and measurement. Absolute and relative poverty; Measurement of inequality and poverty—Lorenz curve, poverty gap, Foster-Greer Thorbecke index, Human poverty index, Chennery- Ahluwalia development index.

UNIT-III: Theories of Development

The process of cumulative causation—Myrdal, Unlimited supply of labour—Lewis model; Ranis-Fei model; Critical minimum effort thesis; Low level equilibrium trap; Kremer's O-ring theory of economic development.

UNIT-IV: Sectoral Aspects of Development

Importance of agriculture and industry in economic development—the model of complementarities between agriculture and industry; structure of labour markets in developing countries; Theory of rural urban migration—Harris – Todaro model; Choice of techniques and appropriate technology

UNIT-V: Domestic Measures

Capital Formation, Monetary Policy, Fiscal Policy, Population and Human Capital Formation, Role of Agriculture and Industry in Economic Development

Course Learning Outcome:

This course is designed to attain the following learning objectives:

CLO 1: To explain and apply key development economic growth theories, international trade development theories, and related economic development theories

CLO 2: To analyze and describe the features of less developed economies and the macroeconomic and microeconomic development challenges they face

CLO 3: To analyze and describe significant policy options available to government and international organization to address economic development challenges

CLO 4: To develop analytical and critical thinking skills and use them to judge the appropriateness of economic development policy options

CLO 5: To identify and appraise economic development policy failures, and suggest adjustments or alternatives

Textbooks:

- Barro, R. J. and Sala-i-Martin, X. 2007. Economic Growth (2nd Edition). Prentice-Hall of India, New Delhi.
- Barro, R. J. and Sala-i-Martin, X. 2004. Economic Growth, (2nd Edition.). MIT Press, Cambridge.
- Grabowski, R. and Shields, M. P. 1996. Development. Blackwell Publishers, Cambridge.
- Herrick, B. and Kindleberger, C. P. 1984. Economic Development. (4th Edition). McGraw Hill Book Company
- Hayami, Y. 2001. Development Economics. (2nd Edition). Oxford University Press
- Hamberg, D. Models of Economic Growth. Harper and Row Publishers. New York
- Meir, G. M. and Rauch, J. E. 2000. Leading Issues in Economic Development. (7th Edition). Oxford University Press. New York.
- Todaro, M. P. 1996. Economic Development (6th Edition). Longman, London.

Reference Books:

- Thirwal, A. P. 1999. Growth and Development. (6th Edition). Macmillan. U.K.
- Gills, M., Perkins, Romer M., Snodgrass, Donald R. 2001. Economics of Development. (5th Edition) W.W. Norton and Company, New York.
- Cypher, J. M. and Dietz, J. L. 2005. The Process of Economic Development (2nd Edition). Routledge. London/ New York.
- Ray Debraj, 2007. Development Economics (12th Edition), Oxford University Press, London
- Martinussen, J. 2004. Society, State and Market—A Guide to Competing Theories of Development. (4th Edition). Zed Books Ltd., New York.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

MA Economics Ist Year

Semester- I

INDIAN ECONOMY

L	T	P
3	0	0

Course Name: Indian Economy

Course Credit Hour: 3 hrs

Course Code: MAC106

Total Contact Hour: 30 hrs

Course Objectives:

The primary objective of this course is to provide a macroeconomic understanding of the Indian Economy since Independence it begins with a discussion of the Economic backdrop of the Indian Economy at the time of Independence and goes on to examine major dimensions of the Economy's transformation both in its dirigiste and "liberal" phases while also engaging with the reasons for the transition from the one to the other. The broad framework of inquiry is that of political economy.

Course Description:

Using appropriate analytical frameworks, this course reviews major trends in economic indicators and policy debates in India in the post-Independence period, with particular emphasis on paradigm shifts and turning points.

Course Content:

UNIT-I

Major features of Indian Economy in present times. Role of State and Market in economic development, Five year Plans with emphasis on latest plan. Broad demographic features of Indian population; Rural-urban migration; Urbanization; Poverty and Inequality

UNIT-II

Industrial policy; Public Sector enterprises and their performance; Privatization and dis- investment debate; Micro and Small-scale Industries

UNIT-III

Institutional Structure – land reforms in India; Technological change in agriculture; pricing of agricultural inputs and output; Issues in food security; Policies for sustainable agriculture

UNIT-IV

Analysis of price behaviour in India; Review of monetary policy of the Reserve Bank of India (RBI) with emphasis on latest developments; Banking Sector reforms in India. Concept and problem of Parallel economy;

UNIT-V

Structure and direction of foreign trade; Balance of payments; Issues in export-import policy; Exchange rate policy and FEMA; Foreign capital and MNCs in India. WTO and its impact on the different sectors of the economy.

Course Learning Outcome:

CLO 1: This course is designed to equip the students to analyze the basic features of Indian economy and to have a clear understanding of the problems related to the Agriculture, Industry and other sectors of Indian Economy.

CLO 2: It also enables the students to understand the different aspects of Agricultural Marketing, disinvestment policy, Science and technology, Foreign Trade Policy and Reforms in Indian Financial System.

Text Books:

- Choudhary, Primit (ed.), Aspects of Indian Economic Development, 1971.
- Rao, Hanumantha, C.H., Technological change and Distribution of Gains in Indian Agriculture,
- Ahluwalia, I.J., Industrialising Growth in Indian Stagnation since Mid 60's 1985.
- Kapila, Uma (ed.) Indian Economy Since Independence, 1993.
- Dholkia, B.H., Sources of Economic Growth.

Reference Books:

- Jalan, Bimal (ed.), The Indian Economy Problems and Prospects.
- Chaudhari, Primit. The Indian Economy : Poverty and Development, 1978.
- Brahamanda, P.R. and Panchmukhi, V.R.(ed.) The Development Process of the Indian Economy, Himalaya Publishing House, Bombay, 1987.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

MA Economics Ist Year

Semester- II

MICROECONOMICS II

L	T	P
3	0	0

Course Name: Microeconomics II

Course Credit Hour: 3 hrs

Course Code: MAC201

Total Contact Hour: 30 hrs

Course Objectives:

Micro Economic theory forms the basic theoretical foundation of the core subject. The concepts, theories and diagrammatical representations are the most important theoretical tools that aid the student to understand and grasp the subject.

Course Description:

This course is a sequel to Microeconomics I. It covers general equilibrium and welfare, imperfect markets and topics under information economics. To discuss imperfect market and information, we also need to introduce students to strategic interactions and game theory. The emphasis will be on providing conceptual clarity to the student coupled with the use of mathematical tools and analytical reasoning. Abstract proofs can be complemented by numerical examples.

Course Content:

UNIT-I ALTERNATIVE THEORIES OF FIRM

Objectives of business firms by ALLEN MARRIS, SIMON, HALL, and HITCH

Theories of pricing

Sales – Revenue maximization model by Baumol's

Williamson's model

UNIT-II Theory of Distribution

Factor pricing (Monopsony and Bilateral Monopoly)

Theories of Ricardo, Marx

Kaldor – New – Classical approach

Marginal Productivity Theory

Euler's theorem

Pricing of factor under imperfect competition 2.7 Labour Unions and collective bargains

UNIT-III WELFARE ECONOMICS

Criteria of Social welfare

Pareto Optimality

Problem of Welfare Maximization

Compensation Principle

A.K. Sen's Social Welfare function

UNIT-IV GENERAL EQUILIBRIUM

Two sector model of General equilibrium

Walrasian Model

UNIT-V Economics of Uncertainty

Risk Behaviour
Risk Aversion
Portfolio selection
Consumption and Competitive Firm under uncertainty
Theory of Games

Course Learning Outcome:

CLO1: It will familiarized the students with different types of economic models

CLO2: Students will get to know the different market structure.

CLO3: It will provide information to the students about the distribution of income and wealth.

Text Books:

- Koutsoyiannis . A (1979) Modern Microeconomics Macmillan press, London
- W.J. Baumol (1978) Economic Theory and Operation Analysis, 4th edition - Prentice Hall of India
- K.E. Boulding: Micro Economics
- Stonier, A.W. and Hague: A Text Book of Economic Theory
- Ahuja. H.L. and Hague: Advanced Micro Economic Theory Sultan Chand & Co.
- C.E. Ferguson, (1968) Micro Economic Theory, Cambridge University Press, London
- Bilas. R.A. Micro Economic Theory

References Books:

- Baumol, W.J. (2000). Economic Theory and Operations Analysis (18th edition), Prentice Hall of India Pvt. Ltd., New Delhi.
- Stigler, G. (1996). Theory of Price (4th Edition), Prentice Hall of India, New Delhi.
- GaddamNaresh Reddy, (2007), "Changing Pattern of Capital Markets in India: An Analytical Study, Cyber Tech Publications, New Delhi.
- Varian, H. (2000). Microeconomic Analysis, W.W. Norton, New York.
- David M Kreps, Prentice, India
- A Course in Micro Economic Theory, David M. Kreps, Prentice India.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

MA Economics Ist Year

Semester- II

MACROECONOMICS II

L	T	P
3	0	0

Course Name: Macroeconomics II

Course Code: MAC202

Course Credit Hour: 3 hrs

Total Contact Hour: 30 hrs

Course Objectives:

Macro Economics examines the functional relationship between growth and development and is essential for the proper comprehension of the different policies and issues at aggregate level. It is decidedly more scientific and blends itself with some empirical economic knowledge.

Course Description:

Macroeconomics or aggregative economics analysis establishes the functional relationship between various aggregates of the economy. Aggregative analysis assumed such a great significance in recent times that a prior understanding of macroeconomic theoretical structure is considered essential for proper comprehension of different issues and policies. Macroeconomics now is not only a scientific method of analysis but also a body of empirical economic knowledge. The course equips the students at the postgraduate level to understand systematic facts and theoretical developments for empirical analysis,

Course Content:

UNIT-I: Demand for Money

- Fisher and Cambridge Versions
- Keynesian theory of Demand for Money
- Patinkin–Real Balance effect
- Approaches of Friedman, Baumol and Tobin High–Powered Money Multiplier

UNIT-II: Inflation

- Classical and Keynes theory of Inflation
- Monetarist approaches to Inflation
- 2.3 Structuralist theory of Inflation
- 2.4 Short – run and Long – run Phillips Curve
- 2.5 Tobin’s modified Philips curve
- 2.6 Policies to control Inflation

UNIT-III : Business Cycles

- Models of Samuelson, Hicks and Kaldor
- Theories of Schumpeter
- Control of Business Cycles
- Cobweb Theorem
- Relative efficacy of Monetary and Fiscal Policies

UNIT4.1 Macro Economic Goals

- Macro-Economic equilibrium - Relative roles of Monetary and Fiscal Policies
- Rational expectation hypothesis
- Disequilibrium of Macro Models

UNIT-V: New Classical and Indian Macro Economics

Policy implications of new classical approach and empirical evidence
Macroeconomic imbalances
Macroeconomic policy during reform period

Course Learning Outcome:

CLO1: Explain the monetary concepts, the theories and policies relating to Money and Money Supply.

CLO2: Describe the concept of Demand for Money and to analyze theoretical base to approach to Demand for Money

CLO3: Explain and demonstrate the progressive tools relating to macroeconomic concepts and evaluate monetary crisis like inflation and business cycles in real-life situations.

CLO4: Demonstrate analytical and interpretation skills to analyze and apply to the monetary phenomenon in real-life situations

Text Books:

- Aackley G. Macro Economics: Theory and Policy
- Edward Shapiro, Macro Economic Analysis
- Don Patinkin : Money, Interest, and Prices
- R.D. Gupta : Keynes and Post Keynesian Analysis
- Mueller : Readings in Macro Economics
- Romer D.L.: Advanced Macro Economics

References Books:

- Levaice&Legman, Macro Economics Classical and Keynesian Controversies, Macmillan Publishers.
- Dernburg McDowell (1960), Macro Economics, McGraw – Hill Publishers.
- Branson, W.H(2005) , Macro Economic Theory and Policy, Affiliated East West Press Pvt Ltd, 7th Edition
- Dornbush, R. and S. Fischer (1987), Macro Economics, 4th Ed, McGraw Hill, Kogakusha
- Harris, L. (1985), Monetary Policy, McGraw Hill, New York
- Boland, L (1982), ‘The Foundations of Economic Method’ George Allen Unwin.
- Wallace, C. Peterson, Paul S.Estenson (1996), Income , Employment and Economic Growth, W.W.Norton, Co., 8th Edition.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

MA Economics Ist Year

Semester- II

PUBLIC ECONOMICS

L	T	P
3	0	0

Course Name: Public Economics

Course Code: MAC203

Course Credit Hour: 3 hrs

Total Contact Hour: 30 hrs

Course Objectives:

This paper aims to make understand the students the role and functions of the Government in an economy have been changing with the passage of time. The Government policies and operations which involve the use of tax and expenditure budgetary policy which are important in the basic problems of use of resources, distribution of income, etc

Course Description:

Public economics is the study of government policy from the points of view of economic efficiency and equity. The paper deals with the nature of government intervention and its implications for allocation, distribution and stabilization. Inherently, this study involves a formal analysis of government taxation and expenditures. The subject encompasses a host of topics including public goods, market failures and externalities. The paper is divided into two sections, one dealing with the theory of public economics and the other with the Indian public finances.

Course Content:

UNIT-I

Economic Rationale of Mixed Economy; Role of Government in a State; Efficiency, markets and Governments; Market Failure and the rationale for Government Intervention; Natural Monopolies and Market Failure; Non-Existence of Futures Markets and Market Failure; Asymmetric Information and market Failure; The Problem of Externalities and their Internalization

UNIT-II

Concept, Characteristics and Types of Public Goods; Efficient Provision of Public Goods; Pure Theories of Public Goods–Bowen Model, Lindahl Model, Pigou Model, Samuelson Model; Empirical Theories of public goods – Wagner Hypothesis, Wiseman-Peacock Hypothesis; Preference revelation Mechanisms for Public Goods – Thompson Mechanism, Clarke Mechanism, Lindahl- Wicksell Mechanism; Theory of Club Goods

UNIT-III

Efficiency and Equity Principles of Taxation; Incentive Effects of Taxation on Labour Supply, Supply of Savings and Risk Taking; Taxation and Investment; Other Distorting Effects of the Tax System; Tax Incidence – Partial and General equilibrium Analysis; Mieszkowski Analysis of Tax Incidence; Keynesian Short Run Model of Tax Incidence; Dynamic Tax Incidence

UNIT-IV

Normative Analysis of Taxation – Income v/s Excise Tax; Optimal Tax Mix – Optimal Commodity Tax, Optimal User Fees, Optimal Income Tax; Excess Burden of Tax and its Measurement; Equity Considerations in the Choice of a Tax System; Corporation tax and its Effects on Corporate Decisions

UNIT-V

Indian Taxation System; Fiscal Trends in India; Fiscal Reforms in India; Fiscal Imbalance in India; Budgetary Subsidies in India; Value Added Tax in India; Issues in Fiscal Transfers in India

Course Learning Outcome:

CLO1: The students would learn of the feature the federal structure and financial relationship among them.

CLO2: The course would develop the analytical ability of students to distinguish between beneficial and detrimental effects of a government policy and their effect on macroeconomics framework of an economy.

CLO3: It will help students to critically analyze the fiscal reforms and policy choices of the government in developed and developing countries.

Textbooks:

- Bhargava, R.N. : Theory and Working of Union Finance in India.
- Bird, Richard, M.and : Readings on Taxation in Developing Countries.Oliver Oldman
- Cedric Sandford : Economics of Public Finance.(Chapter 2)
- Chelliah. R.J. : Fiscal–Policy in Underdeveloped Countries.
- Dalton, Hugh : Principles of Public Finance.

References Books:

- Buiter, W.H. (1990). Principles of Budget and Fiscal Policy, MIT Press.
- David, N. and Nicholas, S. (Eds.) (1987). The Theory of Taxation for Developing Countries, OUP
- Davie, B.F. and Duncombe, B.F. (1970). Public Finance, Holt. Rineha and Wins Street, New York. .
- F. Flatters, V. Henderson and P. Mieskowski (1974). Public Goods Efficiency and Fiscal Equalisation, Journal of Public Economics, Vol.3, pp.99-112
- Hughton, R.C. (ed.). (1975). Public Finance, Penguin Publication.
- Hyman, David, N. (1983). Public Finance: A Contemporary Application of Theory to Policy, The Dryden Press, New York.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

MA Economics Ist Year
Semester- II
QUANTITATIVE METHODS-II

L **T** **P**
3 **0** **0**

Course Name: Quantitative Methods II
Course Credit Hour: 3 hrs

Course Code: MAC204
Total Contact Hour: 30 hrs

Course Objective:

The aim of the course is to equip the student with the fundamental understanding of quantitative methods and their usage in economics. To recognize various concepts of descriptive and inferential statistics and to familiarize students with data sets available in the area of economics.

Course Description:

The course on Quantitative Methods II is designed to provide students with a well- rounded understanding of research methods (quantitative, qualitative and mixed-methods) and familiarize students with quantitative research methods in particular. This will help them to understand the application of various quantitative techniques in diverse economics settings. Emphasis will be given on achieving an understanding of quantitative methods, nature and logic of statistical tests and associated statistical techniques and provide hands-on experience in data analysis. This will also help the students to think critically about the different economics problem in quantitative term.

Course Content:

UNIT-I

Index numbers; uses and types, tests for consistency, Base shifting, splicing and deflating of index numbers. Time series analysis; introduction and components, method of simple averages, moving averages and ratio to moving averages

UNIT-II

Basic concepts and definitions of probability; Laws of addition and multiplication; Conditional probability; Bay's theorem (statement); Binomial, Poisson and Normal distribution; Basic concepts of sampling- random and non-random sampling.

UNIT-III

Types of data and statistical analysis procedures: Univariate, Bivariate and Multivariate (onlyoverview); Hypothesis Testing procedure based on Z, t, x² and F-test and one-way ANOVA.

UNIT-IV

Meaning and assumptions of simple regression analysis; Single linear equation regression model (byOLS Method); Concept of an estimator and its desirable properties; Significance of estimators in thelinear relationships

UNIT-V

Coefficient of determination; Development of confidence intervals; Estimation of simple and

Exponential growth rates; Forecasting with OLS; Estimation of Cobb Douglas production function

Course Learning Outcome:

CLO1: Students develop the analytical and quantitative understanding to demonstrate and examine economic problems.

CLO2: Students develop the ability to evaluate and examine subject areas in economics with the help of statistics.

Text Books:

- Vohra, N. D. Quantitative Techniques in Management, Tata McGraw Hill, New Delhi.
- Speigal, M. R. Theory and Problems of Statistics, McGraw Hill Book, London
- Croxton, F. E., D. . Cowden and S. Kliein, Applied General Statistics, Prentice Hall, New Delhi.
- Gupta S.C. and V.K. Kapoor, Fundamentals of Applied Statistics, S. Chand and Sons New Delhi.
- Yates, Frank, Sampling Methods for Census and Surveys, Charles, Griffin Co., London.
- Cocharm, W. G., Sampling Techniques, John Willey, New York.

Reference Books:

- Hansen, hurditz and meadow, Sample Survey Methods and Theory, John Willey New York.
- Gupta S. C. Fundamentals of statistics, Himalaya Publishing house, New Dehlhi.
- Gupta S.P. and Gupta M. P. Business statistics, Sultan chand and sons, New Delhi.
- Kamenta J. Elements of Econometrics, Machmillan Publishing Co., Inc. New York.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

MA Economics Ist Year
Semester- II
ECONOMICS OF GROWTH

L **T** **P**
3 **0** **0**

Course Name: Economics of Growth
Course Credit Hour: 3 hrs

Course Code: MAC205
Total Contact Hour: 30 hrs

Course Objectives:

The subject will help the student to understand the concept and various theories of economic growth and development. And to analyze and evaluate the obstacles in the process of economic growth and development

Course Description:

The course makes an attempt to provide an introduction to the Economics of Growth and at the same time provide an understanding of the analytical rigour of the subject. Economics for Growth is a core course that covers meaning and concept of Economic Growth and Development, measuring the economic growth and development, theories of economic growth and development. Economic for Growth will try to clear the concepts regarding the economic growth and development and provides basic knowledge to the students to get engaged in the activities.

Course Content:

UNIT-I

Economic growth- Meaning, Characteristics, Measurement and Factors of Economic Growth, Balanced and Unbalanced Economic Growth, Marx's Stages of Growth, Rostow's Stages of Economic Growth
Factors affecting Economic Growth: capital, labour and technology; Historical Perspective of Economic Growth and its relevance; Structural Diversity and common characteristics of developing nations

UNIT-II Economic Growth and Development

Growth Models Harrod and Domar: Instability of equilibrium; Neo Classical Growth Models: Solow and Meade; Growth Models of Joan Robinson, Kaldor and Pasinetti,

UNIT-III

Technological Progress embodied and disembodied; Neutral and Non-Neutral (Hicks and Harrod); TFP and growth accounting; Endogenous Growth Theory: Role of learning, education and research; Accumulation of Human Capital; Explanation of Cross-Country Differentials in Economic Growth.

UNIT-IV Endogenous Growth Theory

Endogenous growth—role of education, research, knowledge and infrastructure; Endogenous growth models—AK model, Romer model, two sector model of Ujawa; explanation of cross-country differentials in economic growth and development

UNIT-V Growth Theory: International Aspects

Trade as an engine of growth; Gains from trade—static and dynamic; Models of regional growth and differences—Prebisch and Seers; dependency theory of development and unequal exchange; balance

of payments constrained growth; Dual gap analysis.

Course Learning Outcome:

CLO1: Students develop the ability to apply the concepts of economic growth and compare international comparison of economic development, etc.

CLO2: Students develop the ability to analyze and demonstrate knowledge of the economic growth and development theories of economic growth and development

Text Books:

- Ghatak, S. (1986), An Introduction to Development Economics, Allen and Unwin, London.
- Gillis, M., D.H. Perkins, M. Romer and D.R. Snodgrass (1992), Economics of Development, (3rd Edition), W.W. Norton, New York.
- Kindleberger, C.P. (1977), Economic Development, (3rd Edition), McGraw Hill, New York.
- Meier, G.M. and J.E.Rauch (2005), Leading Issues in Economic Development, (8th Edition), Oxford University Press, New Delhi.
- Sen, A.K. (Ed.) (1990), Growth Economics, Penguin, Harmondsworth.
- Todaro, M.P. and S.C. Smith (2003), (8th Edition), Economic Development, Pearson Education, Delhi.
- Thirlwal, A.P. (1999), (6th Edition), Growth and Development, Macmillan, U.K.

References Books:

- Chakravarti, S. (1987). Development Planning: The Indian Experience, Clarendon Press, Oxford.
- Dasgupta, P., A.K. Sen and S. Maglin (1972). Guidelines for Project Evaluation, UNIDO, Viena.
- Hayami, Y. (1997). Development Economics, Oxford University Press, New York.
- Mishan, E.J. (1975). Cost Benefit Analysis, (2nd Edition). Allen and Unwin, London.
- Ray, Debraj (1998). Development Economics, Oxford University Press, Delhi.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment	- 40%

MA Economics Ist Year
Semester- II
LABOUR ECONOMICS

L T P
3 0 0

Course Name: Labour Economics
Course Credit Hour: 3 hrs

Course Code: MAC206
Total Contact Hour: 30 hrs

Course Objectives:

Labour Economics helps the students of Economics to understand the nature of Labour market, Issues related to employment, wage determination, Industrial relations, role of trade unions and the role of the state Government in improving the standards of Labour.

Course Description:

This course aims to acquaint students with traditional and contemporary topics in labor economics and to encourage the development of independent research interests. The class provides a systematic development of the theory of labor supply, labor demand, and human capital. Topics covered include wage and employment determination, immigration, unemployment, equalizing differences, among many others. There is a particular emphasis on the interaction between theoretical and empirical modeling.

Course Content:

UNIT-I: Labour Market

Nature and characteristics of labour markets in Developing countries like India
Paradigms of Labour Market: Classical, Neo- classical and dualistic model
Analysis of demand supply forces- Demand for Labour market relating to size and pattern of investment, choice of technology and Government Labour policies and Their orientation
Supply of Labour in relation to growth of Labour force - Labour Market process

UNIT-II Employment

Importance of employment in the context of poverty in developing countries Concept and measurement of unemployment; Causes – Issues relating to employment, rationalization, technological, change and modernization.
Rural Unemployment and educated Unemployment 2.5 Employment policy under the five-year plans - Evaluation of employment policy in India

UNIT-III: Wage Determination: Theory and Practice

Classical, Neo classical and bargaining theories of wage determination.
Concepts of wages - fair, living- minimum problems of implementation of minimum wages
Wage determination by sectors - Urban and Rural Organised and Unorganised sectors
Wage and non - wage components of Labour recommendation
Wage and productivity and wage and inflation relationship - productivity and profit sharing schemes
Wage differentials in terms of firm, Industry, Occupation, Region, Sex and Skills wage standardization - case studies - wage policy in India.

UNIT-IV: Industrial Relations and Trade Union

Growth of Industrialization and emergence of Unionism

Theories of Labour movement - Growth structure and pattern of trade union in India

Comparative Labour movements in U.K., U.S.A., and EU

Achievements and failures of trade union movements

Determinants of Industrial disputes – Steps to achieve peace – Methods of settling industrial disputes – Collective bargaining, conciliation, arbitration, adjudication - Grievance settlements

Labour participation in management.

UNIT-V State and Labour

Increasing role of state in determination of Labour matters - Labour policy of the Government in the past

Various social security and labour welfare measures adopted by Government - Comparative account of social security measures adopted in U.K., U.S.A. and EU

Important Labour legislations in India and their implications

Impact of ILO – Government policy towards Labour and trade unions

Agricultural Labour – Child Labour – Labour in Unorganised sectors - VRS Policy

Course Learning Outcome:

Students understand the:

CLO1: basic mechanisms of the labour market, in particular how unemployment and wage and productivity differences can arise as equilibrium phenomena

CLO2: the building blocks for studying the relationship between the micro and the macro sides of the economy

Textbooks:

- R.A. Lester, Economics of Labour, Macmillan, 1964
- C.R. Mc Connell and S.L. Brue, Contemporary Labour Economics, McGraw Hill, 1986
- Papola T.S. P.P. Ghosh and A.N.Shama(EDS) (1993) Labour employment: Industrial relation in India, B.R. Publishing Corporation
- Praveen Jha B.R. Agricultural labour in India, Vikas publication, 2001.

References Books:

- McConnell C.R. and S.L Brue and David A.Macpherson(2010), Contemporary Labour Economics, Mac Grow Hill, New York
- T.N.Bhagolival, 'Economics of Labour and Industrial Relations,' SallityaBhawan, Agra.
- D.N. Dater, Labour Economics, Allied Publishers New York.
- D.R. Agarwal, 'Labour Problems, Social Characteristics and Trends, Sage Publications, New Delhi.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment -	40%

SEMESTER - III

CODE	SUBJECT	EVALUATION SCHEME									CREDIT
		Periods			INTERNAL			ESE	TOTAL		
		L	T	P	MT	TA	TOTAL				
MAC301	Mathematical Economics I	3	0	0	20	20	40	60	100	3	
MAC302	Econometrics – I	3	0	0	20	20	40	60	100	3	
MAC303	Financial Institutions & Markets	3	0	0	20	20	40	60	100	3	
MAC304	Social Sector & Environment	3	0	0	20	20	40	60	100	3	
MAC305	Industrial Economics	3	0	0	20	20	40	60	100	3	
MAC306	Computer Application in Economics	3	0	0	20	20	40	60	100	3	
MACP03	Minor Project	0	0	2	0	0	0	100	100	2	
	TOTAL								700	20	

SEMESTER - IV

CODE	SUBJECT	EVALUATION SCHEME									CREDIT
		Periods			INTERNAL			ESE	TOTAL		
		L	T	P	MT	TA	TOTAL				
MAC401	Research Methodology	3	0	0	20	20	40	60	100	3	
MAC402	Mathematical Economics II	3	0	0	20	20	40	60	100	3	
MAC403	Environmental Economics	3	0	0	20	20	40	60	100	3	
MAC404	Econometrics II	3	0	0	20	20	40	60	100	3	
MAC405	Dissertation	3	0	0	20	20	40	60	100	3	
MAC406	Presentation and Viva Voce	3	0	0	20	20	40	60	100	3	
MACP04	Seminar on Emerging trends – Paper presentation and Publication	0	0	2	0	0	0	100	100	2	
	TOTAL								700	20	

MA (Economics) 2nd Year
Semester-3
MATHEMATICAL ECONOMICS-I

L	T	P
3	0	0

Course Name: Mathematical Economics I
Course Credit Hour: 3 hrs

Course Code: MAC301
Total Contact hour: 30 hrs

Course Objective:

This course is designed to equip the students to understand the economic concepts and theories, which use mathematical tools and techniques to refine the verbal logic. The use of calculus has been permitted for formulation of the economic problems in multivariable mode and yield valuable insight about optimizing the human behaviour.

Course Description:

The aim of this course is to introduce students with the Mathematical concepts and methods used to analyse consumer behaviours, producer behaviours and determination of price in various markets. The primary goal is to strengthen student's critical thinking and reasoning skills at planning economic research and to enable them to communicate results effectively. It can develop skills to understand the economic concepts and theories which use mathematical tools and techniques in the depth study of economics.

Course Contents:

Module-I Theory of Consumer Behaviour (a)

Cardinal and ordinal utility; Ordinal Utility Maximization; Slutsky Equation, Compensated Demand Functions, Income, substitution, and price effects; Concept of elasticity's- generalizations to n variable case.

Module-II Theory of Consumer Behaviour (b)

Separable and Additive Utility Functions; Homogeneous and homothetic Utility Functions; transcendental logarithmic utility functions; indirect utility functions; duality theorem; consumer's surplus; Theory of revealed preference and index numbers; Linear expenditure systems.

Module-III Theory of Production

Production function- homogeneous and non-homogeneous; Properties of Cobb-Douglas, CES and Translog production function; Technical progress through production function; Production possibility curve

Module-IV Theory of Cost

Simple derivation of short and long run cost functions; Modern approach to theory of costs; Cost function; Producer's equilibrium- laws of return and returns to scale; Constrained optimization of a producer; Generalization to n variable case; Input demand functions; Adding up theorem.

Module-V Price Determination in Various Markets

Price determination in perfect competition, monopoly, monopolistic competition, duopoly, oligopoly and monopsony; Pricing of factors of production

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Understand the Behavioural Economic Theories concerning to consumer's behaviour.

CLO 2: Calculate optimal solutions of consumer and producer problems using mathematical skills and theoretical insight.

CLO 3: Establish the physical and monetary relationship between inputs and output and the way level of production is decided.

CLO 4: Understand the Behavioural Economic Theories concerning to producer's behaviour.

CLO 5: Understand the different types of Market Structures and equilibrium in a market.

Text Books:

- Allen, R.G.D. (1976), Mathematical Economics, Macmillan, London.
- Henderson, J. M. and R.E. Quandt (1980), Microeconomic Theory: A Mathematical Approach, McGraw Hill, New Delhi.
- Jones, H.G. (1976), An Introduction to the Modern Theory of Economic Growth, McGraw Hill
- Hiller, F.S. and G.J. Lieberman (1985), Operations Research, C.B.S., New Delhi.
- Kothari, C.R. (1992), An Introduction to Operations Research, VPH, New Delhi.

Reference Books:

- Chung, J.W. (1993), Utility and Production: Theory and Applications, Basil Blackwell, London.
- Jha, R. (1991), Contemporary Macroeconomic Theory and Policy, Wiley Eastern Ltd., New Delhi.
- Handley, G. (1962), Linear Programming, Addison Wesley Publishing Co., Massachusetts.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment -	40%

MA (Economics) 2nd Year
Semester-3
ECONOMETRICS I

L T P
3 0 0

Course Name: Econometrics I
Course Credit Hour: 3 hrs

Course Code: MAC302
Total Contact hour: 30hrs

Course Objective: The aim of the course is to equip the student with the fundamental understanding of Econometrics, provide insights into use of mathematical functions in economics.

Course Description:

Applications of economic theory need a reasonable understanding of economic relationship and relevant statistical methods. The econometric methods thus become a very powerful tool for understanding of applied economic relationships and for meaningful research in economics. This paper accordingly is devoted to equip the students with theory of econometrics. We will learn how to construct econometric models, estimate the parameters of these models and interpret the parameters estimates. Many of the methods introduced in this course are also used in business, finance and many other disciplines.

Course Contents:

Module-I Introduction to Econometrics

Nature and meaning of Econometrics; Difference between Mathematical Economics, Statistics and Econometrics; Goals of econometrics; classical linear regression model (Two variable) Sources of disturbance terms, assumption and its significance, least square estimators and their properties; Gauss markov's theorem

Module-II General Linear Regression Model

Definition, assumptions, least - squares estimation, Gauss markov's theorem; testing significance of regression coefficients, concepts of R² and adjusted R²

Module-III Multicollinearity

Problems of Multicollinearity, Autocorrelation and Heteroscedasticity: Nature, consequences, test and remedies (proofs not required)

Module-IV Simple Applications of Least Square

Estimation of consumption function, Cobb-Douglas and CES production functions, Estimation of semi-log and double log function; Simple and Compound rates of growth

Module-V Distributed Lag and Autoregressive Models

Introduction and Nature of Distributed Lag (DL) & Auto Regressive (AR) Model. Koyck Approach for Estimation of DL & AR Models Rationalization of Koyck Approach by Adaptive Expectation and Partial Adjustment Hypothesis; Almon's Polynomial Approach

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

- CLO 1:** Understand various quantitative techniques to empirically examine the economic theories
- CLO 2:** Evaluate consequences and find remedial measures if CLRM assumptions are violated.
- CLO 3:** Understand the basic econometric techniques commonly used in the empirical analysis of economic relationships and other social sciences.
- CLO 4:** Understand the tests for mis-specification and parameter restrictions
- CLO 5:** Learn to apply models such as simultaneous equations, (2SLS), (3SLS) models to economic data.

Text Books:

- Gujarati, D.N. (1995), Basic Econometrics (2nd Edition), McGraw Hill, New Delhi
- Koutsoyiannis, A. (1997), Theory of Econometrics (2nd Edition), the Macmillan Press Ltd., London
- Johnston, J. (1991), Econometric Methods, McGraw Hill Book Company, London
- Krishna K.L. (1997), Econometrics Application in India, Oxford University Press, New Delhi

Reference Books:

- Maddala, G.S. (1993), Econometrics Methods and Applications, (2 Vol.), Alder shot, U.K.
- Kmenta, J. (1997), Elements of Econometrics, University of Michigan Press, New York.
- Harvey, A.C. (1981), Econometric Analysis of Time Series, Phillip Allen, London.
- Madnani, G.M.K. (1999), Introduction of Econometrics.

Assessment Method: (Continuous Internal Assessment= 40%, Final Examination= 60%)

Assessment- 1	- 05%
Assessment- 2	- 05%
Mid-term exam	- 20%
Assessment- 3	- 05%
Assessment- 4	- 05%
Total Internal Assessment -	40%

MA (Economics) 2nd Year
Semester-3
FINANCIAL INSTITUTIONS AND MARKETS

L T P
3 0 0

Course Name: Financial Institutions and Markets
Course Credit Hour: 3 hrs

Course Code: MAC303
Total Contact hour: 30hrs

Course Objective:

The course aims at bringing knowledge about the financial institutions and markets. It focuses on equipping the students with the concepts of financial institutions, their structure and various financial services.

Course Description:

All modern, developed economies have a sophisticated financial system which incorporates both the financial institutions and financial markets. Over the period of time, the financial system has undergone revolutionary changes and rapid development. Financial markets are becoming ever more complex, offering new types of financial instruments. The demand for experts in the field of financial economics is growing day by day both in the public sector as well as in the private sectors. Therefore, in this light, this course aims to enable the learners in developing an understanding of the financial system in the era of liberalisation, privatisation and globalisation.

Course Contents:

Module-I Financial System

Structure of Financial System, Functions of Financial Sectors, Equilibrium of Financial Markets, Financial System and Economic Development, Criteria to Evaluate Financial sectors

Module-II Structure of Financial Market India

Credit markets—nature and constituents; Debt market—structure and functions; Money market—constituents and instruments; Capital markets—nature and constituents; Importance of capital markets; Capital market reforms; Recent trends in the Indian capital markets.

Role and structure of money and capital markets: Call money market, commercial bill market, discount market – Government Securities Market, Primary and Secondary Market for Securities, SEBI –its impact on working of capital market in India.

Module-III Development Financial Institutions

Evolution of development banks, changing role, IFCI, IDBI, ICICI, NABARD, SIDBI, State Industrial Development Corporations, State Financial Corporations, Performance of All Indian Financial Institutions.

Module-IV Non-Banking Financial Intermediaries

Definition and types of NBFIs, Mutual Funds: Growth of mutual funds in India, Types of mutual funds schemes, SEBI guidelines relating to mutual funds; Insurance: Origin and development of insurance. LIC,

GIC; Role and functions of Insurance Regulatory and Development Authority (IRDA)

Module-V Financial Services

Classification of financial services—merchant banking, underwriting, credit rating, venture capital and factoring; financial instruments—debentures, shares, ADRs, and GDRs; Characteristics of financial instruments

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Understand the basic concepts and theories of financial system.

CLO 2: Understand the basic concepts, structure and working of financial markets.

CLO 3: Learn about the importance and working of various development banks in India

CLO 4: Know about the importance and working of various non-banking financial intermediaries in India

CLO 5: Understand the various financial services provided by the financial institutions and markets.

Text Books:

- Bhole, L.M. (2004), Financial Institutions and Markets: Structure, Growth and Innovation, Tata McGraw Hill, New Delhi.
- Gupta, S.B. (2006), Monetary Economics Institutions, Theory and Policy, S. Chand & Co. Ltd., New Delhi.
- Chandra. P (2017), Financial Management, Theory and Practice, Tata McGraw Hill, New Delhi

Reference Books:

- Palande, P.S. et al (2003), Insurance in India: Changing Policies and Emerging opportunities, Sage Publications, New Delhi.
- Pendharkar, V.G. (2003), Unit Trust of India: Retrospect and Prospect, UBS Publishers’ Distributors Ltd., New Delhi.
- Pathak, B.V. (2008), The Indian Financial System Markets, Institutions and Services, Dorling Kinderslay (India) Pvt. Ltd., New Delhi.
- Reserve Bank of India, Handbook of Statistics on Indian Economy, Various Issues.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1 -	05%
Assessment-2 -	05%
Mid-term exam -	20%
Assessment-3 -	05%
Assessment-4 -	05%
Total Internal Assessment -	40%

MA (Economics) 2nd Year
Semester-3
SOCIAL SECTOR AND ENVIRONMENT

L T P
3 0 0

Course Name: Social Sector and Environment
Course Credit Hour: 3 hrs

Course Code: MAC304
Total Contact hour: 30hrs

Course Objective:

The syllabus of the subject will develop the interest of student in the various sectors of economy like economy of environment, discrimination, and natural resource management.

Course Description:

This course deals with two important components of human resources i.e., education and health. The objective of economics of education is to help students in developing an understanding of the link between the educational system and economic development; planning, financing and cost/benefit of education, educational problems in the context of economic concepts, theories and techniques.

Health and health care are dominant economic and political issues in every country of the world. Health economics has emerged as a distinct branch especially within Economics. The objective is to enable the learners how resources are allocated to and within the health economy, and to demonstrate the magnitude and importance of the health sector

Course Contents:

Module-I Economics of Education

Role of Human Capital in Economic Development, Human Capital Versus Physical Capital, Education as an Instrument for Economic Development, Determinants of Demand for Education, Measurement of returns and problems associated with it, Educational planning in UDCs with special reference to India

Module-II Economics of Health

Economic Dimensions of development health, Determinants of health- poverty, malnutrition and environmental issues, Global Burden of Diseases: Economic Dimensions of Health Care- Health Care delivery system in India and need for health insurance, Health Policy in India. (8 Lectures)

Module-III Economics of Environment

Elementary Concepts of Ecology, Eco-system, Environment and Economy- The Inter-linkages, Role of Environment in Economy- Environmental Assumptions- Strong and Weak, Importance of Eco-system Services and Functions in Economic Development and Eradication of Poverty;; Valuation of Eco-system services like land, water and air.
(12 Lectures)

Module-IV Economics of Discrimination

Economic costs of discrimination, Types of discrimination, Rationale and Pure discrimination, Market state (Gouts) and discrimination

Module-V Economics of Natural Resource Management

Natural Resources: An Introduction, Optimal Use of Exhaustible Resources, Optimal Use of Renewable Resources- Fisheries. Sustainable Development: Need & Importance, Indicators- Economic, Social and Environmental, Rules of Sustainable Development, Common Perring

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Understand the basic concepts of economics of education and apply various theories of education to enhance human resource development

CLO 2: Understand the basic concepts of health economics and apply various theories of health economics to enhance human resource development

CLO 3: to gradually develop the capability to understand the significance and scope of environmental economics and also understand the environmental resource problems, environmental and social services and the problem of valuation of these services, Environment-Economy Linkages

CLO 4: Understand the different types of market structure and level of market discriminations.

CLO 5: Know about the various resources and the concept of sustainable development as a way to improve resource usages or optimal utilization of resources.

Text Books:

- Haq. M (1995), Reflections on Human Development, Oxford University Press
- Berman.P.A and Khan.M.E (1995), Paying for India's Health Care, Sage Publications, New Delhi.
- Lee.K and Mills.A (1993), Economics of Health in Developing Countries, Oxford University Press, Oxford.
- Phelps, C.E (1997), Health Economics, 3rd Edition, Addison Wesley, New York.
- Blaug.M (1968), Economics of Education: Selected, Readings, Vol. I & II, Penguin Books, London

Reference Books:

- Becker, Gray S. (1998), Human Capital and Poverty, Religion and Liberty Archive, Chicago, University of Chicago Press
- Behrman, Jere R. (1990), Human Resource Led Development, Review of Issues and Development, New Delhi, India: ARTEP/ILO
- Carrin, G. and C. Politi (1997), Poverty and Health: An Overview of the Basic Linkages and Public Policy Measures, Health Economics Technical Briefing Note, Task Force on Health Economics, WHO, Geneva, 38 PP.
- Perman, R., Y. Ma, J. McGilvray, and M. S. Common (1999), Natural Resources and Environmental Economics, 2nd Edition, Longmans, 564 PP.
- Shanmugasundaram, Y. (1994), Theory and Practice of Health Economics in India, © Institute for Advanced Studies and Research (Madras), Allied Publishers Ltd., Madras, 276 PP.
- Taneja, D. K. (2005), Health Policies and Programmes in India (Fifth Edition), Doctors Publications, Delhi, 195 PP.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1 -	05%
Assessment-2 -	05%
Mid-term exam -	20%
Assessment-3 -	05%
Assessment-4 -	05%
Total Internal Assessment -	40%

MA (Economics) 2nd Year
Semester-3
INDUSTRIAL ECONOMICS

L T P
3 0 0

Course Name: Industrial Economics
Course Credit Hour: 3 hrs

Course Code: MAC305
Total Contact hour: 30 hrs

Course Objective:

This course aims to introduce the students to know and understand the theoretical and policy issues related to Industrial Sector in India.

Course Description:

This course provides a foundation for the study of theoretical models of industrial organisation. This field of study is mainly concerned with different strategic motives and interactions in oligopolistic markets, employing the techniques taught in the compulsory course on Game Theory. It also provides a theoretical framework for analysis of antitrust/competition policy, as well as other policies relating to regulation, innovation, intellectual property rights, and strategic trade policy, which are covered in other courses.

Course Contents:

Module-I: Theories of Industrialization

Meaning of Industrialization, the role of Industry in the Economic development, Theories of Industry: Hoffman, Chenery and Gershenkron, Theories of Industrial Location ,

Module-II: Market Structure and Market performance

Concepts and organization of a firm, Market structure – Sellers concentration., Product differentiation, Entry conditions, Economies of scale, Profitability and innovation, Growth of firm – Size and Growth, Growth and Profitability of the Firm , Constrains on growth; Productivity and Efficiency

Module-III: India Industrial Growth & Pattern

Industrial pattern under Five year plan , Review of Industrial Growth under planning and structural transformation , Changing role of public sector, shortcomings of Public sector ,Role of Private sector in India and its limitations , Industrial policy 1991 and subsequent changes, FDI

Module-IV: Industrial Finance

Industrial Finance: Owned, External and other components of Funds, Role, Nature, Volume and types of Industrial Finance, State level financial Institutions, Commercial Banks

Module-V: Small Scale and Rural Industries

Case for small scale Enterprises ,Problems of SSIs, SSIs and sickness, Need for Rural Industrialization, Industrial Labour – Structure of Industrial workers, Social Security Legislations; Labour Market Reforms

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Know the contemporaries issues in economic growth and development

CLO 2: Think analytically, using theoretic tools, about the principal issues concerning oligopolistic markets, competition, and apply them to the real world of industry.

CLO 3: Evaluate performance of industrial sector of India in the light of the theoretical background since independence

CLO 4: Know about the different sources, their type and working of various industrial banks in India.

CLO 5: Understand the importance of small scale industries in India in the context of developing countries.

Text Books:

- Ahluwalia I.J. (1985) Industrial Growth in India, Oxford University Press, New Delhi
- Barthwal R.R (1985) Industrial Economics, Wiley Eastern Ltd., New Delhi
- Bardhan, P.K. (9th Edition) (1999), The Political Economy of Development in India, Oxford University Press, New Delhi.
- Ahluwalia, I.J. (1997), Industrial Policy and Planning, 1947-1991: Tendencies, Interpretations and Issues, Sage Publications, New Delhi.

Reference Books:

- Desai,B. (1999) Industrial Economy in India 3rd Edition, Himalaya Publishing House, Mumbai
- Kuchhal, S.C (1980) Industrial Economy of India (5th edition) Chaitanya Publishing House, Allahabad

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1 -	05%
Assessment-2 -	05%
Mid-term exam -	20%
Assessment-3 -	05%
Assessment-4 -	05%
Total Internal Assessment -	40%

MA (Economics) 2nd Year
Semester-3
COMPUTER APPLICATIONS IN ECONOMICS

L T P
3 0 0

Course Name: Computer Application in Economics
Course Credit Hour: 3 hrs

Course Code: MAC306
Total Contact hour: 30hrs

Course Objective:

This course will develop an interest among students regarding use of computer in Economics. The usage of statistical tools, softwares and preparation of data files will make the student industry ready

Course Description:

This course intends to introduce students with the foundations of computing, programming software used for economic analysis. It is expected to sharpen the analytical and presentation skills of the students with applications which are relevant to economic analysis.

Course Contents:

Module-I Computer Fundamentals

Input-Output Devices; Computer Codes; BCD, EBCDIC, ASCII and Collecting Sequence; Planning the Computer Program; Algorithm, Flowcharts and Computer Program

Module-II Statistical Processing Techniques and Methods

Descriptive Statistics; Calculation of Mean, Correlation and Regressing analysis, Estimation of Growth Rates, Trends Forecasting; Construction of Index numbers; Moving Averages

Module-III IT Application to Commerce

E-Commerce: Meaning, E-Commerce, E-Business and E- Transaction; Ecommerce vs. Traditional Commerce; Security, Digital Signature, Digital Certificate; Encryption; Electronic Payment System - Debit Cards, Credit Cards, Smart Cards, Electronic Funds Transfer, ATM

Module-IV Introduction to SPSS

Meaning and importance of SPSS; Data Editor, Viewer and Draft Viewer, Chart Editor, Text Output Editor, Toolbar, Menus, Dialogue Boxes, Opening and Saving Files

Module-V Preparation of Data Files

Defining Variables – Variables Labels, Value Labels, Missing Values, Variable Types, Column Format, Measurement Level; Data Entry, Inserting and Deleting Cases and Variables, Moving Variables

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Know the basics of documentation and presentation tools such as word processing software.

CLO 2: Know the application of various statistical methods of analysis through different statistical applications.

CLO 3: Understand various concepts of digital transactions.

CLO 4: Gain knowledge of the basics of economic computing software such as SPSS.

CLO 5: Understand the use of tools and software for preparing data files.

Text Books:

- David Whiteley, E-Commerce: Strategy, Technologies and Applications, Tata McGraw Hill, New Delhi.
- Lipschultz, M.M. and S. Lipschultz, Theory and Problems of Data Processing, Schum's Outline Series, McGraw Hill, New York.
- Parameswaranm R., Computer Applications in Business, S. Chand and Company, New Delhi.

Reference Books:

- Madan, Sushila, Information Technology, Taxman Allied Services, New Delhi.
- P.T. Joseph, S.J. , E- Commerce : An Indian Perspective, PHI Learning , New Delhi.
- Goel, Sushil, Computer Application to Business & E-Commerce, Natraj Publishing House,Karnal.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1 -	05%
Assessment-2 -	05%
Mid-term exam -	20%
Assessment-3 -	05%
Assessment-4 -	05%
Total Internal Assessment -	40%

MA (Economics) 2nd Year
Semester-4
MATHEMATICAL ECONOMICS II

L T P
3 0 0

Course Name: Mathematical Economics II
Course Credit Hour: 3 hrs

Course Code: MAC401
Total Contact hour: 30hrs

Course Objective:

The objective is to rigorously introduce and teach several areas of mathematics that are widely-used in Microeconomics, Macroeconomics and Econometrics.

Course Description:

Mathematical economics deals with various applications of mathematical tools and techniques in defining and developing economic relationship. This course has been accordingly designed to include various mathematical techniques/ methods/ models related to the different parts of economic theory like consumer theory, of production, pricing, trade cycles, growth models, etc. The paper covers important aspects of microeconomics and development theory and the various modules have been accordingly designed.

Course Contents:

Module-I Market Equilibrium

Single market equilibrium – Marshallian and Walrasian equilibrium conditions; Lagged market equilibrium; Multi-market equilibrium – General equilibrium systems of Walras; Conditions of stability of equilibrium

Module-II Determination of Income and Fluctuations in Income

Classical and Keynesian macro system; Static and dynamic multiplier; Determinants of investment; Accelerator; Trade cycle model of Samuelson and Hicks, Goodwin, Kelecki and Phillips; Stabilization policy

Module-III Growth Models

Harrod-Domar model; Neo classical growth models – Solow and Meade, Growth models of Kaldor and Joan Robinson; Optimal growth and golden rule of accumulation; Turnpike theorem.

Module-IV Game Theory

Concept of game – Two-person zero-sum game, Pay-off matrix, pure and mixed strategies, Maxima and minima solutions, Saddle point solution; Applications of game theory.

Module-V Linear Programming and Input-output Analysis

Linear programming – Primal and dual problem; Simplex method; Applications of linear programming in economics- Input-output analysis – Open and closed systems, Hawkins-Simon condition.

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Understand the basic techniques in Calculus such as Differentiation and Integration; apply these techniques in a variety of applications such as to calculate different types of market equilibriums.

CLO 2: Learn about the modelling and analyzing the different investment concepts and theories

CLO 3: Learn about the modelling and analyzing the different growth theories of developmental economics.

CLO 4: Learn the outcomes that can go beyond cookbook procedures when modeling and analyzing game theory.

CLO 5: Solve Linear Programming Problems and familiarize with the mathematical tools and techniques that Economists commonly use to analyze economic issues and find solutions to complex economic problems.

Text Books:

- Allen, R.G.D. (1976), Mathematical Economics, Macmillan, London.
- Henderson, J.M. and R.E. Quandt (1980), Microeconomic Theory: A Mathematical Approach, McGraw Hill, New Delhi.
- Dowling, Edward T. (2004), Introduction to Mathematical Economics, 3rd Ed. McGraw-Hill.
- Chiang, A.C. (1984), Fundamental Methods of Mathematical Economics, 3rd Edition, McGraw Hill. Auckland.

Reference Books:

- Arrow, K.J. and M. Intrilligator (Eds.) (1982), Handbook of Mathematical Economics, Volumes I, II and III, North Holland, Amsterdam.
- Chung, J.W. (1993), Utility and Production: Theory and Applications Basil Blackwell, London.
- Ferguson, C.E. (1976), Neo-Classical Theory of Production and Distribution.
- Simon, Carl P. and Blume, Lawrence (1994), Mathematics for Economists, First Edition, 1994, W.W. Norton and Company. New York/London.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1 -	05%
Assessment-2 -	05%
Mid-term exam -	20%
Assessment-3 -	05%
Assessment-4 -	05%
Total Internal Assessment -	40%

MA (Economics) 2nd Year
Semester-4
ECONOMETRICS II

L T P
3 0 0

Course Name: Econometrics II
Course Credit Hour: 3 hrs

Course Code: MAC402
Total Contact hour: 30hrs

Course Objective:

This course provides the theoretical underpinnings for conducting applied econometric studies. It provides the conceptual framework on which such analyses are based, supplemented by illustrative empirical applications.

Course Description:

Application of economic theory needs a reasonable understanding of economic relationships and relevant statistical methods. The econometric theory thus becomes a very powerful tool for understanding of applied economic relationships and for meaningful research in economics. This paper accordingly is devoted to equip the students with basic theory of econometrics and relevant applications of the methods. The topics covered in the course include various problems faced in estimation of both single equations and simultaneous equations models.

Course Contents:

Module-I Dynamic Econometric Models

Autoregressive and distributed log models - Koyck Model, Adaptive expectation and Partial Adjustment approaches for rationalization of Koyck models, Estimation of Autoregressive models, Granger causality and ergogeneity.

Module-II Dummy variable Regression Models

The Nature of Dummy variable, caution in the use of Dummy variables, ANOVA MODELS with two qualitative variables, ANCOVA MODELS, The use of Dummy variables in seasonal analysis and Interaction Effects

Module-III Simultaneous Equations Model

The simultaneous equation bias and inconsistency of OLS estimators; The identification problem; Rules of identification - order and rank conditions (statement only), Methods of estimating simultaneous equation system: Indirect Least squares (ILS), 2 SLS (Two state least squares), Least variance ration method, Sure (seemingly unrelated regression method). Estimation of Translog Production and Translog cost function.

Module-IV Time Series Econometrics

Key concepts - stochastic process; stationarity and non- stationarity process, purely random process, Random walk models co-integration, Integrated variables, Deterministic and stochastic trends and unit root. Techniques of forecasting - ARMA, MRIMA Models, Box-Jenkins methodology.

Module-V Panel Data Models

Introduction: Advantages and Issues Involved in Utilizing Panel Data. Simple Panel Data Models: Fixed Effects Models – LSDV Approach, Random Effects Models. Dynamic Panel Model: Random, Coefficient Model.

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Gained the knowledge related to various dynamic econometric models Problems related to estimation of distributed lag model

CLO 2: Know the possible solution techniques for solving the problem associated with such dynamic model

CLO 3: Gain the knowledge regarding the differences between single equation regression model and simultaneous equation system

CLO 4: Learn various advanced time series econometric methods, estimation methods and related econometric theories and apply these methods to empirical data or develop new time series econometric theories

CLO 5: Know the basic econometric terminology and estimation and test principles for efficient inference with panel data; and the potential of panel data to deal with estimation biases following from heterogeneity in individual characteristics and individual behaviour

Text Books:

- Gujarati, D.N. (1995), Basic Econometrics (2nd Edition), McGraw Hill, New Delhi
- Koutsoyiannis, A. (1997), Theory of Econometrics (2nd Edition), The Macmillan Press Ltd., London.
- Johnston, J. (1991), Econometric Methods, McGraw Hill Book Company, London.
- Krishna K.L. (1997), Econometrics Application in India, Oxford University Press, New Delhi.
- Pindyck, R.S. and D.L. Rubinfeld (1976), Econometric Models and Economic Forecasts, McGraw Hill, Tokyo.

Reference Books:

- Maddala, G.S. (1993), Econometrics Methods and Applications, (2 Vol.), Alder shot, U.K.
- Kmenta, J. (1997), Elements of Econometrics, University of Michigan Press, New York.
- Intrilligator, M.D. (1978), Econometrics Techniques and Applications, Prentice Hall, New Jersey.
- Frances, P. H. (1998), Time Series Models for Business and Economic Forecasting, Cambridge University Press, Cambridge.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1 -	05%
Assessment-2 -	05%
Mid-term exam -	20%
Assessment-3 -	05%
Assessment-4 -	05%
Total Internal Assessment -	40%

MA (Economics) 2nd Year
Semester-4
ENVIRONMENTAL ECONOMICS

L T P
3 0 0

Course Name: Environmental Economics

Course Code: MAC403

Course Credit Hour: 3 hrs

Total Contact hour: 30hrs

Course Objective:

In this course students are introduced to the economic way of thinking with reference to environmental issues. The students will learn how economics provides insight on the cause and management of Environmental damage

Course Description:

In the past twenty years or so, many new insights have taken root and become important in economic theory and policy. Environmental Economics is one of these. There is a common notion that economic activities are behind all the environmental evils, but nowadays the environmental factors have started affecting economic variables. This paper discusses about various environmental economic issues and the concepts associated with it like externalities, environmental Kuznet's curve, environmental valuation, management of natural resources and the concept of sustainable development, as well as the various global and domestic environmental issues as to why we need for devising socially optimum policies.

Course Contents:

Module-I Market and the Environment

The interaction between the Economic system and the Environmental system; the services provided by the Environment for the Economy, Resource flow, Market failure: Environmental damage as Externality, Market failure: Environmental quality as Public good, Property rights and Environmental Damage: Coase theorem, overuse of open access resources ('tragedy of the commons'), Government Failure and the Environment

Module-II Market Based Instruments for Pollution Control

The concept of optimum pollution, Limitations of Command and Control approach to pollution control, Pollution taxes, Tradable Permits, Comparison of pollution control instruments

Module-III Environmental Valuation

Cost – benefit Analysis, The importance of environmental valuation, types of environmental value, Travel cost method, Contingent valuation method, Hedonic Pricing method.

Module-IV Natural Resource Economics

The distinction between renewable and non – renewable resources, Renewable resources: Importance of forests, causes and consequences of deforestation, Non – renewable resources: Classification of non – renewable resources, Hotelling theorem, Common property resources: distinction between common property and open access resources, Ostrom's "design principles" for management of common property resources

Module-V Sustainable Development

Economic growth and the Environment: the Environment Kuznets curve , The definition of Sustainable Development, Conditions for Sustainable development , Poverty and the Environmental Degradation , “Green National Accounts”

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Understand the basics of environment and environmental economics; and the situations of market failure in case of environmental goods.

CLO 2: Know the various economic measures of pollution controls.

CLO 3: Understand the techniques used for valuation of environmental quality.

CLO 4: Work out the ways through which environmental degradation can be controlled.

CLO 5: Evaluate the sustainability aspect associated with natural resources

Text Books:

- Kolstad, C.D. (1999) Environmental Economics, Oxford, New Delhi.
- Bhattacharya, R.N. (Ed.) (2001), Environmental Economics: An Indian Perspective, Oxford University Press, New Delhi.
- Ch. Hanumantha Rao (1994): Agricultural Growth, Rural Poverty and Environmental Degradation in India, Oxford University Press, New Delhi.
- Sankar, U. (ed.) (2001) Environmental Economics: An Indian Perspective, Oxford, New Delhi.
- Sengupta, R.P. (2001) Ecology and Economics: An approach to Sustainable Development, Oxford, New Delhi.
- Chadha, G.K. (ed.) (2001) WTO and Indian Economy, Deep & Deep, New Delhi.
- Goodstein, E.S. (2002) Economics and the Environment, John Wiley, New York.
- Mehta, S.; Mundle, S. and Sankar, U. Incentives and regulation for pollution control. Sage Publishers, 1997.

Reference Books:

- Baumol, YAN and W.R. Ostes The Theory of Environmental Policy, Cambridge (1998). University Press.
- Bromely, D.W. (ed) (1995). Handbook of Environmental Economics, Blackwell, London.
- Opschoor, J. B. and Vos, H. B. Economic instruments for environmental protection. OECD and OCDE, 1989.
- Parikh, K.S. (ed.) (1999), India Development Report, 1999-2000, Oxford University Press.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1 -	05%
Assessment-2 -	05%
Mid-term exam -	20%
Assessment-3 -	05%
Assessment-4 -	05%
Total Internal Assessment -	40%

MA (Economics) 2nd Year
Semester-4
RESEARCH METHODOLOGY

L T P
3 0 0

Course Name: Research Methodology
Course Credit Hour: 3 hrs

Course Code: MAC404
Total Contact hour: 30hrs

Course Objective:

The objective of this paper is to enable the students to know the major concepts and methods in research methodology. The students at the post-graduate level are expected to know research methods and data analysis so that they can be employed in any business and industrial undertakings as research / economic analyst. This also helps the students who go for further research such as M.Phil and Ph.D. However, the subject is to be treated at primary level and not in depth.

Course Description:

This is a course for studying various methods for conducting social science research. It deals with various approaches, methods, tools and techniques. Further, it deals with basic knowledge on computer, data, and estimation of statistical tools by using software and analysing the results of economic relationships, testing economic hypotheses and forecasting.

Course Contents:

Module-I Meaning and Scope of Social Research

Meaning- Objectives and Characteristics, Types of Research. Formulation of a Research Problem

Module-II Formulation of Research Problem and Research Design

Main steps in research - selection of a research problem - Sources, Formulation of a research problem, Research Design - Meaning, Types of Research Design, Characteristics of Good Research Design. Significance of research design

Module-III Hypothesis and Sampling

Hypothesis – meaning, sources, types, formulation and significance, Characteristics of good hypothesis, Testing the hypothesis, Chi-square test, Null hypothesis; Sampling: Methods of Sampling – Advantages and Limitations, Sampling and Non – Sampling errors

Module-IV Data Collection and Processing

Sources of Data – Techniques of data collection – Questionnaire – Interview Schedule, Case study method, Data Processing – Editing – Classification – Coding and Tabulation

Module-V Report Writing

Requirements and Mechanics of Report Writing – Precautions in Report Writing, Bibliography, Role of Computers in research

Course Learning Outcomes (CLOs): After completing the course, the student shall be able to:

CLO 1: Understand the ethical dimensions of conducting research.

CLO 2: Understand the various research problems and good research designs.

CLO 3: Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling. They also gain knowledge to formulate and choose appropriate research hypothesis

CLO 4: Choose methods appropriate to research objectives and data collection.

CLO 5: Develop skills to organise and analyze data and writing research report.

Text Books:

- Goode W.J. (1952) and Hatt P.K. Methods in Social Research, McGraw – Hill
- Young P (1966) Scientific Social Surveys and Research, Prentice Hall
- Kothari C.R. (2010) Research Methodology: Methods and Techniques, Wiley Eastern Limited
- Nachmias David & Nachmias Chava, (1981), Research Methods in the Social Sciences, New York.

Reference Books:

- Gopal, M.H (1970) An Introduction to Research Procedures in Social Sciences, Bombay, Asia Publishing House.
- Gosh B.N.– Scientific Method and Social Research – Sterling Publishers (P) Ltd.
- Rajaram V. (1996), Fundamentals of computers, Prentice Hall of India, New Delhi
- Ranjeet Kumar (2008): Research Methodology: A Step by Step Guide for Researchers.
- Sadhu A.,N. & Amarjit Singh: Research Methodology in Social Sciences, by Himalaya Publishing House.
- Thanulingom, N. (2000), “Research Methodology” Himalaya Publishing House.

Assessment method: (Continuous Internal Assessment = 40%, Final Examination = 60%)

Assessment-1 -	05%
Assessment-2 -	05%
Mid-term exam -	20%
Assessment-3 -	05%
Assessment-4 -	05%
Total Internal Assessment -	40%

